

## Indian River County Chamber of Commerce Economic Development

# FY2017-2018 Annual Report to the Indian River County Board of County Commissioners

December 7, 2018

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## Economic Development Annual Report October 1, 2017 – September 30, 2018

### **ADMINISTRATIVE**

### **Local Government Funding**

The Indian River County Chamber of Commerce is designated as the primary economic development organization as referenced in the Economic Development Element of the county's Comprehensive Plan. The Board of County Commissioners has encumbered funds from General Revenue for the Chamber's Economic Development Office (EDO) to conduct economic development activities on their behalf. These activities include business recruitment, retention/expansion, small business development and entrepreneurship.

In April of each year, the EDO submits a detailed budget requesting funds for the upcoming fiscal year through the county's regular budget process. The process includes a review and recommendation from the county's Economic Development Council. In fiscal year 2017-18, the County encumbered \$185,054 for reimbursement of eligible expenses.

Note that no economic development incentives, direct or indirect, were requested or awarded to new or expanded business in FY17-18.

### **Private Sector Funding**

Over the years, the private sector has also invested in economic development. In FY2017-18, \$41,100 was invested in the **Economic Leadership Alliance (ELA).** We provide opportunities for our ELA investors to be more engaged, such as email updates, special events and welcome receptions for newly locating businesses. All economic development funds, public and private, are kept in a separate account from Chamber-generated funds. A complete list of ELA investors follows; this list is also on the economic development website, with links to each investor's website.

ELA funds are used to leverage public sector funding, and when it may not be appropriate to use taxpayer dollars. Also, the cost of website hosting and maintenance is shared between the public and private sectors, as is the cost of salaries and other administrative expenditures.

### **Administrative Costs**

Economic Development administrative costs are shared between county funds and private sector funds. A total of \$90,520 in county funds was expended for administrative costs which include salary, building insurance, and an annual audit as required by the county. Additional staff plus general overhead costs, such as facility use, office space, and utilities are provided pro bono by the Chamber.



### Economic Leadership Alliance

Leading the way to a healthy economy

### **Economic Leadership Alliance Investors**

Chairman Level (\$5,000)

Florida Power & Light Piper Aircraft, Inc.

Indian River Press Journal/TCpalm.com

Corporate Level (\$2000)

Dyer Automotive Marine Bank & Trust Seacoast National Bank

TD Bank

Leadership Level (\$1,000)

Armour Capital Management Business Development Alliance

CenterState Bank

Coldwell Banker Paradise Realtors

George E. Warren Corp. Northern Trust Bank

Oculina Bank VeroBeach.com Wells Fargo

Supporter Level (\$500)

Bill Bryant & Associates, Inc.

Robert Brackett Family Foundation

CareerSource Research Coast

Dale Sorensen Real Estate, Inc. Disnev's Vero Beach Resort

EGP Document Solutions

Florida Atlantic University-Harbor Branch

Oceanographic Institute Foundation

HBS, Inc.

Indian River State College

Laurel Homes, Inc.

MBV Engineering, Inc.

National Bank of Commerce

Orchid Island Golf & Beach Club

**Proctor Construction Company** 

Rossway Swan Tierney Barry Lacey

and Oliver

Schlitt Services

Sun Aviation

Friends of Alliance (<\$500)

Adams Media Group

Alex MacWilliam, Inc. Realtors

Boyle & Drake, Inc.

Brewer International, Inc.

Carter Associates, Inc.

Creative Floors Carpet One

**Croom Construction Company** 

Hayhurst Land Surveying Inc.

John's Island Real Estate Company

Lambert Commercial Real Estate

New Vision Eye Center

Northwestern Mutual Life

Parker Hannifin

Rogers Brothers Groves, Inc.

