

Alliance 2025 Implementation Plan Addendum

KEY INITIATIVES: PROVIDING BUSINESS INTELLIGENCE AND MARKET RESEARCH

- A. Monitor Greater Fort Lauderdale/Broward County's favorability as a business location based on an extensive range of comparative economic statistics and trends such as labor force, incentives, available real estate and business operating costs/taxes, and measured against identified competitor cities/regions.

Responsibility: Executive VP, Sr. VP – Investor Relations, Director – Workforce Services, Sr. VP – Business Development, Director - Business Intelligence

- B. Promote and utilize business intelligence and market research services and real estate data to help companies in their decision-making process so that Greater Fort Lauderdale/Broward County rates as a top business location and becomes the location of choice for companies seeking to locate, relocate or expand their operations.

Responsibility: Executive VP, Director - Business Intelligence

- C. Provide robust data that includes real estate options and costs, current lists of employers, availability of workforce, salary comparisons, tax information, demographics and quality of life data including information on education offerings and opportunities, and provide on-demand business intelligence to the community.

Responsibility: Executive VP, Director - Business Intelligence

- D. Provide return on investment analysis to support County/City decision making on project incentives.

Responsibility: Director - Business Intelligence

- E. Perform an annual local business climate assessment and advocate for a highly attractive, diverse, business friendly climate, a competitive business location and the availability of a well-educated and highly trained workforce in Broward County.

Responsibility: Executive VP, Sr. VP – Investor Relations, Director - Business Intelligence

- F. Through BRAVO corporate visits and community outreach, assess business community needs and concerns involved in attracting, retaining and expanding businesses and industries and advocate for economic policies, regulatory changes, legislative enhancements, and/or programs that will foster economic growth in Broward County (i.e., Port Everglades Action Team, Platinum Cities Permitting Program, and the Six Pillars Partnership).

Responsibility: Executive VP, Sr. VP – Business Development, BRAVO Program Coordinator, Sr. VP – Investor Relations, Director - Business Intelligence

- G. Gather, identify, and report on trends in K-12, higher education and workforce development that impact the availability of a talented and capable workforce.

Responsibility: Director - Business Intelligence, Director – Talent Attraction and Education, Executive VP

- H. Document and promote assets of the community such as cultural and arts programs to build the reputation that Greater Fort Lauderdale is a place attractive to the knowledge worker, a group of talented workers essential to economic diversification and economic growth, leveraging collaborative relationships with organizations such as Business for the Arts Broward.

Responsibility: Executive VP, Sr. VP – Investor Relations, Director - Business Intelligence

- I. Maintain marketing presentations that clearly and factually state 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).

Responsibility: Executive VP, Director - Business Intelligence

- J. Complete and maintain 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 prospects.

Responsibility: Executive VP, Director - Business Intelligence

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

Responsibility: Executive VP, Director - Business Intelligence

- L. Prepare ongoing annual and updated data that will be used in the Alliance's economic development strategic planning and implementation process, and the Six Pillars Partnership's community strategic visioning and collective impact initiative, to grow high paying jobs in Broward County and engage community leaders in enhancing Broward County's business and economic climate.

Responsibility: Executive VP, Director - Business Intelligence

- M. Continue to convene a research advisory council consisting of state and local research professionals from corporate real estate firms, municipalities, and partner organizations such as the Florida Chamber Foundation, the Urban Land Institute and the South Florida Regional Planning Council.

Responsibility: Director – Business Intelligence, Executive VP

- N. Maintain updated information on Broward County meeting the International Economic Development Council (IEDC) data standards.

Responsibility: Director – Business Intelligence

KEY INITIATIVES: MANAGING EXPANSION, RELOCATION AND RETENTION PROJECTS

- A. Act as Broward County's single point of client contact for relocation, expansion and retention projects, providing exceptional customer service, developing strong private sector client relations, marketing applicable incentive programs to targeted sector businesses and providing responsive and persuasive project management services.

Responsibility: Sr. VP – Business Development, CEO

- B. Prospecting/Lead Generation: Develop leads and prospects through advertising, media coverage and outreach to targeted industry executives, business consultants, commercial real estate brokers and site selectors, and follow up with those leads to secure favorable relocation and expansion decisions for targeted industry and headquarter operations in Greater Fort Lauderdale.

