

Campaign Assessment Report



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I. ASSIGNMENT

Resource Development Group (RDG) was retained by Enterprise Flagler for the following:

Conduct a minimum of 40 interviews and focus group sessions with private sector leaders to determine the following:

- Depth of understanding and support for Enterprise Flagler's economic development agenda.
- Test funding potential for a new five-year cycle commencing in fy2006-2007.
- Test a private sector funding goal of \$263,000 per year
- Identify principal sources of potential funding.
- Identify potential leadership for a funding campaign.

Define the elements of a possible funding campaign including strategy, timing and approach.

The results of this Assessment are summarized herein.



II. METHODOLOGY

Resource Development Group experience –

- Participation in formulation and budgetary funding of over eighty (80) economic and community development organizations throughout the country. Collectively, these total more than \$350 million in operating capital and include both chambers of commerce as well as separate economic development corporations;
- Familiarity with numerous economic and community development programs throughout the United States.
- Educational foundations and background with expertise in economic development and marketing.

Background information provided by the staff and board leadership of Enterprise Flagler.

Individual interviews with 66 strategically identified private sector leaders in Flagler County. *See Appendix E--Leadership Interviews.*

The Assessment focused on:

- Leadership perception's of Enterprise Flagler's past success and future potential.
- Identifying challenges that will need to be overcome for a new economic development funding initiative to be successful.
- Identification of leadership for a funding effort.
- Testing the viability of a private sector funding campaign to raise sufficient funds for a multi-year budget.



III. FINDINGS, CONCLUSIONS AND RECOMENDATIONS

In general, all interviewed were highly supportive of the vision, mission and scope of work outlined in the Enterprise Flagler Strategic Plan, which was developed in response to the comprehensive strategies laid out in the 2004 Flagler County *Comprehensive Economic Development Strategy* report.

There continues to be a strong recognition that marketing Flagler County is a high priority and needs to continue. Moreover, the consensus is clear that Enterprise Flagler is in the best position to implement aggressive economic development outreach activities.

Even so, a number of challenges and institutional barriers to enhancing private sector support for Enterprise Flagler were identified. If these can be addressed in a proactive and positive fashion, RDG believes sufficient private sector funds can be generated to sustain anticipated programming needs, thus creating close to a 50/50 split between public and private support.

Issue #1: Program of Work

Key Questions / Challenges:

What do you know about Enterprise Flagler’s history and track record?

Findings and Conclusions:

Little is known about Enterprise Flagler, even among current investors, other than the fact that it is involved in economic development activities.

Interviewees that have been on the Enterprise Flagler board or have served on the organizations committees in recent years feel that the organization has met with limited success, but has done the best it can, considering the organization’s small staff, low budget, and challenging political environment.

“Considering who is on the Enterprise Flagler board I have to believe the organization is doing great things, but I don’t know what those things are.”

“No one knows what Enterprise Flagler’s successes are. They need to do a better job tooting their own horn.”



Key Questions/Challenges:

Do you agree with Enterprise Flagler’s mission and proposed strategies as presented?

Findings and Conclusions:

100% of the interview pool viewed the mission and proposed program of work as presented in the Enterprise Flagler Pre-Case as comprehensive and a step in the right direction.

There is also broad recognition that Enterprise Flagler should be responsible for Flagler County’s economic development marketing and branding, as well as facilitating the prospect handling process.

The new partnership with Cornerstone is viewed as promising, and there is considerable optimism that this relationship will lead to new prospect leads.

“Enterprise Flagler is the hub of the Flagler County economic development wheel. Without their efforts we will fail.”

“The new strategies put forward by Enterprise Flagler are comprehensive and a long time in coming.”

“If we accomplish half of these strategies it will be a success.”

“It is good to see that Enterprise Flagler is finally going to spend time growing and assisting the companies we have here already.”

“Enterprise Flagler has a regional scope and should be leading the charge in economic development, but we need clarity on the role of the municipalities, the county and the Chamber of Commerce in this process. We need to avoid duplication of services and programs.”

“Hopefully our involvement with Cornerstone will greatly assist us in the number of prospects we get every year. This partnership is probably the best thing Enterprise Flagler could have done.”

“The new partnership with Cornerstone will be key to Enterprise Flagler successfully recruiting new industry to Flagler County.”



Key Questions/Challenges:

How would you prioritize possible Enterprise Flagler initiatives?

Findings and Conclusions:

Due to the large number of sub-strategies presented and Enterprise Flagler's limited budget and staff, concern does exist that Enterprise Flagler may be trying to do too much.. 54% of those interviewed indicated concern that Enterprise Flagler may not be able to implement all sub-strategies effectively.

“These strategies are great and they make a lot of sense, but does Enterprise Flagler have the staff to do all of this?”

