

MINUTES OF MEETING  
CITY OF DANIA BEACH  
COMMUNITY REDEVELOPMENT AGENCY  
TUESDAY, SEPTEMBER 13, 2011 – 6:00 P.M.

1. Call to Order/Roll Call

Chairman Flury called the meeting to order at 6:00 p.m.

Present:

Chairman:	Patricia A. Flury
Vice-Chairman:	Bobbie H. Grace
Board Members:	Anne Castro Walter Duke C. K. "Mac" McElyea
CRA Executive Director:	Jeremy Earle
City Attorney:	Thomas Ansbro
CRA Secretary:	Louise Stilson

2. CRA Updates

Jeremy Earle, CRA Executive Director, explained that we did not receive any bids for two of the neighborhood projects. Some of the firms indicated that due to time constraints they were not able to have their bids ready; however, they would be willing to submit their proposals in the event the CRA decides to re-bid these projects at a later date. He advised that Broward County has a list of contractors that we could piggyback from and use for our projects. Director Earle asked for direction from the Board as to whether the projects should be re-bid or look at Broward County's list. He noted he would bring back options for the Board to choose the landscaping contractors to work on the College Gardens and Dania Beach Heights neighborhood projects. Director Earle added that the mandatory Pre-Bid meeting for the Sun Garden Isles Streetscapes Improvements was held today and 18 firm representatives attended.

Vice-Chairman Grace was disappointed to hear that we did not receive any bids for these projects. She agreed for staff to look at Broward County's list.

Board Member McElyea concurred with Vice-Chairman Grace.

Director Earle noted that based on the feedback received from some firms regarding the first two projects, he extended the due date for the Sun Garden Isles bid submittal until October 14, 2011, to allow more time for them to prepare their packets.

Board Member Duke noted that government bids can be onerous and expensive. He questioned if it would be more economical to re-bid the first two projects together.

Director Earle clarified for Chairman Flury that 13 firms attended the mandatory meeting for Dania Beach Heights and 11 contractors were present at the mandatory meeting for College Gardens.

Board Member Castro would prefer for staff to choose a contractor from the Broward County list as opposed to re-bidding the projects. She remarked that we need to get these projects started because the neighborhoods have been waiting long enough.

Board Member Duke asked Director Earle to make a decision to hire a qualified contractor as soon as possible.

**Board Member Castro motioned for Director Earle to get quotes from three contractors to include an individual price for each project as well as one price for the two projects; seconded by Vice-Chairman Grace. The motion carried on the following 5-0 Roll Call vote:**

<b>Board Member Castro</b>	<b>Yes</b>	<b>Vice-Chairman Grace</b>	<b>Yes</b>
<b>Board Member Duke</b>	<b>Yes</b>	<b>Chairman Flury</b>	<b>Yes</b>
<b>Board Member McElyea</b>	<b>Yes</b>		

Director Earle asked Ana Zeinieh, Economic Development Director, to provide a brief overview of the International Council of Shopping Centers (ICSC) Conference she recently attended in Orlando.

Chairman Flury requested that in future updates and reports for conferences be provided in writing.

Ana Zeinieh, Economic Development Director, noted developers and contractors visited the CRA booth at the ICSC Conference wanting to know more about our City. As a result of this conference she has had five follow up meetings, and a few more to come.

Board Member Duke noted he also attended the conference and the CRA booth was great. He indicated that next year the conference will have municipalities and CRA's in the same section.

### 3. Presentations

#### 3.1 "Draft" Strategic Finance Plan

Kim Briesemeister, Metro Strategies, Inc., provided an overview of the Strategic Finance Plan, which is attached to and incorporated into these minutes.

Board Member Castro noted she would like to offer opportunities to other merchants located within the CRA boundaries. She added she would prefer to expend the funds as opposed to leaving them on the table.

Director Earle explained that for the next fiscal year we will have four applications available for both, the Façade Improvement Program and the Merchant Assistance Program. He further noted that he could prepare a revision to the existing approved policy to bring before the Board after October 1, 2011.

**Board Member Castro motioned for the CRA Director to revise the policy for the Merchant Assistance and Façade Improvement Programs to allow applications off the US1-Dania Beach Corridor in addition to other commercial merchants located within the CRA boundaries; seconded by Vice-Chairman Grace. The motion carried on the following 5-0 Roll Call vote:**

<b>Board Member Castro</b>	<b>Yes</b>	<b>Vice-Chairman Grace</b>	<b>Yes</b>
<b>Board Member Duke</b>	<b>Yes</b>	<b>Chairman Flury</b>	<b>Yes</b>
<b>Board Member McElyea</b>	<b>Yes</b>		

### 3.2 Boyette Strategic Advisors – Economic Development Strategic Blueprint

Ana Zeinieh, Economic Development Director, presented an overview of the Economic Development Strategic Blueprint which is attached to and incorporated into these minutes. She advised that Boyette Strategic Advisors will develop a blueprint to guide economic development efforts of the City within the next five years. Ms. Zeinieh noted that the online survey will be available on the City’s website. She stated that the project delivery date would be January, 2012 and the cost would be approximately \$25,000.00, including out of pocket costs.

Board Member Duke thought this was part of Ms. Zeinieh’s job. He questioned what this firm is doing that she can’t do.

Ms. Zeinieh noted that she cannot stop her job to create an analysis. She added that Boyette Strategic Advisors are experts in strategic blueprints. They are doing a comparison with other cities and counties.

Chairman Flury confirmed with Director Earle that this firm has already been engaged to do the job. She further asked that future expenditures of this nature be presented to the Board for approval before a contract is signed.

**Board Member Castro motioned to approve the contract with Boyette Strategic Advisors; seconded by Vice-Chairman Grace. The motion carried unanimously.**

Chairman Flury requested that a copy of the CRA plan be distributed to all CRA members.

## 4. Consent Agenda

### 4.1 Minutes

Approve minutes of July 6, 2011 CRA Board Meeting

4.2 Travel Requests

Request for Ana Zeinieh, Economic Development Manager, to attend the ICSC Conference in Orlando, Florida on August 21-23, 2011 (Estimated cost \$1,380.28)

**Board Member Duke motioned to approve the Consent Agenda; seconded by Board Member Castro. The motion carried on the following 5-0 Roll Call vote:**

<b>Board Member Castro</b>	<b>Yes</b>	<b>Vice-Chairman Grace</b>	<b>Yes</b>
<b>Board Member Duke</b>	<b>Yes</b>	<b>Chairman Flury</b>	<b>Yes</b>
<b>Board Member McElyea</b>	<b>Yes</b>		

5. Proposals and Bids

6. Discussion and Possible Action

6.1 Merchant Assistance Program – Dockers Bar & Restaurant

6.2 Merchant Assistance Program – Paolo’s 3’s Company

Ana Zeinieh, Economic Development Director, clarified for the Board that Mr. Paolo is committed to funding Phase II of the project.

