



October 30, 2019

Mr. Sandy-Michael McDonald
 Director
 Broward County Office of Economic and Small Business Development
 115 South Andrews Avenue, Room A-680
 Fort Lauderdale, FL 33301

Dear Sandy,

Please find below the Alliance's fiscal year 2019 fourth quarter/year end report to Broward County. The Alliance is pleased to report that Broward County's employment growth remains strong with 12,600 jobs added year over year. Additionally, its current unemployment rate of 2.8% still stands below the state average of 3.2%. This continues to be a testament to the strong collaborations between Broward County, the Alliance, and other partners leading to success in Broward and jobs for its residents. Some of the highlights of the fourth quarter include the following:

1. We were pleased to finalize the following company projects and continue to work with 28 companies that are in the project pipeline. This brought the total number of completed projects for FY2019 to 20. Completed fourth quarter projects were:

Project Taylor (formal announcement by the company will be forthcoming), a pioneer in the advancement of robotic-arm assisted surgery in orthopedics, will be adding 550 jobs, retaining 351 jobs and making a \$25 million capital investment in Weston.

Navalimplanta, a leader in the design and manufacturing of marine equipment such as valves, remote controls systems, cargo access equipment and more for both passenger and merchant ships, will be adding 20 jobs, retaining 32 jobs and making a \$9.8 million capital investment in Fort Lauderdale.

2. As always, a primary focus of the Alliance is assisting local companies through our BRAVO (Business Retention and Visitation Outreach) program. 69 Broward County companies were visited by the Alliance during the fourth quarter, and 180 companies were visited during the fiscal year, as we assisted in areas such as access to capital, workforce training opportunities, permitting and site location assistance.
3. The Alliance continued its implementation of the Target 20/20 strategic marketing plan. Target 20/20 is guiding strategic and tactical economic development marketing through the year 2020, as we focus on high-wage targeted industries including aviation/aerospace; global logistics; life sciences; marine industries; technology; national, regional and Latin America headquarters; and other target industries. Through its out of market business advertising, the Alliance generated over 17,000,000 impressions and over 150,000 visits to its website during fiscal year 2019, through its print, digital, search engine and B2B digital marketing campaigns. The campaigns are primarily directed to C-Level executives in the target industries of aviation, life sciences, technology and headquarters. The Alliance utilizes print and online publications such as Business Facilities, Area Development, JetTrader, Aviation Week, Fierce BioTech, Fierce Pharma, CIO, and CSO.
4. The Alliance's Port Everglades Action Team, a partnership with Broward County and numerous community organizations, continued its work to support Port Everglades expansion projects.

ALLIANCE: PARTNERSHIP FOR ECONOMIC GROWTH

Broward County's Official Economic Development Partnership

110 E. Broward Boulevard, Suite 1990, Fort Lauderdale, FL 33301 • Phone: 954/524-3113, 800/41-1420 • Fax: 954/524-3167

www.gflalliance.org



5. The Alliance continued to implement recommendations from the Workforce Skills Gap Study, which was announced in April of 2017. One of the projects, Prosperity Broward, is focusing on improving opportunities for workforce training and entrance into the job market, employment and small business assistance for residents in six of Broward County's most economically challenged zip codes that have very high unemployment rates and high levels of poverty. Other recommendations being implemented include addressing a shortage of middle skills talent in technology and aviation industries, summer youth employment, and generational workforce issues and opportunities.
6. The Alliance is focusing new efforts into branding the area as a Talent Hub that offers a highly skilled workforce where opportunities to recruit new talent are abundant. Marketing is being done to companies seeking talent and to the workforce inside and outside the area that is looking for job opportunities in a dynamic and growing market. TechGateway is one of the ways we are marketing to companies in the tech industry who want to be in a major tech cluster, and to talent looking for career opportunities in tech. An example of how this is being done is a recent marketing campaign where 31,000 inserts highlighting TechGateway were included in the Boston and Washington D.C. Business Journal print publications.
7. The Alliance continues to take a lead role in establishing and promoting the Marine Research Hub (MRH) Consortium of South Florida. A database of key research projects has been gathered from each of the four South Florida universities performing oceanographic and marine research, and work continues on developing and implementing a marketing and communications plan to brand the Hub, along with creating opportunities for the universities to commercialize their research projects. Plans are underway for the Alliance to participate in hosting the national Ocean Exchange Conference in Fort Lauderdale in October. Work is also underway for the 4th annual Marine Research Hub Summit to be held during the 2019 Fort Lauderdale International Boat Show.
8. The Alliance continues to help lead the Broward Six Pillars strategic visioning implementation process. Nine key focus areas of work have been identified as issues that are being addressed by Six Pillars 2.0 leaders and volunteers going forward in the next five-year timeline: Affordable Housing, Community Branding, Prosperity Broward, Entrepreneurial Ecosystem, Growing Target Industry Clusters, Homelessness, Resiliency, Building/Branding ourselves as a Talent Hub, and Transportation.