“This is a lot to take on. Enterprise Flagler needs to prioritize and focus on what they can do best.”

“These strategies are pretty comprehensive. Can Enterprise Flagler really get their arms around all of them?”

Recommendations:

With an annual budget of less than \$500,000 Enterprise Flagler will have a difficult time successfully developing and implementing all of its proposed sub-strategies outlined in the pre-case. RDG recommends Enterprise Flagler focus on its core competencies of new business recruitment, marketing and existing business retention and expansion, and prioritize its sub-strategies to focus on the initiatives that most resonated with the interview pool. Sub-strategies outlined in the pre-case that were most frequently identified by interviewees as priorities were:

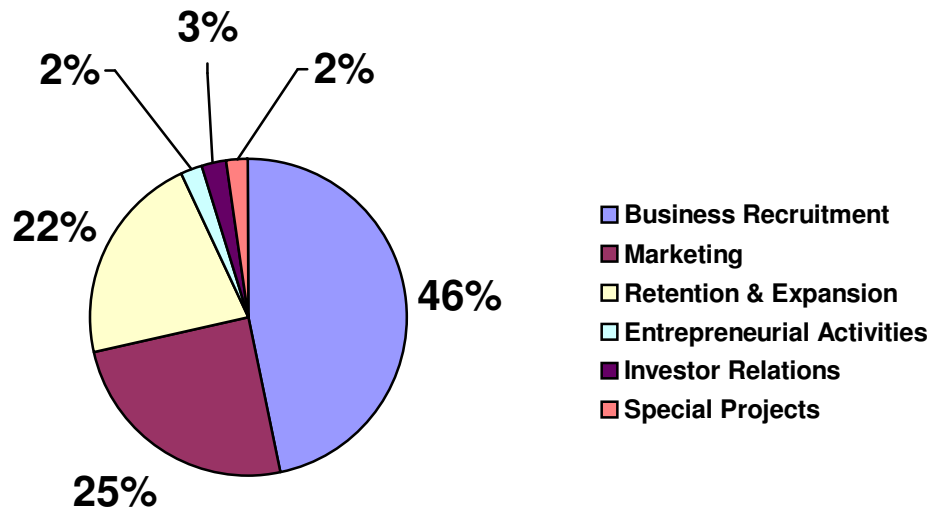
- 64% sited educating the community on best practices
- 61% sited marketing to corporate executives with second homes in Flagler County
- 54% sited developing relationships with site locators
- 49% sited business visitations
- 25% sited developing a commercial real estate database
- 20% sited workforce development

This does not mean the additional sub-strategies laid out in the strategic plan should be ignored, but the six initiatives listed above should receive top priority by the organization.



RDG proposes the budget for FY 2006/2007 be designed to reflect these funding priorities:

Proposed FY 2006/2007 Budget



Key Questions/Challenges:

How should Enterprise Flagler measure success?

Findings and Conclusions:

Broad support exists for developing measurements to determine if Enterprise Flagler is reaching its goals. 87% specifically indicated a need to have objective benchmarks. Suggestions included traditional measurements such as job growth and capital investment, but also benchmarks that may be more reflective of larger community goals, such as unemployment rate (lower), average annual wage (higher), retail sales, housing starts, bank deposits, etc.

It was also suggested that activity could be benchmarked against larger goals, which could include a specific number of prospects, leads, benchmarked marketing surveys that measure perceptions of the area, etc...



Enterprise Flagler should also be prepared to say why prospect companies choose not locate in Flagler County.

“The community needs to know why good prospects, like the Wal-mart Distribution Center, decide not to come here. We need to be made aware of where the problems are.”

“How will Enterprise Flagler measure the success of their strategies?”

“Enterprise Flagler needs to keep its investors apprised of whether they are reaching their goals or not.”

“The strategies are great, but how are we going to know if we are successful?”

Recommendations:

RDG recommends establishing a measurement system with specific, measurable goals for the next five-year cycle. Ideally, a system will be established prior to commencement of any funding effort. RDG recommends Enterprise Flagler adopt goals and benchmarks for the following:

- Job creation
- Capital Investment
- Prospects
- Leads
- Business recruitment visitations

RDG also recommends Enterprise Flagler continue to monitor and benchmark the county’s average annual wage, unemployment rate and housing starts as it compares to surrounding counties.



ISSUE #2: Funding Cycle

Key Questions / Challenges:

What should the funding cycle length be for Enterprise Flagler?

Findings and Conclusions:

The cycle test period for the Assessment was three to five years. We found no discernable difference among the vast majority of those private companies willing to make a multi-year commitment between three and five years. In fact, we found the majority of interviewees were comfortable with a multi-year pledge, understood why it was needed, and did not distinguish between a term length of three, four or five years.

