

**REACHING CONSENSUS ON
ECONOMIC DEVELOPMENT
IN THE COMMUNITY**



2011

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EXECUTIVE SUMMARY | Reaching Consensus on Economic Development in the Community and Identifying Projects and Roles

Top-line Results and Action Items from Summits of March 4-5, and 18, 2011

Purpose of Executive Summary

This summary is designed to guide leaders and stakeholders through top-line results and action items from three days of summit activities. In-depth summit notes from three full days of March 2011 meetings remain important resources for future work, historical documentation of over 1200 hours of commitment from civic leaders across Flagler County, and support for action items as leaders continue to meet in the months to come. The team identified shared aspirations for the community they call “home”, a specific business role of the team, and reached consensus on five strategic goals. Chairs were assigned to each strategic goal in order to coordinate collection of data, next best steps, return on investment (ROI), and reports to the team. The team will be LAUNCHED on May 13 by confirming action items, budget requirements, outreach to partners, and efficiencies gained by working together.

The Team

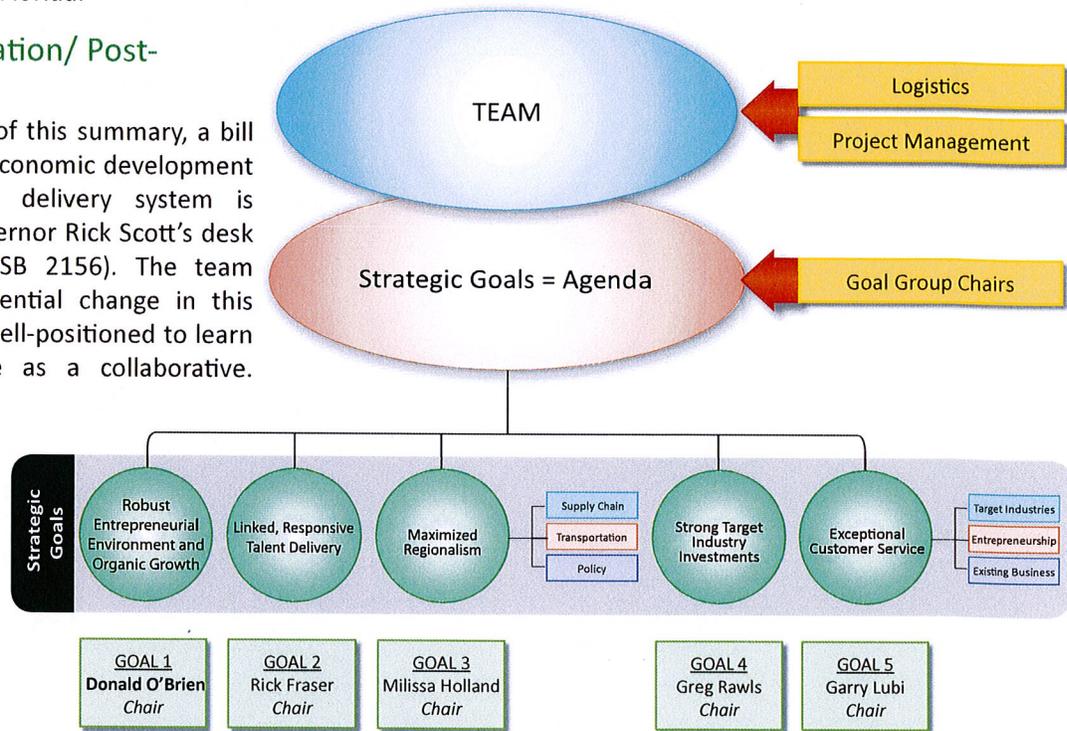
The team is made up of representation from all sectors and all parts of Flagler County and includes over 30 skill sets and competencies. It will meet on a routine basis to check progress, perform case studies and project assessments, anticipate changing conditions and trends, and stage outreach to collaborative partners across Florida.

New Information/ Post-Summit

As of the date of this summary, a bill reforming the economic development and workforce delivery system is heading to Governor Rick Scott’s desk for signature (SB 2156). The team anticipated potential change in this system and is well-positioned to learn and participate as a collaborative.

[Moderators

Note: The team should consider an in-depth review of the new bill, should it be signed into law, in the next post-launch team meeting but no later than September 1, 2011.]



The Consensus Framework



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Adding Projects to Support the Five Goals

On May 13, Chairs will present responses to summit assignments. The assignments are re-stated, in-full below.

GOAL 1

Robust Entrepreneurial Environment and Organic Growth

This project list will be informed and supported by the work of Goal 3.

MODERATOR'S NOTE: *With the Goal 3 inventory of regional partners and their existing resources, the team will be able to import entrepreneurial toolkits; set targets for near term (year one, two and three) job growth from use of new tools; and promote successful organic growth, GROWfl, interventions for second stage companies; etc.*

Part of Goal 3 provides the ability to access, inventory, and implement existing regional research and resources dedicated to entrepreneurs.

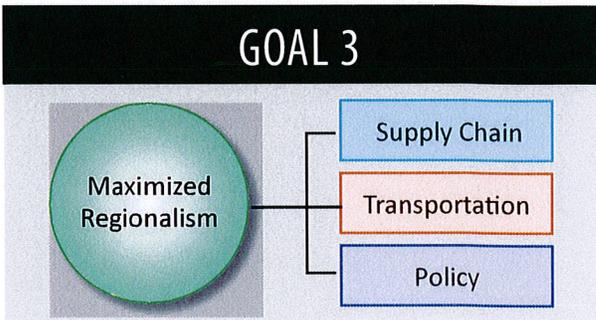
GOAL 1 CHAIR - Donald O'Brien
Flagler County Chamber of Commerce

GOAL 2

Linked, Responsive Talent Delivery

- A. Create an inventory of workforce assets (including agriculture)
- B. Identify educational and training resources
- C. Engage in a discovery process to identify skill sets of targeted industry list
- D. Ensure workforce talent data is accessible on Enterprise Flagler web site
- E. Convene a conversation with education and training providers (including colleges and universities)
- F. Specific, hands-on training (skills gap)
- G. Increase opportunity for dual enrollment for AA and AS degrees for high school students
- H. Ensure linkage to transportation and removal of barriers to accessing training and employment

GOAL 2 CHAIR - Rick Fraser
Center for Business Excellence (CBE)



Consider Regionalism is about Significant Relationships

The team considered an earlier conversation in the day of work and the need to find partners to advance SUPPLY CHAIN, TRANSPORTATION, and POLICY, and identified the following targets for immediate outreach:

- A. Cornerstone [notes: already participating, member dollars needed, Enterprise Flagler on-point]



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- B. NEFTS [notes: no dollars needed, two commissioners, regional community institute]
- C. Hastings Ag [notes: no dollars needed, one commissioner, agriculture extension offices]
- D. Northeast Florida Regional Planning Council [notes: membership dollars, four representatives, infrastructure focus]
- E. Central Florida Partnership [notes: four Lines of Business]
- F. Florida High Tech Corridor Council [notes: no dollars needed, funding source; CBE chairs key committee already]

Consider “to dos” – Reach out to regional partners based on ROI and identify potential grant resources for next quarter. Collect resources for Goal 1.

Pay special attention on the TRANSPORTATION view to FEC/CSX hub in Jacksonville, and JAXPort.

GOAL 3 CHAIR - Milissa Holland
Flagler County Commission

GOAL 4



- A. Within target industry clusters drill-down and identify specific opportunities (North American Industry Classification System)
- B. Identify who and how we engage
- C. Identify target needs
- D. Identify matching assets/Inventory – Sites and labor
- E. Maximize Enterprise Florida/resources/staffing

- F. Marketing Plan – Direct/trade publications/ trade shows/network/solicitation
- G. Develop available/affordable sites
- H. Determine staffing requirement for implementation
- I. Develop competitive incentive programs to match targets
- J. Define zoning/permitting/regulatory requirements, needs

For ROI – Metrics

- Measure current level of existing businesses in target industry clusters = baseline
- Use target industry cluster in REMI to show impact
- Establish tax base percentage targets/growth

Investments/Budget

- Public private partnership land development
- Fund a target industry incentive
- Workforce training
- Enterprise Flagler (organize to meet strategy)
- Possible deferrals of impact fees

Current Needs

- Identify current land availability
- Build process to identify an estimated 200 specific, qualified target industry companies and contact directly
 - Seek direct contact
 - Set target for leads at 60
 - Close three business deals
 - Create 60 jobs

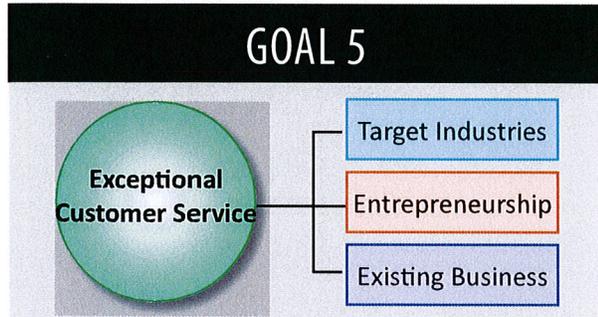
Estimated item cost of outreach to 200 - \$4000.00

GOAL 4 CHAIR - Greg Rawls
Enterprise Flagler



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With reference to Appendix A - Summary Document:

- A. IN QUARTER 1** – Develop, send out and compile survey data from existing businesses and government employment. Look at best practices – Assess survey data and develop game plan.
- B. IN QUARTER 2** – Identify process changes and web site enhancements. Test game plan. Present customer service seminar through “TRAIN-TRAINER” along with accountability measures and expectations.
- C. IN QUARTER 3** – Implement and assess where we stand and tweak as needed.
- D. IN QUARTER 4** – Develop marketing and sustainability plan.

