

APPROVED
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING MINUTES
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8TH FLOOR CONFERENCE ROOM
WEDNESDAY, MAY 13, 2009 – 3:00-5:00 P.M.

1/09 – 12/09

Board Members	Attendance	Present	Absent
Ralph Riehl, Chair (3:16)	P	5	0
Mark Budwig	P	4	1
Patricia DuMont	P	5	0
Kristina Hebert	A	1	4
Adam Sanders	A	2	3
Mark Krom, Vice Chair	P	5	0
Sean de Vosjoli	P	5	0
Susanne T. McCoy	P	4	0
Christopher Denison	A	0	1
Miya Burt-Stewart	P	1	0
Sheryl Dickey	P	1	0

As of this date, there were 11 appointed members to the Board, which means 6 would constitute a quorum.

Staff

Stephen Scott, Economic Development Director
Karen Reese, Economic Development Representative
Patricia Smith, Economic Development Secretary III
Don Morris, Beach CRA Director
Jamie Opperlee, Recording Secretary, Prototype, Inc.
Jennifer Picinich, Recording Secretary, Prototype, Inc.

Communications to City Commission

None at this time.

I. Call to Order & Introductions

Mr. Scott advised that Chair Riehl was running late. As there was not a Vice Chair at the moment, Mr. Budwig, as former Chair, called the meeting to order at 3:12 p.m. The Board and Staff introduced themselves, and Mr. Scott welcomed the new Board members.

The following Items were taken out of order on the Agenda.

III. Introduction of New Members

New member Sheryl Dickey stated that her company, Dickey Consulting Services, works in public relations and project management, often within structured projects related to government.

Miya Burt-Stewart is a managing partner with M. B. Stewart Associates, Inc., a business development and public relations firm, and a managing partner with M. B. Stewart Construction.

IV. Election of Vice Chair

Ms. DuMont suggested that any member interested in serving in this role state their interest, rather than taking nominations.

Ms. Burt-Stewart expressed an interest in becoming Vice Chair, as did Mr. de Vosjoli. Mr. Krom stated his interest in this position as well. Ms. Burt-Stewart felt that Mr. Krom's seniority on the Board should be considered a factor in the decision.

Motion made by Ms. McCoy, and duly seconded, to elect Mr. Krom as Vice Chair of the Economic Development Advisory Board. In a voice vote, the **motion** carried unanimously.

Chair Riehl joined the meeting at this time (3:16 p.m.).

II. Approval of April 8, 2009 Minutes

Motion made by Ms. DuMont, seconded by Mr. Budwig, to approve the minutes of the April 8, 2009 minutes. In a voice vote, the **motion** carried unanimously.

V. Chair Report

Chair Riehl advised that his report would be brief. He stated that due to budget constraints and the current economic climate, this is a "very critical time" in the City of Fort Lauderdale. He felt Mr. Scott's direction and enthusiasm has helped the Board achieve a good deal in a brief time, particularly in providing them with a survey of the City's top 50 businesses.

Ms. McCoy, who had previously volunteered to be part of the effort involving this survey, noted that she had not yet contacted anyone, although she expressed a continuing interest. Mr. Scott reported that the Business Retention and Expansion program, a joint effort between the City of Fort Lauderdale, the Broward Alliance, and the Greater Fort Lauderdale Chamber of Commerce is still in its planning stage at this point. He noted that the earlier parts of the program should begin taking place over the summer. Ms. Dickey expressed an interest in participating as well.

Mr. Scott added that he will email information on the program to the new Board members, and will contact the members who expressed an interest in volunteering.

The second point of the Chair Report, he continued, focuses on the fact that “the essence of government is to protect its people and to maintain peace and order.” He asserted that government was formed to maintain peace and order in its towns and communities, and advised that it is essential for each Board member to understand what is currently happening in the Fort Lauderdale Police Department, including its union. They should remain aware of what the City’s needs may or may not be, and communicate these opinions to their City Commissioners.

Chair Riehl felt there cannot be economic viability in the City unless the citizens are protected and peace and order are maintained in its neighborhoods. He asserted that this is “our first priority.”

Ms. Dickey requested a copy of all the City’s incentive programs, such as ordinances and other collateral materials, including the Business Retention and Expansion Program. Mr. Scott agreed to prepare an information and incentive package for each Board member by the next Board meeting. He pointed out that some ordinances would be covered in the Director’s Report.

Ms. Dickey noted that the Chief of Police meets regularly with groups of citizens, and asked if the Board has participated in any such meetings; if not, she suggested that they assemble with some such groups. Chair Riehl agreed that this is a good suggestion, and added that he has met with Chief Adderley twice a month as part of a citizens’ “Round Table.” He has also met with City Manager George Gretsas and other City officials regarding the importance of a secure community for economic development.

Ms. Dickey asked if Chair Riehl planned to report back to the Board with information from his meetings with the Chief of Police, and if the Board might send “something in writing” to the Police Department, stating what they, as members of the business community, would like to see from the Police Department.

Chair Riehl advised that he has reported this information to the Board regularly, and proposed including this as part of the Chair Report going forward. He suggested that he could also send, via Mr. Scott, some of the requests he has made to the Chief of Police in the past from an economic development point of view.

Mr. Krom agreed that the information could be included in the Chair Report going forward. He asked if Chair Riehl felt law and order in the City is at risk, and requested that the Chair comment further on that issue.

Chair Riehl explained that the City is “a number of sworn officers short” in the Police Department at this time, estimating that the shortage is approximately 70 to 80 officers.

The budget authorizes a manpower level of 498 officers, with 12 “frozen” positions that would bring this number to 510 sworn officers. There are an additional approximately 200 civilian/unsworn officers also working within the Police Department.