**Board Member Castro motioned to approve the Merchant Assistance Program for Dockers Bar & Restaurant, and Paolo’s 3’s Company; seconded by Vice-Chairman Grace. The motion carried on the following 5-0 Roll Call vote:**

<b>Board Member Castro</b>	<b>Yes</b>	<b>Vice-Chairman Grace</b>	<b>Yes</b>
<b>Board Member Duke</b>	<b>Yes</b>	<b>Chairman Flury</b>	<b>Yes</b>
<b>Board Member McElyea</b>	<b>Yes</b>		

7. Adjournment

Chairman Flury adjourned the meeting at 6:51 p.m.

ATTEST:

*Louise Stilson*

LOUISE STILSON, CMC  
CRA SECRETARY

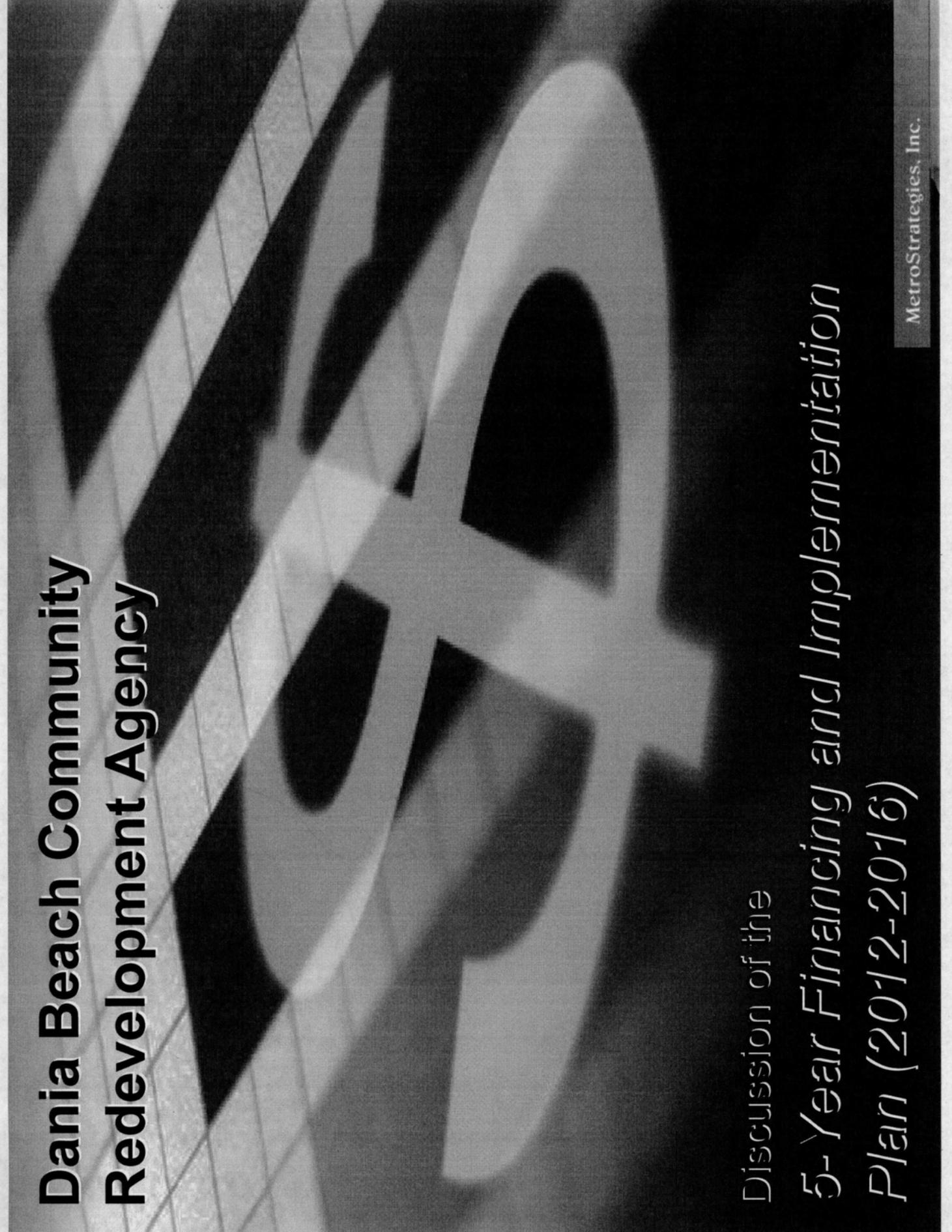
COMMUNITY REDEVELOPMENT  
AGENCY

*Patricia A. Flury*

PATRICIA A. FLURY  
CHAIRMAN – CRA

Approved: October 5, 2011





# **Dania Beach Community Redevelopment Agency**

Discussion of the  
*5-Year Financing and Implementation  
Plan (2012-2016)*

# Agenda

## Introduction

### I. MetroStrategies Inc.

## Financing and Implementation Plan

### I. Summary

Revenues

Expenditures

### II. Detail

Summary Statement

Project Source and Use Statements

# 5-Year Financing and Implementation Plan Summary (2012-2016)

Total Sources = \$8,682,932

Tax Increment: \$ 0

Intergovernmental Funding: 6,832,932

Carryforward Fund Balance: 1,850,000

Total Uses = \$7,863,218

Operations: \$ 4,163,218

Redevelopment Projects: 3,700,000

Total Reserves = \$ 819,714

# Financing and Implementation Plan

MetroStrategies, Inc.

Dania Beach Community Redevelopment Agency  
Presentation (FY 2012 Finance Plan) Slide #4

# Summary Statement by Project

## Rolls-up Financing and Implementation Plan by Project Category

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Carryforward	\$ 1,850,000	\$ 1,850,000	-	-	-	-
Carryforward of FY 2011 Project Appropriations	\$ 1,850,000	\$ 1,850,000	-	-	-	-
Total Estimated Carryforward Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>						
Tax Increment Revenue (TIR) Allocation	\$ 1,450,000	700,000	300,000	150,000	150,000	150,000
Intergovernmental Funding	\$ 4,020,185	804,037	804,037	804,037	804,037	804,037
Broward County:	\$ 1,362,747	261,867	267,100	272,440	277,890	283,450
Other (unencumbered)	\$ -	-	-	-	-	-
City of Dania Beach:	\$ -	-	-	-	-	-
Contribution in-lieu of TIR (general)	\$ -	-	-	-	-	-
Contribution in-lieu of TIR (cost allocation plan)	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Total Forecasted Revenues	\$ 6,832,932	\$ 1,765,904	\$ 1,371,137	\$ 1,226,477	\$ 1,231,927	\$ 1,237,487
Total Sources	\$ 8,682,932	\$ 3,615,904	\$ 1,371,137	\$ 1,226,477	\$ 1,231,927	\$ 1,237,487
<b>Use (Expenditures)</b>						
<b>Expenditures</b>						
<b>Operations</b>						
Dedicated Personnel Allocation (3 full-time positions)	\$ 1,715,521	\$ 310,471	\$ 325,990	\$ 342,290	\$ 359,400	\$ 377,370
City Cost Allocation Plan (transfer to General Fund)	\$ 1,362,747	261,867	267,100	272,440	277,890	283,450
Miscellaneous Operating Expense	\$ 1,084,950	208,500	212,670	216,910	221,230	225,640
Subtotal - Operations	\$ 4,163,218	\$ 780,838	\$ 805,760	\$ 831,640	\$ 858,520	\$ 886,460
<b>Sub Area Initiatives</b>						
Streetscape Enhancements	\$ 425,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -
Broward County Funding	\$ 700,000	700,000	-	-	-	-
Infrastructure Improvements	\$ 150,000	150,000	-	-	-	-
Housing and Neighborhood Stabilization	\$ 760,000	760,000	-	-	-	-
Redevelopment Initiatives/Business Development	\$ 740,000	290,000	150,000	100,000	100,000	100,000
Parks and Open Space	\$ 110,000	110,000	-	-	-	-
Community Oriented Policing	\$ 31,000	31,000	-	-	-	-
Consultants, Professional/Design Services, etc.	\$ 369,000	169,000	50,000	50,000	50,000	50,000
Marketing and Public Relations	\$ 265,000	40,000	75,000	50,000	50,000	50,000
Other	\$ 150,000	75,000	75,000	-	-	-
Subtotal - Sub Area Initiatives	\$ 3,700,000	\$ 2,750,000	\$ 350,000	\$ 200,000	\$ 200,000	\$ 200,000
Total Forecasted Expenditures	\$ 7,863,218	\$ 3,530,838	\$ 1,155,760	\$ 1,031,640	\$ 1,058,520	\$ 1,086,460
<b>Reserve</b>						
Redevelopment Project Contingency	\$ 819,714	\$ 85,066	\$ 215,377	\$ 194,837	\$ 173,407	\$ 151,027
Total Forecasted Reserves	\$ 819,714	\$ 85,066	\$ 215,377	\$ 194,837	\$ 173,407	\$ 151,027
Total Uses	\$ 8,682,932	\$ 3,615,904	\$ 1,371,137	\$ 1,226,477	\$ 1,231,927	\$ 1,237,487