Preliminary cost estimate for launch elements: \$25,000 to \$50,000 - **“ROI – Priceless”**

Note: Key roles for Flagler County Chamber of Commerce and Home Builders Association.

GOAL 5 CHAIR - Garry Lubi
Flagler County Chamber of Commerce

Qualifying Projects in Support of Goals

Projects in support of goals will be presented and reviewed on May 13 with the following standards:

1. Cost Analysis/Budget
2. ROI/Expected Outcomes
3. Action Items/Milestones
4. Accountability Plans

SCORE will take on the role of project manager.

Governance

Project development will allow the team to build a governance process that follows strategy and encourages proper allocation of work among Goal Groups. The team reached consensus on a governance model which is built on a key assumption: the team must continue to convene to execute and optimize strategy on a routine basis while convening Goal Groups to take on new opportunities as quickly as possible. The team makes up the Goal Groups and vice versa. The model follows strategy by:

- ➔ *Being designed around strategic goals*
- ➔ *Ensuring the recurring agenda is the five strategic goals and the progress of supporting projects*
- ➔ *Identifying and relying on the organization handling logistics – dates, invitations, locations, etc. [Flagler County]*
- ➔ *Being timeline and milestone-driven – using project discipline despite the collaborative nature of the team [SCORE]*
- ➔ *Creating and environment of sharing, learning, and efficiency where all may consider new opportunities and changing conditions as a family of civic leaders. Commissioning the goal group work through chairs who serve as coordinators of conversations and deliverables.*



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APPENDIX A- Summary Document

QUALIFIED TARGETED INDUSTRIES FOR INCENTIVES

CLEANTECH	LIFE SCIENCES	INFOTECH	AVIATION / AEROSPACE	HOMELAND SECURITY / DEFENSE	FINANCIAL / PROFESSIONAL SERVICES
MANUFACTURING CORPORATE HEADQUARTERS RESEARCH & DEVELOPMENT					
Biomass & Biofuels Processing Energy Equipment Manufacturing Energy Storage Technologies Photovoltaic Environmental Consulting	Biotechnology Pharmaceuticals MEDICAL DEVICES: Laboratory and Surgical Instruments Diagnostic Testing	Modeling, Simulation and Training Optics and Photonics Digital Media Software Electronics Telecommunications	AVIATION: Aircraft and Aircraft Parts Manufacturing Maintenance Repair and Overhaul of Aircrafts Navigation Instrument Manufacturing Flight Simulator Training AEROSPACE: Space Vehicles and Guided Missile Manufacturing Satellite Communications Space Technologies Launch Operations	EQUIPMENT: Optical Instruments Navigation Aids Ammunition Electronics TRANSPORTATION: Military Vehicles Shipbuilding and Repair TECHNOLOGY: Computer Systems Design Simulation and Training	FINANCIAL SERVICES: Banking Insurance Securities and Investments PROFESSIONAL SERVICES: Corporate Headquarters Engineering Legal Accounting Consulting
EMERGING TECHNOLOGIES			OTHER MANUFACTURING		
Global Logistics Marine Sciences Materials Science Nanotechnology			Food and Beverage Automotive and Marine Plastics and Rubber Machine Tooling		

Businesses able to locate in other states and serving multi-state and/or international markets are targeted. Call Centers and Shared Service Centers may qualify for incentives if certain economic criteria are met. Retail activities, utilities, mining and other extraction or processing businesses, and activities regulated by the Division of Hotels and Restaurants of the Department of Business and Professional Regulation are statutorily excluded from consideration. All projects are evaluated on an individual basis and therefore operating in a target industry does not automatically indicate eligibility.

For additional information about Florida's business advantages, please visit Enterprise Florida's website at www.eflorida.com or call 407.956.5600.



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APPENDIX B- Draft Framework

Aspirations for the Market/Community

- Diversified with job opportunities for all residents desiring work
- A reputation for serving the needs of business
- Characterized by job growth, career paths, and opportunities for youth
- Portfolio of city centers and neighborhoods
- Test bed for green tech and design
- Linked and providing value to regional economies and their supply chains
- Healthy community, characterized by wellness, great healthcare, and multi-generational living
- Retirement living and investment expertise
- Natural beauty and sustained natural systems; Outstanding trails, beaches, and nature tourism
- Choice of visitors/tourists – Visitor experiences
- Center for aviation & aerospace growth

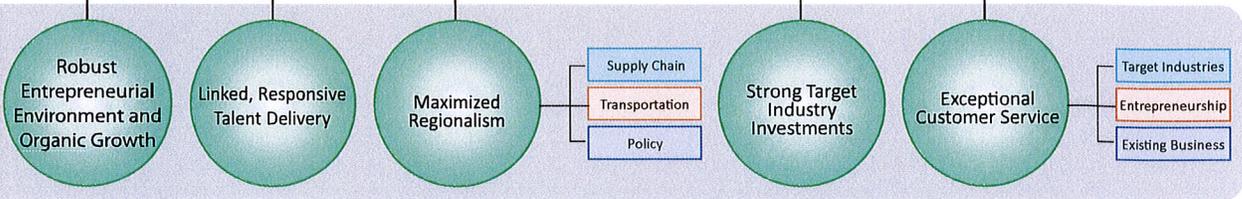
See Aspirations for the Market/Community

Aspirations for the Enterprise

Business of the Enterprise (Civic Team)

To EXECUTE and OPTIMIZE

Strategic Goals



- Operating Plans/Allocation of Labor



Economic Summit 2011:

Reaching Consensus on Economic Development in the Community

March 4-5, 2011 | University of Florida Cooperative Extension Service Agricultural Extension Center



Economic Summit 2011:

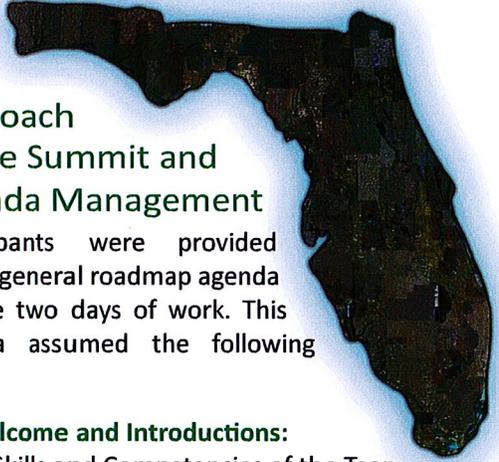
Reaching Consensus on Economic Development in the Community

March 4-5, 2011 | University of Florida Cooperative Extension Service Agricultural Extension Center

Summary - The civic leadership community of Flagler County convened on March 4 – 5, 2011 at the University of Florida Cooperative Extension Service, Agricultural Extension Center to explore shared aspirations for the place they call “home” and potential shared strategic goals. Over 50 participants invested approximately 17 hours in sharing and consensus-building. Participants included the county commissioners and county administrator for Flagler County, the members of city councils and city managers for the cities of Beverly Beach, Bunnell, Flagler Beach, Marineland, and Palm Coast. In addition, key community stakeholder participants included School Board, Enterprise Flagler, the Chamber of Commerce, Association of Realtors, Homebuilders Association, SCORE and leaders of industry and employment. The Economic Development Summit was convened, in part, because of shared concerns about the need to identify the best steps to tackle unemployment, ensure the community and its leadership organizations are engaged in economic recovery, and invest precious resources in the strategies and tools required to encourage new companies, jobs and capital investment. Convening multiple jurisdictions and diverse leaders around shared agendas are rare and powerful opportunities in the U.S., and participants welcomed being identified as one team. They also emphasized the need to build trust and find one, aligned voice to improve the economic future of residents. As a result of the two-days of work, the team reached consensus on an aspiration for the community, the business of the team and five Strategic Goals. The basis of the draft framework for the plan is found in [Appendix A](#). They identified areas where more information was needed to make good decisions and identified five action items to assist with a Post-Summit Follow-up Session scheduled for March 18. The Team also provided a range of details to make the Strategic Goals a reality. These details included jump-starters for metrics, exploring existing regional and state-level programs and resources otherwise not available to the community, and pathways to playing a stronger leadership role in regional and state marketing, policies, and incentives. With these steps, the team will be in a position to consider the best measures of success, operational components, allocation of work to the right sub-teams, and budgeting.

Approach to the Summit and Agenda Management

Participants were provided with a general roadmap agenda for the two days of work. This agenda assumed the following steps:

- 
- ▶ **Welcome and Introductions:**
 - Skills and Competencies of the Team
 - Why are You Here?
 - ▶ **Trends and Opportunities in Florida**
 - ▶ **Aspirations for the Community/Flagler:**
 - What Would You Expect to Find on a Shared Portal?
 - ▶ **Using an Enterprise Goals System:**
 - Aspirations for the Community and the Team
 - Business of the Team
 - Strategic Goals
 - ▶ **Drafting Strategic Goals:**
 - Small Teams, Long Lists
 - ▶ **Narrowing Strategic Goals**
 - Consensus
 - ▶ **Restating Strategic Goals**
 - Small Teams, Discussions
 - ▶ **Consensus and Action Items**

The agenda provided flexibility for the team to invest significant time in areas of interest and learning. These included team-driven, deep discussions on [Talent](#) on March 4 and [Customer Service, Target Industries, and Economic Development Project Management](#) on March 5. There were three rounds of small group discussions: Aspirations for the community; Strategic Goals – Long List; and Strategic Goals – Restated.