Chair Riehl asserted that the greatest urgency is a shortage of officers on the street, which affects marketing factors, such as the appeal and conditions of joining the City’s police force, and recruiting efforts. He reported that the Chief has advised there are 60 potential officers “in the tube,” which means these individuals are being considered as prospective members of the Police Department, with pending background checks. After this, the prospective members attend the Academy for 15 weeks and undergo field training for 18 weeks. This means it takes roughly nine months for an individual to be hired, screened, and trained before he can act on his or her own as an officer.

Over the last three months, after hiring and retirement balanced out, the Police Department had a net gain of three, which Chair Riehl noted was quite a bit less than in 2008. Currently there are 481 sworn officers in the Police Department, including the group currently in training.

He noted that some citizens believe if “you don’t call, you don’t see police,” which he attributed to the present shortage of officers on the street, which is insufficient to cover the patrol zones. He also felt there is a “PHD” issue, which refers to “pick, hours, and the way details are run.”

Ms. Dickey clarified that this refers to officers “pick[ing]” the places for their details, according to seniority, which are not usually higher crime areas.

Mr. de Vosjoli recalled the recent stabbing of a colleague, which occurred in the Riverwalk area. He felt there should be a greater police presence in this area, among other areas.

Mr. Krom asked why there is not a full population of officers, since the budget would allow for them. He asked if benefits, working conditions, pay, or other considerations are affecting this shortage.

Chair Riehl recalled that the initial “budget crunch” had occurred roughly five years ago, when the budget was frozen and no hiring could be done. Once the prospective officers “in the tube” were officially part of the police force, several City employees were also furloughed without pay for six to seven days, receiving no pay. As this proceeded, the marketing package for new officers to join the police force was “under strain,” as there were no recruits “in the tube,” and the process had to start from scratch.

He clarified that there is not a shortage of individuals applying to be officers, but a shortage of “qualifiable” prospective officers, as everyone who applies for a position inside the Police Department will not necessarily pass muster. The “tube” is presently

full, but Chair Riehl noted that not only will some individuals drop out of training, there are retirements to consider as well.

The result, which Chair Riehl characterized as “our biggest problem” in the City, is the shortage of officers. Chair Riehl pointed out that there are roughly 40 patrol zones inside the City, but they are covered by 30 officers on each shift.

Ms. McCoy asked if there is significant overlap of function between the Fort Lauderdale Police Department and the Broward Sheriff’s Office. Mr. Scott explained that BSO does not patrol or do police work for the City, but handles 911 dispatch.

He added that while all Board members agree that safety is a top priority, it should be noted that some of the information under discussion is a matter of opinion.

Chair Riehl offered to share the reports the Chief of Police has shared with him in the past to provide a point of reference for the numbers he has used. He added that any members with questions they would like him to ask Chief Adderley on their behalf should be forwarded to Ms. Smith, who could pass them along to him.

Mr. Scott stated that from time to time, the Board has requested that members of the Police Department report to them, although this is not always done by the Chief of Police.

Chair Riehl concluded that the City’s administrators are working hard to correct this situation.

VI. Director’s Report

- **Broward Alliance Headquarters Recruitment Study**

Mr. Scott distributed a handout to the Board that contained three different documents, including a presentation of a study released by the Broward Alliance called a “Headquarters Recruitment Strategic Blueprint.” He noted that this was an Item from a recent City Commission Conference Agenda, and had been discussed at previous Board meetings as well.

The Broward Alliance, he reported, has put together this report to determine what should be done in Broward County in order to more effectively recruit business headquarters to the area. Mr. Scott stated that he had made a brief report on this Item at the recent Conference Agenda meeting. There were several “areas for improvement” listed for Broward County, one of which was the Broward County economic development ordinance was “lacking.” Unlike the State ordinance, which requires its different incentive programs to create 10 jobs, the Broward County ordinance requires creation of 100 jobs, as does the City’s ordinance.

In the past, this has been identified as a potential problem, as some companies who are considering Broward County may only create a few jobs with very high incomes. Mr. Scott noted that there was technically no reason the City Commission could not have been approached in these cases to request special permission. The problem with this argument, however, is that current economic conditions have created such a fierce level of competition between cities to attract business headquarters, there are now “professional site selectors” who would automatically eliminate Broward County and Fort Lauderdale as soon as they saw the ordinance without pursuing the issue further. Mr. Scott felt this should be taken into consideration.

- **Economic Development Ordinance**

The two other documents included in the handout are two separate PowerPoint presentations related to the issue of headquarters recruitment. Mr. Scott continued that the above argument was made to the City Commission; they were then asked if the ordinance could be altered to indicate a new total of 10 jobs necessary to be created, rather than 100.

Mr. Scott noted that this report was released only some weeks ago, and is already on the June 2, 2009 City Commission Agenda, with the recommended amendment to the ordinance. He encouraged any interested members of the Board to attend the meeting.

He allowed that due to financial conditions, there may not be a great many headquarters interested in relocation at the moment; however, slower economic times are considered best for planning and preparation, and he felt this is a good example. He added that the report points out that the marketing of Broward County is “seriously hampered” by the term “Broward County,” and notes that the Convention Visitors’ Bureau has successfully marketed the Greater Fort Lauderdale brand; this is recommended for branding purposes County-wide.

Motion made by Mr. Budwig, seconded by Ms. Dickey, to support the effort to change the number of jobs that must be created by new business, according to the City ordinance, from 100 to 10.

Mr. Scott clarified that this would mean a reduction to 10 across the board, including enterprise zones.

Mr. Krom felt this was a “tremendous step in the right direction,” as it would create a positive change in local revenue; however, he expressed concern that the City was “benchmarking” itself against other communities.

Mr. Scott noted that no benchmarking of this kind had been done extensively in the past, as the City’s incentives are “relatively limited” in any case. There is little money to

offer, particularly in the way of direct cash; he felt the City could do a better job in benchmarking itself against other cities.

In a voice vote, the **motion** carried unanimously.