School District of Indian River County

Strunk Funeral Home

Jeff and Peggy Thompson

Vero Beach Regional Airport

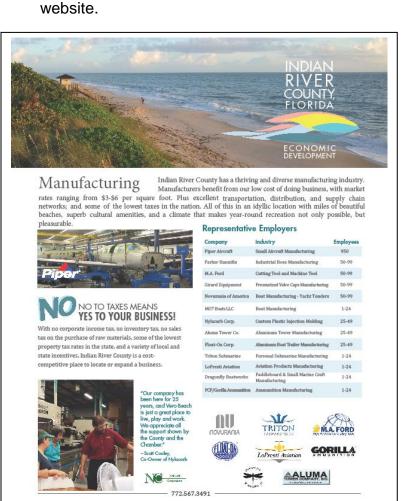
Vero Millwork, Inc.

### **BUSINESS DEVELOPMENT**

A revised targeted industry list, as reflected below, was approved by the Commission to better focus our recruitment efforts. The County maintains the original targeted industries list in the Economic Development Element of their Comprehensive Plan, referenced primarily for incentive purposes.

- Manufacturing
- Professional, Scientific and Technical Services, to include Computer Systems Design Services, and Environmental Consulting Services
- Transportation and Warehousing
- Agriculture, to include Aquaculture Farming, and Crop Services
- Health Care, specifically Specialized clinics

The collateral material for each of the targeted industries summarize the benefits of locating a business to Indian River County. The material, including a Community Profile overview, is included in all prospect proposals either "hard copy" or electronically as it relates to the prospect's industry. Copies can also be downloaded from the economic development





### **Property Search Website www.indianriversites.com**

Our property search website continues to be upgraded by the host, GIS-Planning. The program is used by site selectors and business executives as they conduct their site location due diligence. EDO staff includes the site's demographic and business intelligence data when submitting detailed proposals to prospective clients.

The full-edition upgraded site includes heat maps illustrating a variety of demographics, city-to-city or county-to-county comparisons, and mobile capabilities. Visitors are able to choose certain "layers" to show where broadband is available, local zoning, water lines, transportation infrastructure and other utilities.

As of 9/30/18, the site had 91 Users (realtors), a slight increase from the last fiscal year, with 164 active properties listed, also a slight increase from FY16-17. The site is available to all non-residential realtors, at no charge, who have properties available for lease or for sale in Indian River County, either buildings or build-to-suit sites. The realtor's listing information stays current for six months, at which time GIS-Planning sends them a renewal notification. An EDO volunteer assists with reminding realtors about their property listings expirations.

All listings are automatically uploaded to Florida Power & Light's property search website. Buildings over 10,000 square feet and sites 10 acres or larger are uploaded to Enterprise Florida's property search website. These are the primary organizations contacted by site selection consultants when initially conducting site searches on their clients' behalf.

### **Property Search Website - Analytics**

The site allows the Administrator (the EDO) to view the number of visitors and the visitor's IP address, the pages viewed and the length of time on each page. In the period covering 10/1/2017 through 9/30/2018, analytic data demonstrates that there were 2,368 searches, 300 more than the previous year. Of those total searches, 80% searched for existing buildings.

	Searches by Type - 10/1/2017 thru 9/30/2018					
						TOTAL
Date		Sites	Buildings	Communities	Businesses	SEARCHES
Oct 1-De	c 31	35	402	64	18	519
Jan 1-Mai	r 31	54	577	57	23	711
Apr 1-Jun	30	35	476	36	24	571
Jul 1- Sep	ot 30	<u>13</u>	<u>504</u>	<u>46</u>	<u>4</u>	<u>567</u>
Totals		137	1959	203	69	2368

Of the features accessed on the site for reports, the most widely used were full property reports (901) and community reports (284), with many printed out and/or saved to a folder, as well as direct links made to realtors' websites.

