

Enterprise Flagler

Board Recommendation

1. EF needs to lead the implementation of Summits goals
2. EF Chair should propose this to the summit

Summit Recommendation

1. Re-organize EF to accomplish the summits goals
2. Bring back recommendations in 30 days

Why was there a summit?

1. Create a more unified approach - Teamwork
2. Determine governance structure - Effectiveness
3. Agree upon an Economic Plan - Direction
4. Determine Funding - Implementation

Premise of Presentation

1. EF can't be everything to everyone
2. Too much work for a team of 2 people
3. Economic Development is incredibly complex
4. Strengthen marketing efforts
5. The job must be accomplished

Overview

1. Short Term Plan
2. Focused Group Structure
3. Group Initiatives
4. Board Restructure
5. Change Name
6. Contractual Agreement
7. Leadership Structure
8. Membership
9. Organizational Transparency
10. Funding Initiative
11. Market Plan
12. Long Term Plan

Mission Statement

Enterprise Flagler, in **partnership with local governments**, seeks to enhance, promote and develop the industrial and commercial growth of Flagler County.

Unique to Enterprise Flagler is its **dedicated focus to both industrial and commercial growth** now and into the 21st century.

The challenge is to **create an atmosphere for economic expansion** through the promotion and retention of industry and business by developing programs to actively and aggressively attract new business and jobs to Flagler County.