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The Team

During introductions, summit participants were asked to share skills and competencies rather than titles and offices. The resulting list indicated the team is made up of strengths and applied experiences that could be leveraged to improve the economic competitiveness of the community. Skills and competencies include:

- Public Administration
- Marketing
- Advertising
- Sales
- Commercial Real Estate and Site Selection
- Residential Real Estate
- Policy Management
- Compliance
- Education
- Economic Development and Trade
- Planning
- Public Safety and Law Enforcement
- Community Design and Architecture
- Communications
- Construction
- Engineering
- Association Management
- Advocacy and Lobbying
- Finance and Banking
- Portfolio Management
- Philanthropy and Not for Profit
- Business Innovation, Entrepreneurships and Start-ups
- Small Business Networks
- Sustainability and Land Use Policy
- Economic Incentives
- Education and Talent
- Board Management and Leadership
- Grant Writing and Fundraising
- Law
- Accounting

Key Assumptions and Changing Conditions in Florida

The following key assumptions were set out by the Moderator in order to optimize conversations during the two days of work:

1. This is not a policy meeting, but policy could follow over time
2. Candor is needed
3. Value the mid-point of the summit – Friday night – as a period of research and reflection
4. Honor new ideas
5. Be sure to state what you do not know/need to know
6. Consider what it will take to be the “smartest, most responsive team of leaders”
7. As we reach consensus, consider what it will take to provide proof of progress and commitment
8. Approach the work of the summit as if you were the Board of Directors for this marketplace
9. Remember that customer service matters to resident and locating industries
10. We are choosing not to take a day of work to conduct a situation assessment, but assume the leaders are well aware of the challenges facing the community, post-recession
11. Governance and budgets follow strategy – Let’s work towards strategic goals and consensus and then see how to do business and invest

Members of the team, throughout the summit, made it clear that a primary objective of the meeting was to build trust.



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The timing of the summit and likely follow-ups are good because:

- ▶ Florida's economic development and workforce delivery system is being reviewed and optimized now, including the formation of a new Department of Commerce
- ▶ Talent continues to be pushed to the forefront of Florida's competitive agenda – "Talent matters most"
- ▶ Regionalism is taking hold across Florida and America, so it is a good time to consider the markets and leadership teams surrounding Flagler County
- ▶ Customer service matters as a part of the economic development delivery system
- ▶ Decision makers [leaders who make site, expansion, and capital investment decisions] have been to Flagler County to consider, short list, and rule out the market, and we never knew it
- ▶ Scorecards for decision makers are changing
- ▶ STEM_{Florida} and the STEM movement is taking hold in Florida
- ▶ Target industry clusters have been identified at a state and regional level
- ▶ A Talent Supply Chain Team will be formed at the state level in the coming weeks
- ▶ Economic development organizations tend to behave in one of three ways during the recession and recovery: waiting until it's over to the market's detriment; moving off mission to the market's detriment; or getting ready for new opportunities and economic restructuring.

Expectations and Aspirations

The team worked in small groups to answer the following question: If a decision maker looked into your market using a resource like an economic development portal, what would you expect that leader to find? The team was encouraged to identify the strengths and assets they assumed would be positioned on their and the community's behalf. Complete small group answers are found in [Appendix B](#), and the following summary results were collected as aspirations for the community; and shared and agreed upon, in no priority order, in a plenary discussion:

Diversified with job opportunities for all residents desiring work

A reputation for serving the needs of business

Characterized by job growth, career paths, and opportunities for youth

Portfolio of city centers and neighborhoods

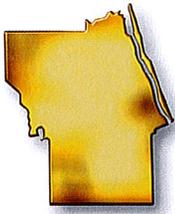
Test bed for green tech and design

Linked and providing value to regional economies and their supply chains

Healthy community, characterized by wellness, great healthcare, and multi-generational living

Retirement living and investment expertise

Natural beauty and sustained natural systems; Outstanding trails, beaches, and nature tourism



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Choice of visitors/tourists – Visitor experiences

Center for aviation & aerospace growth

The team was encouraged to view these aspirations as the beginning of a shared agenda, and the desired situation to which the team does business.

Using a Goals Model

The team applied its discussions using the Fairfield Index Enterprise Goals Model, which requires shared **Aspirations for the Market** or community, shared **Aspirations for the Enterprise** (in this case a collaborative team of civic leaders), a statement of the **Business of the Enterprise** (the civic team), and **Strategic Goals**.

Strategic Goals promote action and investment when they are:

-  Clearly achievable
-  Adjective-driven so that leaders are encouraged to define and measure
-  Demanding of proof of commitment and success
-  Implying the use of metrics
-  Requiring action to become a reality

The team worked with suggestions that the Business of the Enterprise be:

To EXECUTE and OPTIMIZE

The team used small groups to create long lists of potential Strategic Goals. All of the details may be found in **Appendix C**. The long lists were shared in detail, and the team reached consensus on the following, draft Strategic Goals:

- ▶ **Robust Entrepreneurial Environment and Organic Growth**
- ▶ **Linked, Responsive Talent Delivery**
- ▶ **Maximized Regionalism (for Supply Chain Growth, Transportation, and Policy)**
- ▶ **Strong Target Industry Investments**
- ▶ **Exceptional Customer Service**

The team was encouraged to utilize the Strategic Goals as a part of a balanced rather than prioritized scorecard.

Interest in Peer Counties and Shared Issues

One data request for the Moderator concerned identification of peer counties and shared issues. The team was interested in markets dealing with overlapping regional markets, especially those with geographic positions between two large regions. They were interested in communities that seek to optimize the presence of retirees or part-time-residents as sources of industry relationships, trends, and even capital markets. An additional area of interest concerned examples of organizations or teams that were, despite slow recovery from a deep recession, getting their product ready to compete. Fairfield Index offered the following: Manatee County [retirees and leaders]; Naples/Collier County [Project Innovation]; Polk County [between and in both the Tampa Bay and Central Florida regions; and Columbia County [using a “rudder team” of civic leaders to prepare strategy, sites, and policies to compete].

Providing Details on Strategic Goals

The team used a third round of small group work to help define, measure, and take actions to advance



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the Strategic Goals. All small groups provided details for each goal (set out in detail below).

GOAL 1

Robust Entrepreneurial Environment and Organic Growth

- ▶ “Robust” means:
 - Comprehensive
 - Attack from All Angles
 - Stage 1 and 2 Companies
- ▶ Strategies include:
 - Identification Process
 - Central Starting Point such as a Business Resource Center
 - Marching the Right Service Partners
 - Central Clearing House Information, Tools, Resources with Focus on Fundamental Needs – How to get Licensed, Permits, Patents
 - Access to Funding, including Local Investors, Entrepreneurs
 - Identify Local and Regional Resources
 - Training
 - Incubators
- ▶ Metrics could include:
 - Job Creation/Unemployment Rate
 - Stage 2 Revenue and Growth
- ▶ Consider the Entrepreneurial Ecosystem Now and in the Future
 - Need Profiles of Existing Businesses
 - Understand Business/Supply Needs in Orlando, Daytona, Gainesville, Jacksonville
 - Bring all to Bear in Business Resource Center, such as SCORE, Mentors
 - Link to State and Regional Programs like Start-up Florida, Florida Venture Forum, Disney
 - Entrepreneurship Center
- ▶ Change Our Language from “Small Businesses” to “Entrepreneurs”

GOAL 2

Linked, Responsive Talent Delivery

Working Group Asked: What Does a Linked, Responsive Talent Delivery System Look Like?

- ▶ A K-12 System that is:
 - Achievement Oriented
 - Problem Solving
 - STEM-focused
 - Invested in International Baccalaureate
 - Invested in Advanced Placement
 - Technology-intensive
 - Using Career Academies (Industry Certification Programs)
 - Leveraging Magnets
- ▶ Needs may include:
 - Ability to get 4-year Degree without Leaving County
 - Consistent and Reliable Funding
 - “Head Hunting” Service
 - DATA – Understand what Data Needs to be Compiled for Economic Competitiveness
- ▶ Links required to provide full service include:
 - JCBE Workforce (Regional Workforce Board)
 - SCORE
 - FTI
 - Retiree “Capital”
- ▶ Leverage and partner with higher education in the area, including:
 - FTI
 - University of Central Florida
 - University of Florida
 - BCC
 - Florida State University
 - DSC
 - Stetson
 - Keiser



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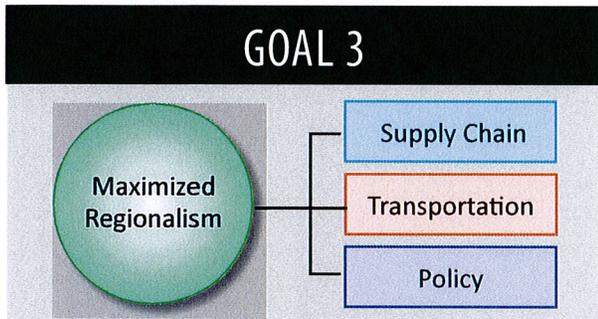
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- Nova Southeast
- WYOTECH

► Critical Pathways to success include:

- Industry Certifications
- Dual Enrollment
- Apprenticeship
- Responsiveness is a Priority - An industry-responsive curriculum that responds quickly to the needs of target Industries



We must maximize our location in surrounding and connected regions, looking north to Jacksonville, and south and west into Central Florida.