### RECRUITMENT/PROMOTION

### **Announced Projects**

- IMPAK Corp The company expanded its California operations to Sebastian, purchasing the Liberty Park building on 102nd Terrace.
  - Produce specialty packaging, especially for the medical industry. The new facility will service customers along the East Coast and Europe
  - Anticipate 40 new employees by Spring 2019
  - Facilitated meetings between the COO and representatives from Indian River St.
     College, FL Institute of Technology, and Indian River School District to discuss skill sets needed for new hires. Also explained the Local Jobs Grant program.
- Frankens Energy Group The investment group is developing the Indian River Eco-District industrial park, the first of its kind on the East Coast. Plans include:
  - Recruiting 7-8 industrial tenants with business-to-business relationships as suppliers and/or vendors; prospective companies include those involved in cold storage, beverage bottling, recycling, industrial composting
  - Anticipate 200-250 new jobs by mid-2020, and a \$40-60mm capital investment

### **Active Projects**

- Central FL-based candy manufacturer, start with 15 new jobs; produce candy under national name brands, including special orders; 60 employees in their current location.
- Software development company relocating from New York to Indian River County, anticipating 15-18 new jobs. Provided information on potential office locations, training providers, and workforce resources. The lead came from a Chamber board member.
- Continue to communicate with the principals of the aircraft parts manufacturer from Spain. The company was drawn to Vero Beach, expressing an interest in working with Piper Aircraft in a limited capacity, anticipating 35-50 new jobs. Company representatives were part of a group of 20 CEOs visiting key aviation locations in the U.S., including Piper Aircraft (pictured right).
- Maryland-based call center operation, anticipate 20 jobs; began working with the owner in 2015.
- Continue to communicate with the COO of a New York-based manufacturer. The EDO began communicating with the owner in April 2016; he anticipates a 2-3 year decision process, and has enlisted the help of Enterprise FL. The company currently has 40 employees, but may relocate only the manufacturing and shipping operations, keeping the administrative office in NY. The company was referred by a Chamber member.
- Met with representative of a commercial airline considering Vero Beach Airport as potential location; provided demographic information.

### **Enterprise Florida Leads**

Provided detailed location and demographic information to Enterprise FL for the following projects, as outlined in the Requests for Proposals. The EDO emails the proposals to local commercial/industrial realtors requesting property information as specified in the proposals. Turn-around time for responding is typically 3-5 business days. Names of the prospective companies are not revealed in the RFPs.

- Project Dorothy manufacturer of construction equipment, 700 jobs projected, \$63MM capital investment, also considering sites in Michigan
- Project Dennison solar array, three jobs, \$300MM capital investment, also considering sites in Georgia
- Project Golden Opportunity customer service location in the North American market,
   400 jobs, \$12M capital investment
- Unified Works Ltd Ohio-based company assembles re-chargeable generators for industrial, governmental and residential use, considering Indian River County as its primary location; anticipates 200 employees

### **Additional Lead Generation**

Once the ED Director conducts research on the prospective company, our office provides location and demographic information to the listed contact and/or the CEO on leads shared from the following sources:

- Business Facilities magazine 15 packages sent to firms requesting property and business information as a result of placed ads.
- Expansion Solutions magazine the Publisher attends select industry trade shows, sharing information with his advertisers on businesses contacted. Leads are screened and researched.
  - National Business Aviation Association (NBAA), Las Vegas 11 prospect packages sent, based on companies' interest in a Florida or Southeast U.S. location
  - Great American Trucking Show, Dallas 10 prospect packages sent highlighting the transportation benefits for potential distribution center facility sites in Indian River County
- Site Location Partnership (SLP) Under an agreement with SLP, the company represents Indian River County at six industry trade shows throughout the year, using our collateral material. Following each event, SLP staff distributes lead generation reports listing companies that have expressed interest in relocating or expanding. As a client, our office is able to attend these trade shows at no cost under SLP's registration.

While on location for the trade show, SLP organizes an evening networking event for local site selectors, inviting clients who attend the trade show an opportunity to interact in a small group setting with consultants.

The company also sends out targeted emails to C-level executives in industries we've selected, sharing results of those emails as to the executive's level of interest.