Enterprise Flagler Successes

2005-Present

Jobs Projected: 1,200

Jobs Retained: 1,465

NDR

Borg Group

Galtronics Telemetry

Palm Coast Data

MH Operations

Flagler Spirits

Contemporary Machine

ACI

Sea Ray Boats

Enterprise Flagler Impact

Economic Impact

PCD

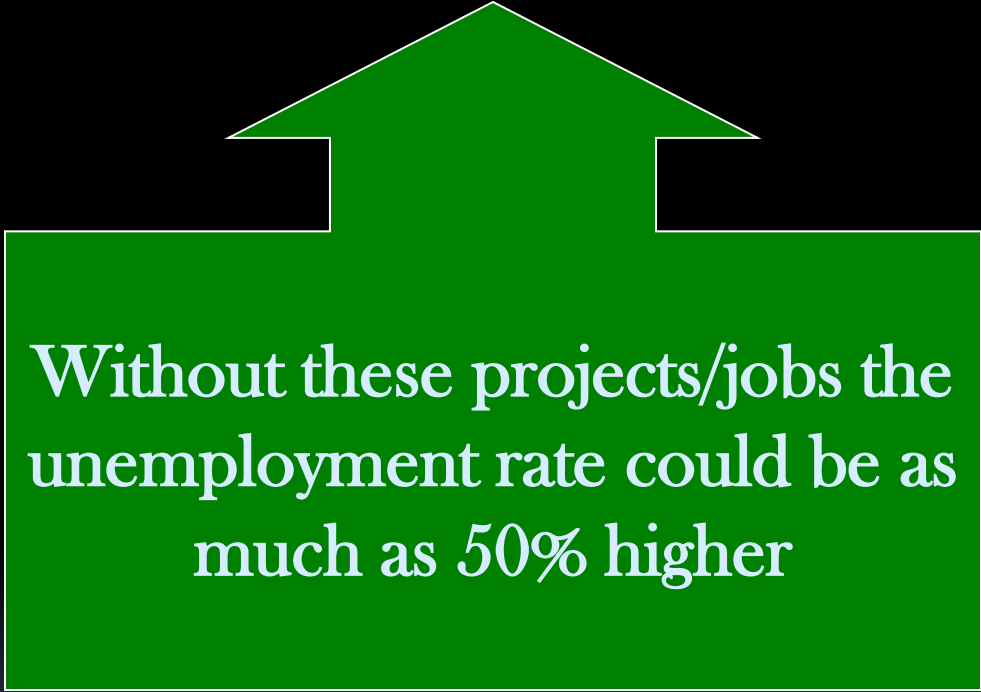
Sea Ray

ACI

CM

ITM

Over \$280 million



Without these projects/jobs the
unemployment rate could be as
much as 50% higher

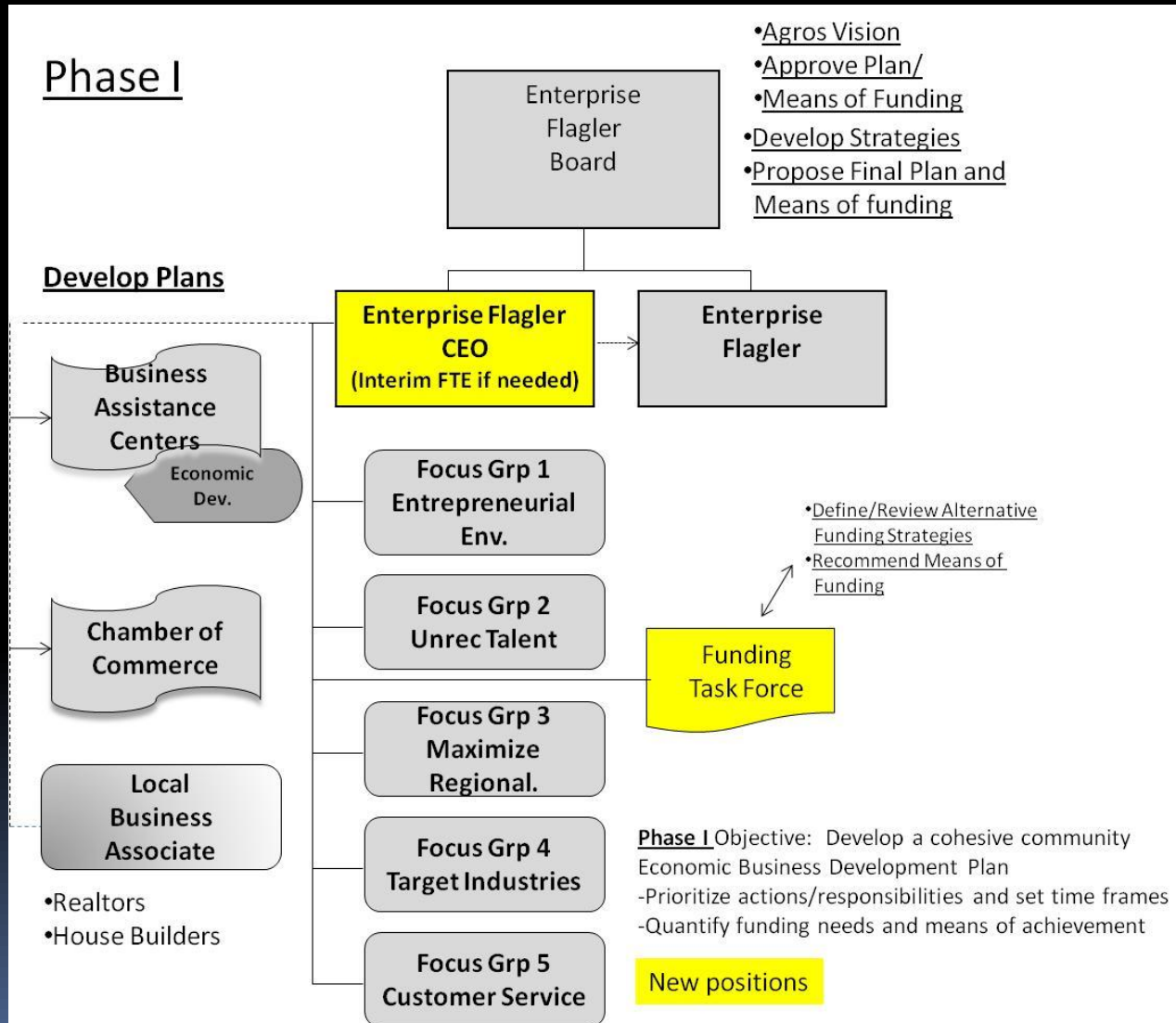
Even in this Great Recession

- Significant activity in years
- Our community is currently the final stages for three projects
- Our project activity is second only to Jacksonville in our region.

Organizational Structure

- Formation - 2000
- Board of Directors - 22 Members
- Executive Board - 8 Members
- Staff - 2 Members
- Membership - 32 Members
- Revenue - 230,000K
(90K PC; 90K County; 50K Private)

1. Short Term Plan



Recommend:

1. Hire CEO (interim FTE if must)
2. Create Funding Task Force

2. Focused Group Structure

Five Focused Groups:

1. Entrepreneurial Environment
2. Work Force Talent
3. Maximize Regionalism
4. Target Industry
5. Customer Service

Leader

- Business Assistance Program
- Center for Business Excellence
- Enterprise Flagler (w/Netts/Holland)
- Enterprise Flagler
- Chamber of Commerce

Structure of Group:

- Transition volunteer groups to Paid Leadership
- Contains no more than 7 members
- Delineates top 3 deliverables (1Mth) & deliver
- Long Term: Leaders will own process