These are just a few examples of the steps we are taking to continue to strengthen and diversify our economy as we work to create jobs for the residents of Broward County and build the county's tax base, working with Broward County and our other partners.

With warm personal regards, I remain

Sincerely,

Bob Swindell
President and CEO

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Greater Fort Lauderdale Alliance
2019 Performance Measures
Supplemental Information
4th Quarter

1. The Alliance goal for average projects in the pipeline was 30. There were 28 projects in the pipeline at the end of the fiscal year, which represents 93% goal attainment. The Alliance has a number of project generation outreach programs in process, and it is anticipated this will result in additional projects in the pipeline as we move into FY 2020.
2. The Alliance goal for number of CareerSource Broward Partnerships was 20 for FY2019, or 5 per quarter. The Alliance completed 17 partnerships during the year, which represents 85% goal attainment. The state's Incumbent Worker Training (IWT) budget was depleted in May, which impacted the Alliance's ability to reach this goal regarding the number of companies in the program. However, the state's new IWT budget began July 1st and we were able to exceed the dollar value of CareerSource Broward Partnerships by 97%.



FY 2019 Market Measures

Business Attraction

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Domestic Leads	220	55	41	41
International Leads	100	25	14	14
Average Monthly Projects in the Pipeline	30	30	33	33
Number of Announced Projects	20	5	8	8
Number of New Value-Added Jobs	1,200	400	710	710
\$ of Direct Capital Investment	\$75M Domestic; \$5M Int'l	\$18.75M Domestic; \$1.25M Int'l	\$27.99M Domestic; \$5.7M Int'l	\$27.99M Domestic; \$5.7M Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

Business Retention

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Number of Corporate Visits	180	45	40	40
Number of Retained Jobs	1,300	325	334	334
Number of CareerSource Broward Partnerships	20	5	8	8
Dollar Value of CareerSource Broward Partnerships	\$500,000	\$125,000	\$343,275	\$343,275

Marketing & Communications

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Media Value Generated	\$300,000	\$75,000	\$173,165	\$173,165

Financial Support

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 1st Qtr
Public/Private Mix	\$1.00:\$1.48	\$1.00:\$1.48	\$1.00:\$1.22	\$1.00:\$1.22
Private Sector Dollars Investing in Economic Development	\$2,304,200	\$576,050	\$476,109	\$476,109



FY 2019 Market Measures

Administrative Objectives

- A.** Continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team, focusing on key projects such as the Turning Notch and Deepening and Widening Projects.

With the long-sought-after goal of authorization by the Army Corps of Engineers for the widening and deepening project of Port Everglades received in 1Q/17, we now move into a new authorization phase, seeking to get approval for the ACOE “New Start” projects. We will continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team (PEAT), focusing on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility. In June, a group of 12 PEAT members traveled to Washington, DC, including Commissioner Chip LaMarca, Alliance President / CEO Bob Swindell, Alliance VP Gail Bulfin, PEA Executive Director Lori Baer and others. The team spent a day on Capitol Hill speaking with the Florida delegation and influential staff and elected officials from other states who play a role in both WRDA and on the Appropriations committee. Our “ask” this time was to create specific language to allow the County and Port Everglades to pre-fund a portion of the project – the movement of the U.S. Coast Guard station – and to allow that work to be eligible for reimbursement. In addition, the team asked for support to secure more Customs and Border Protection agents at both FLL and Port Everglades. The following day, a group visited with the team from the US DOT Ports & Waterways department, including the chief administrator and was able to secure a visit by their team to Port Everglades for a community charrette in early 2019. In late September, we received great news that our efforts to advocate for more CBP agents were successful. Port Everglades and FLL received authorization for 25 new agents for our very busy ports of entry. Most recently, the team met at the Port to review strategies for 2019. Port issues will be front and center during a Tallahassee Fly-In in March and another small group trip to DC in May.