# Summary Statement by Sub Area

## Rolls-up Financing and Implementation Plan by Project Category

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Carryforward	\$ 1,850,000	\$ 1,850,000				
Carryforward of FY 2011 Project Appropriations	\$ 1,850,000	\$ 1,850,000				
Total Estimated Carryforward Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>						
Tax Increment Revenue (TIR) Allocation Intergovernmental Funding	\$ 1,450,000	700,000	300,000	150,000	150,000	150,000
Broward County:						
Other (unencumbered)						
City of Dania Beach:						
Contribution in-lieu of TIR (general)	\$ 4,020,185	804,037	804,037	804,037	804,037	804,037
Contribution in-lieu of TIR (cost allocation plan)	\$ 1,362,747	261,867	267,100	272,440	277,890	283,450
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Forecasted Revenues	\$ 6,832,932	\$ 1,765,904	\$ 1,371,137	\$ 1,226,477	\$ 1,231,927	\$ 1,237,487
<b>Use (Expenditures)</b>						
<b>Expenditures</b>						
<b>Operations</b>						
Dedicated Personnel Allocation (3 full-time positions)	\$ 1,715,521	\$ 310,471	\$ 325,990	\$ 342,290	\$ 359,400	\$ 377,370
City Cost Allocation Plan (transfer to General Fund)	\$ 1,362,747	261,867	267,100	272,440	277,890	283,450
Miscellaneous Operating Expense	\$ 1,084,950	208,500	212,670	216,910	221,230	225,640
Subtotal - Operations	\$ 4,163,218	\$ 780,838	\$ 805,760	\$ 831,640	\$ 858,520	\$ 886,460
<b>Sub Areas</b>						
City Center	\$ 1,915,000	\$ 1,365,000	\$ 250,000	\$ 100,000	\$ 100,000	\$ 100,000
College Gardens	\$ 300,000	300,000	-	-	-	-
Dania Beach Heights	\$ 250,000	250,000	-	-	-	-
East Federal Highway	\$ 500,000	300,000	50,000	50,000	50,000	50,000
Marine	\$ -	-	-	-	-	-
Sun Garden Isles	\$ 335,000	335,000	-	-	-	-
West Bryan Road	\$ -	-	-	-	-	-
Agency Wide	\$ 400,000	200,000	50,000	50,000	50,000	50,000
Subtotal - Sub Area Initiatives	\$ 3,700,000	\$ 2,750,000	\$ 350,000	\$ 200,000	\$ 200,000	\$ 200,000
Total Forecasted Expenditures	\$ 7,863,218	\$ 3,530,838	\$ 1,155,760	\$ 1,031,640	\$ 1,058,520	\$ 1,086,460
<b>Reserve</b>						
Redevelopment Project Contingency	\$ 819,714	\$ 85,066	\$ 215,377	\$ 194,837	\$ 173,407	\$ 151,027
Total Forecasted Reserves	\$ 819,714	\$ 85,066	\$ 215,377	\$ 194,837	\$ 173,407	\$ 151,027
Total Uses	\$ 8,682,932	\$ 3,615,904	\$ 1,371,137	\$ 1,226,477	\$ 1,231,927	\$ 1,237,487

# Supporting Schedule City Center

## Detailed Source and Use Statement

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Funding	\$ 1,250,000	700,000	250,000	100,000	100,000	100,000
Broward County:						
Other (unencumbered)	\$ -	-	-	-	-	-
Miscellaneous	\$ 665,000	665,000	-	-	-	-
Carryforward Fund Balance	\$ -	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,915,000</b>	<b>\$ 1,365,000</b>	<b>\$ 250,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Use (Expenses)</b>						
Streetscape Enhancements	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -
Lighting	\$ -	-	-	-	-	-
Streetscape	\$ 250,000	250,000	-	-	-	-
Broward County Funding	\$ 700,000	700,000	-	-	-	-
Redevelopment Initiatives/Business Development	\$ 390,000	140,000	100,000	50,000	50,000	50,000
Redevelopment Initiatives/Business Development	\$ 265,000	40,000	75,000	50,000	50,000	50,000
Marketing and Public Relations	\$ -	-	-	-	-	-
Other	\$ 150,000	75,000	75,000	-	-	-
Community Festival	\$ -	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,915,000</b>	<b>\$ 1,365,000</b>	<b>\$ 250,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

# Supporting Schedules

## College Gardens

### Detailed Source and Use Statement

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Funding	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Carryforward Fund Balance	\$ 300,000	300,000	-	-	-	-
<b>Total Sources</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Use (Expenses)</b>						
Housing and Neighborhood Stabilization	\$ -	-	-	-	-	-
Neighborhood Beautification	\$ 260,000	260,000	\$ -	\$ -	\$ -	\$ -
Parks and Open Space	\$ -	-	-	-	-	-
Park Improvements	\$ 40,000	40,000	-	-	-	-
<b>Total Uses</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Supporting Schedule

## Dania Beach Heights

### Detailed Source and Use Statement

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Funding	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Carryforward Fund Balance	\$ 250,000	250,000	-	-	-	-
<b>Total Sources</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Use (Expenses)</b>						
Housing and Neighborhood Stabilization	\$ -	-	-	-	-	-
Neighborhood Beautification	\$ 250,000	250,000	\$ -	\$ -	\$ -	\$ -
<b>Total Uses</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Supporting Schedule East Federal Highway