► Benefits:

- This will open financial avenues in targeted industries
- Leverage research and commercial opportunities generated by universities
- Tap into existing, shared resources
- Sell, market their resources as values to our prospects

- Sell, market their industries to our suppliers – What do we make?
- Prepares our community to have better understanding of an influence in issues of water
- Taps into advocacy and marketing resources of larger teams
- Provides our community with platform and teammates to influence regional and state policies on transportation, economic development incentives, etc.



► Confirm:

- Life Sciences/Healthcare
- Green Tech and Alternative Energy
- Water Resources
- Aviation & Aerospace
- Tourism
- Light Manufacturing that complements our assets
- Expertise and Diversification in Retirement Industry – Consider shifts in terminology on this matter to: multi-generational strategies, retirement as re-capitalization strategy, multi-generational destination, retirement entrepreneurialism, etc.

► Critical Connections Today:

- Education
- Agriculture
- Existing business
- Overlaps and shared agendas with state-level recruitment, incentives, diversification, etc.

MODERATOR'S NOTE: The team invested a great deal of time discussing target industries and target industry clusters; and worked carefully to define a retirement strategy. This resulted in one of the most important

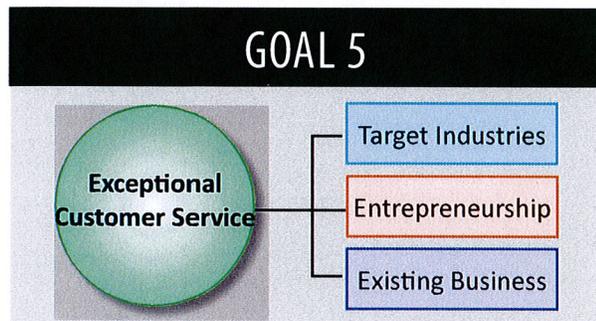


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post-Summit follow-ups – Enterprise Flagler will review target industry data, policies, and trends to confirm and true-up the assumptions and ideas involving this strategic goal. The Team identified numerous research and planning cycles in which targets were discussed and confirmed over the past decade, but wants high confidence that they are setting off on the right path. This also raised the question of: How is target industry policy set and reviewed as we move forward as at Team?



The small group framed the challenge as being ready to ask the three targets of target industries, entrepreneurs, and existing business the question: How may we help you?

- ▶ Respect for Customers Matters Most:
 - Staff training at all levels
 - Knowledge/Cross-training
 - Help with due diligence at the first steps of formation, expansion and location – Refine an information toolkit
 - Survey customers on experiences/exit surveys
 - Consider the effects of policy – How can we do this as a team?
 - Establish and implement intra-local agreements
 - Establish improvement and training process through timelines – Accountability
 - Ensure timely and effective appeals process and interdepartmental conflict resolution
 - Ensure top notch rapid response team
 - Interactive track-able land development system
 - Established incentives
- ▶ Additional information for Entrepreneurs:
 - Treat with respect

- Small businesses are the backbone of the community and pose hidden expansion/jobs opportunities
- Business incubator support system needed
- ▶ Additional information for existing business:
 - Survey and inventory – Consider best ways to gain feedback for improvement of service

MODERATOR'S NOTE: The connections with the Entrepreneurial and Target Industry Goals are powerful.

Action Items – What Comes Next?

The team reviewed and reached consensus on the Strategic Goals, and indicated that five follow-ups were required in order to make the next, post-summit session a success. They include:

Enterprise Flagler will verify and true-up target industry information based on existing research, reports, and state-level agendas

Fairfield Index, Inc. will keep up with changes in the economic development delivery system for Florida and brief the team on changes and policies

The Flagler County Chamber of Commerce will convene jurisdictions (municipalities and counties) in a preliminary meeting to discuss how to approach a market-level, team approach to improving and touting exceptional customer service

There will be a preliminary inventory of all potential regional and state partnerships that impact strategic goals

Fairfield Index will provide trend and scoring information on what decision makers responsible for locating, expanding, and diversifying companies expect when it comes to linked, responsive talent delivery



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APPENDIX A- Draft Framework

Aspirations for the Market/Community

- Diversified with job opportunities for all residents desiring work
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- Center for aviation & aerospace growth

See Aspirations for the Market/Community

Aspirations for the Enterprise

Business of the Enterprise (Civic Team)

To EXECUTE and OPTIMIZE

Strategic Goals

Robust Entrepreneurial Environment and Organic Growth

Linked, Responsive Talent Delivery

Maximized Regionalism

Supply Chain
Transportation
Policy

Strong Target Industry Investments

Exceptional Customer Service

Target Industries
Entrepreneurship
Existing Business

Operating Plans/Allocation of Labor

Operating Plans/Allocation of Labor

Operating Plans/Allocation of Labor

Operating Plans/Allocation of Labor



Economic Summit 2011:

Reaching Consensus on Economic Development in the Community

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APPENDIX B - Small Group Answers

TABLE ONE

- ▶ Assets:
 - We have a diversified environment and good location
 - We have diversified citizenry
 - Schools continue to achieve "A" + category
 - Healthcare delivery
 - Have maintained parks - paths and assets
 - Can build what is needed (not an old decaying community)
 - Excellent weather for others to come
 - Quality of life
 - Available housing - labor market
- ▶ In 5-10 years, our economy will:
 - Be diversified with a balanced tax base
 - Have achieved location of our "Target" industries
 - Our economy is vibrant and varied
 - Our economy is flexible, adaptive and dynamic
 - Maintained our quality of life
 - Produced public transportation
 - Adapted government regulations to assist and encourage this economic diversity
 - Larger, national known presence
 - Have a self-perpetuating economic funding source

TABLE TWO

- ▶ Assets
 - Dedicated to "green"
 - Bike/hike trails
 - Boating (recreational) assets
 - Unspoiled "wilderness"
 - Truly diverse population
 - Climate/locale
 - I-95, US-1, I-4, Railroad
 - Region poised for growth - 1.5 million home residents, 650, 000 new jobs
 - Three airports within a one hour drive, one local airport
 - 2+ "Free Trade Zones"
 - Proximate to ocean and beaches
 - We are willing to learn/change
 - Room for expansion county-wide

- ▶ No Title Provided
 - Primarily a residential /agricultural community - needs "in fill"
 - New gradual growth
 - Better balance of residential/non-residential tax base
 - Support existing business districts - don't abandon them for something "new"
 - Maintain the environment that brought us here in the first place
 - Newer "mixed use" developments grow in balance
 - Town center "fills in" as a mixed use center

TABLE THREE

- ▶ Assets:
 - Excellent schools - post secondary
 - High quality of life
 - Good/excellent medical
 - Infrastructure
 - Parks and recreation
 - Diverse tax - no state tax
 - Diverse economic community
- ▶ No Title Provided
 - Commercial
 - Clean Industry
 - Clean manufacturing
 - Retail mix
 - Distribution
 - Full service retirement community
 - High tech/medical
 - Recreation/tourism

TABLE THREE

- ▶ Assets:
 - Diverse Economic Community
 - Commercial
 - Manufacturing
 - Clean Industry
 - Retail Mix
 - Distribution
 - Select high tech
 - Retirement/family
 - Recreational/tourism



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APPENDIX B - Small Group Answers

TABLE FOUR

- ▶ Assets
 - Tourism
 - Water/beach
 - Trails/parks
 - Golf/tennis/other
 - Preserves- three state parks
 - *High Tech*
 - Quality of life
 - Tier - 1 data access
 - Quality K-12 schools
 - ATC Daytona College
 - Existing tech cluster
 - *Green technology*
 - See top four under high tech
 - Community image/identity
 - Existing companies
 - *Aviation*
 - Water runway
 - Control tower
 - Industrial park property in and around airport
 - Nearby space/high tech workforce
 - *National headquarters for small and medium size companies - non rat race*
 - See top four under high tech
 - Companies don't want big metro
 - Transportation
 - Workforce
 - Executive amenities
 - Local leadership
 - Creativeness

TABLE FIVE

VISION: Our vision of Flagler County's economy is based on quality of life...A great place to work, play and retire.

- ▶ Assets
 - *Live*
 - Housing
 - Recreation
 - Retail
 - Education

- *Work*
 - Commute
 - Trainable workforce
 - Access
- *Play*
 - Beach
 - Trails
 - State parks
 - Natural attractions
- *Retire*
 - Health services
 - Senior living
 - Climate

TABLE SIX

- ▶ Vision
 - *Grow existing business*
 - *Grow tourism*
 - *Retirees*
 - *Resources*
 - *Flexibility in government regulations*
 - *Retrain workforce*
- ▶ Assets
 - *Quality of life*
 - Beach
 - Weather
 - Connectivity to region
 - Parks
 - *Workforce*
 - *Education*
 - *Cultural*
 - *Low cost housing*
 - *Diversity*

TABLE SEVEN

VISION: Increase tourism and related businesses. "Destination County". Development of "green" energy efficiency industry. Target technology industries, airport and other transportation expansion.