- B.** Research, plan and organize a 2020 Alliance leadership trip to one of Broward County’s competitive regions to review best practices and produce benchmarks for improvement in Alliance performance and deliverables and to enhance Broward County’s business climate.

Alliance staff and volunteer leadership successfully planned and executed leadership trips to study best practices in 2016 to Austin, Texas and in 2018 to Nashville, Tennessee. During the most recent trip, 80 Alliance members and community partners participated in the process. During the 2nd Q of 2019, a planning team will be assembled to begin the process of identifying the next city to be studied in 2020. Previous areas of study included Business Best Practices, Quality of Life, K-12 Education, Transportation, Higher Education, Housing, Healthcare and Homelessness, and Workforce. Review of topics and selection of team leaders will also be identified in Q2 / Q3.

- C.** Conduct an assessment of buildings and sites in Broward County in order to match the requirements of targeted industry needs with existing inventory and to determine and promote the need for new product inventory.

The assessment of building and sites in Broward County has been completed and requirements of targeted industries has been developed based on historical occupation numbers. Meetings are being held with local and out-of-state developers to respond to their queries about opportunities for product development and to promote the need for new product inventory.



FY 2019 Market Measures

Business Intelligence Administrative Objectives

- A.** Develop and maintain a new template marketing presentation that clearly and factually states the business case for establishing or growing specific target industry niches of strength and opportunity for Broward County (i.e., Aviation Maintenance, Repair and Overhaul; Pharmaceutical Manufacturing; IT Software Design).

The template marketing presentation has been developed and the presentations for the target industry niche segments are updated on a continual basis.

- B.** Complete a database highlighting Broward County's competencies (leading employers, average salary by selected occupation, education data, etc.) to attract target industry niche sectors and post online for access by Alliance partners and █

The database was developed and posted online in December 2015. It is updated on a continual basis.

- C.** Report on target industries niche subsets in its prospects and leads reports to develop a baseline and subsequent measurements indicating success in growing the niche markets.

Of the total 55 prospects and leads in the 1st quarter, 15 were in the target niche industries of Aviation Maintenance, Repair and Overhaul; International and Regional Headquarters; Pharmaceutical Manufacturing; Medical Equipment/Device Development and Manufacturing; Custom Computer Programming; and Software Publishers.

- D.** Develop and utilize an expanded internship program with area universities for undergraduates and MBA candidates to assist with research projects designed to help grow jobs in Broward County.

This program has been created and the Alliance is utilizing interns to assist with research projects.

- E.** Prepare ongoing annual and updated data that will be used in the Six Pillars strategic planning process to grow high paying jobs in Broward County and engage community leaders in enhancing Broward County's business and economic climate.

Updated data is prepared on an ongoing basis. The Six Pillars annual report and implementation plan are posted to www.sixpillarsbroward.org.



FY 2019 Market Measures

Business Attraction

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 2nd Qtr
Domestic Leads	220	110	87	46
International Leads	100	50	26	12
Average Monthly Projects in the Pipeline	30	30	29	29
Number of Announced Projects	20	10	12	4
Number of New Value-Added Jobs	1,200	600	1288	578
\$ of Direct Capital Investment	\$75M Domestic; \$5M Int'l	\$37.5M Domestic; \$2.5M Int'l	\$217.7M Domestic; \$5.7M Int'l	\$189.7M Domestic; \$0M Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

Business Retention

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 2nd Qtr
Number of Corporate Visits	180	90	65	25
Number of Retained Jobs	1,300	650	598	264
Number of CareerSource Broward Partnerships	20	10	12	4
Dollar Value of CareerSource Broward Partnerships	\$500,000	\$250,000	\$461,149	\$117,874

Marketing & Communications

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 2nd Qtr
Media Value Generated	\$300,000	\$150,000	\$305,840	\$132,674

Financial Support

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 2nd Qtr
Public/Private Mix	\$1.00:\$1.48	\$1.00:\$1.48	\$1.00:\$ 1:31	\$1.00:\$1.40
Private Sector Dollars Investing in Economic Development	\$2,304,200	\$1,152,100	\$1,022,065	\$545,956