“Economic development is a long term process. It’s important to have a stable budget so we are not always worrying about where the money is coming from.”

“As long as I can review my investment each year, I have no problem with a multi-year commitment.”

“Five years is the maximum amount of time I would consider.”

Recommendations:

We recommend a term length of five years for a number of reasons.

- First, the longer term will allow for extended stability in your private sector funding, which is particularly important given Enterprise Flagler’s current reliance on public funding which tends to be less secure.
- Second, more stable and consistent private funding will be attractive and important for leveraging continued public sector support.
- Third, your prospect pool will support a longer term.



ISSUE #3: Private Sector Revenue Potential

Key Questions/Challenges:

How much private sector revenue can be generated for Enterprise Flagler?

Findings and Conclusions:

RDG believes the current investor base has not reached its full potential. Also, base-broadening opportunities are apparent as evidenced by the corporate executives we interviewed who are not currently EF investors, but see a need and voiced a willingness to invest in the program. Moreover, we feel great opportunities exist to enhance revenue generation from current investors, especially if the public sector commits to working hand in hand with Enterprise Flagler.

“If Enterprise Flagler is going to be successful, the private sector must be more involved.”

“We will invest, but would consider giving more if the public sector is committed to supporting the strategies laid out by Enterprise Flagler.”

“Enterprise Flagler is the primary economic development arm in Flagler and thus it needs our support.”

“Enterprise Flagler is relying too much on public monies to operate. The private sector must step up.”

“I am not currently a member, but I feel Enterprise Flagler is the catalyst for diversifying our industrial base in Flagler County. I will invest.”

Key Questions/Challenges:

What might hinder Enterprise Flagler moving forward with its expanded strategies and a funding campaign?

Findings and Conclusions:

1. A general lack of knowledge in the community about Enterprise Flagler.

Only 19% of those interviewed displayed more than a basic knowledge of Enterprise Flagler. Interviewees desire better communication and greater visibility from Enterprise Flagler, and stated that this problem must be remedied to move forward.



“I don’t know what their accomplishments have been over the last few years.”

“Enterprise Flagler needs to educate people on how they are different from the Chamber of Commerce and the economic development office at the City of Palm Coast.”

“I don’t think most of the community is even aware of Enterprise Flagler, much less what its purpose is.”

“Enterprise Flagler must tell the existing business community how they can benefit them, because nobody knows.”

“Enterprise Flagler needs to get the word out about why partnering with Cornerstone is such a good thing.”

2. A perceived division between the public sector and Enterprise Flagler on economic development issues;

81% percent of the interview pool stated that the current political environment is hindering Enterprise Flagler’s economic development activities. Most were very specific on this issue and felt that the relationship between and among the City of Palm Coast, Flagler County and Enterprise Flagler have deteriorated to the point where it is negatively impacting the counties’ ability to attain balanced growth.

“The City of Palm Coast appears to be focusing our growth towards making Flagler more of a retirement community, but Enterprise Flagler wants to recruit new industry. If they were working towards a common goal we would be more successful.”

“The public sector does not seem to be on the same page as Enterprise Flagler.”

“We lost the Wal-Mart Distribution Center to Putnam County because our political leadership jumped ship. What’s to keep that from happening again?”

“It does not matter how much money Enterprise Flagler spends on economic development, if the municipalities and the County don’t buy in to these strategies our success will be limited.”

“Until the City of Palm Coast is on board with Enterprise Flagler’s strategies I will not invest another dime. I’ll just be throwing money away.”

“We must overcome the backstabbing and mistrust if we are going to move forward.”



3. Perception that the municipalities and county are not “business friendly”.

47% percent of those interviewed stated that the City of Palm Coast, Flagler Beach and Flagler County can be very difficult to work with on development issues. The City of Bunnell was held up as the most “business friendly” government entity.

“We are a successful locally owned company, but we have seriously considered moving our head quarters to a neighboring county because of the way we have been treated by the municipality.”

“My friend decided to not open his business here when he was slapped with a high impact fee. I know he is not the only one.”

“The public sector likes to say they are business friendly, but in realty it is difficult and expensive to start a business here.”

“I tried to work with the city on expanding my business, but they made it so difficult I gave up and am now exploring other options.”

“Until impact fees for new business are lowered we are going to be repeatedly passed over by new industry and business.”

“You can’t just say your business friendly and all on the same team. You have got to put it into action.”

4. The need for additional industrial spec space and affordable office space.

Frustration exists in the private sector because of a perceived lack of affordable office space in the County. The lack of zoned industrial land and existing industrial spec space in Flagler was also sited as a major concern among interviewees. 34% of interviewees stated that they feel it will be very difficult to recruit new industry when adequate space for existing industry does not exist.

“We almost moved our business out of the county because we could not find any office space.”