## Detailed Source and Use Statement

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Funding						
Broward County:						
Other (unencumbered)	\$ 200,000	-	50,000	50,000	50,000	50,000
Miscellaneous	\$ -	-	-	-	-	-
Carryforward Fund Balance	\$ 300,000	300,000	-	-	-	-
<b>Total Sources</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Use (Expenses)</b>						
Infrastructure Improvements						
Surface Parking:						
Construction/Demolition	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Redevelopment Initiatives/Business Development						
Redevelopment Initiatives/Business Development	\$ 350,000	150,000	50,000	50,000	50,000	50,000
<b>Total Uses</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

# Supporting Schedule

## Sun Garden Isles

### Detailed Source and Use Statement

	Total	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>						
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Funding	\$ -	-	-	-	-	-
Miscellaneous	\$ -	-	-	-	-	-
Carryforward Fund Balance	\$ 335,000	335,000	-	-	-	-
<b>Total Sources</b>	<b>\$ 335,000</b>	<b>\$ 335,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Use (Expenses)</b>						
Streetscape Enhancements	\$ 15,000	15,000	\$ -	\$ -	\$ -	\$ -
Housing and Neighborhood Stabilization	\$ -	-	-	-	-	-
Neighborhood Beautification	\$ 250,000	250,000	-	-	-	-
Parks and Open Space	\$ -	-	-	-	-	-
Park Improvements/Community Garden	\$ 70,000	70,000	-	-	-	-
<b>Total Uses</b>	<b>\$ 335,000</b>	<b>\$ 335,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Supporting Schedule Agency-Wide

## Detailed Source and Use Statement

	Preliminary FY 2012	Forecasted FY 2013	Forecasted FY 2014	Forecasted FY 2015	Forecasted FY 2016
<b>Source (Revenue)</b>					
Tax Increment Revenue (TIR) Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Funding					
City of Dania Beach:					
Contribution in-lieu of TIR	200,000	50,000	50,000	50,000	50,000
Miscellaneous	-	-	-	-	-
Carryforward Fund Balance	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 400,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Use (Expenses)</b>					
Consultants, Professional/Design Services, etc.	\$ 369,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Community Oriented Policing	\$ 31,000	-	-	-	-
<b>Total Uses</b>	<b>\$ 400,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>



**dania beach**<sup>SM</sup>

First in Broward · Second to None

Project Launch Meeting

Economic Development Strategic Blueprint

September 1, 2011

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# Agenda

- Project Scope and Process
- Timeline
- Project Understanding
- Communications
- Input Session
- Online Survey
- Next Key Dates

## Project Scope and Process

Boyette Strategic Advisors (BSA) will develop an Economic Development Strategic Blueprint for the Dania Beach Community Redevelopment Agency (DBCRA) to guide economic development efforts of Dania Beach over the next five years.

# Project Scope and Process

Dania Beach Area Assessment

Targeted Business Opportunities Identification

Strategic Recommendations

Project Delivery

# Project Scope and Process

## Dania Beach Area Assessment

- Initial Research
- Project Launch Meeting
- Tour of Dania Beach
- Input Session/SWOT
- Interviews/Group Discussions
- Online Survey
- Findings Summary and Analysis

# Project Scope and Process

## Targeted Business Opportunities Identification

- General Business and Target Base Review
- Recent Project Activity Review
- Other Emerging Sector Review
- Targeted Business Opportunities and Niche Identification
- Update/Directional Meeting
- Targeted Business Opportunities Profiles

# Project Scope and Process

## Strategic Recommendations

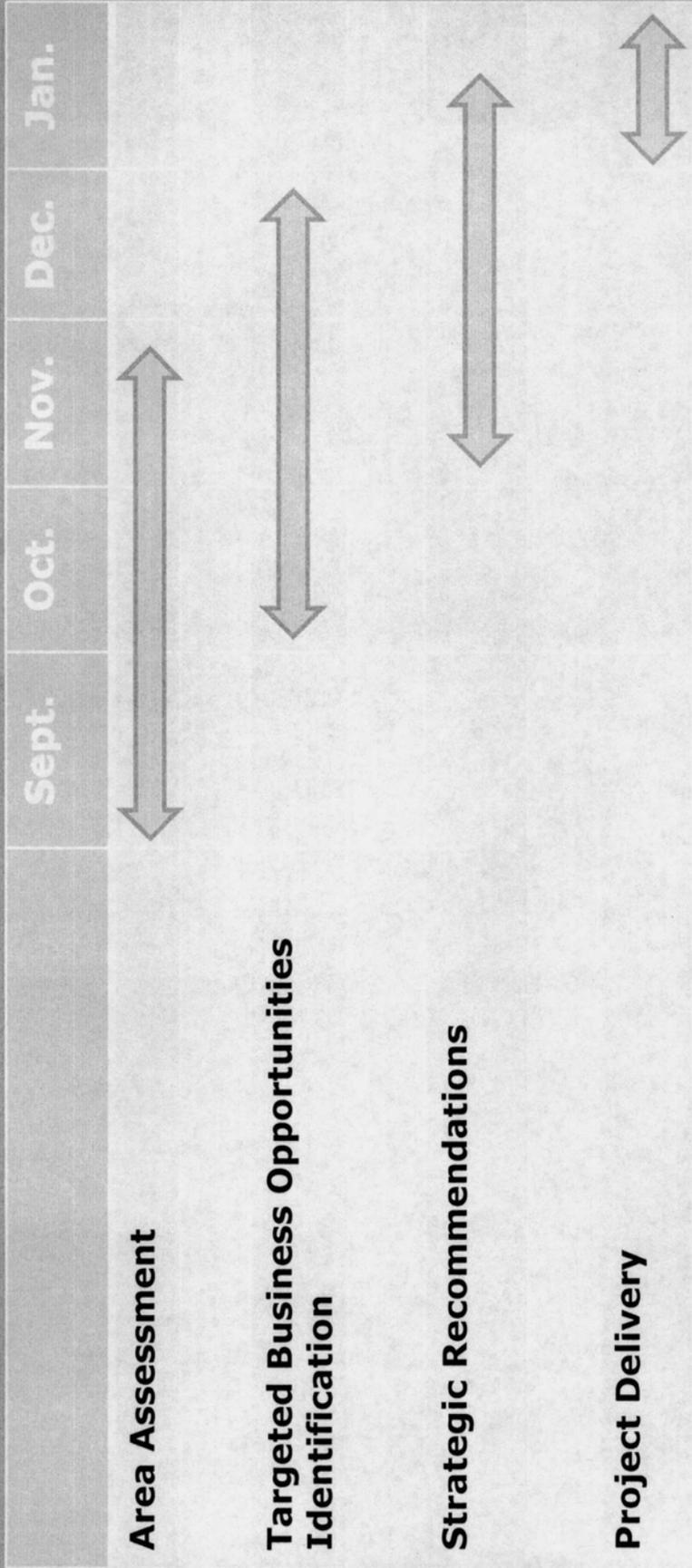
- Education/Workforce
- Entrepreneurship
- Existing Business/Industry
- Incentives
- Infrastructure
- Marketing/Communications
- Product Development
- Quality of Place
- Regionalism
- Other to be Determined

# Project Scope and Process

## Project Delivery

- Final Economic Development Strategic Blueprint
- Implementation/Action Plan

# Timeline



# Project Understanding

- **Critical Success Factors**
- **Potential Project Challenges**
- **Goals and Objectives**