- ▶ Assets
 - *Unobstructed view of beach*
 - *Parks*
 - *Trails - birding, hiking, nature*
 - *Water, water everywhere - boating, fishing, surfing, swimming*



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APPENDIX B - Small Group Answers

- *Transportation - train, I-95 and airport. Connects with other highways, ports, and airport.*
- *Inventory of industrial space*
 - Lower taxes (no state income tax)
 - Lower cost of living
- *Quality of life - weather, varied recreational activities*

TABLE EIGHT

► Vision

- *Strive for a sustainable industrial/commercial tax base*
- *Have a competitive workforce that support our quality of life*
- *Create a more business-friendly atmosphere*
- *Ensure opportunities of multi-generational living*
- *Create a business relocation environment that is attractive and flexible and package it with benefits and values*
- *Create an environment of government cooperation that will expedite the needs of business development*
- *We have too much dependence on residential tax base*
- *Need to be more than just a bedroom community for Jacksonville or Orlando*
- *We continue to have services and high quality of life to meet the needs of all ages*

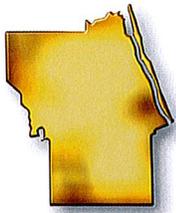
TABLE NINE

VISION: Flagler County as an integral part of the Northeast/Central Florida economic balance - combining economic stability with an affordable, quality lifestyle

► Assets

- *Location*
 - Proximity to I-95/US-1
 - Rail sidings
 - Deep sea port
 - Airports
 - Free trade zone

- *Buildable land availability*
- *Quality of life*
 - Beach
 - Weather
 - Parks
 - Sport facilities
- *Affordability*
 - Modern utilities - water/gas/fiber-optics
 - Low cost, unskilled labor/access to north east regional skilled labor force
 - Low cost housing
 - Affordable place to do business and live



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APPENDIX C - List of Potential Strategic Goals

Detailed Results from Small Groups Work

(Work of small groups is re-stated in full with limited or no changes to ordering, approach, and heading)

SMALL GROUP A

1. "Exceptional, Superior Customer Service"
 - Great Attitude at all Levels of Contact - External and Internal
 - Training - Sufficient - Relevant - For Ages - Touch all the Senses
 - Recognition Programs for Exceptional Performance
 - Customer Surveys for Performance
2. Streamlined/Efficient/User Friendly (User) Process ... Lean & Mean
 - Projects Under \$50K
 - Assign (1) Individual to Walk You Through Process or to Make you Achieve Desired Results "Zoning" "Building"
 - Standard of Measure - Minutes/Hours/Days - track against
 - Historical Data
3. "Cohesive Consistent County Image"
 - Create a Monumental Link/Streetscape/ Sculpted "Branding" "Life Styles" of a Chamber of Commerce Image
 - "Macro to Micro"
 - Number of Business Licenses Issued
 - Number of New Residents
4. "Job Growth"
 - Inspire, Create, Sustain
 - Change the Envelope of Perception - Unified Family
 - Future Data - Sustained Business & New Business
 - Reduce Brain Drain - Keep our Talent Home

SMALL GROUP B

1. Identify Our Targeted Industries
 - Expand our Ag. Product Base
 - Leisure Services - Tourism

- Technology Based Companies
- Airport
- Corporate Headquarters
- Alternative Energy
- Distribution
- Health Care - Expansion - Education
- Need to Know our Products to Show or Assets and Create our Brand

2. Great Customer Service

- Streamlined
- How can we help you?, Attitude!
- Review regulations
- Stop the blackmail - exactions
- Educate/Train Staff
- Advocate for Existing and New Business
- Consistency in the Process
- Experience Survey → Staff
- Accountability

3. Enhance Education Links

- Vocational
- College of Engineering
- Embry Riddle
- Develop more Capacity for Target Industries
- Identify Financial Resources. Grants.
- Education - Teaching Hospital
- Wyotech

4. Maximize/Retain Existing Assets

- Preserve Coastline - Save the Shore
- Preserve/Expand Ag.
- Market our Eco-tourism
- Quality of Life
- Low Taxes
- Sensitivity to our Retirees
- Help Existing Businesses

5. Maximize our Location

- I-4 Corridor - I-95 - Railroad
- Join Daytona - Orlando Market
- Develop an Incubation Program
- Increase our Exposure through Media
- Transportation Region - Partnerships

Need to Know

- Inventory data - Labor, Products, Sites
- Obstacles. Legal/Technical



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APPENDIX C - List of Potential Strategic Goals

- Exit Interviews. Weaknesses – Why?
- Public Buy-in
- Local Companies – What do they Need?
- Political Climate of State/Federal
- Technical – Financial – Human Availability

SMALL GROUP C

1. Pad Ready
 - There will be a Minimum of three Different-sized, Fully-permitted, Pad-ready Sites w/in Flagler County at all Times
2. Business Support Center
 - There will be a County-wide, Excellent Business Support Center that will Assist “Customers” in Achieving Published Permitting Timelines
3. Permit Tracking
 - Each Permitting Entity will have an Easy Touch Interactive Tracking System that Allows the Applicant to Respond to Issues as they are Raised
4. Regionalism
 - Flagler County will make Enlightened Strategic Decision to Align Itself with a Regional MPO/TPO to Facilitate Supply Chaining for our Businesses
5. Wellness
 - Our Hospital/Medical Community will be Recognized as a World Class Provider of Senior Wellness Programs/Centers

SMALL GROUP D

- ▶ Master Goal
Become the “Best Performing” Economy in Northeast Florida, as Measured through:
 - *Per Capita Income Level*
 - *Unemployment Rate*
 - *Ad Valorem Tax Rates*

- ▶ Tactical Goal

Create an Improved, Common (Community-wide), Strategic Economic Development Plan with:

- *Improved: Better Tomorrow; Policies; Marketing*
- *Common: Joint Efforts/Co-op*
- *Strategic: State Aligned; Unique*

- ▶ Environment that Fosters Business Innovation

- ▶ Maintain and Grow

- ▶ Development of a Sense of Place as a Magnet for Talented Workforce & Growth Sector Companies

- ▶ 1st & Foremost!!! Business will only Come to Flagler County if the Company Believes a Profit can be Earned

SMALL GROUP E

1. Stronger, more Diversified Tax Base
 - Increase Non-residential Tax Base
 - Reduce Dependency on a Single Segment
2. Highly Accountable Customer-centric Culture within all Delivery Channels
 - Develop Process to Obtain Customer Feedback
 - Identify Measurables
3. Become Florida’s Leading Healthy Living Community
 - Leverage Healthcare
 - Unite & Leverage Cultural & Entertainment Assets
 - Capitalize on Existing Natural Resources
4. Identify, Acquire & Retain Targeted Employer Segments that Value our Community Assets
 - Land Use Compatibility
 - Environmentally Friendly
5. Florida’s Leader in STEM Education
 - Prepare Youth for Future Workforce
 - Invest in STEM Education



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APPENDIX C - List of Potential Strategic Goals

SMALL GROUP F

GOAL: Grow and Strengthen the Competitiveness of Existing Businesses

1. Develop a Robust Retention & Expansion Program for Business Clusters. Take Advantage of Business Synergy
2. Actively Pursue the Growth of Targeted Small Businesses. Nurture Them like a Garden. Help them Interconnect to Increase Value

Develop a Robust Environment for Innovation and Entrepreneurs

1. Support the Small Business "Incubator" Concept. Help Innovation-based Businesses with Start-ups
2. Strengthen Connections with Research Institutions. Incorporate "Green Thinking" by Moving Ideas from Theory to Practice.

Optimize how People, Policies and Investments Work Together. Make Customer Service a 24/7 Mindset.

1. Develop Locally Controlled Incentives
2. Make it Easier for a Business to Expand into the Region by using Public Facilities for Temporary Start-ups
3. Use Public Policy & Procurement to Maximize Support Local Business. Require Companies using Public Assistance to Support other Local Business in their Procurement.

Create a Recognizable Brand for Flagler County

1. Link Branding Effort to Total Business and Economic Development Effort, County-wide

SMALL GROUP F

1. Strengthen Existing Businesses
 - Same Day Permitting
 - Regulatory Flexibility
 - Ombudsman for Small Biz Issues

2. Make it Easier & Friendlier to do – For Businesses Here/for Small Business
 - Faster Permitting
3. Establish Positive Image/Branding
 - "Attract New Business"
4. Create a Strategic Customer Service Plan

SMALL GROUP H

1. Target High Tax/Cost of Living States for Appropriate Business Prospects to Relocate to Flagler County
 - Create 1200 New Jobs by the End of 2012.
2. Develop Excellent (Faster + Easier) Customer Service Across all Sector & Entities
 - More Cooperation between Government Entities
 - Rewrite, Reword – Determine if the Land Development Land Code is an Impediment to Economic Development
3. Establish Flagler County as the most Desirable Place in Florida to Live in Retirement
 - Attract 1500 Retirees to the Area by 2013
 - Promote our Assets – Arts& Culture
4. Promote/Invest in Excellence in Education and Develop Career Pathways to Support Economic Development – Involve Total Community – PROOF
 - Graduation Rage
 - International Baccalaureate
5. Enhance Vacation Destination and Recreation Opportunities
 - Come Stay for a Weekend and Return for Life!
 - Bring in the Surf Industry
 - » ESA District Competition
 - Sports Tournaments
 - Eco-Tourism