FY 2019 Market Measures

Administrative Objectives

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With the long-sought-after goal of authorization by the Army Corps of Engineers for the widening and deepening project of Port Everglades received in 1Q/17, we now move into a new authorization phase, seeking to get approval for the ACOE “New Start” projects. We will continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team (PEAT), focusing on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility. In June, a group of 12 PEAT members traveled to Washington, DC, including Commissioner Chip LaMarca, Alliance President / CEO Bob Swindell, Alliance VP Gail Bulfin, PEA Executive Director Lori Baer and others. The team spent a day on Capitol Hill speaking with the Florida delegation and influential staff and elected officials from other states who play a role in both WRDA and on the Appropriations committee. Our “ask” this time was to create specific language to allow the County and Port Everglades to pre-fund a portion of the project – the movement of the U.S. Coast Guard station – and to allow that work to be eligible for reimbursement. In addition, the team asked for support to secure more Customs and Border Protection agents at both FLL and Port Everglades. The following day, a group visited with the team from the US DOT Ports & Waterways department, including the chief administrator and was able to secure a visit by their team to Port Everglades for a community charrette in early 2019. In late September, we received great news that our efforts to advocate for more CBP agents were successful. Port Everglades and FLL received authorization for 25 new agents for our very busy ports of entry. Most recently, the team met at the Port to review strategies for 2019. Port issues were front and center during a Tallahassee Fly-In in March and will be again when another small group travels to DC in May.

- B.** Research, plan and organize a 2020 Alliance leadership trip to one of Broward County’s competitive regions to review best practices and produce benchmarks for improvement in Alliance performance and deliverables and to enhance Broward County’s business climate.

Alliance staff and volunteer leadership successfully planned and executed leadership trips to study best practices in 2016 to Austin, Texas and in 2018 to Nashville, Tennessee. During the most recent trip, 80 Alliance members and community partners participated in the process. During the third quarter of 2019, a planning team will be assembled to begin the process of identifying the next city to be studied in 2020. Previous areas of study included Business Best Practices, Quality of Life, K-12 Education, Transportation, Higher Education, Housing, Healthcare and Homelessness, and Workforce. Review of topics and selection of team leaders will also be identified in Q2 / Q3.

- C.** Conduct an assessment of buildings and sites in Broward County in order to match the requirements of targeted industry needs with existing inventory and to determine and promote the need for new product inventory.

The assessment of building and sites in Broward County has been completed and requirements of targeted industries has been developed based on historical occupation numbers. Meetings are being held with local and out-of-state developers to respond to their queries about opportunities for product development and to promote the need for new product inventory.



FY 2019 Market Measures

Business Intelligence Administrative Objectives

- A.** Develop and maintain a new template marketing presentation that clearly and factually states the business case for establishing or growing specific target industry niches of strength and opportunity for Broward County (i.e., Aviation Maintenance, Repair and Overhaul; Pharmaceutical Manufacturing; IT Software Design).

The template marketing presentation has been developed and the presentations for the target industry niche segments are updated on a continual basis.

- B.** Complete a database highlighting Broward County's competencies (leading employers, average salary by selected occupation, education data, etc.) to attract target industry niche sectors and post online for access by Alliance partners and █

The database was developed and posted online in December 2015. It is updated on a continual basis.

- C.** Report on target industries niche subsets in its prospects and leads reports to develop a baseline and subsequent measurements indicating success in growing the niche markets.

Of the total 58 prospects and leads in the 2nd quarter, 6 were in the target niche industries of Aviation Maintenance, Repair and Overhaul; International and Regional Headquarters; Pharmaceutical Manufacturing; Medical Equipment/Device Development and Manufacturing; Custom Computer Programming; and Software Publishers.

- D.** Develop and utilize an expanded internship program with area universities for undergraduates and MBA candidates to assist with research projects designed to help grow jobs in Broward County.

This program has been created and the Alliance is utilizing interns to assist with research projects.

- E.** Prepare ongoing annual and updated data that will be used in the Six Pillars strategic planning process to grow high paying jobs in Broward County and engage community leaders in enhancing Broward County's business and economic climate.

Updated data is prepared on an ongoing basis. The Six Pillars annual report and implementation plan are posted to www.sixpillarsbroward.org.