Ms. Dickey noted that the County “isn’t letting the City come up with packages,” and pointed out that the Broward Alliance offers incentives of their own. Mr. Scott described these as “targeted initiatives,” including various State programs, in which the City is only required to match a certain percentage of the initiative funds, such as 10%. Should the County choose not to participate in a program, the City may come up with 20% instead. He added that the new City Commission has stated interest in developing “creative ways” to access State funds and programs.

At this time Chair Riehl welcomed former Board member Dev Motwani, who had an issue related to the current discussion, which he had planned to share with the Board.

Mr. Motwani reported that he had recently met with an individual who works with a hedge fund in California; due to the potential increase in state taxes in both California and New York, several hedge funds have relocated to the South Florida area, particularly Naples, where many of the fund managers have homes.

With the potential increase in state income taxes in the two states cited above, there is a good deal of interest in moving those businesses out of California and New York. Mr. Motwani asserted that the particular firm, whose associate he had met, was looking into moving 12 to 30 people into the area with “extremely high-paying jobs.” He cited the lack of a similar state income tax in Florida as a potential competitive advantage, which might be something to consider in branding the area. These businesses could also take up office space in “marquee” addresses in the Downtown area.

Ms. DuMont pointed out that attracting headquarters is also “what Accelerate Broward is all about.”

Mr. Scott asked what exactly the hedge funds were looking for, so he would know what kind of involvement to seek with local and City organizations. Mr. Motwani felt putting together a package to highlight the area would be a good start. He described the individuals in question as “very affluent,” in their 30s and 40s, and interested in housing opportunities and schools, although he noted that schooling options were “more attractive” in Miami and Coral Gables. He added that he had mentioned the potential economic incentives for bringing in jobs such as these.

He added that businesses such as these often hold conferences as well, which could bring additional revenue to the area, and that employees are sufficiently well compensated to move along with the business’s principal. This would be another reason to focus on schooling, transportation, and other amenities that would affect these employees’ families.

Ms. DuMont suggested that Mr. Scott, and representatives of the Broward Alliance, should meet with the group in question to “showcase” Greater Fort Lauderdale for the business members. In this case, even if the individual business did not elect to relocate to Fort Lauderdale, they could pass along to others in their business community that they were professionally treated when they considered the City.

Mr. Scott agreed that targeting this particular sector would be a good idea, describing Mr. Motwani’s plan as “a marketing issue” and noting that it might be time to undertake such a project.

He added that the filming industry in the state has “dried up” to an extent, as there is little money for incentives at present, while other states, such as South Carolina, Michigan, Georgia, and others are now paying “major fractions” for filming. *Telenovelas*, for example, are now reported to be filming in these states as well rather than in Florida.

Similarly, he concluded, if some industries are now vulnerable in California, Florida should take example of the opportunity to attract them here.

Ms. McCoy asked if Broward Alliance has funds to go to other venues and market the area. Mr. Scott affirmed that they do this regularly, and hope to eventually do this to put forth the Greater Fort Lauderdale brand. This has not yet been done, as some area cities are resistant to this title.

Chair Riehl suggested that the Board might wish to vote upon the Greater Fort Lauderdale brand, noting that while there may be some resistance to it, the term is already in use, such as the Greater Fort Lauderdale Convention Visitors’ Bureau. He felt the other communities might instead consider “tagging on” to a recognizable name such as Fort Lauderdale, as other communities in the area might not be known in larger city markets.

Ms. DuMont felt this would be included in the motion the Board had just passed, which refers to the Greater Fort Lauderdale area. Mr. Scott added that at the close of the presentation before the City Commission, the Mayor had noted his own support for the use of the term.

Ms. Dickey asked if, while the Broward Alliance markets the entire County, there is a similar body or individual representing the City to market its opportunities as well. Mr. Scott explained that the City works with the Alliance on a “somewhat regular basis,” although he noted that they are funded primarily by the County, and charged with representing the larger area. He added that economic development for the County has been established in marketing on a County-wide basis, and those businesses who express specific interest in the City are referred to City representatives instead.

Ms. Dickey explained that she referred specifically to the Broward Alliance's marketing trips, and asked how the City's specific information is "pushed forward." Mr. Scott replied that the Alliance has information packages from the City, and have always served as good partners for the City whenever it seems appropriate. Ms. DuMont noted that the City lacks the volume of up-to-date marketing materials that are available to the Broward Alliance.

Chair Riehl asked Ms. DuMont if she could provide the Board with an update on the Centennial Celebration Committee. Ms. DuMont reported that at the most recent meeting, the Committee voted to involve the Greater Fort Lauderdale Chamber of Commerce and work closely with that entity as a partner in the Centennial. They are still currently in a "planning and organizational" mode, and have not yet reached a point at which they can make a formal presentation.

She added that Board member Kristina Hebert is also a member of the CCC, and that committee will be enlarged to 21 members in the future. The Centennial Celebration itself is being viewed as an inclusive event for the City.

Chair Riehl asked if any Board members had information about Ms. Hebert, as she had not been present at the most recent meetings. Mr. Scott advised that, as she has missed three consecutive meetings, her position must be re-appointed by the City Commission, if that Commissioner so chooses. He planned to get in touch with her regarding this possibility.

Chair Riehl supported Ms. Hebert's re-appointment, noting that she travels regularly, which contributes to some absences, but contributes a great deal of knowledge to the Boards on which she serves.

Mr. Scott added that Christopher "Kit" Denison, who also has close ties to the marine industry in the City, is another recent appointment to the Board and should attend next month's meeting.

VII. Old / New Business

- **Communications to City Commission**

Mr. Scott explained that Liaisons have been asked to cover this subject in slightly greater detail to their Boards. He stated that while the City Commission receives several sets of minutes to review each month, what they would like is a section at the very beginning, called "Communications to City Commission," consisting of the following:

- Any motions voted upon during the meeting;
- Any other communication for which the Board has reached a consensus, such as recommendations, or simply information "[the Board] would want them to know."

He noted that sometimes there will be communications of this nature, while at other times there may not be.