“Our Daytona office is about to re-locate into the Daytona Speedway for \$20 a square foot. I can’t find office space in Flagler County for less than \$27 a square foot. It’s ridiculous!”

“There is not enough spec space here. The public sector needs to reward developers for building spec flex space by offering tax breaks and low impact fees.”



“Because of the all the red tape, it can take 2 to 3 years to build on a piece of land. How many industries are going to be willing to wait that long to move in here?”

“The public sector should offer benefits to developers willing to build spec space to help offset initial construction cost.”

Recommendations:

As stated in the 2004 Flagler County **“Comprehensive Economic Development Strategy”** report, “it is in the County’s long-term interest to lead the overall public/private economic development partnership efforts through *Enterprise Flagler*.” RDG agrees with this statement, but the public sector must be on the same page in order for Enterprise Flagler to successfully execute its economic development strategy. Currently these entities seem to have divergent interests.

RDG recommends a front-end dialog among leadership of the City of Palm Coast, Flagler County and Enterprise Flagler to establish common ground relative to the community’s goals and objectives for economic growth. Specifically, and as a first step, RDG will facilitate a half-day planning session that includes appropriate representation from throughout the county with the goal of establishing acceptable parameters for moving forward with a growth strategy for the county. The programming guidelines outlined earlier in the report under “Program of Work” are based on the interviews and may be refined during the planning session process.

Enterprise Flagler should immediately commence a private sector funding campaign with a five-year goal (2007 – 2011) of \$1 million, or \$200,000.00 annually. This represents a 400% increase over current private sector support for Enterprise Flagler.

The goal should be positioned as a “minimum need”, and is predicated on an increase from current private sector investors, and also assumes a 50% to 60% expansion of the current investor base.

Our specific campaign timeline is included as *Appendix C: Campaign Timeline*.

RDG is prepared to recommend leadership for a funding campaign separate and independent from this report.



ISSUE #4: Investor Relations

Key Questions / Challenges:

Does Enterprise Flagler effectively communicate with its investors? What can be done to enhance Enterprise Flagler's communication process with investors and the general public?

Findings and Conclusions:

RDG found no consistent, systematic process for communicating with investors on a regular basis beyond Enterprise Flagler's "blast fax /e-mail" update that is sent out sporadically. It is our belief that at least some of Enterprise Flagler's attrition over the past few years is attributable to the lack of a pro-active system of investor communication.

"As an investor I should know about new developments before it appears in the newspaper."

"I am on the board, and I can't really tell you what Enterprise Flagler is doing."

"There is not enough participation from the investors. The staff seems to carry the full load. Enterprise Flagler needs to figure out a way to involve more of its members."

Key Question/Challenges:

Would you support Enterprise Flagler implementing a new tiered investment level plan that will expand on the benefits investors receive? Does Enterprise Flagler provide to its investors benefits beyond "improving the economy"?

Findings and Conclusions:

RDG found that Enterprise Flagler provides no benefits for those choosing to invest in the organization beyond providing a varying number of votes to investors for the annual meeting. 86% of the interview pool proposed that revamping the current formula funding based membership to a tiered investment level plan would be a positive step. Interviewees stated that the new plan should:

- 1) Encourage greater investor involvement.
- 2) Provide varying levels of access depending on investment level.

"There is currently no real incentive to invest more money into Enterprise Flagler."



“Enterprise Flagler’s membership levels need to be revamped. They seem arbitrary and are confusing.”

“I am not a fan of Enterprise Flagler’s formula funding approach. It does not seem fair.”

“The higher the investment, the more access I should have. Right now I don’t believe this holds true.”

Recommendations:

Investor and community relations are a crucial component of any effective economic development organization. A systematic and pro-active approach to communicating with the investor base will have a direct and positive impact on retention of investors, and efforts to educate the community at large will assist Enterprise Flagler in positively impacting negative sentiment about economic development. Specifically, RDG recommends:

1. Amending proviso 3.2 of the Enterprise Flagler bylaws to revamp five of the six existing levels of investment by raising each category’s corresponding investment level and attach benefits to each. Also consider eliminating the formula funding strategy described in 3.2 D.
2. Amending proviso 5.2 to allow for a greater number of board members if necessary.
3. Amending proviso 5.3 to hold exempt companies that invest at the Platinum level (at least \$20,000 annually) from term limits as long as such members remain at that investment level on an annual basis.
4. Amending proviso 8.1 to create two additional committees and an advisory board that will provide investors an opportunity to provide input on Enterprise Flagler’s strategies. These committees will promote greater investor involvement, which is currently lacking, and will assist in efforts to increase the investor base. RDG’s suggested additions are as follows:
 - A. Advisory Council** – Comprised of Enterprise Flagler investors investing \$5,000.00 or more. This committee meets quarterly and interacts with key speakers. Members at this level give input on Enterprise Flagler strategy and key community issues with other major investors.