# Input Session

- Overview
- Proposed Dates and Venue
- Proposed Invite and Questions

## Proposed Participants

Elected Officials	Educators
DBCRA Board	Real Estate Developers
DBCRA Staff	Local Utilities
Local Employers	Young Professionals

# Online Survey

- Overview
- Proposed Email and Questions
- Proposed Audience
- Proposed Launch Date

# Next Key Dates

Tasks	Proposed Timing
Online Survey Launch	Late September
Input Session	Early October
Update/Directional Meeting	Mid-November
Final Deliverable	January

Boyette Strategic Advisors  
Atlanta ▪ Chicago ▪ Little Rock ▪ Orlando

[BoyetteStrategicAdvisors.com](http://BoyetteStrategicAdvisors.com)





**Proposed Scope of Services**

**Dania Beach Community Redevelopment Agency**

*Economic Development Strategic Blueprint*

**July 2011**

**[BoyetteStrategicAdvisors.com](http://BoyetteStrategicAdvisors.com)**



## TABLE OF CONTENTS

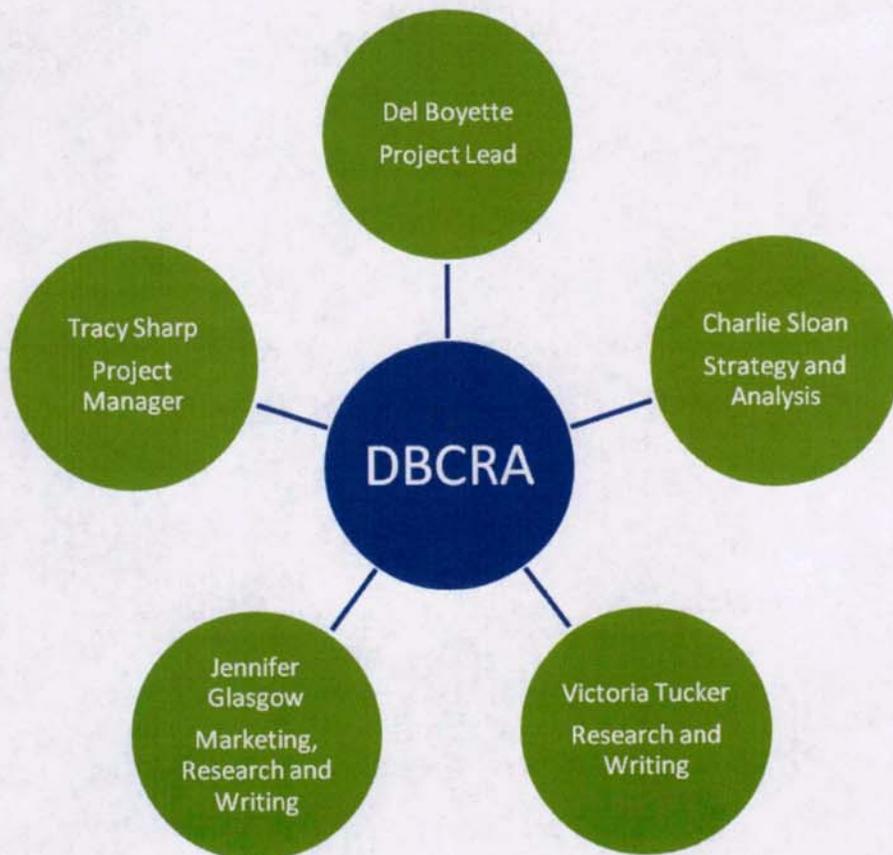
Our Firm and Team.....	3
Our Experience .....	6
Scope of Services.....	11
Timeline.....	20
Fee .....	20



**Our Firm and Team**

BSA is an economic development, public policy and communication strategy firm that helps companies, communities, organizations and governments accomplish their strategic objectives. BSA has two business lines. For public sector and not-for-profit economic development clients, BSA provides organizational alignment audits, target industry analysis, workforce analysis and assessments, incentive policy reviews, strategic planning, communication assistance and marketing recommendations. For corporate clients, BSA provides location and incentives analysis, costs modeling, workforce assessments and communication planning. Our principal and associates have a proven track record of generating measurable results for economic development organizations and companies.

The BSA project team for the Dania Beach Community Redevelopment Agency (DBCRA) would be as follows:





Short biographies of the project team members are found below.

**Del Boyette**, principal of Boyette Strategic Advisors, has more than 20 years experience in economic development strategy, incentives negotiation/policy and location analysis. Del has worked on the economic development side of the business serving as Executive Director of the Arkansas Economic Development Commission and as Deputy Commissioner for Economic Development of the Georgia Department of Industry, Trade and Tourism. Del successfully transitioned from economic development practitioner to the consulting world at KPMG and later at Deloitte where he assisted companies with location analysis and incentives negotiation. Since forming Boyette Strategic Advisors, Del has worked with numerous state, regional and local economic development organizations on developing strategic plans, including workforce/labor assessments and analysis, and has also been engaged on location and incentives analysis projects, many in the state of Florida. Del resides in Little Rock, where the main office of Boyette Strategic Advisors is located.

**Tracy King Sharp** has more than 12 years experience working in the field of negotiated incentives, location analysis and economic development strategy. Prior to joining Boyette Strategic Advisors, Tracy worked at Deloitte and KPMG. During this time, Tracy worked on two of the largest site location/incentives negotiation projects in the Southeast - DaimlerChrysler and Hyundai. She also managed numerous economic development projects during this time that included targeted industry studies, development of investment attraction strategies and incentives comparison analysis. Since joining Boyette Strategic Advisors, Tracy has been involved in location and incentives analysis projects in Florida and other states, as well as a number of economic development strategy and public policy related projects, including preparing economic development strategies, targeted industry studies, and development of other related policy recommendations. Tracy is a member of the Georgia Bar Association and resides and works out of Atlanta.

**Charlie Sloan** brings over 20 years of diversified economic development experience to Boyette Strategic Advisors. Since 1987 Charlie has worked in virtually all aspects of state, regional and local economic development. Prior to entering the economic development profession, Charlie practiced law in Arkansas, worked for one of Japan's largest trading conglomerates in San Francisco and also lived and worked in Japan for two years. Charlie began his economic development career as Director of Foreign Direct Investment for the state of Arkansas during the height of Japan's investment in the United States. Prior to joining BSA in 2007, Charlie managed all business development components of the Metro Orlando Economic Development Commission (MOEDC), as Executive Vice President. During his tenure at the MOEDC, Charlie led the agency's cluster development strategy, integrating its recruitment, retention and creation efforts through a unified strategic effort. Charlie has also served as Senior Director of Foreign Direct Investments for Enterprise Florida where he focused on high-impact projects. Charlie resides in Orlando.

**Jennifer Glasgow** primarily conducts research related to demographics, labor market analysis, best practices from comparable regions and organizations, and marketing strategies. Prior to joining Boyette Strategic Advisors, Jennifer worked at the corporate office of Walmart, the world's largest



retailer. While there she worked cross functionally on the development and execution of consumer, professional and business to business marketing programs for Health and Wellness division. Jennifer resides and works in Little Rock.