Chair Riehl stated that he wished to include the quote “The essence of government is to protect its people and maintain peace and order,” as a matter of re-emphasis. He felt the membership has reached a consensus on this statement and it should be passed along to the City Commission as such.

Ms. DuMont stated that while the Board agreed with the statement itself, she felt if the Board sent such a message to the City Commission, they should first have a reason for its timeliness. She pointed out that public safety is an issue for “every government entity in every City,” and the Board should be more specific if they wish to bring it to the forefront in this manner.

Chair Riehl stated that his specific reason for bringing the quote to the City Commission’s attention is to encourage them to fully staff the Fort Lauderdale Police Department. Ms. DuMont noted that this is a budget issue, and she would not vote to bring such an issue to the City Commission’s attention, as she did not feel this should be the Board’s function.

Ms. McCoy proposed framing the concern as a matter related to business development, as Board members are concerned about safety as a deterrent to businesses or individuals relocating to the City.

Mr. Krom agreed with Ms. DuMont that the Board should be making a specific recommendation on a point of action, not simply stating that they are in favor of public safety. He asked if the recommendation intended to, for example, set aside part of the budget for recruitment of candidates, noting that there is sufficient budget for the empty Police Department positions – they are not filled for other reasons.

Mr. de Vosjoli agreed that he too would feel more comfortable giving the City Commission more information, such as whether “overactive screening” was an issue blocking confirmation of new members, for example. Mr. Scott stated that it is “outrageously tough” to qualify for and become a police officer.

Ms. DuMont asserted that she would be more comfortable having Chief Adderley first address the Board and discuss the Police Department’s challenges and opportunities, after which point the Board could make a more fully informed recommendation. Mr. Scott offered to invite Chief Adderley to the next scheduled meeting to speak to the issue of public safety as it relates to business in the City. Chair Riehl agreed with this proposal, and asked that this invitation be part of the Board’s Communications to the City Commission.

Ms. DuMont also suggested discussing the Downtown Policing Initiative with the DDA, as this may be more closely related to any recommendation the Board might make than a need for additional officers.

Chair Riehl requested that Chief Adderley be placed first on the agenda, so he could leave the meeting once his report has been concluded. He felt it is more important for officers to spend their time on the City's streets.

Ms. DuMont clarified whether or not a consensus statement regarding public safety is not being made to the City Commission at this time. Chair Riehl replied that he would still like to communicate to the City Commission that the Board will invite the Chief of Police to attend its next meeting. Ms. DuMont pointed out, however, that while all members wish to invite Chief Adderley to the meeting, she did not perceive it as a communication to the City Commission that should be highlighted in that section of the minutes; there would more likely be a statement regarding public safety to pass on to the City Commissioners after the Chief had a chance to address the Board. Chair Riehl respectfully disagreed with this position.

Ms. McCoy asked if key Items are extracted from the body of the minutes to be placed in this section at the Board members' collective request. Chair Riehl suggested that there could be a motion to invite the Chief to speak, which would automatically be included in the Communications, or they could simply state that they were communicating a concern regarding the City's economic viability.

Mr. de Vosjoli felt any chance for the Board to make a direct statement to the City Commission should be of a concise and factual nature.

Mr. Scott proposed that the Board invite Chief Adderley to its next meeting, after which time there would be a more definitive message to communicate to the City Commission. Chair Riehl agreed this seemed to be the Board's consensus on the issue.

- **Meeting Time**

Mr. Budwig explained that for the past few years, the Board has met at 4:00 rather than 3:00 and the meetings lasted approximately one hour most of the time. He suggested that they return to a 4:00 meeting time and one-hour meeting, in recognition of the fact that two hours is "a lot of time" and all Board members are busy.

Mr. Scott noted that the next meeting scheduled for the 8th Floor Conference Room is at 5:30, which would allow some extra time, should a Board meeting run long.

Ms. Dickey noted that when speakers are invited to the meetings, they might run slightly longer. Mr. de Vosjoli felt scheduling meetings for two hours allowed greater time, particularly when more than one presentation is scheduled.

Vice Chair Krom stated he was in favor of 4:00 as the meeting time, as there is an extra half hour for meetings that run long before another Board uses the room.

Mr. Scott asked if the 4:00 meeting time or the two-hour meeting is the primary issue, as the room can be reserved for one hour beginning at 3:00 p.m. if necessary. Mr. Krom asserted that the time could be 3:45, which would allow for a 90-minute meeting when necessary, but did not feel, outside a "pressing issue," that there should be more than one presentation scheduled per meeting.

Motion made by Ms. McCoy, seconded by Mr. Budwig, to schedule future meetings for 3:45 p.m.

Ms. DuMont felt when there is work for the Board to do, they should be present with "appropriate discussion time," and should be able to leave at an earlier time on days when there is less material to be covered. She added that she felt every meeting should feature "quality presentations" about economic development issues in the City, and that today's meeting was a "lost opportunity" without such a presentation.

Ms. Dickey felt there should be a "set time to meet," and noted that, as this is a "different kind of Board," ninety minutes to two hours did not seem inappropriate to her.

Ms. Burt-Stewart stated that 3:00 is a suitable time for her.

In a voice vote, the **motion** carried, Ms. Dickey, Ms. Burt-Stewart, and Mr. de Vosjoli dissenting.

Mr. Motwani stated he wished to bring two Items from the EDAB List of Goals to the Board's attention. One Item, Beach Renourishment, refers to the application to add more sand to the City's beaches, not only for aesthetic reasons but at the recommendation of the Army Corps of Engineers as a defense mechanism against storms and storm surges.

He added that the City has been eligible for this program for some time, and there are State funds reserved for this purpose; however, since it has been some time since this was last done, the Army Corps of Engineers must reevaluate their previous position. Mr. Motwani noted that the Federal government has reserved funds for this process as well. He has communicated to District 2 City Commissioner Charlotte Rodstrom that the City should consider this program, and was informed that it was being handled at the level of the County Commission.