- B. Existing Business Standing Committee** – Focuses on providing individualized resources and assistance for the retention and expansion of medium to large size businesses in order to create jobs and capital investment in Flagler County. Those involved must be an Enterprise Flagler investor. Committee meets every other month.
- C. Business Recruitment Standing Committee** – Monitors and provides input about ongoing business climate conditions affecting Enterprise Flagler’s continuing ability to recruit new business to Flagler County. Those involved must be at least a Booster investor (\$1,000 annually). Committee meets every other month.

By creating additional value propositions, Enterprise Flagler’s ability to draw new investors from throughout the county will be greatly enhanced. RDG’s suggested schedule of Investor Benefits is included as *Appendix D: Enterprise Flagler Investor Benefits*. The EF board should take these under advisement and determine which are feasible in the near future. These should be incorporated into any effort to generate private sector revenue.

5. A comprehensive communications plan for both the funding campaign and its investors needs to be developed. While the funding campaign will be focused on highlighting Enterprise Flagler’s successes and future plans, the on-going investor relations plan needs to focus on helping investors “feel good” about their investment and build confidence in Enterprise Flagler. RDG’s “starting point” recommendations can be found at *Appendix A: Investor Relations*.

6. On top of the on-going investor relations effort, Enterprise Flagler should consider enhancing its image through implementation of a public education campaign designed to help elevate the importance of economic development to the county and Enterprise Flagler’s role in the process. RDG’s recommendations can be found at *Appendix B: Community Relations*.



APPENDIX A: INVESTOR RELATIONS

Investor relations are key to any multi-year funding strategy, and are especially important for Enterprise Flagler. Treating key investors as if they are special is crucial to maintaining and enhancing a strong base. It will also have a direct impact on the programs' attrition rate. Listed below are just a few components of an investor relations strategy that can be efficiently implemented.

1. A quarterly newsletter should be sent to our target audience and all investors/partners, so as to regularly convey to them positive information about the initiative and its programs.
2. An annual report should be provided to investors. Included should be specific information concerning program activities and successes as they relate to the original goals and objectives.
3. Regular updates on the organizations web site should be developed and maintained. Investors will be able to get the "inside scoop" on current projects of Enterprise Flagler.
4. A systemized approach to phone contact between Enterprise Flagler staff and board members should be implemented, and investor companies should be developed.
5. Written communication to all investor companies in the form of letters from leadership, executive staff, etc. conveying recent news, accomplishments, and projects should be mailed out on a regular, systematic basis.
6. Formatted e-mail updates should be sent out on a regular, systematic basis.