FY 2019 Market Measures

Business Attraction

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 3rd Qtr
Domestic Leads	220	165	200	113
International Leads	100	75	69	43
Average Monthly Projects in the Pipeline	30	30	26	26
Number of Announced Projects	20	15	18	6
Number of New Value-Added Jobs	1,200	900	1,513	225
\$ of Direct Capital Investment	\$75M Domestic; \$5M Int'l	\$56.25M Domestic; \$3.75M Int'l	\$255.8M Domestic; \$5.7M Int'l	\$38.1M Domestic; \$0 Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

Business Retention

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 3rd Qtr
Number of Corporate Visits	180	135	111	46
Number of Retained Jobs	1,300	975	1,232	634
Number of CareerSource Broward Partnerships	20	15	13	1
Dollar Value of CareerSource Broward Partnerships	\$500,000	\$375,000	\$470,149	\$9,000

Marketing & Communications

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 3rd Qtr
Media Value Generated	\$300,000	\$225,000	\$423,505	\$116,630

Financial Support

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 3rd Qtr
Public/Private Mix	\$1.00:\$1.48	\$1.00:\$1.48	\$1.00:\$1.48	\$1.00:\$1.82
Private Sector Dollars Investing in Economic Development	\$2,304,200	\$1,728,150	\$1,731,589	\$709,524



FY 2019 Market Measures

Administrative Objectives

- A.** Continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team, focusing on key projects such as the Turning Notch and Deepening and Widening Projects.

With the long-sought-after goal of authorization by the Army Corps of Engineers for the widening and deepening project of Port Everglades received in 1Q/17, we now move into a new authorization phase, seeking to get approval for the ACOE “New Start” projects. We will continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team (PEAT), focusing on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility. In May, a group of 18 PEAT members traveled to Washington, DC, including representatives from Broward County government, Alliance President / CEO Bob Swindell, Alliance VP Gail Bulfin, PEA Executive Director Lori Baer, members of the business community and others. The team spent a day on Capitol Hill speaking with the Florida delegation and influential staff and elected officials from other states who play a role in both WRDA and on the Appropriations committee. Our “ask” this time was for the ACOE to increase the number of designated “new starts” with the hope that Port Everglades might be included with that expanded number. In addition, the team asked for support to secure more Customs and Border Protection agents at both FLL and Port Everglades. In late September, we received great news that our efforts to advocate for more CBP agents were successful. Port Everglades and FLL received authorization for 25 new agents for our very busy ports of entry. Port issues were front and center during a Tallahassee Fly-In in March, 2019 and will be again when another group travels to DC in September, 2019.

- B.** Research, plan and organize a 2020 Alliance leadership trip to one of Broward County’s competitive regions to review best practices and produce benchmarks for improvement in Alliance performance and deliverables and to enhance Broward County’s business climate.

Alliance staff and volunteer leadership successfully planned and executed leadership trips to study best practices in 2016 to Austin, Texas and in 2018 to Nashville, Tennessee. During the most recent trip, 80 Alliance members and community partners participated in the process. During the third quarter of 2019, a planning team will be assembled to begin the process of identifying the next city to be studied in 2020. Previous areas of study included Business Best Practices, Quality of Life, K-12 Education, Transportation, Higher Education, Housing, Healthcare and Homelessness, and Workforce. Review of topics and selection of team leaders will also be identified in Q4.

- C.** Conduct an assessment of buildings and sites in Broward County in order to match the requirements of targeted industry needs with existing inventory and to determine and promote the need for new product inventory. Page 14 of 25

The assessment of building and sites in Broward County has been completed and requirements of targeted industries has been developed based on historical occupation numbers. Meetings are being held with local and out-of-state developers to respond to their queries about opportunities for product development and to promote the need for new product inventory.



FY 2019 Market Measures

Business Intelligence Administrative Objectives

- A.** Develop and maintain a new template marketing presentation that clearly and factually states the business case for establishing or growing specific target industry niches of strength and opportunity for Broward County (i.e., Aviation Maintenance, Repair and Overhaul; Pharmaceutical Manufacturing; IT Software Design).

The template marketing presentation has been developed and the presentations for the target industry niche segments are updated on a continual basis.

- B.** Complete a database highlighting Broward County's competencies (leading employers, average salary by selected occupation, education data, etc.) to attract target industry niche sectors and post online for access by Alliance partners and █

The database was developed and posted online in December 2015. It is updated on a continual basis.

- C.** Report on target industries niche subsets in its prospects and leads reports to develop a baseline and subsequent measurements indicating success in growing the niche markets.

Of the total 156 prospects and leads in the 3rd quarter, 39 were in the target niche industries of Aviation Maintenance, Repair and Overhaul; International and Regional Headquarters; Pharmaceutical Manufacturing; Medical Equipment/Device Development and Manufacturing; Custom Computer Programming; and Software Publishers.