### **Print/Electronic Advertising/Online Marketing**

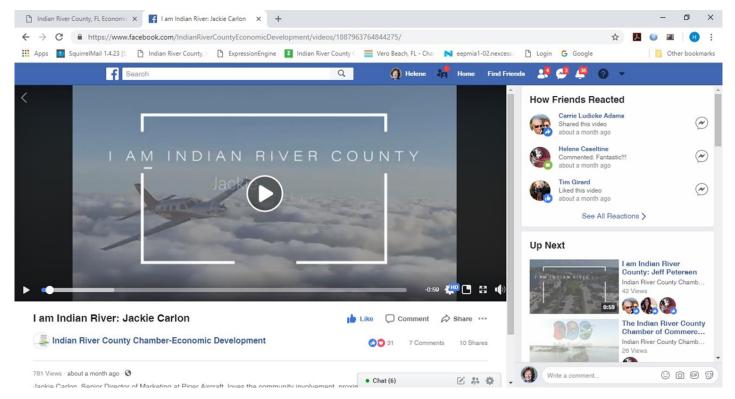
### Online Promotion

The EDO office hired a local public relations firm to increase our online presence incorporating several social media platforms. They have conducted video interviews with the owners of local businesses we have assisted: Girard Equipment, Blue Dog Business Services, Dragonfly Boatworks, and Parabel. Those video testimonials were uploaded to the economic development website on the Site Selection page.

A seven-month <u>video campaign</u> was launched, called "I Am . . . Indian River County" featuring one local resident per month who is part of the business or educational community explaining why they have stayed in, or returned to, Indian River County. Videos featured:

- Dr. Kerryann Monahan, Chair of St. Ed's Science Department
- Andy Beindorf, President of National Bank of Commerce
- Stratton Borchers, President of TrueAero
- Jeff Schlitt from Schlitt Insurance
- Carolyn Nelson, CareerSource Research Coast
- Jackie Carlon, Marketing Director with Piper
- Jeff Petersen with Merrill Lynch





### Print Ads

The EDO purchased print ads in nationally distributed industry focused publications, all of which include electronic links on the publications' websites and distribution at industry-focused trade shows. The publications' art departments provide creative work at no additional cost. Many ad placements also include editorial coverage.

- Business Xpansion Journal
  - July/Aug. 2018: tourism and manufacturing focus (pictured right)
  - Sept./Oct. 2018: healthcare section
- Expansion Solutions each issue included a 300-word editorial promoting the benefits of locating a business to Indian River County
  - September/October 2016: Aviation focus, NBAA distribution
  - January/February 2017: Logistics focus; FL feature
  - July/August 2017: Warehouse/distribution; outdoor recreation



### **LOCATIONS FOR THE TOURISM INDUSTRY**

year-round moderate climate for which the Sunshine State is famous.

Surrounded by miles of pristine beaches, ranches and citrus groves, Indian River County's superb quality of life has attracted innovative businesses and talented professionals from around the country. Offshore, the waters of the Gulf Stream ensure year-round mild temperatures, warm in winter and breezy in summer so you can enjoy out-door activities throughout the year. Twenty-three miles of golden beaches, azure waters of the Indian and Sebastian Rivers and Jush farm and woodlands blend to characterize this beautiful area "where the tropics begin."

Vero Beach, the county seat, has long been a popular resort area, attracting thousands to the array of recreational and entertainment pursuits it offers. Sebastian, in the northern part of the county, is home to the Pelican Island National Wildliffe Refuge, a National Historic Landark and the first Wildliffe Refuge in the U.S. Sebastian also offers one of the most spectacular skydiving venues in the world, and is ideal for surfing with several major competitions held annually.

Indian River County's allure as a light industrial site is best demonstrated by the fact that many companies have chosen this location because of the positive vacation experience of their C-level executives. Companies are attracted to the county because of its relatively low land and labor costs, the absence of a state income tax and competitive property tax rates—one of the lowest in Florida. Tax abatements and the Local Jobs Grant program encourage eligible new and existing firms to add new jobs for local residents.

Advanced industries from aviation manufacturing and emerging technology to specially healthcare all benefit from low cost of doing business; a large, well-trained and available workforce; and some of the lowest taxes in the nation. With convenient access to highways, rail and ports, along with large tracts of

buildable land, many transportation and distribution companies have chosen to locate in the county.