Recommend: EF Board obtain buy-in from each leader

3. Group Initiatives

1. Entrepreneurial Environment

1. Work with local resources to market center
2. Identify services not currently offered in the County
3. Identify local businesses in need of services prior to distress

2. Talent Delivery

1. Identify skill base necessary to support targeted organizations
2. Produce information needed by EF for marketing

3. Maximized Regionalism

1. Strengthen/Expand partnerships (Cornerstone, Orlando, ect)
2. Create some regional marketing with local municipalities

3. Group Initiatives (Cont)

4. Target Industry Investments

1. Create site inventory & portfolio
2. Create comprehensive marketing plan geared towards target industries
3. Develop relationships with site selectors, Enterprise Florida, Cornerstone, Orlando

5. Exceptional Customer Service

1. Develop training program & implement
2. Support local businesses
3. Work with the local city's to expand current plans

Recommend: Leader with EF prioritize initiatives & work to accomplish within acceptable time

4. Board Restructure

General Board

Michael Chimento III
Bob Devore
Garry Lubi
Donald O'Brien
Craig Wall
Jon Netts
Mike Judd
Craig Coffey

Sam Cline
Edward Herrera
David Lusby
Bruce Page
David Ottati
Jane Mealy
Steve Burley

Jim Cullis
Mal Locke
John Meneough
Shannon Strickland
Barbara Revels
Armando Martinez
Rick Fraser

Executive Board

David Ottati
Jon Netts
Craig Coffey

Craig Wall
Barbara Revels
Garry Lubi

Shannon Strickland
Jim Landon

1. Does it make sense to have two boards?
2. Should it be refined to one board and one advisory Committee?
3. Do we have the right members on the board?

4. Board Restructure

Option 1:

Leave as is. Not changes

Option 2:

Consolidate Executive Board & General Board: Pare down total board to 12 members;
Hold quarterly stakeholder council

Option 3:

Maintain current structure ; Examine best membership that will accomplish objectives.

Option 4:

Combine EF with another organization such as Chamber of Commerce

Recommend: Option 2 Immediately

4. Board Restructure

Board Member Selection:

3 Members picked by County

- Represent cities/private

3 Members picked by Palm Coast

- 1 Member to be private sector

6 Members from the Private Sector

- Diversify the private sector

Recommend: Implement within 1 month

Recommend: Term structure for members

5. Change Name

Consider a Name Change

From: "Enterprise Flagler"