WP Customers who is seeking or having experience in jobs in Listed Categories

Reporting Period: 03/07/2010 - 03/07/2011

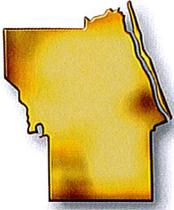
City	Job Category	Number of Customers
Bunnell		
11	Management Occupations	30
13	Business and Financial Operations Occupations	1
15	Computer and Mathematical Occupations	8
17	Architecture and Engineering Occupations	3
19	Life, Physical, and Social Science Occupations	1
21	Community and Social Services Occupations	11
23	Legal Occupations	1
25	Education, Training, and Library Occupations	5
27	Arts, Design, Entertainment, Sports, and Media Occupations	3
29	Healthcare Practitioners and Technical Occupations	13
31	Healthcare Support Occupations	28
33	Protective Service Occupations	13
35	Food Preparation and Serving Related Occupations	40
37	Building and Grounds Cleaning and Maintenance Occupations	26
39	Personal Care and Service Occupations	11
41	Sales and Related Occupations	40
43	Office and Administrative Support Occupations	101
45	Farming, Fishing, and Forestry Occupations	2
47	Construction and Extraction Occupations	66
49	Installation, Maintenance, and Repair Occupations	25
51	Production Occupations	37
53	Transportation and Material Moving Occupations	32
99	???	2
	Total for Bunnell	499
Flagler Beach		
11	Management Occupations	28
13	Business and Financial Operations Occupations	12
15	Computer and Mathematical Occupations	5
17	Architecture and Engineering Occupations	5
19	Life, Physical, and Social Science Occupations	2
21	Community and Social Services Occupations	2
23	Legal Occupations	2
25	Education, Training, and Library Occupations	2
27	Arts, Design, Entertainment, Sports, and Media Occupations	4
29	Healthcare Practitioners and Technical Occupations	10
31	Healthcare Support Occupations	7
33	Protective Service Occupations	8
35	Food Preparation and Serving Related Occupations	16
37	Building and Grounds Cleaning and Maintenance Occupations	4
39	Personal Care and Service Occupations	1
41	Sales and Related Occupations	18
43	Office and Administrative Support Occupations	58
47	Construction and Extraction Occupations	11
49	Installation, Maintenance, and Repair Occupations	13
51	Production Occupations	10
53	Transportation and Material Moving Occupations	11

55	Military Specific Occupations		1
99	???		1
		Total for	Flagler Beach
			231
Palm Coast			
11	Management Occupations		408
13	Business and Financial Operations Occupations		112
15	Computer and Mathematical Occupations		105
17	Architecture and Engineering Occupations		55
19	Life, Physical, and Social Science Occupations		26
21	Community and Social Services Occupations		67
23	Legal Occupations		16
25	Education, Training, and Library Occupations		68
27	Arts, Design, Entertainment, Sports, and Media Occupations		53
29	Healthcare Practitioners and Technical Occupations		109
31	Healthcare Support Occupations		155
33	Protective Service Occupations		88
35	Food Preparation and Serving Related Occupations		199
37	Building and Grounds Cleaning and Maintenance Occupations		158
39	Personal Care and Service Occupations		75
41	Sales and Related Occupations		306
43	Office and Administrative Support Occupations		1071
45	Farming, Fishing, and Forestry Occupations		14
47	Construction and Extraction Occupations		186
49	Installation, Maintenance, and Repair Occupations		170
51	Production Occupations		211
53	Transportation and Material Moving Occupations		163
55	Military Specific Occupations		8
99	???		12
		Total for	Palm Coast
			3835
			Grand Total
			4565



Economic Development Summit | Identifying Project and Roles

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Economic Development Summit | Identifying Project and Roles

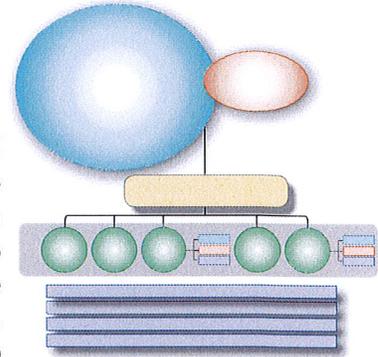
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Summary - The civic leadership community of Flagler County re-convened on March 18, 2011 at the University of Florida Cooperative Extension Service, Agricultural Extension Center to follow up on and activate their work of March 4 and 5. Specifically, they considered interim assignments (action items) on: verifying and truing-up target industries; tracking possible reforms in the state-level economic delivery system; identifying the best approaches to a market-level, team approach to improving and touting customer service; and the role talent plays in decisions about sites, growth and retention. The 7 ½ hour session produced a consensus on the project items requiring review and pricing in order to make all five strategic goals a reality. The civic leaders also reached consensus on the overall approach to team governance and follow-ups, and drafted the agenda and established a date for their first team session. The team will continue to convene in support of the strategic goals, and will rely on the SCORE organization to provide project management/milestone support. Goal Groups and Goal Team Chairs were confirmed and commissioned to respond to a complex list of projects. Civic leaders observed that if the team is able to take on even half of the prospective projects, economic competitiveness will be improved. Nothing in these Summit notes is intended to eliminate project opportunities set out in the March 4 – 5 Summit notes. The team narrowed and prioritized in order to take on the most promising work as quickly as possible.

Approach to the Summit and Agenda Management

Participants were provided with a general roadmap agenda for the day of work.

Like the first two days of work, the team was provided with broad flexibility to extend discussions on critical issues and change direction. It was organized to work in three stages: Action Items (learning); Priorities and Resources (narrowing projects and considering the best approach to funding); and Role of the Team (governance and project management.)



REVIEW AND OBJECTIVES

1. Welcome and Reflections on the Economic Summit
2. Business of the Day
3. Review Summit Results

ACTION ITEMS

4. ACTION ITEM A – Target Industries [Enterprise Flagler and Fairfield Index]
5. ACTION ITEM B – Customer Service [Chamber]
6. ACTION ITEM C – Changes in the Delivery System/Status [Fairfield Index]
7. ACTION ITEM D – Regional Inventory [Team]
8. ACTION ITEM E – Talent and Scorecards [Fairfield Index]

PRIORITIES AND RESOURCES

9. Projects Workshop
10. Projects Resources
11. Project Timelines

ROLE OF THE TEAM/OVERSIGHT/ACCOUNTABILITIES

12. Role of Team Workshop



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MODERATOR'S NOTE: *The team made an important shift in assumptions and potential approaches during the mid-afternoon period of work. They confronted the value of engaging in general funding discussions v. reviewing the costs and returns on investment (ROI) for specific, prioritized projects. They moved from the general and estimated to the specific by choosing the latter pathway. This puts important accountabilities on Goal Groups commissioned to test and value projects. This allows the team to dispose of, or sideline, projects brought back without community economic value and pricing.*

The Team

During the introductions, summit participants were reminded of the diverse and powerful skills and competencies present in the room and asked to share what they believed had been accomplished thus far. Responses generally focused on:

- Trust is being built
- Session notes are good and useful
- For the first time, there is the potential for strategic focus
- Hopeful for quick action
- Sense of one voice, unity
- Heading in the right direction
- Promising collaboration
- Excited about community buy-in
- Growing confidence
- Actions appear to be taken already in the interim key assumptions and changing conditions in Florida

During the opening moments of the summit, leaders noted that the prior summit notes should have included an additional note on the team relative to the presence of manufacturing expertise.

Follow-ups/Action Items

Enterprise Flagler will verify and true-up target industry information based on existing research, reports, and state-level agendas



Greg Rawls, Executive Director of Enterprise Flagler, indicated the target industry clusters at the state level had been reviewed and it is in the interest of the Flagler market to align with the targets and strategic areas of interest. He walked through the list and clustering maps found at the Enterprise Florida, Inc. site (www.eflorida.com) and shared a summary document (see Appendix A). Alignment with state targets could ensure shared resources, marketing, and outcomes. The Roadmap to Florida's Future is an important resource for target industry clusters (http://www.eflorida.com/Floridas_Future.aspx?id=44). The Enterprise Flagler website was also shared (www.enterpriseflagler.org) as a primary marketing and data resource. It is mapped to provide business development, quality of life, site selector information. The team was challenged to visit the site on a routine basis, especially in advance of team meetings. A team member highlighted the importance of keeping data updated. Many of the assets identified during the first two days of summit work are identified in the site/site map in some form, so a good starting point is in place to supplement and re-enforce messages.

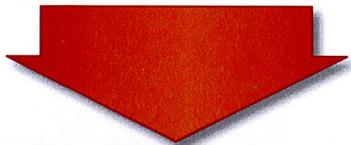


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4

Fairfield Index, Inc. will keep up with changes in the economic development delivery system for Florida and brief the team on changes and policies



As of the summit date, legislation on the economic development and workforce delivery system had not been passed. The moderator shared a number of key factors inherent in legislative and Executive Office of the Governor discussions: strong commitment to seamlessness and customer service; interest in unifying and aligning agency and public private elements of the delivery system; efficiency; focus on regions; and focus on target industries and great performance. The team was encouraged to continue to track reforms and be in a state of readiness to help its region and community engage and lead.

The Flagler County Chamber of Commerce will convene jurisdictions (municipalities and counties) in a preliminary meeting to discuss how to approach a market-level, team approach to improving and touting exceptional customer services



Garry Lubi, Chair of the Flagler County Chamber of Commerce, outlined a meeting of government jurisdictions and business leaders that was convened to consider how the community can take on customer service. He emphasized the need to go from "good to great" while uncovering and touting systems and successes that are already in place. He indicated that businesses play a dual role in the process: the voice of the customer or user; and a resource to ensure improvements and great customer experiences are promoted with confidence. The minutes of the meeting are found in Appendix B.