- D.** Develop and utilize an expanded internship program with area universities for undergraduates and MBA candidates to assist with research projects designed to help grow jobs in Broward County.

This program has been created and the Alliance is utilizing interns to assist with research projects.

- E.** Prepare ongoing annual and updated data that will be used in the Six Pillars strategic planning process to grow high paying jobs in Broward County and engage community leaders in enhancing Broward County's business and economic climate.

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FY 2019 Market Measures

4th Quarter – End of FY 2019

Business Attraction

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 4th Qtr
Domestic Leads	220	220	276	76
International Leads	100	100	79	10
Average Monthly Projects in the Pipeline	30	30	28	28
Number of Announced Projects	20	20	20	2
Number of New Value-Added Jobs	1,200	1,200	2,083	570
\$ of Direct Capital Investment	\$75M Domestic; \$5M Int'l	\$75M Domestic; \$5M Int'l	\$280.8M Domestic; \$15.55M Int'l	\$25M Domestic; \$9.85 Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

Business Retention

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 4th Qtr
Number of Corporate Visits	180	180	180	69
Number of Retained Jobs	1,300	1,300	1,615	383
Number of CareerSource Broward Partnerships	20	20	17	4
Dollar Value of CareerSource Broward Partnerships	\$500,000	\$500,000	\$985,384	\$515,235

Marketing & Communications

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 4th Qtr
Media Value Generated	\$300,000	\$300,000	\$470,735	\$47,229

Financial Support

Market Measures	FY 2019 Goal	FY 2019 Goal YTD	FY 2019 Actual YTD	FY 2019 Actual 4th Qtr
Public/Private Mix	\$1.00:\$1.48	\$1.00:\$1.48	\$1.00:\$1.58	\$1.00:\$1.86
Private Sector Dollars Investing in Economic Development	\$2,304,200	\$2,304,200	\$2,455,398	\$723,809



FY 2019 Market Measures

Administrative Objectives

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- C.** Conduct an assessment of buildings and sites in Broward County in order to match the requirements of targeted industry needs with existing inventory and to determine and promote the need for new product inventory.

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- C.** Report on target industries niche subsets in its prospects and leads reports to develop a baseline and subsequent measurements indicating success in growing the niche markets.

Of the total 86 prospects and leads in the 4th quarter, 15 were in the target niche industries of Aviation Maintenance, Repair and Overhaul; International and Regional Headquarters; Pharmaceutical Manufacturing; Medical Equipment/Device Development and Manufacturing; Custom Computer Programming; and Software Publishers.

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Key Broward County Economic Indicators

Following are key Broward County economic statistics that are indicators of Broward's overall economic health and trends (2019 numbers are as of September, 2019)

	Number Employed	Number in Labor Force	Number Unemployed	Unemployment Rate
2012	952,484	1,021,901	69,417	6.8%
2013	973,289	1,026,442	53,153	5.2%
2014	1,017,456	1,065,335	47,879	4.5%
2015	956,378	999,633	43,255	4.3%
2016	980,719	1,025,431	44,712	4.4%
2017	991,883	1,026,696	34,813	3.4%
2018	1,011,564	1,041,177	29,613	2.8%
2019	1,030,503	1,060,561	30,058	2.8%

Source: Department of Economic Opportunity *Aside from 2019, all numbers are from December

Number of Jobs in Target Industries						
	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
2012	10,775	4,072	31,634	47,461	31,396	8,797
2013	10,823	4,237	32,341	50,027	31,995	8,805
2014	11,861	4,684	33,290	53,433	32,411	8,156
2015	11,931	4,752	34,664	54,923	32,677	8,472
2016	12,409	4,810	33,351	52,272	30,906	8,325
2017	13,250	4,746	34,841	54,446	31,821	8,300
2018	16,058	4,981	39,494	62,657	36,888	9,385
2019	16,63791	5,448	40,249	63,034	37,818	9,413