Indian River County also has two general aviation airports, Vero Beach and Sebastian, and is located minutes from Melbourne International Airport. Vero Beach Regional Airport now offers non-stop flights on Elite Airways to Newark, NJ, White Plains, NY and Portland, ME.

Healthcare and specialized medical care also are key factors in many location decisions, and Indian River County's medical facilities provide the latest in advanced healthcare technologies. Indian River Medical Center (IRMC) has partnered with Duke Health to provide heart and cancer care, plus many other services that are usually only found in academic medical centers. The Cleveland Clinic is in megotiations to take over the hospital later this year. Sebastian River Medical Center offers surgical services using innovative robotic tools for surgery.

Indian River County offers many cultural and entertainment venues comparable to communities much larger in size. Art nalleries and studios including monthly Art Walks, professional and community theatres, plus a children's theatre, the highly regarded 33-piece Atlantic Classical Orchestra and the state's only teaching museum have all put Indian River County on Florida's cultural map.

An available and trainable workforce of approximately 638,000 within an hour's drive time makes Indian River County a highly desirable location. Indian River State College is nationally recognized for its innovative curriculum and close working relationship with the business community, filling the training needs of industry, and preparing the next generation of workers. The Indian River School District continues to expand and enhance its Career and Technical Training curriculum through partnerships with local businesses.

A paradise for surfing, fishing, golfing, boating, shopping, dining, birdwatching, kayaking and long walks on the beach, Indian River County, FL has it all—a location central to the success of



- Trade & Industry Development
  - November/December2017: Logistics industry
- Business Facilities:
  - Site Seekers Guide, enhanced listing
  - May/June 2018: tourism focus (pictured left)

### **National Recruitment Events**

- Women in Economic Development, Charleston Registration is limited to 100 attendees, who are local EDOs from throughout the U.S. This format allows for more interaction with invited site consultants who provide insight on industry trends, and suggestions on promoting communities for new business. As follow-up, sent promotional thumb drives to each consultant, as attendees are not allowed to distribute promotional material at the event.
- Trade Show Activity Attended the following trade shows, promoting Indian River County to exhibitors and attendees as a desirable location. Follow-up information was sent to select exhibitors/prospects.
  - MD&M/Advanced Manufacturing in Anaheim, 2143 exhibitors
  - National Plastics Expo in Orlando, 2180 exhibitors/74,550 attendees
  - IFT Food Expo in Chicago, 1200 exhibitors

### Florida's Research Coast Economic Development Coalition (RCEDC)

RCEDC began in 1996. It is a tri-county collaboration among the primary economic development organizations in Indian River, St. Lucie, and Martin counties, and the President of CareerSource Research Coast. Partners collaborate to promote the region as a viable business location. The Chamber is one of the founding partners, and the Chamber's E.D. Director is the organization's Immediate Past-Chair and Secretary.

### **RCEDC Partnership Activities**

- Participated in pre-arranged In-Market site consultant meetings to promote the region.
   Follow-up information on Indian River County was sent to each consultant. Consultants' emails are added to the EDO's database, to notify them of project announcements, program upgrades and property availability.
  - Dallas, TX seven appointments with ten consultants; a representative from FPL accompanied us on the trip
  - Chicago, IL seven appointments with seven consultants



 Hosted the "Leading the New Breed Symposium: Motivating Managers, Millenials and Misfits", featuring author Phil VanHooser. Nearly 200 attended from throughout the region.

L-R: Del Boyette, Boyette Strategic Advisors; Phil VanHooser; Amy Brunjes, FPL; Pete Tesch, St. Lucie EDC; Helene Caseltine; Tim Dougher, Martin County BDB; Crystal Stiles, FPL; Rob Sitterly, Merit Advisors