Economic Development Summit | Identifying Project and Roles

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5

There will be a preliminary inventory of all potential regional and state partnerships that impact strategic goals



Milissa Holland, County Commissioner, highlighted the work of the Urban Land Institute (ULI) in regional collaboration and helped the team jump-start a list of potential priorities for regional partnerships. In no priority order, this list included: ULI; The Central Florida Partnership and its four Lines of Business; Florida High Tech Corridor Council; Florida's First Coast of Golf; North Florida Hotel and Lodging Association; Cornerstone (the Northeast Florida partnership where Flagler has a current role); Northeast Florida Regional Council (NEFRC); Jacksonville Aviation Authority; Northeast Florida Regional Transportation Study Commission (NEFTS); University of Florida/Hastings Tri-County Agricultural Area; and Regional Community Institute of Northeast Florida. The list is not designed to be exclusive, but a pathway to test the team's approach to outreach, relationship-building, and shared projects. The team should seek relationships of specifics, measures, and values. The moderator asked the team to help with the formation of a project by further narrowing the target organizations for initial outreach. Results included: The Central Florida Partnership (www.centralfloridapartnership.org); Florida High Tech Corridor Council (www.floridahightech.com); Northeast Florida Regional Transportation Study Commission; Hasting Tri-County Agricultural Area; and Cornerstone (www.expandinjax.com - an existing relationship that may require detailed briefings and outreach, given the new Flagler economic strategy).

Fairfield Index will provide trend and scoring information on what decision makers responsible for locating, expanding, and diversifying companies expect when it comes to linked, responsive talent delivery



The moderator set out the general update to U.S. site selection factors (see Appendix C) and noted the interplay of transportation, availability of skilled labor, proximity to major markets, training programs, and proximity to technical university(ies). He also provided the key quality of life factors (see Appendix D) and highlighted the importance of driving K-12 performance and improvements even harder, link to colleges and universities in the region, and continue to connect to recreational and cultural opportunities on a local and regional basis. Employers tend to talk about talent as a quality of a market and appreciate local teamwork on a K - 16 agenda. With a strong retirement agenda, the team is in a position to re-consider the roles of retirees in supporting, mentoring, and investing in enterprises that improve talent supply and build jobs. Is there a unified team of workforce/education leaders who understand the complexities of labor market information, supply and demand for industries, articulation, and key indicators like high school graduation and college access? The team was pleased to learn that the regional workforce board, The Center for Business Excellence (CBE), has access to detailed labor market intelligence related to job seekers, occupations, industries, and demand. The CBE's President, Rick Fraser, pledged to be a resource to the team going forward.



Economic Development Summit | Identifying Project and Roles

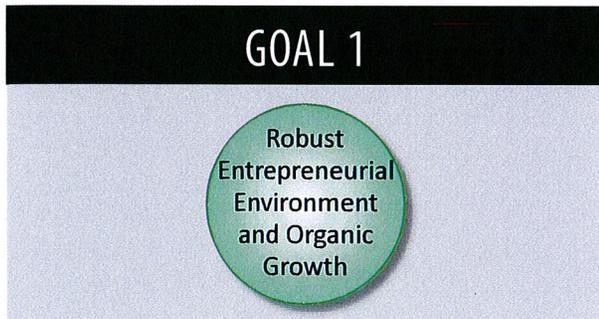
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Consensus Projects to Advance Strategic Goals

Using the first round of summit notes, considering the consensus strategic goals, and drawing on the information from interim follow-up work, the team moved into small teams to identify:

- ▶ What projects are most important for immediate action and impact?
- ▶ What costs/budget analyses are required?

The team reviewed and supplemented the small team work to arrive at the following consensus results by strategic goal:



This project list will be informed and supported by the work of Goal 3.

MODERATOR'S NOTE: *With the Goal 3 inventory of regional partners and their existing resources, the team will be able to import entrepreneurial toolkits; set targets for near term (year one, two and three) job growth from use of new tools; and promote successful organic growth, GROWfl, interventions for second stage companies; etc.*

Part of Goal 3 provides the ability to access, inventory, and implement existing regional research and resources dedicated to entrepreneurs.

GOAL 1 CHAIR - Donald O'Brien
Flagler County Chamber of Commerce

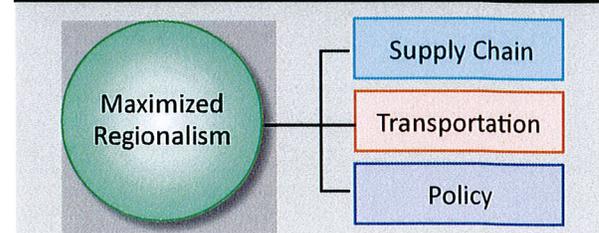
GOAL 2



- A. Create an inventory of workforce assets (including agriculture)
- B. Identify educational and training resources
- C. Engage in a discovery process to identify skill sets of targeted industry list
- D. Ensure workforce talent data is accessible on Enterprise Flagler web site
- E. Convene a conversation with education and training providers (including colleges and universities)
- F. Specific, hands-on training (skills gap)
- G. Increase opportunity for dual enrollment for AA and AS degrees for high school students
- H. Ensure linkage to transportation and removal of barriers to accessing training and employment

GOAL 2 CHAIR - Rick Fraser
Center for Business Excellence (CBE)

GOAL 3





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Consider Regionalism is about Significant Relationships

The team considered an earlier conversation in the day of work and the need to find partners to advance SUPPLY CHAIN, TRANSPORTATION, and POLICY, and identified the following targets for immediate outreach:

- A. Cornerstone *[notes: already participating, member dollars needed, Enterprise Flagler on-point]*
- B. NEFTS *[notes: no dollars needed, two commissioners, regional community institute]*
- C. Hastings Ag *[notes: no dollars needed, one commissioner, agriculture extension offices]*
- D. Northeast Florida Regional Planning Council *[notes: membership dollars, four representatives, infrastructure focus]*
- E. Central Florida Partnership *[notes: four Lines of Business]*
- F. Florida High Tech Corridor Council *[notes: no dollars needed, funding source; CBE chairs key committee already]*

Consider "to dos" – Reach out to regional partners based on ROI and identify potential grant resources for next quarter. Collect resources for Goal 1.

Pay special attention on the TRANSPORTATION view to FEC/CSX hub in Jacksonville, and JAXPort.

GOAL 3 CHAIR - Milissa Holland
Flagler County Commission

GOAL 4

Strong
Target Industry
Investments

- A. Within target industry clusters drill-down and identify specific opportunities (North American Industry Classification System)
- B. Identify who and how we engage
- C. Identify target needs
- D. Identify matching assets/Inventory – Sites and labor
- E. Maximize Enterprise Florida/resources/staffing
- F. Marketing Plan – Direct/trade publications/trade shows/network/solicitation
- G. Develop available/affordable sites
- H. Determine staffing requirement for implementation
- I. Develop competitive incentive programs to match targets
- J. Define zoning/permitting/regulatory requirements, needs

For ROI – Metrics

- Measure current level of existing businesses in target industry clusters = baseline
- Use target industry cluster in REMI to show impact
- Establish tax base percentage targets/growth

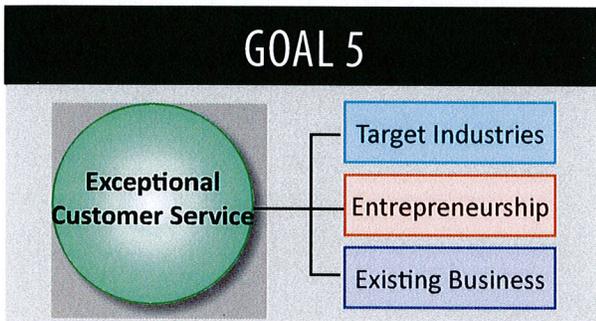


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post-Summit follow-ups – Enterprise Flagler will review target industry data, policies, and trends to confirm and true-up the assumptions and ideas involving this strategic goal. The Team identified numerous research and planning cycles in which targets were discussed and confirmed over the past decade, but wants high confidence that they are setting off on the right path. This also raised the question of: How is target industry policy set and reviewed as we move forward as at Team?



The small group framed the challenge as being ready to ask the three targets of target industries, entrepreneurs, and existing business the question: How may we help you?

- ▶ Respect for Customers Matters Most:
 - Staff training at all levels
 - Knowledge/Cross-training
 - Help with due diligence at the first steps of formation, expansion and location – Refine an information toolkit
 - Survey customers on experiences/exit surveys
 - Consider the effects of policy – How can we do this as a team?
 - Establish and implement intra-local agreements
 - Establish improvement and training process through timelines – Accountability
 - Ensure timely and effective appeals process and interdepartmental conflict resolution
 - Ensure top notch rapid response team
 - Interactive track-able land development system
 - Established incentives
- ▶ Additional information for Entrepreneurs:
 - Treat with respect

- Small businesses are the backbone of the community and pose hidden expansion/jobs opportunities
- Business incubator support system needed
- ▶ Additional information for existing business:
 - Survey and inventory – Consider best ways to gain feedback for improvement of service

MODERATOR’S NOTE: The connections with the Entrepreneurial and Target Industry Goals are powerful.

Action Items – What Comes Next?

The team reviewed and reached consensus on the Strategic Goals, and indicated that five follow-ups were required in order to make the next, post-summit session a success. They include:

Enterprise Flagler will verify and true-up target industry information based on existing research, reports, and state-level agendas

Fairfield Index, Inc. will keep up with changes in the economic development delivery system for Florida and brief the team on changes and policies

The Flagler County Chamber of Commerce will convene jurisdictions (municipalities and counties) in a preliminary meeting to discuss how to approach a market-level, team approach to improving and touting exceptional customer service

There will be a preliminary inventory of all potential regional and state partnerships that impact strategic goals

Fairfield Index will provide trend and scoring information on what decision makers responsible for locating, expanding, and diversifying companies expect when it comes to linked, responsive talent delivery



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Schedule a Goal Group Chairs' meeting prior to team meetings to make work product easier to use and compare

The value and impact of team meetings is commissioning work to be accomplished in the interim

In order to ensure speed and accountability, the team reached consensus on the following agenda for the next team meeting and meeting date:

Target May 13 – 8:00 a.m. to Noon
IMPLEMENTATION KICK-OFF AND RECURRING BUSINESS OF THE TEAM
Execute and Optimize Strategic Plan

Each goal team shares review of all project detail, including:

1. Cost Analysis/Budget
2. ROI/Expected Outcomes
3. Action Items/Milestones
4. Accountability Plans

MODERATOR'S NOTE: *The team is encouraged to set additional meetings in the months to come, timed to encourage a fast pace to promote economic recovery while giving small teams the time to innovate.*

In order to sustain and build trust, there will not be a chair for the team. The team will be able to work as a collaborative body with the help of a project management system and professional. SCORE stepped up, with team consensus, to take on this role. They will be responsible for tools and updates on progress to milestones.