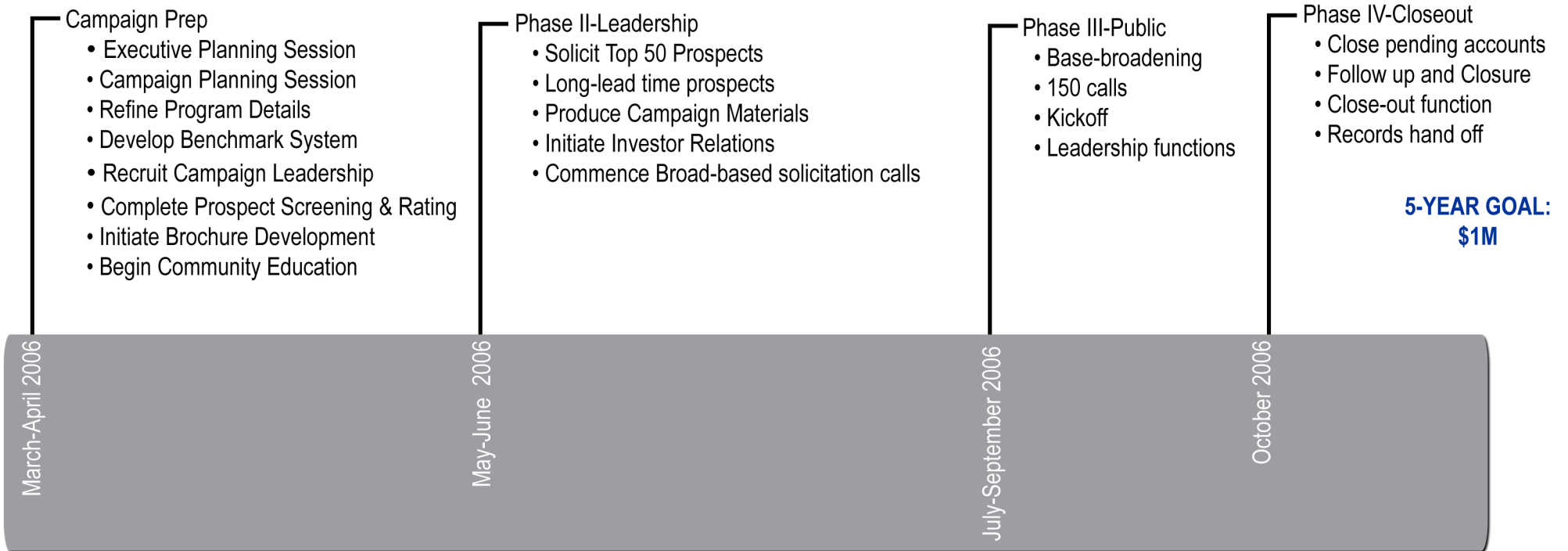
APPENDIX B: COMMUNITY RELATIONS

Community Relations will be a critical component of future Enterprise Flagler success. Educating the community about the purpose and benefits of Enterprise Flagler should go a long way towards winning the “hearts and minds” of a community that has large pockets of anti-growth sentiment.

1. Use ad space in the Flagler Times, Daytona News Journal and Flagler Chamber of Commerce publications to answer the most commonly asked questions about Enterprise Flagler. Questions should include the following:
 - A. What is the purpose of Enterprise Flagler?
 - B. What type of industry does Enterprise Flagler want to attract to the county and why?
 - C. How does Enterprise Flagler help existing businesses?
 - D. How does bringing new industry to the county help lower residents’ taxes?
 - E. What benefit does partnering with Cornerstone have?
 - F. How is Enterprise Flagler different from the Flagler Chamber of Commerce and the City of Palm Coast’s economic development office?
 - G. What have been Enterprise Flagler’s most recent successes?
2. Work with the business columnists to have an editorial written about the importance of Enterprise Flagler.
3. Continue to speak at area association meetings about Enterprise Flagler. Explore expanding the number of associations that are spoken to. Consider including the local AARP and RSVP associations in the circuit.



Campaign Timeline





APPENDIX D: ENTERPRISE FLAGLER INVESTOR BENEFITS

Enterprise Flagler Annual Investor Categories

HONORARY division
(Remain as stated in the by-laws.)

SILVER division
\$5,000 - \$9,999

BOOSTER division
\$1,000 - \$2,999

GOLD division
\$10,000 - \$19,999

BRONZE division
\$3,000 - \$4,999

PLATINUM division
\$20,000 +

	Booster	Bronze	Silver	Gold	Platinum
Enterprise Flagler E-Newsletter	*	*	*	*	*
Enterprise Flagler Directory Listing	*	*	*	*	*
Opportunity to Advertise in Enterprise Flagler Directory	*	*	*	*	*
Bi-Annual Economic Development Luncheon Invitation	*	*	*	*	*
Eligibility for Enterprise Flagler Committees & Taskforces	*	*	*	*	*
Listing in Enterprise Flagler Luncheon Program		*	*	*	*
Invitations to Exclusive VIP Programs & Events		*	*	*	*
Membership in Enterprise Flagler Advisory Council			*	*	*
Eligibility to Attend Cornerstone Luncheons with Enterprise Flagler				*	*
First Consideration for Prospect and Sales Missions				*	*
Seat on the Enterprise Flagler Board					*



APPENDIX E: LEADERSHIP INTERVIEWS

RDG Assessment Interviews by Company

Enterprise Flagler Investors Individually Interviewed

Name	Company	Board Member	Industry	Sector
Deborrah Aiken	Watson Realty Corp.	No	Real Estate	Private
Alan Anderson	Ocean Hammock Resort	No	Hotel/Motel	Private
Art Barr	Devnet Services	Yes	Consultant	Private
Dennis Bayer	Attorney	No	Attorney	Private
Bill Bexley	State Farm	No	Insurance	Private
Dennis Bissell	Coldwell Banker Commercial	No	Real Estate	Private
Lars Bogren	Kanthal	No	Manufacturing	Private
Lyndon Bonner	City of Bunnell	No	Government	Public
Saul Caro	Boss Advertising & Design	No	Advertising	Private
Michael Chiumento III	Chiumento and Associates, PA	Yes	Attorney	Private
Sam Cline	S.E. Cline Construction	Yes	Construction	Private
Lloyd Collins	Colonial Bank	No	Financial Services	Private
Stephen Cruz	Architect	No	Architect/Engineer	Private
Bob Cuff	Rogers Towers	No	Attorney	Private
Lisa Dahme	World Savings Bank	No	Financial Services	Private
Andy Dance	Ghyabi & Associates	Yes	Architect/Engineer	Private
Tammy Daniel	Florida Hospital, Flagler	Yes	Healthcare	Private
Bill Delbrugge	Flagler County Public Schools	Yes	Education	Public
Dorothy Desvousges	Flagler County Association of Realtors	No	Association	Private
Bob DeVore	Lowe Destination Development	Yes	Developer	Private
Alan Douglas	Prosperity Bank	No	Financial Services	Private
Rick Fraser	Workforce Development Board	Yes	Association	Private
Jim Gardner		No	Developer	Private
Eric Gayton	Flagler Times	No	Media	Private
Robert Gazzoli	SeaGate Homes	No	Construction	Private
Bob Gibbs	Tom Gibbs Chevrolet	No	Auto	Private
Tom Gibbs	Tom Gibbs Chevrolet	No	Auto	Private
Karl Giebmanns	ITM	No	Manufacturing	Private
Jonnie Grant	Florida Health Care	No	Insurance	Private
Fran Greene	Cakes Across America	No	Web-based	Private
Steve Hall	East Coast Insurors	No	Insurance	Private
Robert Hayes	Florida Rock	No	Construction Supply	Private
Glenna Hicks	East Coast Insurors	No	Insurance	Private
Suzanne Iaconis	SunTrust Bank	No	Financial Services	Private
Mike Jackson	Wachovia Bank	No	Financial Services	Private