Chair Riehl asked if this meant the funds could go to Fort Lauderdale beaches or other cities' beaches. Mr. Motwani replied that he did not receive clarification on this issue, but his understanding is that funds go to the County and distribution of the funds will be at the County's discretion. Mr. Scott advised that the City's Grants Manager is researching "where we stand" on the issue.

Mr. Motwani raised the topic of the Beach Master Plan, which looks at the existing zoning in the beach area, as well as use and/or redevelopment of public land and rights-of-way. He described the Beach Master Plan as containing “a lot of risk” regarding how it addresses property rights and owners’ abilities to redevelop their property, and felt it could significantly impact the economic viability of businesses on the beach.

He added that there was a public meeting held to discuss the Plan, but there have been no announcements, thus far, of subsequent meetings, although Mr. Motwani felt the public reaction at the earlier meeting called for an additional one. City Staff is currently meeting with stakeholders, which means anyone from residents to property/business owners and “anyone who uses the beach.”

The consulting firm hired by the City to develop the Beach Master Plan, Sasaki & Associates, recently presented to the Beach Redevelopment Board as well, Mr. Motwani noted. A large portion of the plan addresses economic impact.

Chair Riehl asked if Mr. Scott felt the Board should be involved in the Master Plan discussion. Mr. Scott responded that Sasaki is holding “community outreach meetings” throughout the City. He was unsure if he could schedule Sasaki to present to the EDAB, but felt he could get “all the information” regarding their presently scheduled outreach meetings in case the Board members wish to attend.

He continued that “economic development” is a broad term that touches upon a wide variety of issues, of which this could be considered one.

Ms. DuMont felt it might be more appropriate to reach out to the Chair of the Beach Redevelopment Board and ask if that entity needed the EDAB’s help or voice in any way, or if that individual might wish to give the EDAB an update. Mr. Motwani pointed out that several City Staff members are assisting with the Beach Master Plan and are very knowledgeable about it, and might be willing to present to the Board.

Ms. Dickey and Ms. DuMont expressed interest in being placed on a mailing list so they could be made aware of Sasaki’s forthcoming presentations. Mr. Scott agreed this was a good idea.

Mr. Motwani concluded that a draft of the Beach Master Plan is available on the City’s website through the Planning and Zoning/Beach Master Plan quick links. He noted that the document is over 200 pages, and approximately the last 80 are related to economic development.

Motion made by Ms. DuMont, seconded by Mr. Budwig, that the Board express its appreciation to those members who have previously served and are not returning for a subsequent term. In a voice vote, the **motion** carried unanimously, and Chair Riehl stated he would be happy to do this.

Economic Development Advisory Board Meeting

May 13, 2009

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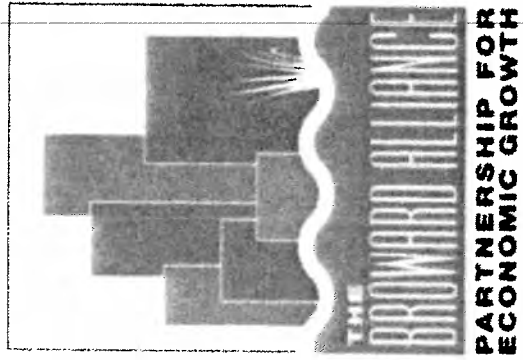
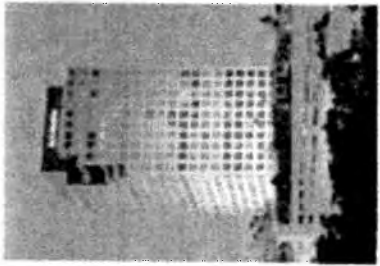
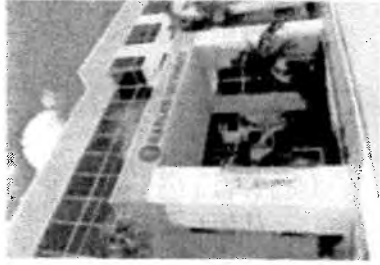
Ms. DuMont and Ms. McCoy advised that they will be absent from the June 2009 meeting.

Chair Riehl recognized Beach CRA Director Don Morris, present at today's meeting. Mr. Scott noted that the Beach CRA falls into the category of economic development.

There being no further business to come before the Board at this time, the meeting was adjourned at 4:40 p.m.

Attachment: Handout

[Minutes prepared by K. McGuire, Prototype, Inc.]



The Broward Alliance CEO Council

Headquarters Recruitment Strategic Blueprint

January 2009






Project Overview

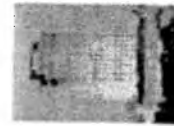
The Broward Alliance CEO Council is focused on marketing and promoting Greater Fort Lauderdale/Broward County as a premier location for corporate headquarters.

First Step: *Engaged Moran, Stahl & Boyer (MS&B) to conduct a National Competitive Ranking Assessment.*

Second Step: *Engaged Boyette Levy to develop a three-year Headquarters Strategic Blueprint designed to generate interest in the area as a corporate headquarters location and prepare to win both domestic and international headquarters projects. Included interviews with 45 stakeholders and surveys of 26 brokers/site selection consultants plus interviews with four additional brokers/site selection consultants.*

 Boyette Levy

The Broward Alliance CEO Council
Headquarters Recruitment Strategic Blueprint - January 2009

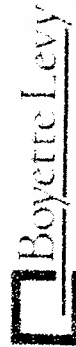


**Private
Attributes
of
Greater
Fort
Lauderdale**

A growing and vibrant population.

Presence of nearly 150 diverse corporate, regional or division headquarters operations including ten corporate headquarters with annual revenues exceeding \$1 billion, including AutoNation, Alcatel-Lucent, Citrix Systems, Claire's Stores, DHL Americas, General Motors/Latin America, Africa and Middle East, JM Family Enterprises, Microsoft Latin America, SEACOR and Spherion.