**Victoria Tucker** has worked with numerous organizations on economic development strategies and public policy recommendations. Victoria primarily conducts research related to targeted industry sectors, company targets, business incentives, best practices, business retention programs, demographic information and marketing strategies. Victoria resides and works in Atlanta.



### Our Experience

BSA regularly works with economic development organizations to develop strategic plans, identify targeted business opportunities and make strategic recommendations to support and attract such targeted sectors. Below are case studies of several recent projects that involve one or all of the components of the Dania Beach project. Each varied based on the client's needs and situation, but each is analogous to part of the process BSA is outlining in this proposal. Obviously, there are many more project examples we could provide but these are the most pertinent for purposes of this project.

#### Greater Fort Lauderdale Alliance/CEO Council (Alliance)

*"The absolute professionalism, real-world experience and strategic thinking that the Boyette Strategic Advisors team brought together to provide the CEO Council of the Greater Fort Lauderdale Alliance with a Strategic Blueprint for headquarters recruitment leads to an obvious conclusion: if you're looking for a consulting organization that never deviates from its core guiding values of ethical conduct, diligence, candor and thought, then you need look no further than Boyette Strategic Advisors. There is simply no one better than Boyette Strategic Advisors to deliver a final product that will exceed your expectations, and you will not find a more delightful group of people to work with before, during and after they have completed their work. They stand out from the crowd!"*

**Robin Ronne**

*Managing Director*

*Greater Fort Lauderdale Alliance/CEO Council*

BSA developed a Corporate Headquarters Recruitment Blueprint for the Alliance, the lead economic development organization serving Greater Fort Lauderdale. The project involved assessing the organization's capabilities to compete for corporate headquarters and the identification of nine targeted corporate headquarters sectors. Recommendations were made on marketing strategies as well as organizational improvements needed to better serve and respond to corporate headquarter prospects.

BSA also worked with the Alliance to develop an Implementation Plan and conducted checkpoint meetings on a quarterly basis during the first year after project delivery to ensure the implementation process moved forward.



### Florida High Tech Corridor Council (FHTCC)

*"When the FHTCC needed a skilled and innovative team to assess leading-edge, technology driven, economic development policies from around the county, we counted on Boyette Strategic Advisors to provide that summary to us. Their timely, thorough report has proven beneficial in our regional planning initiatives."*

**Randy Berridge**

*President*

*Florida High Tech Corridor Council*

BSA completed a *Florida Innovation Benchmark Study* on behalf of 19 Florida-based funding sponsors. The study was focused on Florida's ability to compete in a knowledge-based economy and included a gap analysis of Florida's Innovation Economy support programs, policies and incentives, interviews of Funding Sponsors to determine opinions and objectives of study, interviews with stakeholders as part of the gap analysis and to gather opinions on priority areas, benchmarking of out-of-state programs that address gaps identified through interview process, prioritization of benchmark programs for additional research and summarizing identified programs, policies and incentives in table format and recommendations on marketing the state to key economic development decision makers.

This project further increased BSA's knowledge and understanding of Florida's competitive position with respect to innovation-based sectors and clusters.



### Knoxville/Oak Ridge Innovation Valley

*"Thank you to the incredible team at Boyette Strategic Advisors for an amazing product. I don't believe anyone else could have delivered with such professionalism and integrity the final product that Boyette Strategic Advisors developed for the Innovation Valley. You developed a set of strategies and goals that will take this region to the next level of success. I look forward to implementing the plan and sharing the future headlines together with you all."*

**Rhonda Rice**

*Executive Vice President*

*Knoxville Area Chamber Partnership*

BSA was engaged by the Knoxville Area Chamber Partnership to develop a comprehensive economic development blueprint for the nine-county Knoxville-Oak Ridge Innovation Valley region that addressed recommendations for overall organizational structure for the regional economic development program and staff; identification of targeted business sectors and niche marketing opportunities that consider the strengths, assets and needs of all nine counties within the region; development of strategies in key program areas that are designed to further strengthen the Innovation Valley brand; and preparation of a marketing plan to enhance awareness of the region and its assets.

BSA also developed an implementation plan, as well as a program budget and metrics for the Innovation Valley.



### Tennessee Valley Authority (TVA)

*"Our field staff knew that communities throughout the region were eager for planning assistance. Boyette Strategic Advisors worked with us to develop The Valley Targeted and Prepared Community Program (The Valley TaP Program), which gives our communities access to an innovative strategic planning process to identify key target industries and actively recruit those industries. This wonderful and unique partnership between TVA, BSA and communities throughout the Valley has been invaluable in planning for the future."*

**Heidi Smith**

Director, Global Business  
Tennessee Valley Authority

BSA designed and has delivered innovative strategic plans through an initiative called The Valley Targeted and Prepared (TaP) Community Program. Economic development strategies, which included identification of three to four targeted business sectors and related recommendations for ten Valley communities/regions have been completed including:

- Weakley County, Tennessee
- Clarksville/Montgomery County, Tennessee
- Cullman, Alabama
- Starkville/Oktibbeha County, Mississippi
- Dyersburg/Dyer County, Tennessee
- Franklin County, Tennessee
- Shoals Economic Development Authority, a partnership between Colbert and Lauderdale Counties in Alabama
- Regional Effort in Kentucky among Christian, Trigg and Todd Counties
- Lawrence County, Tennessee
- Roane County, Tennessee

BSA just completed working with TVA Economic Development on a strategy for the nine-county Jackson, Tennessee, region as part of The TaP Regional Program. This strategy included a regional assessment, identification of regional targeted business sectors, and development of strategic recommendations related to marketing, business development, real estate, and workforce development.

In addition, in January 2011, an identification of key target industry markets for the TVA Valley region was completed.



### Greater Paducah Economic Development Council (GPEDC)

*"The Boyette Strategic Advisors team gets it. I have had the pleasure of working with the BSA team on two occasions and what impresses me the most about them is the wide array of talent they bring to a project. Members of their team bring unique attributes to the table which combined make a truly dynamic group. It is without hesitation I wholeheartedly recommend the BSA team for economic development strategy projects."*

**Chad Chancellor**

President/CEO

Greater Paducah Economic Development Council

BSA recently completed an Economic Development Strategic Blueprint for Paducah/McCracken County focused on enhancing current efforts to attract jobs and promote the area as a business location. The preparation of the blueprint involved the development of a Community Assessment, which in addition to in-depth research, included interviews/group discussions with company and economic development representatives and other community leaders; surveys of area residents, major employers, and site location consultants; a shared regional visioning meeting with GPEDC Board members; a tour of Paducah/McCracken County and review of other recent key information and reports.

Based on the results of the Community Assessment, a cluster analysis, review of the existing business/industry base, research on emerging sectors both nationally and in the Paducah/McCracken County area; and a review of support programs in Kentucky and in Paducah/McCracken County for each potential sector, BSA identified five primary targeted business sectors for Paducah/McCracken County to focus its efforts over the next five years and one additional secondary target. Targeted business sector profiles were prepared for each identified sector. In addition, strategic recommendations were developed to advance the growth and development of each identified targeted business sector and of Paducah/McCracken County in general.