Responsibility: Sr. VP – Business Development, CEO, Executive VP

- C. Prospecting/Lead Generation: Bolster lead and prospect generation by leveraging relationships with local stakeholders to secure favorable relocation and expansion decisions for targeted industry and headquarter operations considering Greater Fort Lauderdale.

Responsibility: Sr. VP – Business Development, CEO, Executive VP, Sr. VP – Investor Relations

- D. Work to build out a new lead generation platform for prospective Alliance projects.

Responsibility: Sr. VP – Business Development, Director – Business Intelligence

- E. Conduct 120 BRAVO corporate visits to targeted industries, small, mid-market and large employers focused on business retention and expansion assistance. Areas of assistance include such issues as access to capital, workforce training opportunities, permitting and site location assistance.

Responsibility: VP – Business Development, BRAVO Program Coordinator

- F. Market and promote the Certified Business program to Alliance members and other companies in Broward County, through the Alliance's BRAVO program and communications channels including social media, working in conjunction with the Broward County Office of Economic and Small Business Development and Broward County Small Business Advisory Board.

Responsibility: Sr. VP – Business Development, VP – Business Development, VP – Marketing and Communications, BRAVO Program Coordinator, Manager – Social Media

- G. Market and utilize applicable local and state incentive programs to targeted sector businesses and utilize the new local economic development incentive program which replaced the State of Florida's Qualified Target Industry incentive that sunsetted in 2020 to keep Broward County competitive with other communities across the United States that continue to have incentive programs for relocation and expansion projects.

Responsibility: Sr. VP – Business Development, VP – Business Development, Manager – Business Development

- H. Recognizing the potential of companies re-shoring operations due to federal trade criteria, the Alliance will continue to market and promote business opportunities in the Foreign Trade Zones (FTZs) by working with both FTZ 25 and FTZ 241.

Responsibility: Sr. VP – Business Development, Manager – Business Development , VP – Marketing and Communications

- I. Proactively reach out to Broward County companies to assist them with talent recruitment and workforce training needs including providing services to companies applying for workforce training grants.

Responsibility: Sr. VP – Business Development, VP – Business Development, Manager – Business Development, BRAVO Program Coordinator

- J. Through the TechGateway initiative, continue to promote and foster the growth of Broward’s information and communications technologies cluster by enhancing the communication between academia and industry, and growing a talented workforce and attracting capital investment.

Responsibility: Director – Talent Attraction and Education, Sr. VP – Business Development, CEO

- K. Provide assistance to entrepreneurs in Broward County, connecting them with business support organizations, programs and service providers who can help them succeed in their new or growing business.

Responsibility: Sr. VP – Business Development

KEY INITIATIVES: MARKETING & PROMOTING GREATER FORT LAUDERDALE/BROWARD COUNTY

- A. Develop and disseminate top quality marketing materials utilizing consistent key messages to increase the positive awareness of Greater Fort Lauderdale/Broward County and its 31 municipalities as an ideal business location for companies considering relocation, expansion or consolidation resulting in domestic and international high value job growth, business retention and new capital investment.

Responsibility: Executive VP, CEO, VP – Marketing and Communications, Sr. VP – Business Development, Sr. VP - Investor Relations

- B. Continue to deploy refreshed marketing videos and other digital communications on websites and other electronic media links of national/international target publications. Coordinate with the Visit Lauderdale, Port and Airport, and in addition capitalize on general aviation by coordinating with significant local airports, fixed-based operators and private aircraft operators to show locally.

Responsibility: Executive VP, Sr. VP - Business Development

- C. As part of the CEO Council strategic marketing plan, continue deploying new marketing videos and continue the rollout of talent attraction advertising initiatives.

Responsibility: Executive VP

- D. Travel – Virtual/Domestic and International: Maintain consistent presence for Greater Fort Lauderdale at major national and international conferences and virtual meetings attended by corporate end-users, site selection consultants and corporate real estate service providers such as CoreNet Global, Site Selectors Guild events, along with direct follow-up to the targeted audience in cities like New York/New Jersey and Chicago.