Other well-known companies with headquarters in the area include Costa Cruise Lines, Embraer US Holdings, Hormel Foods International, Huizenga Holdings, Kaplan University, Nortel Networks, Nova Southeastern University, Socata Aircraft/EADS, South African Airways and Spirit Airlines.



The Broward Alliance CEO Council
Headquarters Recruitment Strategic Blueprint - January 2009



Advantages
of

Florida
Headquarters

Recruitment

Air access via Fort Lauderdale/Hollywood International Airport and Miami International Airport with very good access to the Caribbean and Central/South America.

Five major universities within 30 minutes of Fort Lauderdale with MBA programs.

One of the largest and most diverse labor forces in the state, along with a growing talent pool.

The state of Florida has no personal income tax and was ranked as the fifth best state business tax climate for 2009.

Highly favorable climate/weather.

Five professional sports teams in South Florida.

 Boyette Levy



Summary of Findings - Stakeholder Interviews/Discussion Groups

(45 Stakeholder Interviews/Discussion Groups were conducted)

Name Recognition

Majority of stakeholders, when asked, identify themselves as being from Fort Lauderdale.

One stakeholder added that: "If I said Broward County, no one would know what I was talking about."



*Summary of Findings – Survey – Brokers/Site Selection Consultants
 (99 Brokers/Site Selection Consultants responded to the survey)*

Image of Broward County

47.8%	Neutral
39.1%	Very Positive or Positive
8.7%	No Image

Image of Fort Lauderdale

65.2%	Very Positive or Positive
30.4%	Neutral
4.3%	Negative Image

This result indicates that Fort Lauderdale has a much more positive image than Broward County, probably because Fort Lauderdale is more well-known nationally and internationally.



Summary of Findings – Survey – Brokers/Site Selection Consultants

(26 Brokers/Site Selection Consultants responded to the survey)

Most Prevalent Perceptions

90.9%	Beach Related Tourism
72.7%	Retirement
63.6%	Boating
40.9%	Business
36.4%	Cruise Port
13.6%	Arts & Culture
4.5%	Technology

Majority of participants have perception that Greater Fort Lauderdale/Broward County is more about beach-related tourism, retirement and boating. Only 40.9 percent have a perception of the area as a business location.



Summary of Findings -- Survey -- Brokers/Site Selection Consultants
 (60 Brokers/Site Selection Consultants responded to the survey)

Tactics to Ensure Success of Corporate Headquarters Relocations

(organized by most to least said)

<ul style="list-style-type: none"> ~ Actively Market 	<ul style="list-style-type: none"> ~ Improve International Air Service
<ul style="list-style-type: none"> ~ Develop a Deeper Skilled Talent Pool 	<ul style="list-style-type: none"> ~ More Cohesive Effort
<ul style="list-style-type: none"> ~ Differentiate from Other Florida Locations 	<ul style="list-style-type: none"> ~ Provide Excellent Flight Schedules and Low Prices
<ul style="list-style-type: none"> ~ Define Assets as a HQ Location 	<ul style="list-style-type: none"> ~ Show Widespread Commitment to Economic Development
<ul style="list-style-type: none"> ~ Demonstrate it is a Cost Effective Place to do Business 	<ul style="list-style-type: none"> ~ Want Them and Demonstrate It
<ul style="list-style-type: none"> ~ Emphasize Quality of Life 	

The majority of those interviewed said Greater Fort Lauderdale/Broward County needs to actively market to be successful in corporate headquarters recruitment.



Summary of Findings – Survey – Brokers/Site Selection Consultants

(26 Brokers/Site Selection Consultants responded to the survey)

Likelihood Would Recommend Greater Fort Lauderdale/Broward County for a HQ Relocation Project?

52.2%	Maybe
30.4%	Yes
17.4%	No

Good news is more than 50 percent of participants might recommend Greater Fort Lauderdale/Broward County for a corporate headquarters relocation project and 30.4 percent definitely would. One goal should be to increase the 30.4 percent that would recommend it to more than 50 percent over the next three years.



Summary of Findings -- Interviews -- Brokers/Site Selection Consultants
(4 Brokers/Site Selection Consultants were interviewed)

Perception as a Location for Corporate Headquarters

- There is no reason Greater Fort Lauderdale/Broward County should not be considered for corporate headquarters relocation.
- The quality of life, lack of state personal income tax, South Florida location and proximity to water should make it an attractive fit for corporate headquarters.
- Greater Fort Lauderdale/Broward County is a better alternative than Miami for a corporate headquarters.

*Corporate headquarters locations don't happen overnight.
Greater Fort Lauderdale/Broward County will need to "earn its way to a
headquarters" and prove the community can provide a talented
workforce to balance the higher costs of living found in the area.*

Boyetel Levy

The Broward Alliance CEO Council

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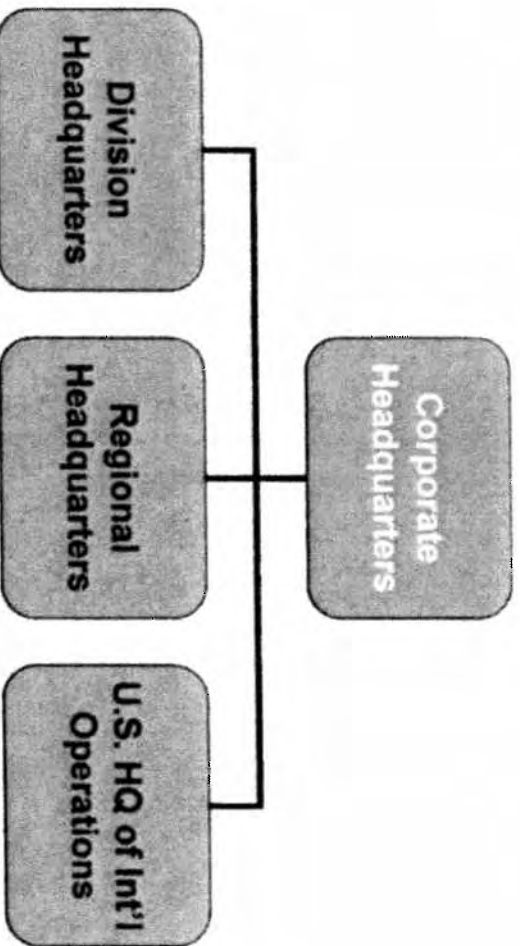
Overall Conclusion

The positive news and result of this project is that virtually everyone interviewed, be they a local CEO or an outside site selection consultant believes that Greater Fort Lauderdale has the potential to be successful in recruiting corporate headquarter projects.