An implementation/action plan was also developed to provide a roadmap for achieving the recommendations outlined in the strategy and performance metrics were established to measure the effectiveness of Blueprint recommendations.



**Scope of Services**

The development of an Economic Development Strategic Blueprint for the DBCRA will involve the following steps outlined in more detail below:





## Dania Beach Area Assessment

The Dania Beach Area Assessment will be focused on gaining additional knowledge and understanding of the unique situation and assets of Dania Beach in order to provide a sound foundation for the eventual recommendations on targeted business opportunities and related strategies. This process will involve research on both quantitative data related to Dania Beach, as well as more qualitative data gained through an Input Session, individual interviews, if needed, and an online survey. This process will start with initial research followed by a project launch meeting with DBCRA representatives, which will be the designated core project team.

### Initial Research

Prior to and following the project launch meeting, BSA will begin conducting in-depth quantitative research on Dania Beach and the surrounding area focusing on demographics, major employers, available workforce, available sites and buildings, higher education, public education, recent economic development successes/losses and other key economic factors important in the location analysis process, including quality of place factors. Sources used for such research will include, but not be limited to: Decision Data Resources for the latest demographic data, the DBCRA, city of Dania Beach and the Greater Dania Beach Chamber of Commerce websites, area educational institution data, public education data and other information provided by the DBCRA. BSA will also review any information the DBCRA has developed that pertains to recent economic development efforts, as well as any other past strategies, workforce analysis and other similar studies conducted related to the Dania Beach area.

### Project Launch Meeting

BSA will conduct a project launch meeting with the identified DBCRA core project team to finalize the goals, objectives, expectations and schedule of the project. This meeting is important in that it will provide the basis for close collaboration and consensus between BSA and the DBCRA on the overall direction of the project. The collective understanding and communication resulting from this project launch meeting will be vital to the success of the project.

The objective of the meeting will be to discuss the elements of the project, confirm expectations and make any revisions to the project scope, as necessary. The meeting will also establish the preferred communications framework.

The meeting will include discussion of plans and timing of the Input Session, as well as collaborative discussions to identify stakeholders who should be invited to attend the session and others that should be interviewed individually by phone, if needed. An outline of the proposed online survey will also be provided and discussed at this meeting.



### Tour of Dania Beach

Prior to or following the project launch meeting, BSA would like to have a tour of Dania Beach in order to gain an even better understanding of the assets and challenges of the area.

### Input Session/SWOT

The focus of the Input Session will be on determining the assets and challenges in Dania Beach related to creating, attracting and supporting business and industry, and discussion on how to maximize the assets and overcome the challenges.

Participants in the Input Sessions may include: elected officials, DBCRA board members, economic development professionals, local employers, educators, real estate developers, local utilities, young professionals, and other identified stakeholders in the area.

This Input Session, which will include a SWOT analysis, will play an important role in preparation of the Economic Development Strategic Blueprint for Dania Beach, which will guide the area's economic development efforts over the next five years.

### Interviews/Group Discussions

As needed, in addition to the Input Session, BSA will conduct individual phone interviews with other identified representatives.

### Online Survey

BSA believes there may be a need to launch a short and targeted survey to a wider audience of stakeholders in Dania Beach, which may include business representatives, elected leadership and economic development leadership, in order to gauge broader perceptions and a sense of priorities as it relates to the economic development future of the area. The survey will be limited to no more than ten questions and will be designed to assist the DBCRA in better gauging the sentiments on economic development in general, as well as the assets, challenges and needs in Dania Beach.

The target recipients of this survey will be discussed at the project launch meeting, but should be individuals that have a vested stake in the future direction of Dania Beach from an economic development perspective. The ultimate goal of the survey will be to gain additional understanding of the unique assets and challenges of Dania Beach in attracting and maintaining business and industry.



### Findings Summary and Analysis

BSA will collect and analyze all data gathered to date and prepare a summary of all research and related findings, which will be deemed the Dania Beach Area Assessment deliverable. Summaries from the Input Session, interviews and survey will be included. BSA will analyze the findings from this summary to make an initial assessment of the potential targeted business opportunities for Dania Beach, as well as potential strategic recommendations to move the area to the next level in economic development.

### Targeted Business Opportunities Identification

The main goal of developing an Economic Development Strategic Blueprint for Dania Beach is to provide direction to the DBCRA and guide prioritization of the organization's objectives, actions and resources in the 21<sup>st</sup> Century economy. A key part of any Economic Development Strategic Blueprint is the identification of the targeted business opportunities that a location should focus its efforts on for which it has an existing foundation and a clear competitive advantage, that are growth sectors nationally and at the state level, and those that are economically, environmentally and socially acceptable to the area.

In its determination of the best targeted business opportunities for Dania Beach, BSA will review a combination of quantitative and qualitative data. Sources of data utilized in this review may include, but will not be limited to: Hoovers, U.S Census Bureau data related to business and industry; U.S. Bureau of Labor Statistics data (Quarterly Census of Employment and Wages data, Location Quotient data and Occupational Demand Data), and others. BSA will also consider recent project locations or expansions in the Dania Beach area to identify potential emerging sectors. In addition, BSA will review the unique assets of Dania Beach identified in the Area Assessment in comparison to sector needs such as workforce, training requirements, infrastructure, transportation and other factors to determine whether the sector is a fit.

### General Business and Target Base Review

BSA will review and evaluate the existing business/industry base in the Dania Beach area, and, based on identified predominant sectors, BSA will determine which sectors are growing at the national and state level. In addition, BSA will compare the area's assets as ascertained in the Dania Beach Area Assessment, against the needs of any potential targeted business opportunities identified in this review to ensure the sector is still a fit.

### Recent Project Activity Review

BSA will work with the DBCRA to review recent and current project activity, as well as expansions and closures of existing business and industry in the area. This information will contribute to a better



understanding of the type of projects that have been considering the Dania Beach area, as well as the targeted business opportunities that are candidates for further consideration.

#### Other Emerging Sector Review

BSA's review will ensure that each potential sector identified is a growth industry nationally and at the state level and that the Dania Beach area has a clear competitive advantage for the sector based on its unique assets. BSA will also ensure that the sector is economically, environmentally and socially acceptable to the area.

#### Targeted Business Opportunities and Niche Identification

Based on the review of the existing business/industry base, recent project activity and the review and identification of other emerging sectors, BSA will determine up to five targeted business opportunities for Dania Beach. BSA will also work to highlight evolving niche opportunities within specific sectors.

#### Update/Directional Meeting

BSA and the DBCRA core team will meet to review the findings related to the identified targeted business opportunities and niche sectors. The rationale for each target will be reviewed and finalized based on the discussions at this meeting.

#### Targeted Business Opportunities Profiles

BSA will then develop a profile for each identified targeted business opportunity, which will include:

- A brief overview of the sector
- Growth opportunities
- Competitive strengths of Dania Beach
- Identified niche sectors
- Rationale for selection

#### Strategic Recommendations

With the completion of the Dania Beach Area Assessment and identification of the targeted business opportunities for Dania Beach, there will be policy and other changes identified that need to be implemented in order for the area to be most successful in recruiting such sectors, retaining existing business/industry and being successful in its overall economic development efforts going forward. Potential categories and a brief overview of these recommendations may include, but are not limited to, the following:



### Education/Workforce

An area's ability to educate its citizens, as well as to create and develop economic development opportunities for them is more than ever determined by the overall quality of its workforce. Today's global economy requires a much more educated, adaptable and innovative talent base and availability of such skilled workers is now a top requirement of nearly all, if not all, site location projects. It also requires availability of workforce training and other resources and support companies need to be more competitive.