Responsibility: CEO, Sr. VP - Business Development

- E. In implementing the CEO Council strategic marketing plan, travel to domestic and international industry-specific events and trade shows and/or attend virtual events where possible. It is anticipated that this travel will include recruitment trips to the BIO international conference, which brings together life sciences companies from both the U.S. and Canadian markets, aviation sales, leasing and MRO conferences; and several other conferences, meetings and trade shows including Industrial Asset Managers Council (IAMC), CoreNet Global and business location consultant events coordinated by SelectFlorida.

Responsibility: CEO, Sr. VP - Business Development, VP – Business Development, Manager – Business Development

- F. Identify and establish a small group of Alliance executives to help encourage and entertain potential company relocation decision-makers.

Responsibility: Sr. VP - Investor Relations, Sr. VP – Business Development

- G. Participate in hosting events and conduct outbound recruiting trips that will include the targeted audience of corporate location decision makers, site selection consultants and corporate real estate service providers, as well as the editors and senior staff writers of publications to secure feature articles and editorials to encourage relocation to Greater Fort Lauderdale/Broward County

Responsibility: CEO, Sr. VP - Business Development, Executive VP, Sr. VP - Investor Relations, VP – Business Development

- H. Proactively seek earned media value to promote Greater Fort Lauderdale as a business destination.

Responsibility: Executive VP, VP – Marketing and Communications

- I. Produce and distribute FY 2025 State of Tech Report.

Responsibility: Director – Talent Attraction and Education, Director – Business Intelligence, Sr. VP - Business Development, Executive VP

- J. Continue the South Florida TechGateway campaign and asset map promoting “Work in the Cloud, Live in the Sun” for recruitment, retention and marketing technology cluster development.

Responsibility: Sr. VP - Business Development, Executive VP, Director – Talent Attraction and Education

- K. Continue work on the promotion of the new South Florida regional aviation industry asset map for recruitment, retention, marketing and development of the local aviation/aerospace cluster.

Responsibility: Director – Business Intelligence, Manager – Business Development, VP – Marketing and Communications

- L. Refresh and update the Alliance Welcome Home relocation guide to recruit both prospective talent and companies interested in relocating to Greater Fort Lauderdale. The guide also serves as a strategic asset to use among member companies to achieve the same advantages in talent recruitment.

Responsibility: Executive VP, VP – Marketing and Communications, Director – Talent Attraction and Education, Sr. VP – Business Development, Sr. VP – Investor Relations

- M. Continue to upgrade and improve the Alliance website delivering the highest value to targeted industry executives, business consultants, commercial real estate brokers, site selectors and Alliance members.

Responsibility: VP - Marketing and Communications, Executive VP

- N. Create and publish strategic and organic content for social media channels including Facebook, Twitter, LinkedIn and YouTube with features including information and announcements about company location or expansions, Alliance members, targeted industry testimonials, Alliance success stories and local certified CBEs and minority-owned companies.

Responsibility: VP - Marketing and Communications, Executive VP, Manager – Social Media, Sr. VP – Investor Relations

- O. Produce and distribute 2026 Greater Fort Lauderdale/Broward County Economic Sourcebook and Market Profile, and provide as a resource to South Florida Business Journal subscribers, Alliance Partners, Chambers of Commerce in Broward County and select local hotels.

Responsibility: VP – Marketing and Communications, Executive VP, Director - Business Intelligence

- P. Produce and distribute FY 2025 Annual Report.

Responsibility: VP – Marketing and Communications, Executive VP

- Q. Produce quarterly eBullets for site selectors as a way to promote Greater Fort Lauderdale/Broward County as a choice location for their clients.

Responsibility: Executive VP

- R. Market and promote the Alan B. Levan | NSU Broward Center of Innovation as a hub of Broward's entrepreneurship network specializing in cybersecurity, spatial computing, and aerospace including the LEVL5: Space Dock initiative.

Responsibility: CEO, Sr. VP – Business Development, Executive VP

- S. Help market and promote Port Everglades through the Alliance's Port Everglades Action Team.