The biggest challenge, however, is the uncertainty among the vast majority of interviewees as to whether all the parties that are critical to a successful effort are in fact committed to doing what it takes to compete at this level.



Corporate Headquarters Defined



A corporate headquarters is the primary business unit of a company that directs, supervises and coordinates the commercial, marketing, financial, administrative, production, human resources and other policies of the company.

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Types of Corporate Headquarters

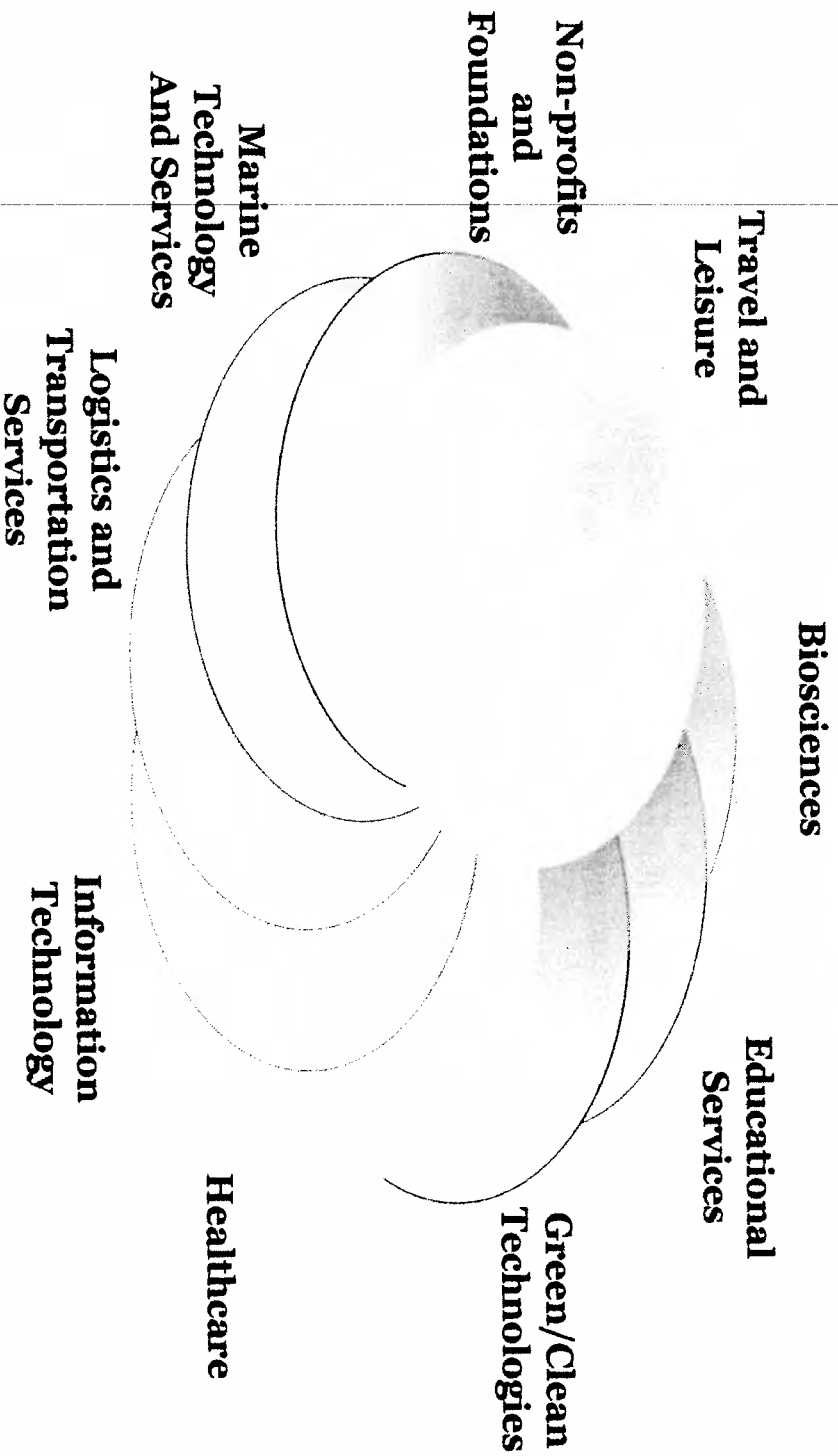
- ✓ Greater Fort Lauderdale currently home to an estimated 150 corporate headquarters that represent a diverse range of industry sectors and countries.
- ✓ As the current presence of corporate headquarters in Greater Fort Lauderdale is very diverse both from an industry and geographic perspective, the focus in both of those areas should stay broad.
- ✓ However, there are aspects about the Greater Fort Lauderdale area that make certain types of companies, industry sectors and geographic areas a good fit for the area.

As far as types of companies, Greater Fort Lauderdale would be better served focusing on private companies versus public companies as the CEO of a private company has more flexibility to relocate based on factors such as great year round weather and overall lifestyle that the area offers.