Source: EMSI *Data from December of respective years

Employment by Major Occupational Sectors								
INDUSTRY	Dec-12	Dec-13	Dec-14	Dec-15	Dec-16	Dec-17	Dec-18	Sept-19
Construction	32,200	34,700	38,400	43,800	44,900	49,600	51,300	49,000
Manufacturing	25,800	26,700	27,600	28,400	27,900	28,800	28,300	28,100
Wholesale Trade	45,900	46,700	48,000	48,700	49,200	49,900	47,800	47,600
Retail Trade	105,100	111,000	112,300	112,900	115,200	113,500	113,800	110,100
Transportation, Warehousing, and Utilities	23,900	24,700	25,200	26,400	27,400	27,600	32,100	31,000
Information	18,400	18,400	18,900	19,400	19,200	19,500	20,900	20,100
Financial Activities	55,700	55,200	56,400	58,600	57,400	58,300	58,400	63,900
Professional and Business Services	128,300	134,500	141,000	144,800	151,700	155,300	156,200	156,500
Education and Health Services	97,400	99,500	101,600	104,500	107,200	114,000	113,700	116,700
Leisure and Hospitality	83,300	87,400	91,000	92,800	96,100	95,400	95,000	95,400

Source: Department of Economic Opportunity

Average Wage Rates by Target Industry						
	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
2012	\$56,451	\$50,240	\$77,635	\$62,438	\$59,782	\$45,182
2013	\$56,281	\$49,369	\$79,025	\$62,992	\$60,239	\$45,870
2014	\$58,914	\$50,934	\$80,763	\$67,349	\$60,696	\$50,126
2015	\$62,686	\$52,020	\$82,991	\$68,771	\$60,868	\$50,611
2016	\$78,400	\$69,069	\$109,738	\$84,168	\$77,622	\$61,783
2017	\$81,244	\$76,487	\$113,636	\$86,204	\$80,252	\$65,638
2018	\$87,419	\$77,985	\$109,261	\$86,069	\$80,021	\$68,270
2019	\$92,413	\$80,620	\$109,394	\$86,076	\$82,154	\$69,815

Source: EMSI, *Except for 2019, data is from December of respective years

	Per Capita Income	Median Household Income
2012	\$28,547	\$51,603
2013	\$28,205	\$51,251
2014	\$28,329	\$51,574
2015	\$28,381	\$51,968
2016	\$28,987	\$52,954
2017	\$30,109	\$54,895

Source: U.S. Census Bureau, *2018 data coming late 2019

Office Vacancy Rate % & Net Absorption SF		
2012	19.9%	(9,711)
2013	19.2%	89,478
2014	15.7%	116,754
2015	15.7%	467,570
2016	14.6%	279,620
2017	11.8%	222,000
2018	11.4%	38,000
*2019	9.3%	374,348

Source: CBRE Research, Q3 2019. – *2019 YTD Net Absorption SF

Average Annual Wage	
2012	\$43,899
2013	\$44,579
2014	\$46,033
2015	\$47,859
2016	\$48,687
2017	\$51,259

Source: Enterprise Florida, *2018 data coming late 2019

Industrial Vacancy % and Net Absorption SF		
2012	8.0%	264,766
2013	8.1%	273,636
2014	7.3%	190,341
2015	9.2%	864,196
2016	6.1%	310,543
2017	3.6%	894,998
2018	3.8%	224,214
*2019	5.1%	77,461

Source: CBRE Research, Q3 2019 – *2019 YTD Net Absorption SF

Broward County Property Tax Base Growth		
	Residential County Property Tax Base	Commercial/Industrial County Tax base
2012	\$86,139,504,130	\$32,730,915,750
2013	\$90,602,712,080	\$33,017,503,750
2014	\$98,102,068,110	\$34,283,192,400
2015	\$106,234,517,520	\$35,517,337,080
2016	\$114,783,990,830	\$38,537,169,030
2017	\$123,925,153,510	\$41,945,240,370
2018	\$132,946,694,120	\$44,664,169,420

Source: Broward County Appraiser's Office, *Data released schedule for late spring 2019

FY 2019 Announced Economic Development Projects
Greater Fort Lauderdale Alliance: *Partnership for Economic Growth*