BSA will make recommendations on how the DBCRA can better partner with the appropriate federal, state and local agencies to address workforce issues that are likely to come to light through this process.

### Entrepreneurship

Entrepreneurs create new wealth for themselves and their communities. The ability to generate new ideas and turn those ideas into reality is a critical factor in creating a competitive advantage and wealth not just for companies, but for localities, as well. Many local economic development organizations are now taking the lead on entrepreneurial development.

BSA will review current entrepreneurial assistance provided in the area and make recommendations to enhance such assistance, as needed.

### Existing Business/Industry

A successful existing business/industry program should facilitate job growth and result in saved jobs due to possible downsizing or relocation. The majority of existing business/industry activity should take place at the local level.

BSA will review existing efforts related to existing business/industry services and make any recommendations for improvement, if needed.

### Incentives

Incentives are an important factor in offsetting project costs for companies that are expanding or locating new operations. Many states and localities offer tax and non-tax incentives to attract businesses that create jobs, make capital investments or both. Incentives can make a difference in the site selection process, particularly when the choice is between two or three final locations.

Local participation in incentives packages is an expectation by companies today. More communities are providing local incentives beyond the typical property tax abatement, infrastructure grants and fee waivers. Many communities today have cash grant funds available for certain projects that are



funded by a number of different mechanisms such as Tax Increment Financing (TIF), earmarked taxes such as local option sales taxes designated for economic development projects, and issuance of general obligation bonds.

BSA will review any existing local incentives offered by Dania Beach, and make recommendations on how to further develop its incentive offerings based on what BSA knows other localities have been doing to increase their competitiveness.

### Infrastructure

The availability of certain infrastructure such as electricity, water/sewer, telecommunications and transportation, is often an important driver in location decisions of companies. For example, a customer contact center will require excellent telecommunications infrastructure such as broadband access. Some manufacturers are large power users that require available, reliable and affordable power. Other projects, such as food processing may require access to large amounts of water.

BSA will assess the infrastructure needs of the targeted business opportunities identified and ensure that the area can meet such needs. If there are any gaps, BSA will make recommendations to improve such infrastructure.

### Marketing/Communications

The importance of marketing and communications cannot be denied and is a key function for any effective economic development effort. It is critical that marketing tactics are used to communicate Dania Beach's strengths to both internal and external audiences both through the DBCRA website and other means. The internal audiences are just as important as prospects, because the most effective marketing programs are those that start within an organization.

BSA will develop key messages for Dania Beach as to its strengths/assets from an economic development perspective. Key messages will also be developed related to each of the targeted business opportunities identified as part of the rationale for selection of each target.

### Product Development

The availability of product or sites with infrastructure is often a key driver in location decisions today. When BSA conducts the tour of the Dania Beach area, we will want to see any available sites and buildings, as well as any property that could be developed for future business/industrial use. BSA will make any necessary recommendations for Dania Beach to continue to ensure it has the product available to attract new business/industry over the next five years.



### Quality of Place

Quality of place can be a significant factor driving where companies choose to locate. However, it is usually based on subjective features related to the environment and culture of a place, and varies significantly by individual. Factors that determine quality of place may include but are not limited to: availability of arts/culture and recreational/leisure activities, available housing, climate, crime rate, cost of living, healthcare quality and cost, quality of public education, and many others.

BSA will review such factors, determine the strengths/challenges of Dania Beach related to each and make recommendations to address any weaknesses.

### Regionalism

Regional economic conditions have assumed greater importance in today's economy, as talented people and new ideas are now the most critical drivers of growth. Regions are where companies, government, universities and other research institutions and workers interact most directly. The regions that can attract the most talented residents and support development of innovative companies will see the most prosperity.

BSA will review Dania Beach's current regional efforts and determine the best approach to supporting regionalism going forward.

### Other to be Determined

There may be other areas not referenced above that surface during the Input Session, interviews and survey, which are part of this process. Such areas will be addressed as appropriate as part of the Economic Development Strategic Blueprint for Dania Beach.

## Project Delivery and Roll-out

### Final Economic Development Strategic Blueprint

BSA will combine all components, the Dania Beach Area Assessment, the Targeted Business Opportunities Identification and the Strategic Recommendations, into one final draft Economic Development Strategic Blueprint. BSA will deliver a final draft of the Blueprint to the DBCRA core team at a draft deliverable meeting in order to provide the opportunity for final input. Once the draft is finalized, an Executive Summary will be prepared. The final Blueprint, along with a separate Executive Summary, will then be delivered to the DBCRA core team electronically in PDF format.



### Implementation/Action Plan

Following development and delivery of the Blueprint, BSA will work with the DBCRA core team to develop an Implementation/Action Plan designed to provide a roadmap for achieving the recommendations outlined in the strategy. This Implementation/Action Plan will provide an implementation matrix to include priorities, the overall strategies related to those priorities and the tactics designed to achieve the overall goals, as well as assignment of responsibilities, timing and status of each tactic in the plan.

### Roll-out Presentation

BSA will then prepare a presentation summarizing the Blueprint and present it at a separate meeting with the audience to be determined by the DBCRA core team.



**Timeline**

The proposed timeline below provides for four phases. This timeline can be further discussed and potentially modified. Note that completion time depends on start time, as well as the ability of the core project team members to assist with the scheduling of needed meetings, the survey launch and to provide other requested information. Currently, BSA is anticipating four trips to Dania Beach for in-person meetings, which are highlighted in blue below.

Dania Beach Area Assessment	
Initial Research	<i>Month 1</i>
Project Launch Meeting	<i>Month 1</i>
Tour (combined with Project Launch Meeting)	<i>Month 1</i>
Input Session	<i>Month 2</i>
Interviews (by phone as needed)	<i>Month 2</i>
Online Survey	<i>Month 2</i>
Findings Summary and Analysis	<i>Month 2</i>
Targeted Business Opportunities Identification	
General Business and Targeted Base Review	<i>Month 1</i>
Recent Project Activity Review	<i>Month 1</i>
Other Emerging Sector Review	<i>Month 2</i>
Targeted Business Opportunities and Niche Identification	<i>Month 3</i>
Update/Directional Meeting	<i>Month 3</i>
Targeted Business Opportunities Profiles	<i>Month 3</i>
Strategic Recommendations	
Develop Strategic Recommendations	<i>Month 3</i>
Project Delivery and Roll-out	
Final Draft Blueprint Review	<i>Month 4</i>
Implementation/Action Plan (combined with Roll-out Presentation)	<i>Month 4</i>
Roll-out Presentation	<i>Month 4</i>

**Fee**

The fee will be based on the estimated time and experience of the individuals performing the work plus out-of-pocket expenses, capped at twenty percent (20%) of the total fee. The fee will not exceed \$25,000 plus expenses.