Responsibility: Sr. VP - Investor Relations, Executive VP, Sr. VP - Business Development, CEO

- T. Professional Associations: Continue leadership and participation in national, state, regional and international corporate real estate organizations, national/state economic development organizations and regional, state and national industry/trade organizations.

Responsibility: CEO, Sr. VP - Business Development, Executive VP, Sr. VP - Investor Relations

- U. Provide leadership and collaborate with existing local and regional targeted industry trade organizations.

Responsibility: Sr. VP - Business Development, VP – Business Development, Manager – Business Development

- V. As part of the CEO Council strategic marketing plan, support and help drive the Life Sciences South Florida regional initiative, and participate in BIOFLORIDA, to promote and grow the Life Sciences industry cluster in South Florida.

Responsibility: VP - Business Development

- W. As part of the CEO Council strategic marketing plan, support and participate in the Greater Miami Aviation Association regional initiative, which is being utilized to promote and grow the Aviation/Aerospace industry cluster in South Florida.

Responsibility: Manager - Business Development

- X. Maintain and promote GFLEDU.org, the comprehensive, centralized website to market and promote all of the County's K-20, public/charter, private and faith-based educational assets.

Responsibility: Director – Talent Attraction and Education, Executive VP

- Y. Collaborate with educational and business partners through the Alliance's Greater Fort Lauderdale Education Action Team (GREAT) to promote the strengths of Broward's K-20 education system and make recommendations for improvements where needed.

Responsibility: Executive VP, Director – Talent Attraction and Education, CEO

- Z. In partnership with Broward County Public Schools and the Sun Sentinel, produce annual "Saluting Educational Excellence" promotional publication featuring achievements by local high schools and graduates.

Responsibility: Executive VP, Director – Talent Attraction and Education

- AA. In partnership with Broward County Public Schools, produce annual Claim Your Future Showcase career fair encouraging students to pursue careers in Broward County targeted industries.

Responsibility: Director – Talent Attraction and Education, Executive VP

BB. Coordinate the nomination, selection and recognition of a World Class Faculty member, to be awarded at the Alliance Mid-Year Meeting. Coordinate the selection and recognition of a business organization whose commitment to Broward's education system is outstanding; and coordinate the selection and recognition of outstanding Alliance Council leaders, to be awarded at the Alliance Annual Meeting.

Responsibility: Sr. VP – Investor Relations, Director – Talent Attraction and Education, VP – Business Development, Executive VP, Sr. VP – Business Development

CC. Host, in person or virtually, inbound international missions in order to influence potential businesses interested in starting or relocating their operations to Broward County and promote foreign direct investment.

Responsibility: Sr. VP – Business Development, Manager – Business Development

DD. Continue to build relationships with regional Consular Corps and Bi-National Chambers of Commerce to develop opportunities for international business to locate and grow in Broward County.

Responsibility: Manager – Business Development

EE. Refresh and update the Alliance website, www.gflalliance.org and optimize for user experience (UX).

Responsibility: VP – Marketing and Communications, Executive VP

FF. Continue and expand the Live Where You Vacation talent attraction campaign, as a talent hub initiative of the CEO Council strategic marketing plan.

Responsibility: Executive VP, VP - Marketing and Communications, Director – Talent Attraction and Education

KEY INITIATIVES: SECURING AND ENHANCING PRIVATE/ PUBLIC LEADERSHIP, COLLABORATION AND INVESTMENT

- A. Ensure private sector funding goals are achieved by continuing to engage key members of the community in fundraising efforts to enhance our ability to market and promote Greater Fort Lauderdale as a premier business destination.

Responsibility: Sr. VP – Investor Relations, CEO

- B. In order to engage private sector support of economic development, produce a minimum of three highly effective in-person Alliance meetings engaging top business and community leaders, including: Annual Meeting, Mid-Year Meeting and Council Connects, among others.

Responsibility: Sr. VP - Investor Relations

- C. Continue to enhance collaborations with Port Everglades, Fort Lauderdale–Hollywood International Airport and Visit Lauderdale.