Month Announced /Approved	Status	Company	City	Type of Facility	Sq. Ft. of Project	Direct Capital Investment	Foreign Direct Capital Investment	Jobs Created	Jobs Retained	Product/Service
1st Quarter Announced Projects:										
October	UEP	Emser Tile	Coral Springs	Inventory and Distribution Center	100,000	\$1,000,000		50		Regional inventory and distribution facility
October	UEP	DGS Marine	Miramar	Industrial manufacturing	7,000		\$4,800,000	20		Brazilian shipbuilder specializing in military vessels
November	UEP	Wayman Aviation	Pembroke Pines	Flight training facility		\$4,500,000		20	9	Provides full career prep from FAA certification to college degrees and flow through to airlines
December	UEP	Icon International	Fort Lauderdale	Office	9,000	\$700,000		50		Corporate bartering
December	UEP	Hayes Locums	Fort Lauderdale	Office	73,784	\$6,798,960		250	189	Provides placement services on a temporary and permanent basis to both physician offices and healthcare institutions nationwide
December	UEP	Shipmonk	Fort Lauderdale	Office/Distribution/Warehouse	170,000	\$14,000,000		200	136	Company acts as a strategic logistics partner that includes warehousing, eCommerce fulfillment, kitting, warehousing and distribution
December	UEP	Amazon	Sunrise	Sortation Center	179,000	\$1,000,000		70		Sortation center for the middle piece of the distribution process
December	UEP	Techtronic Industries	Fort Lauderdale	US Headquarter office and Hangar space	18,000 office, 15,000 hangar		\$900,000	50		United States HQ. The company researches, manufactures and sells battery powered equipment to both the retail and commercial markets
1st Quarter Project Totals:					571,784	\$27,998,960	\$5,700,000	710	334	
2nd Quarter Announced Projects:										
January	UEP	DNA Labs International	Deerfield Beach	Office/Laboratory	20,000	\$7,500,000		10	33	Forensic DNA analysis for law enforcement agencies, attorneys, and government forensic labs
February	AEP	VPX	Pembroke Pines	Office/R&D/Manufacturing	800,000	\$181,000,000		250	231	Company develops, manufactures and distributes sports medicine-related nutraceuticals, functional foods and beverages
February	UEP	Wash Depot Holdings	Fort Lauderdale	Office HQ	3,000	\$200,000		18	0	Headquarters for a multi-state and location full-service interior and exterior car wash company

AP = Announced Project

AEP = Announced Expansion Project

UEP = Unannounced Expansion Project

AIP = Announced Intl. Project

ARP = Announced Retention Project

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Month Announced /Approved	Status	Company	City	Type of Facility	Sq. Ft. of Project	Direct Capital Investment	Foreign Direct Capital Investment	Jobs Created	Jobs Retained	Product/Service
February	AEP	AT&T	Sunrise	Office/Administrative	33,000	\$1,000,000		300		Administrative offices for AT&T
2nd Quarter Project Totals:					856,000	\$189,700,000	\$0	578	264	
3rd Quarter Announced Projects:										
April	UEP	Decimal Engineering	Coral Springs	Manufacturing	75,000	\$9,500,000		20	150	Full-service metal manufacturer
April	UEP	C & I Studios	Fort Lauderdale	Office	4,000	\$40,000		10	20	Advertising and media agency
April	UEP	Walgreens Corporation	Miramar	Office/R&D/Distribution	52,000	\$7,175,300		100	338	Centralized service operations for specialized pharmacy services/products
April	UEP	Kellstrom Aerospace Group	Davie	Industrial	65,000	\$4,900,000		45	86	Leading supplier of aircraft parts and services
May	UEP	Sintavia	Hollywood	Manufacturing	60,000	\$16,000,000		50	15	Provides 3D metallic powder printing for aviation parts
June	UEP	National Stoneworks	Weston	Office/Manufacturing	60,000	\$500,000			25	Leading national company supplying cabinets and counter tops to developers and general contractors. One of the largest importers of granite, marbles and quartz
3rd Quarter Project Totals:					316,000	\$38,115,300	\$0	225	634	
4th Quarter Announced Projects:										
August	UEP	Project Taylor	Weston	R&D/Manufacturing	100,000	\$25,000,000		550	351	Pioneer in the advancement of robotic-arm assisted surgery in orthopedics
September	UEP	Navalimpianta	Fort Lauderdale	Marine Manufacturing	40,000		\$9,850,000	20	32	Leader in the design and manufacturing of marine equipment such as valves, remote controls systems, cargo access equipment and more for both passenger and merchant ships
4th Quarter Project Totals:					140,000	\$25,000,000	\$9,850,000	570	383	

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FY 2019 Announced Economic Development Projects
 Greater Fort Lauderdale Alliance: *Partnership for Economic Growth*

Month Announced /Approved	Status	Company	City	Type of Facility	Sq. Ft. of Project	Direct Capital Investment	Foreign Direct Capital Investment	Jobs Created	Jobs Retained	Product/Service
Year to Date Project Totals:					1,883,784	\$280,814,260	\$15,550,000	2,083	1,615	
Business Development Goals for FY2019:						\$75,000,000	\$5,000,000	1,200	1,300	

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