The team reached consensus on a governance model which is built on a key assumption: the team must continue to convene to execute and optimize strategy on a routine basis while convening Goal Groups to take on new opportunities with speed.

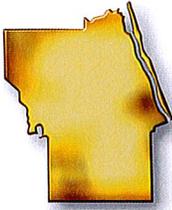
The team makes up the Goal Groups and vice versa. The model follows strategy by:

- ▶ Being designed around strategic goals
- ▶ Ensuring the recurring agenda is the five strategic goals and the progress of supporting projects
- ▶ Identifying and relying on the organization handling logistics – dates, invitations, locations, etc. [Flagler County]
- ▶ Being timeline and milestone-driven – Using project discipline despite the collaborative nature of the team [SCORE]
- ▶ Creating and environment of sharing, learning, and efficiency where all may consider new opportunities and changing conditions as a family of civic leaders
- ▶ Commissioning the goal group work through chairs who serve as coordinators of conversations and deliverables

The consensus model can be found in **Appendix E.**

Critical Pathways

1. Goal group chairs convene as soon as possible around summit notes assignments with focus on meeting the expectations of the consensus agenda
2. SCORE begins drafting project management/ milestone system and reporting
3. Logistics confirms and provides outreach for May 13 team meeting date
4. Goal group chairs set date to convene in advance of May 13
5. SCORE and Fairfield Index, Inc. meet to share ideas and ensure well-informed project hand-off to SCORE team
6. Publish consensus project plans with milestones, budgets and ROI within 7 days after May 13 team meeting adjourns
7. Ensure at least three team meetings are on the calendar to continue progress



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APPENDIX A- Summary Document

eFlorida **QUALIFIED TARGETED INDUSTRIES FOR INCENTIVES**
 eflorida.com

CLEANTECH	LIFE SCIENCES	INFOTECH	AVIATION / AEROSPACE	HOMELAND SECURITY / DEFENSE	FINANCIAL / PROFESSIONAL SERVICES
MANUFACTURING CORPORATE HEADQUARTERS RESEARCH & DEVELOPMENT					
<ul style="list-style-type: none"> Biomass & Biofuels Processing Energy Equipment Manufacturing Energy Storage Technologies Photovoltaic Environmental Consulting 	<ul style="list-style-type: none"> Biotechnology Pharmaceuticals MEDICAL DEVICES: Laboratory and Surgical Instruments Diagnostic Testing 	<ul style="list-style-type: none"> Modeling, Simulation and Training Optics and Photonics Digital Media Software Electronics Telecommunications 	<ul style="list-style-type: none"> AVIATION: Aircraft and Aircraft Parts Manufacturing Maintenance Repair and Overhaul of Aircrafts Navigation Instrument Manufacturing Flight Simulator Training AEROSPACE: Space Vehicles and Guided Missile Manufacturing Satellite Communications Space Technologies Launch Operations 	<ul style="list-style-type: none"> EQUIPMENT: Optical Instruments Navigation Aids Ammunition Electronics TRANSPORTATION: Military Vehicles Shipbuilding and Repair TECHNOLOGY: Computer Systems Design Simulation and Training 	<ul style="list-style-type: none"> FINANCIAL SERVICES: Banking Insurance Securities and Investments PROFESSIONAL SERVICES: Corporate Headquarters Engineering Legal Accounting Consulting
EMERGING TECHNOLOGIES			OTHER MANUFACTURING		
<ul style="list-style-type: none"> Global Logistics Marine Sciences Materials Science Nanotechnology 			<ul style="list-style-type: none"> Food and Beverage Automotive and Marine Plastics and Rubber Machine Tooling 		

Businesses able to locate in other states and serving multi-state and/or international markets are targeted. Call Centers and Shared Service Centers may qualify for incentives if certain economic criteria are met. Retail activities, utilities, mining and other extraction or processing businesses, and activities regulated by the Division of Hotels and Restaurants of the Department of Business and Professional Regulation are statutorily excluded from consideration. All projects are evaluated on an individual basis and therefore operating in a target industry does not automatically indicate eligibility.

For additional information about Florida's business advantages, please visit Enterprise Florida's website at www.eflorida.com or call 407.956.5600.



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APPENDIX B - Customer Service Meeting Minutes

Customer Service Task Force
March 14, 2011

Garry Lubi called the meeting to order at 3:00 p.m. and asked all attendees to introduce themselves. (please see attached attendance roster)

Mr. Lubi established a set of expectations for the task force. The focus is to set the groundwork for ongoing excellence and success as well as developing our mission for customer service. He asked all entities to consider themselves as delivery channels as opposed to government, business, etc.

Jim Landon distributed a one page document to start discussions on "exceptional customer service". The document outlines service providers and a draft customer service report card. (please see attached)

A roundtable discussion ensued with the following SWOT observations outlined:

Strengths:

1. Noticeable on the ground customer service (City Hall) has improved and is perceived to be more helpful and friendly
2. Willingness to come together to overcome our differences

Weaknesses:

1. Lack of guidance from the public partners to the private partners
2. Customer (end user) lack of understanding
3. Not bragging about our success stories

Opportunities:

1. Maintain an open line of communication between all delivery channels
2. Consider all stakeholders as teammates
3. Bridge the gap between customer and delivery channels
4. Maintain an open mind about policy and procedures

Threats:

1. Bad reputation – the perception that Flagler County is not business friendly
2. Lack of communication

The group as whole agreed that the need to focus on new, existing/expansion and retaining businesses were equally important. Bruce Campbell suggested that we conduct research on best practices to see if we can learn and implement them into our program.

It was suggested that the group focus on three "chapters" (versus three sub-committees)

1. Communication
2. Ordinance & Policy
3. Accountability for all delivery channels (private and public)

The next steps were determined to be:

1. Survey the attendees to gain clarification on their perceived SWOT analysis, get a list of "failures" and possible solutions.
2. Identify five issues to tackle



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APPENDIX B - Customer Service Meeting Minutes

3. Determine what the perceived obstacles are and how to overcome them
4. Talk about what we do good
5. Determine desirable traits that we need to implement
6. Change the community speak
7. Draft a press release stating that "We're taking a step in the right direction"
8. Identify who is "the team" that comes together when working with a prospect.

The meeting was adjourned at 5:05 p.m.



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APPENDIX B - Customer Service Meeting Minutes



EXCEPTIONAL CUSTOMER SERVICE FOR NEW BUSINESSES AND DEVELOPMENTS

Service Providers

Real Estate (Commercial; Residential)

Financial Institutions (Banks; Mortgage Company; Other Financial Institutions)

Design Team (Engineer; Architecture; Surveyor; etc.)

Contractors (General Contractors; Subcontractors)

Regulatory Agencies (Local; State; Federal)

Customer Service Report Card - DRAFT

Staff training at all levels

Knowledge/Cross-training

Help with due diligence at the first steps of formation, expansion and location – Refine an information toolkit

Survey customers on experiences/exit surveys

Consider the effects of policy – How can we do this as a team?

Establish and implement intra-local agreements

Establish improvement and training process through timelines – Accountability

Ensure timely and effective appeals process and interdepartmental conflict resolution

Ensure top notch rapid response team

Interactive track-able land development system

Established incentives

Treat with respect

Small businesses are the backbone of the community and pose hidden expansion/jobs opportunities

Business incubator support system needed

Survey and inventory – Consider best ways to gain feedback for improvement of service



APPENDIX C - Key Site Selection Factors

Key Site Selection Factors – by Rank

1. Highway Accessibility
2. Labor Costs
3. Occupancy or Construction Costs
4. Availability of Skilled Labor
5. State and Local Incentives
6. Availability of Land
7. Energy Availability and Costs
8. Tax Exemptions
9. Proximity to Major Markets
10. Corporate Tax Rate
11. Expedited or “Fast Track” Permitting
12. Availability of Advanced ICT Services
13. Right-to-work State
14. Low Union Profile
15. Accessibility to Major Airport
16. Environmental Regulations
17. Available Buildings
18. Availability of Long-term Financing
19. Proximity to Suppliers
20. Inbound/Outbound Shipping Costs
21. Training Programs
22. Availability of Unskilled Labor
23. Proximity to Technical University
24. Raw Materials Availability
25. Railroad Service
26. Waterway or Oceanport Accessibility

Source: *The 6th Annual Consultants Survey, Area Development Site and Planning Magazine.* www.areadevelopment.com.



APPENDIX D - Key Quality of Life Factors

Key Quality of Life Factors – by Rank

1. Rating of Public Schools
2. Housing Costs
3. College and Universities in Area
4. Low Crime Rate
5. Housing Availability
6. Healthcare Facilities
7. Recreational Opportunities
8. Climate
9. Cultural Opportunities

Source: *The 6th Annual Consultants Survey, Area Development Site and Planning Magazine.* www.areadevelopment.com.



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APPENDIX E - Consensus Model