Linda Jarosz	Flagler County Chamber of Commerce	Yes	Association	Private
Jim Jarrell	Flagler County	No	Government	Public
Paul Katz	Katz & Green	Yes	Attorney	Private
Mike Kelley	Hayward Brown	No	Insurance	Private
Gerald Keyes	Keyes & Strange, CPAs	No	Accountant	Private
Gary Lewis	Wachovia Bank	No	Financial Services	Private
Bill Livingston	Palm Coast Holdings	No	Developer	Private
David Lusby	Palm Coast Holdings	Yes	Developer	Private
Brett Markovitz	CPH	No	Architect/Engineer	Private
Jerry Masiello	Watson Commercial Realty	Yes	Real Estate	Private
Victor Melone	BellSouth	No	Utility	Private
John Meneough	Palm Coast Data	No	Media	Private
Jon Netts	Palm Coast City Council	Yes	Government	Public
Bruce Page	Cypress Coquina Bank	Yes	Financial Services	Private
debi Peterson	Flagler Home Builders Association	No	Association	Private
Brian Phole	Universal Engineering Sciences	No	Architect/Engineer	Private
Caryn Pryor	Publix	No	Retail	Private
Patty Quattromini	Peoples First Community Bank	No	Financial Services	Private
Barbara Revels	Coquina Real Estate & Construction	Yes	Construction & Real Estate	Private
Diana Rio	ITT Industries	No	Back Office	Private
Rob Robinson	Commercial World	No	Real Estate	Private
Lisa Roop	Bealls	No	Retail	Private
Tammy Sharpe	Putnam State Bank	No	Financial Services	Private
Lea Stokes	Preferred Management Services	No	Property Mangers	Private
Mike Szymanski	Commercial World	No	Real Estate	Private
Dave Taylor	By Appointment Only Realty	No	Real Estate	Private
Jim Thomas	Florida East Coast Railroad	No	Rail	Private
Cathy Tiller	Daytona News Journal	No	Media	Private
Howard Turner	Daytona Beach Community College	No	Education	Public
Chuck Warren	Prudential Warren Real Estate	No	Real Estate	Private
Libbey Webb	Arcadis	No	Architect/Engineer	Private



APPENDIX F: ASSESSMENT PRECASE

Enterprise Flagler



An Economic Growth Strategy for Flagler County

2007-2011

Enterprise Flagler's Mission Statement

Enterprise Flagler, in partnership with local government, seeks to enhance, promote, and develop the industrial and commercial base of Flagler County. The objective is to create an atmosphere for economic expansion through the promotion and retention of industry and business by developing programs that specifically and aggressively attract new business and jobs to Flagler County.



Economic Development

Economic development in its simplest terms means:

“Creation of Community Wealth”

A progressive community acquires wealth by utilizing all available resources of a market, including fiscal, natural, human, and private governmental resources, to **enhance the quality of life of its residents.**

There are two primary goals of an economic development program:

- 1) Increase the flow of money into a community
- 2) Retard the flow of money out of a community

By accomplishing these goals, the entire economy of an area is enhanced as the total wealth in the community increases, benefiting all citizens.