Responsibility: Sr. VP – Business Development, Sr. VP - Investor Relations, CEO, Executive VP

- D. Continue the Alliance Port Everglades Action Team (PEAT) commitment, an effort that has been successful with the Intermodal Cargo Transfer Facility, 2018 WRRDA authorization, and an initial New Start designation in the Army Corps of Engineers (ACOE) Workplan. The role of this collaborative effort with the Alliance, Port Everglades executives, Broward County, Port Everglades Association, the Broward Workshop and municipal chambers is to support the Port Everglades Master Plan, focusing on key projects such as the Turning Notch, the Deepening & Widening of the harbor channel, supporting capital efforts such as new gantry crane acquisitions and advocating at the Federal, State and local levels.

Responsibility: Sr. VP – Investor Relations, Executive VP, CEO

- E. Continue to engage the Alliance Leadership Influencers (under 40) action team in economic development and addressing talent retention and recruitment.

Responsibility: VP – Marketing and Communications, Executive VP, Sr. VP – Investor Relations, Manager – Business Development

- F. Continue to participate as a founding member of the Marine Research Hub initiative, a consortium of the region’s leaders who work to raise the visibility, reputation and prestige of Southeast Florida’s oceanographic research institutions. The Consortium’s purpose is to brand and market the region’s role in the Blue Economy, its excellence in research talent, the exceptional concentration of academic assets, and the successful commercialization of marine research. Partner in producing the 2024 Ocean Exchange Conference in Fort Lauderdale.

Responsibility: CEO, Executive VP, Sr. VP – Business Development, Sr. VP – Investor Relations, Director – Business Intelligence, Director – Talent Attraction and Education

- G. Produce regular Alliance eNewsletters for members, partners and stakeholders.

Responsibility: VP – Marketing and Communications

- H. Enhance investor relations and private sector engagement by continuing to create new impactful communication tools.

Responsibility: Sr. VP - Investor Relations, Executive VP

- I. Promote and improve the ongoing minority and women owned business and SBE/CBE (Small Business Enterprise/Certified Business Enterprise) Alliance MWBE Fellowship Program designed to recruit diverse business leadership and support the growth and development of small businesses in Broward County.

Responsibility: Sr. VP - Investor Relations, VP – Marketing and Communications, Manager – Social Media

- J. Continue to grow the 501(c)(3) Greater Fort Lauderdale Alliance Foundation to support the work of the Six Pillars Partnership, the community’s strategic visioning initiative, and other projects like the South Florida Opioid Alliance and education partnerships between the Alliance and local education organizations.

Responsibility: CEO, Executive VP, Sr. VP - Investor Relations

- K. Assist in developing and promoting business incubators that will promote business growth and success within Broward County.

Responsibility: CEO, Sr. VP – Business Development, VP – Marketing and Communications, Director - Business Intelligence

- L. Support and promote the FAU Research Park’s Global Ventures “soft landing” facility for foreign-owned businesses considering a Broward County location to assist and promote foreign direct investment.

Responsibility: CEO, VP – Marketing and Communications, Manager – Business Development

- M. Support and promote the Alan B. Levan | NSU Broward Center of Innovation and efforts toward the establishment of a federally designated center of excellence in spatial computing in Broward County which will allow us to market and attract the talent pipeline needed to fuel leading-edge companies in the development of technologies for tomorrow.

Responsibility: CEO, Sr. VP – Investor Relations, Sr. VP – Business Development, Executive VP

- N. Convene business and trade organizations and community groups on important community issues.

Responsibility: CEO, Executive VP, Sr. VP - Investor Relations, Sr. VP – Business Development

- O. Engage members by producing dynamic meetings and programming for the Alliance CEO Council, Governor Council, Leadership Council, Corporate Council, Entrepreneurship Council and Partner Council.

Responsibility: Sr. VP - Investor Relations, Sr. VP – Business Development, VP – Business Development, Executive VP, CEO

- P. Finalize, research, and embark on the Alliance 2025 bi-annual Leadership Trip, a competitive region for business leaders with which to review best practices and enhance Broward’s business climate.

Responsibility: Sr. VP - Investor Relations

- Q. Conduct a Developers Roundtable designed to facilitate communication among the top executive levels of developers, builders and municipalities. This allows us to identify trends, strengths, weaknesses and opportunities for companies when we promote the area for new business expansion and relocations.