WWW.FLORIDARC.COM

### **BUSINESS RETENTION/EXPANSION**

### **Expansion Activities**

- Golf Carts of Vero Beach met with the owners several times to discuss potential site
  locations for their retail and manufacturing operations, as well as financing options. After
  a fire totaled their facility, contacted local agencies to provide financial assistance for
  the company's employees.
- Novurania With representatives from Enterprise FL, met with the new owners to discuss state and local incentive programs, hiring/training resources; the company anticipates adding 20 new jobs. The company's Italian owners have taken over management responsibilities.
- Triton Submarines Anticipating ten new jobs, adding to its 24 current employment, and an estimated capital investment of \$750,000. The company moved into its new building on 102<sup>nd</sup> Terrace, behind Macho Products.
- National Aperture participated in a Pre-App conference with the owner and project engineers. The company is planning to construct its own building off 102<sup>nd</sup> Terrace, relocating from its current operations at the Sebastian Airport.
- 7-Oceans toured the company's facility with Commissioner O'Bryan, the County Administrator and the Assistant County Attorney. Discussed expansion plans, and explained programs available to them, including resources available for hiring new employees, job training and the county's Local Jobs Grant.
- Met with a representative of MWI Corporation to discuss plans for the company's
  proposed expansion and explain the county's Local Jobs Grant program. The company
  is planning to relocate half of its manufacturing operations from Deerfield, and add a
  new product line; anticipate 20-30 new jobs and estimated \$1.5 million capital
  investment.
- With Commissioner O'Bryan, met with executives from Girard Equipment to discuss expansion plans and potential programs to assist in either renovating their current facility or move into a larger building.

### **Industry Tours**

In recognition of National Manufacturing Month, coordinated a tour of the CVS
 Distribution Center for members of the Treasure Coast Manufacturers' Association and
 students from the Indian River State College Logistics program.

### Other Retention/Expansion Initiatives

- Coordinated the filming of "How It's Made" for Schact Groves, Float-On Boat Trailers, Dragonfly Boatworks and M.A. Ford. The segments will air on the Discovery Channel in late 2018/early 2019.
- Accepted a Proclamation from the County Commission recognizing April 29 through May 5, 2018, as Small Business Week in Indian River County. This is a national initiative through the Small Business Administration, highlighting the positive impact small businesses have in our community.

 Partner with the Space Coast EDC to provide local businesses greater opportunities for government contracting. The program, "GO Online", <a href="http://www.indianriverbids.org">http://www.indianriverbids.org</a>, is available to local manufacturers and Chamber members at no cost. Proxity-ec, a Florida-based firm that maintains the site. It is a single online resource that contains solicitations and awards from all federal, state and local governmental agencies including the military and sub-contracting opportunities.

### **New Retention Initiatives**

- Manufacturing Boot Camp Facilitate monthly meetings with the Indian River School
  District, high school Guidance Counselors, CareerSource reps, non-profit reps and
  local manufacturers. The goal is to introduce manufacturing as a career option for high
  school students who are not planning a post-secondary education, and familiarize
  parents of the benefits. After graduation, seniors will spend a week visiting local
  manufacturing facilities to learn about the processes and products along with skill sets
  needed.
- Workforce Readiness Taskforce Initiated monthly meetings with staff from CareerSource, the School District, Treasure Coast Builders' Association, and local businesses. The goal is to develop training programs, including apprenticeships and pre-apprenticeships, for youth and job-seekers that cater to the skill sets needed by local businesses in the following industry sectors: manufacturing, healthcare, and contractor/trades. This is a spin-off of the meetings conducted in St. Lucie County.

### **Small Business Development/Entrepreneurship**

The EDO partners with the University of Central FL and the FL High Tech Corridor to provide the "FL Virtual Entrepreneur Center" portal as a direct link on the economic development website. Our local website portal, www. flvec.com/indianriver.com, provides

local, state and federal resources for small business owners and entrepreneurs.

The site also offers an opportunity for local business owners to promote their business and potentially serve as a mentor – all at no cost to the business or the start-up. An event calendar on the Indian River page lists local workshops scheduled through the Chamber, SCORE, the Small Business Development Center, and other organizations that can assist small business owners and entrepreneurs.



Staff from the FLVEC maintains the website.

### **General Business Assistance**

Assisted 49 individuals, including those interested in starting a business, with information on local demographics, statistics, and details on establishing a business in Indian River County. This number reflects only those who contact the EDO via email; it does not include the many phone calls received each week or walk-ins.