Background

Enterprise Flagler recognizes that Flagler County is at a crossroads. As the economic development arm of the county and the municipalities within Flagler County, it is our goal to enhance our collaboration by addressing the needs of a new economy. The direction of a previous economic development study for the City of Palm Coast known as the “Targeted Industry Study”, the on-going endeavors of the City of Brunnell to achieve a more diverse tax base, and the newly adopted Flagler County “Comprehensive Economic Development Strategy,” were clear and imperative that a strategic outline be designed by Enterprise Flagler that addresses the goals laid out in each of these documents. In response to this mandate, a strategy has been designed that is:

Regional in scope	Develops strength in partnerships and alliances
Leverages Technology	Provides opportunities for all our citizens
Focuses on our competitive advantages	

Track Record of Success

- Attracted ACI, AdComm, CaneProof and ITT-TDS representing 125 high paying jobs
- Attracted the Family First Mortgage headquarters (50 high paying jobs)
- 515 new businesses licenses were issued in Flagler County between 2002 – 2004
- The average wage in Flagler County has increased from \$24,700 in 2001 to \$30,836 in 2004
- 3,640 new jobs were created in the County between 2002 - 2004



Key Strategies

Since 1995, Enterprise Flagler has played a critical role in Flagler County's attempts at growing and diversifying our economy, and will continue to be a catalyst for quality growth far into the future. Key strategies during the 2007-2011 period fall within the following two major categories.

I. Enhanced Business Recruitment/Marketing

Goal 1: Establish a Consistent and Cohesive Marketing Plan

- A. Work with Cornerstone Regional Partnership to get maximum return
- B. Enhance web-site and overall internet presence
- C. Market to business owners that have second homes in the area
- D. Create additional collateral marketing material to follow up on leads and information request
- E. Attend one target industry trade show annually in conjunction with the State or Cornerstone

Goal 2: Build Relationships with Site Locators

- A. Attend at least two site locator events a year with the State and/or Cornerstone
- B. Maintain a database of site locators and communicate with them regularly
- C. Work closely with Cornerstone's semi-annual Familiarization Tours

Goal 3: Create Information Databases

- A. Create a central demographic database
- B. Create an available commercial/industrial property real estate database
- C. Keep real estate data up-to-date on the Cornerstone /NAIOP Regional Real Estate Database
- D. Improve GIS capabilities and databases to familiarize prospects with the area

Goal 4: Work with Local Realtors

- A. Provide support and assistance to commercial realtors
- B. Continue to support the Commercial Real Estate Committee
- C. Work with realtors to teach them how to submit listings to the commercial real estate database and encourage them to update their listings as necessary

Goal 5: Educate Community on Best Practices

- A. Work with developers and encourage spec space
- B. Work closely with communities on planning and zoning
- C. Involve more elected and public officials in economic development issues
- D. Educate the community on what economic development is and is not and what is needed to promote economic growth



Goal 6: Work with the Flagler Technology Council

- A. Continue to support the Flagler Technology Council's activities
- B. Work with the Council on issues that attract high-tech businesses

II. Existing Business Retention and Expansion

Goal 1: Have a Clear Understanding of Local Business Issues

- A. Develop and implement a regular business visitation and survey program.
- B. Create a section on www.enterpriseflagler.org for local business
- C. Actively respond to the needs and problems of existing companies

Goal 2: Work with Communities to Address Quality of Business Issues

- A. Proactively work with the public sector to be "business friendly"
- B. Share information obtained via the Business Visitation Program with the public sector
- C. Keep an open line of communication with the public sector beyond project specific activities

Goal 3: Help Companies Identify Additional Business Opportunities

- A. Know the business community
- B. Keep businesses informed about grants, projects and expansion tools
- C. Promote and work with NASA on the SATOP program
- D. Establish and maintain capital investment contacts

Goal 4: Workforce Development

- A. Work with the school system and advanced education providers
- B. Work with businesses that have specific training needs and start programs that helps them expand their workforce
- C. Maintain close relationship with the local Workforce Development Board

Goal 5: Market Retention Program

- A. Produce collateral material to educate the business community about Enterprise Flagler's retention and expansion programs
- B. Conduct visits with local businesses
- C. Create a section on www.enterpriseflagler.org specifically for local businesses that will make them aware of our programs
- D. Place ads with the Chamber of Commerce and other local business publications to generate awareness of the programs
- E. Equip our Board members and investors with information about the programs



Proposed Annual Budget

Current Service Delivery

- Strategic Plan Implementation
- Financial Packaging/Incentives
- Marketing/Advertising
- New Business Recruitment

Planned Service Delivery

- *Strategic Plan Implementation*
- *Financial Packaging/Incentives*
- **Enhanced Marketing/Advertising**
- **Enhanced New Business Recruitment**
- **Existing Industry Support Program**
- **Expansion and Retention Program**
- **Countywide One Stop Shop for E.D.**

Current Budget

\$229,500
 \$83,000
 \$30,000
 \$10,000
 \$5,000
 \$5,000
\$362,500

New Business Recruitment
Marketing/Image Enhancement
Existing Industry Support
Entrepreneurial Activities
Investor Relations
Special Projects

Proposed Budget

\$265,000
 \$130,000
 \$94,000
 \$10,000
 \$15,000
 \$10,000
\$524,000

Total