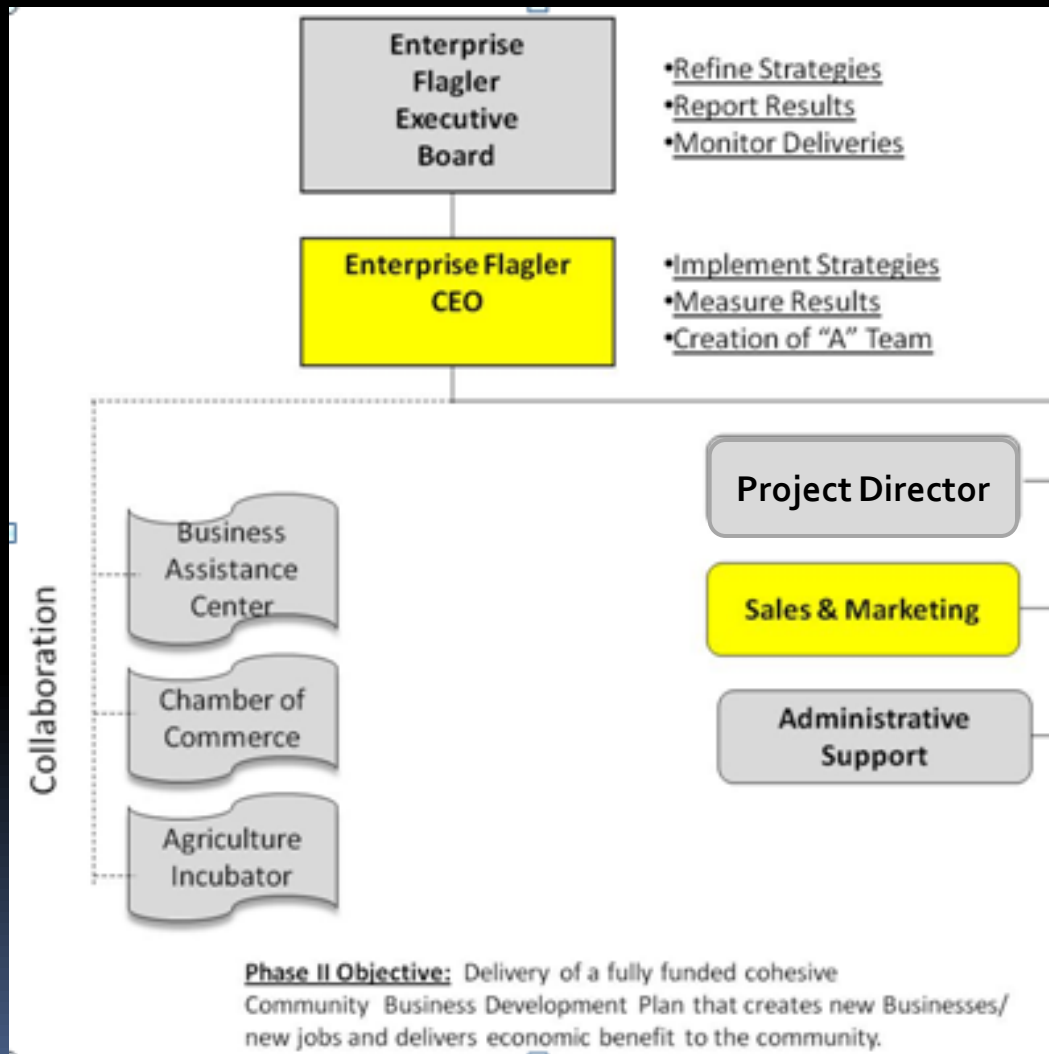
Recommend: Appoint EF volunteer to sort

6. Contractual Agreements

- Develop contract with County & City
 - For services rendered
 - With clearly defined deliverables
 - With regular progress reports
 - Proposed 3 year contract
 - Cancel clauses for performance

Recommend: EF to develop agreement with partners

7. Leadership Structure



Recommend Immediately:

1. EF board to approve CEO JD
2. EF start search upon funding agreement

Recommend Long Term:

1. Sales & Marketing

8. Membership

1. Examine membership investment

Booster Division \$1,000 - \$2,999

Bronze Division \$ 3,000 - \$4,999

Silver Division \$ 5,000 - \$9,999

Gold Division \$10,000 - \$19,000

Platinum Division \$20,000 +

2. Develop plan that builds membership

Recommend: Appoint EF volunteer to sort

9. Organizational Transparency

Information to be:

1. Posted on the EF website
2. Distributed to stake holders

Information to be distributed:

1. Quarterly Reports
2. Accomplishments
3. Financials
4. Board Minutes

Recommend: Greg Rawls to implement immediately

10. Funding Initiatives

- Enterprise Flagler – Structure
 - EF is underfunded
 - Develop plan to cover cost for new EF structure
 - Work with City & County

Recommend: EF treasurer to develop plan

- Community Investment
 - Examine true need for this type of investment
 - Check funding sources (grants, investors, JV's, banks)
 - Avoid adding new taxes in the near term

Recommend: EF Executive committee to explore

11. Marketing Plan

- Target niche marketing for Entrepreneur business
- Structure a plan that will allow EF & TDC to work together
- Target our tourist for:
 “Work, Live & Play”