 Boyette Levy

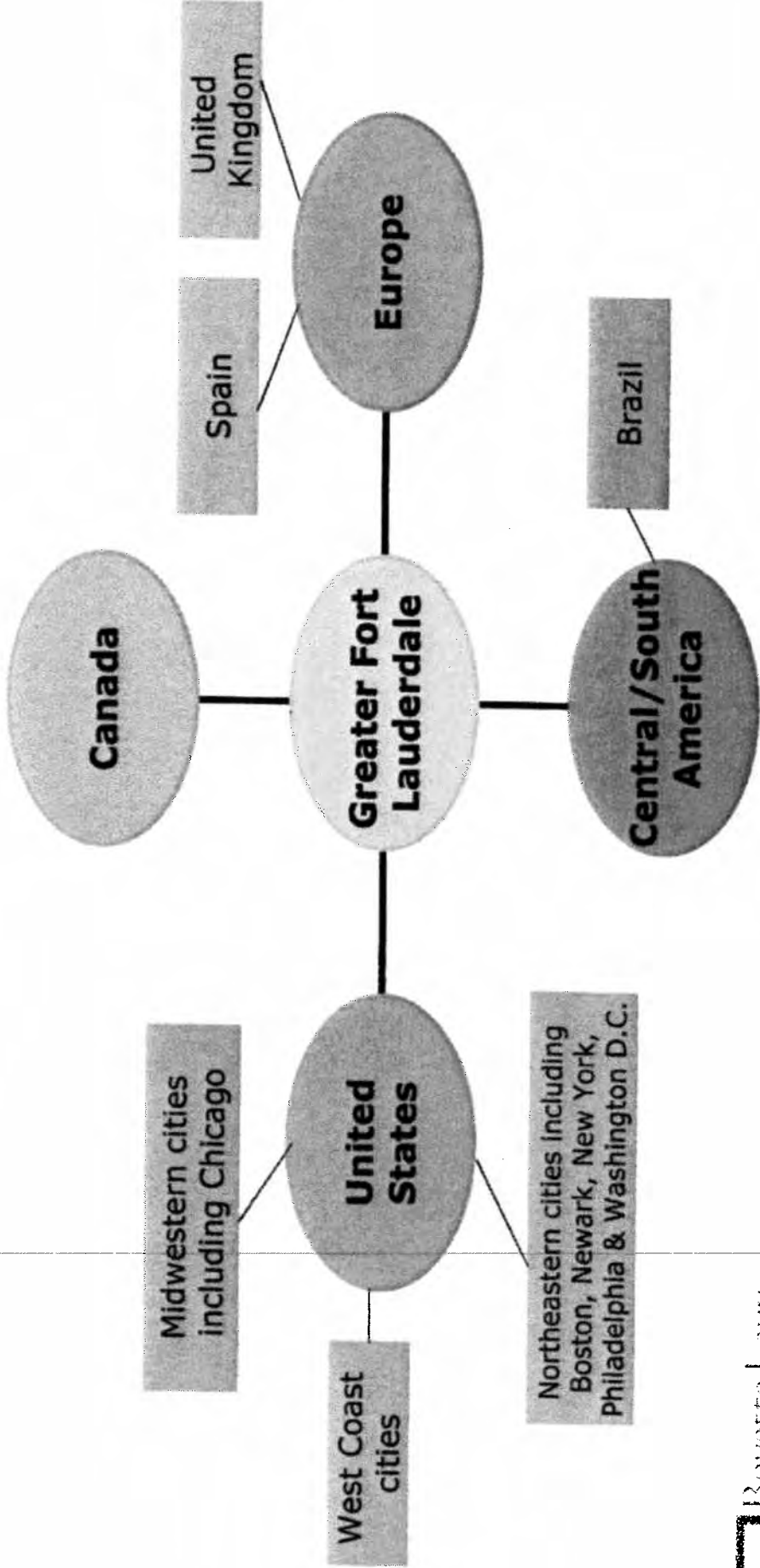


Targeted Sectors





Targeted Geographic Areas





Top 10 Action Items

1. Brand itself as Greater Fort Lauderdale.
2. Change name of The Broward Alliance to include the Greater Fort Lauderdale brand.
3. Work to change current 100-job requirement for incentives in Broward County, Fort Lauderdale and other relevant cities to 10 jobs for corporate headquarters and other projects with a payroll greater than \$1 million.
4. Utilize consistent key messages to increase the positive awareness of Greater Fort Lauderdale.
5. Expand existing headquarters support plan.
6. Utilize specific communications channels such as news-oriented email blasts from the CEO Council, speaking opportunities at events attended by CEOs, cooperative marketing activities and others to reach potential corporate headquarters prospects.



Top 10 Action Items

7. Develop a formal business intelligence program.
8. Until the new business intelligence program is fully established, enter into an initial contract with a professional lead generation services firm to develop target company profiles for corporate headquarters.
9. Develop a website presence focused on corporate headquarters recruitment efforts that is multilingual focusing on targeted geographic markets in Europe and Central and South America.
10. Attract earned media by building relationships with key regional and national reporters.
11. Utilize CEO Council members and other local CEOs of headquarters operations in recruitment efforts.



Top 16 Action Items

12. Conduct an in-depth labor assessment of the Miami-Fort Lauderdale-Pompano Beach MSA as it relates to headquarters job functions.
13. Develop partnership marketing program with key local economic development partners, namely CVB, Airport, Port, County and select municipalities.
14. Seek recognition for Greater Fort Lauderdale in key rankings or improve current rankings in targeted top business climate and quality of life listings.
15. Work to enhance the perception and image of K-12 education and higher education in Greater Fort Lauderdale.
16. Ensure the offices of The Broward Alliance project the brand and image that Greater Fort Lauderdale is a progressive and dynamic environment for business.




What's Next?

Development of Implementation Plan and Performance Metrics

Elements of the Implementation Plan will include:

- Action items for each recommendation or strategy
- Responsible parties for each action item
- Partnership involvement for each action item
- Years to implement
- Target inception dates for each action item
- Target completion dates for each action item
- Cost estimate
- Possible funding source
- Status

The projected date for completion of this implementation plan is June 1, 2009.

 Boyette Levy

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Questions