### **PROGRAMS**

### **ACCRA Cost-of-Living Survey**

The EDO has participated in the survey since 1996, with Chamber volunteers assisting in the data collection. The program compares the relative price levels for 60 consumer goods and services among approximately 300 communities nationwide. Indian River County is the only county in the region that participates, and one of ten communities in Florida to do so.

The Council for Community and Economic Research (C2ER) produces the subscription-based *ACCRA Cost of Living Index* report three times per year. The data is used by business executives and site selectors when conducting their due diligence, comparing the cost of business in select communities.

The EDO maintains a cost-of-living calculator on the <u>"Business Assistance"</u> page of our website, and media releases are sent highlighting data from the report.

October 2018	Overall Index*	Housing Costs	Apt. Rents	Gas Prices
Indian River County	98.9	\$301,491	\$982	\$2.69
Ft. Lauderdale	119.8	\$565,229	\$1,954	\$2.73
Atlanta	102.7	\$356,097	\$1,396	\$2.71
Chicago	120.8	\$503,813	\$2,039	\$3.54
Harlingen, TX (lowest)	76.5	\$207,700	\$680	\$2.30
Manhattan, NY (highest)	240.6	\$1,915,000	\$4,913	\$2.55
*Based on a national average index				

### **Industry Appreciation Awards**

As a component of our business retention activities, the Industry Appreciation Awards recognize local companies for their architectural achievements, success within their industry and community involvement.

- Organized the 2018 awards luncheon, celebrating the program's 30th anniversary, with 200 attendees and 24 awards presented
- Facilitated five Industry Appreciation Committee meetings
- Developed and delivered a Proclamation to the Board of County Commissioners recognizing Industry Appreciation Week in Indian River County
- We congratulate our 2018 Small, Medium and Large Companies of the Year: Reiner Family Dental; Paris Air; and Home Instead Senior Care.



### Governor Scott's "12 County Initiative"

Based on 2015 unemployment statistics, Indian River County is included in the Governor's "12 County Initiative - Providing Opportunities for Improved Economic Outcomes".



- Participated in discussion with officials from FL Dept. of Economic Opportunity (DEO) and Commissioner O'Bryan, the County Administrator and county staff, to learn about the Governor's program and potential benefits to IRC
- Provided DEO reps a familiarization tour
- DEO coordinated a Roundtable event involving numerous state agencies. inviting members of the public for an open discussion on economic development issues in Indian River County.
- DEO is to come back to the county with a summary of key issues and recommendations.

### **Communication and Public Relations**

### Communication/Presentations

- Guest on local radio shows:
  - Local News Magazine, weekly guest
  - David Walsh show
  - Talk of the Town with Marcia Littlejohn
  - Vero Insider and Beauty and the Beach to promote the Industry Appreciation Awards program and encourage nominations

### Presentations

- Board of County Commissioners, and Chamber Board of Directors FY2016-17
   Annual Economic Development Report
- Webinar for Coldwell Banker Paradise brokers, focusing on the features of our property search website, www.indianriversites.com
- Leadership Indian River County Organized "Economic Development and Tourism" Day for 23 participants, arranged guest speakers and a tour of the CVS distribution facility
- Treasure Coast Builders Association
- Exchange Club of Vero Beach
- Realtors Association of Indian River County (General Membership and their Government Affairs Committee)
- Forwarded info to site consultants in our database announcing Cleveland Clinic coming in to our market, replacing IRMC – received positive feedback.
- Submitted numerous media releases to local and statewide media outlets on project announcements, special events, reports, activities, and other pertinent information. Copies of media releases are emailed to the County Commissioners.

### **Committee Involvement**

- CareerSource Research Coast, Board Member
- Treasure Coast Regional Planning Council, CEDS Committee
- Moonshot Moment Community Action Network, Outreach Committee
- Indian River County School District Career & Technical Education Committee
- Workforce Readiness Task Force
- Manufacturing Boot Camp Task Force, Facilitator