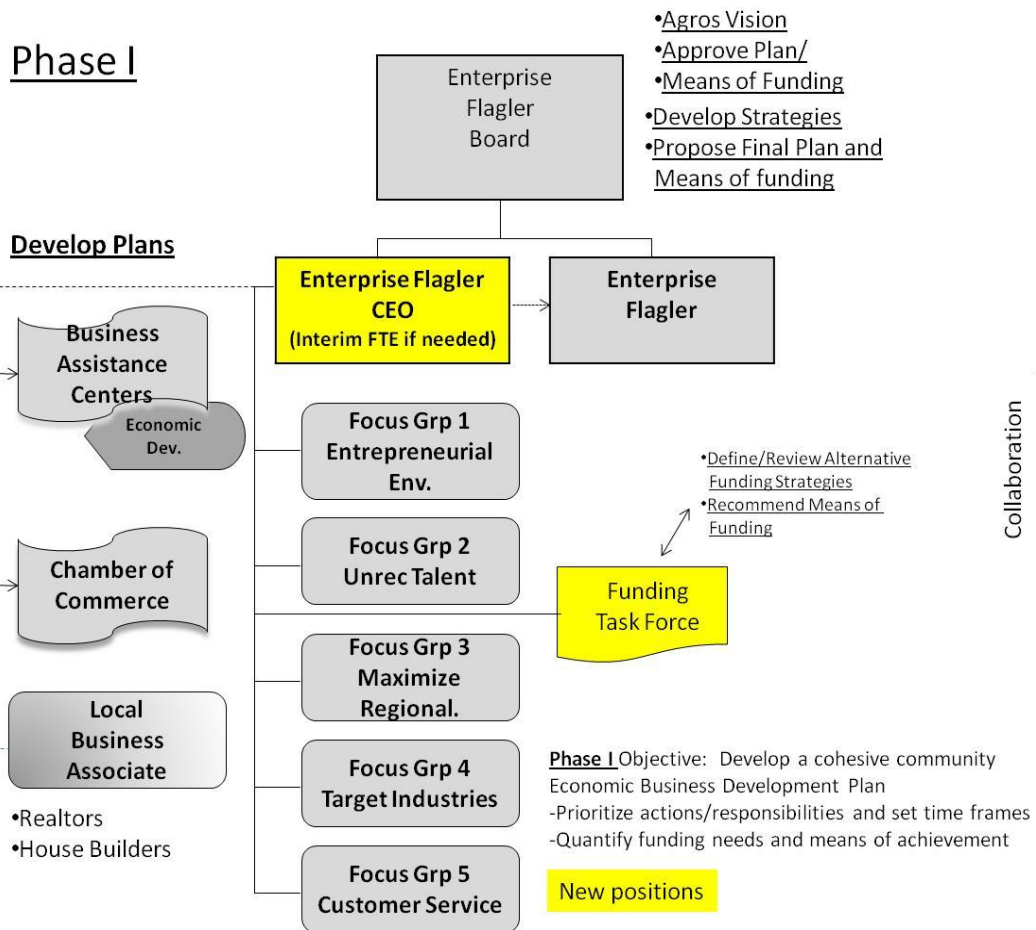
Recommend: EF Chair to work with TDC for response

Recommend: Process developed for Marketing

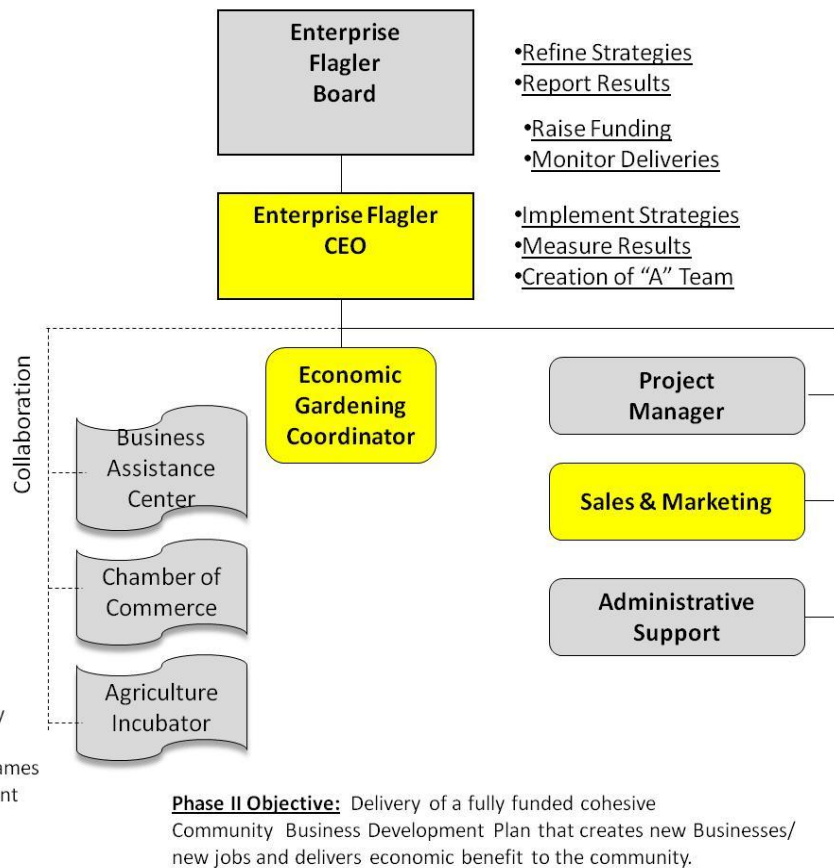
12. Long Term Plan

Phase I

Develop Plans



Phase II



Recommend: Unanimous approval of EF board of Directors

Time Line

- Board Restructure July 30
- Bylaws Amended July 30
- Contract with Municipalities Aug 15
- Approved municipality funding Aug 15
- Transparency & Reports Aug 15

Long Term Initiatives

- Target Industries
- Agree on common economic goals
- Market appropriately
- Obtain job leads
- Stay regionally connected

- Focus on:
 - New jobs & Diversify Tax Base!!!!!!**

Thank you