Responsibility: Sr. VP - Investor Relations, Sr. VP – Business Development, CEO

KEY INITIATIVES: GREATER FORT LAUDERDALE ALLIANCE FOUNDATION

- A. Continue leading the Six Pillars Partnership, the community's strategic visioning and collective impact initiative, to help guide Broward County toward a future economy that includes high-wage jobs, global competitiveness, and vibrant communities. The Six Pillars Partnership's current focus areas are: Community Branding, Economic Mobility, Homelessness, Housing Affordability, Resilience, Social Justice & Racial Equity, and Transportation.

Responsibility: CEO, Executive VP, Director – Six Pillars Partnership, Program Officer – Prosperity Broward, Manager – Six Pillars Partnership

- B. In 2025, help lead a community-wide strategic visioning initiative to update and create a new 20-year community visioning plan based on the Six Pillars framework developed by the Florida Chamber Foundation and first launched in Broward County in 2012. The six pillars include talent supply and education, innovation and economic development, infrastructure and growth leadership, business climate and competitiveness, civic and governance system, and quality of life and quality places.

Responsibility: CEO, Executive VP, Director – Six Pillars Partnership, Program Officer – Prosperity Broward, Manager – Six Pillars Partnership

- C. Promote and support the work of the Coordinating Council of Broward and the Broward Housing Trust Fund's programs that increase the supply of affordable housing and provide pathways to ownership for Broward's residents.

Responsibility: CEO, Executive VP, Manager – Six Pillars Partnership

- D. Support efforts to build a strong community brand for Broward County that promotes diversity, inclusiveness, entrepreneurship, arts and cultural growth, economic development, and nonprofit advancement.

Responsibility: CEO, Executive VP, VP – Marketing and Communications, Director – Six Pillars Partnership, Manager – Six Pillars Partnership, Sr. VP – Investor Relations

- E. Support the County's efforts, along with other partners focused on reducing homelessness. Help lead the work of the Broward Business Council on Homelessness.

Responsibility: CEO, Executive VP, VP – Marketing and Communications, Manager – Six Pillars Partnership

- F. Continue Prosperity Broward's leadership role in driving economic mobility and convening community stakeholders who provide job training, job placement, and wrap-around support services to residents in six of Broward County's most economically challenged zip codes. Implement the findings of the Lauderdale Lakes Pilot Project for economic mobility. Evaluate the potential for replicating the initiative with another Broward community.

Responsibility: CEO, Executive VP, Director – Six Pillars Partnership, Program Officer – Prosperity Broward, Manager – Six Pillars Partnership, Director – Talent Attraction and Education

- G. Promote and support programs that result in resilient communities and address the effects of climate change through the South Florida Regional Climate Action Plan

Responsibility: CEO, Executive VP, Manager – Six Pillars Partnership

- H. Help facilitate community efforts to achieve social justice and racial equity, striving to ensure economic mobility, equal access to wealth creation and career opportunities, within Broward County.

Responsibility: CEO, Executive VP, Sr. VP - Investor Relations, Sr. VP - Business Development, VP – Marketing and Communications, Director – Six Pillars Partnership, Program Officer – Prosperity Broward, Manager – Six Pillars Partnership

- I. Promote efforts to help ensure Broward County's transportation infrastructure is diverse, technologically state of the art and has the capacity to meet the needs of residents, businesses, and visitors now and in the future.

Responsibility: CEO, Executive VP, Manager – Six Pillars Partnership

- J. Continue to lead the work of the South Florida Opioid Alliance through partnerships with local and state organizations to increase awareness and educate about the dangers of fentanyl and illicit substances, with a goal of reducing opioid abuse and deaths in South Florida.

Responsibility: Regional Director – South Florida Opioid Alliance, Executive VP

- K. Host a Six Pillars Partnership Annual Report to the Community event that engages, informs, and inspires business, nonprofit, academic, and government leaders and further advances the mission to provide opportunities for prosperity for all.

Responsibility: CEO, Executive VP, VP – Marketing and Communications, Director – Six Pillars Partnership, Program Officer – Prosperity Broward, Manager – Six Pillars Partnership