



Executive Committee Agenda, Friday – No Meeting
Board of Directors Agenda, Wednesday, July 24, 2024 – 8:30 – 10:00 am
Children’s Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

1. 8:30 am **Call to Order and Roll Call** – Susan Rabinowitz, President
2. 8:35 am **Comments**
 - a. Partners
 - b. Public
3. 8:40 am **Approvals**
 - a. Minutes – *Deferred to August*
 - b. Financial Reports – *Deferred to August*
4. 8:40 am **Discussions**
 - a. Executive Director Recruiting – Monthly Update
 - b. Pulse Quarterly Report
 - c. Annual Business Awards Event Follow Up
5. 9:40am **Reports | Presentations**
 - a. *Deferred to August*
6. 9:45 am **Director Comments**
7. 10:00 am **Adjourn**

Upcoming Meetings | Events

**Board of Directors and Executive Director Search Committee,
Thursday, August 1, 2024, 5:00 -8:00 pm**

Informal Meeting of Board, Committee, and Executive Director candidates
Public is Invited

Two Georges Dockside Grille, 4290 SE Salerno Road, Stuart, FL 34997 [pending confirmation]

Board of Directors, Friday, August 2, 2024, 2024 – 8:30 am – 1:00 pm

Children’s Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

Executive Committee, Friday, August 23, 2024 – 8:30 – 10:00 am

Children’s Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

Board of Directors, Wednesday, August 28, 2024 – 8:30 – 10:00 am

Children’s Services Council of Martin County, 101 SE Central Pkwy, Stuart, FL 34994

A Stronger Economy is Everyone’s Business.

1002 SE Monterey Commons Blvd., Suite 207 | Stuart, FL 34996 | 772.221.1380 |



To: Board of Directors
From: Dan Hudson, Interim Executive Director
Subject: Executive Director Search Committee Report and Recommendations
Date: Board of Directors Meeting – July 24, 2024

SUMMARY: This memo reports the work of the Executive Director Search Committee, including three recommended candidates, proposed interview questions, and a suggested structure for conducting the interviews.

The Search Committee has completed its work. A special thanks to committee members Lauren Abbott, Jeff Leslie, Jill Marasa (Chair), David Powers, David Snyder, and Ed Weinberg.

1. The committee recommends three individuals as candidates for the position of Executive Director [Resumes and personality profiles attached]:
 - a. William Corbin
 - b. Traci Mitchell
 - c. Lisa Nicholas
2. The committee has prepared a list of questions [attached] for the Board to use in the interviews.
 - a. Include 7 interview questions and 3 scenario-based questions, plus the candidate will have a chance to ask questions before concluding the interview.
 - b. Questions will not be provided to candidates ahead of time.
 - c. Questions will be displayed one at a time by PowerPoint, and be introduced by the Chair. Chair will also moderate follow-up questions, if any.
3. Each candidate is allotted one hour, and the Board will have 15 minutes in between each to recap and discuss, and for short breaks. Board members are requested to remain present for the entire meeting if at all possible. Recommended interview schedule:
 - a. 8:30 am – Board convenes; preliminary discussions
 - b. 8:45 am – William Corbin
 - c. 9:45 am – Board discussion break
 - d. 10:00 am – Traci Mitchell
 - e. 11:00 am – Board discussion break
 - f. 11:15 am – Lisa Nicholas
 - g. 12:15 pm – Board deliberation; motion to extend job offer.
4. Background checks are currently being pursued.
5. Staff will prepare a written job offer including salary and benefits; final negotiations, if any, will be approved by the Executive Committee.

William T. Corbin, CEcd

williamtcorbin@gmail.com

4701 Bankside Way
Peachtree Corners, GA 30092

Phone: (404) 423-6958

SKILL SUMMARY & INTERESTS

Real Estate Development
Market Research & Analysis

Planning & Zoning
Community Engagement

Leadership/Public Speaking
Government Relations

PROFESSIONAL EXPERIENCE

CITY OF NORCROSS – Norcross, GA (*pop. 18,000*)

Economic Development Director, October 2019 to Present

- Manage the city’s economic development programs and services
 - Direct and conduct Business Retention & Expansion efforts (BRE)
 - Supervise and direct Business Development Manager
 - Help develop, update and coordinate city master plans and future land use/zoning strategy
 - Oversee commercial and residential development efforts throughout the city
 - Staff Liaison to – and Subject Matter Expert for – city’s two development authorities
 - Supervise execution of programmatic efforts on behalf of city business owners and households
 - Norcross Small Business Grant Program (\$600,000)
 - Norcross Nonprofit Grant Program (\$480,000)

Interim Community Development & Planning Director, January 2024 to May 2024

- Help promote and protect the city through the use of planning and development practices while providing professional and efficient customer service.
- Responsible for overseeing a staff team of eight professionals and implementing the following tasks:
 - Management of building construction
 - Comprehensive Plan amendments
 - Current and long-range planning
 - Design and construction of grant-funded projects
 - Land Development
 - Permitting
 - Zoning

Accomplishments

- Responsible for **helping stimulate more than \$500 million of total investment, including commercial restaurant/retail projects and 2,000+ units of residential development** across the price point spectrum, ranging from single family homes and townhomes to multifamily apartments as well as affordable housing and “missing middle” housing stock. This was achieved through a variety of different tactics and approaches, including:
 - Consultant market research and analysis
 - Communication/engagement with property owners and real estate agents/acquisition managers.
 - Utilizing city development authorities to accelerate investment activity and projects (e.g. proactively buying blighted or hard-to-sell property and selling at a lower/incentivized price)
- **Development, coordination and implementation of a Tax Increment Financing (TIF) project** with the goal of increasing pedestrian access to downtown amenities. This project required negotiating with multiple property owners regarding rights-of-way and other related technicalities.

- **Increased engagement with the local Hispanic business community** through a financial partnership with *Prospera*, an organization that specializes in providing bilingual business assistance to Hispanic entrepreneurs trying to establish or expand their business (Hispanics represent the largest single race/ethnicity demographic amongst Norcross residents, at 44%).
- **Workforce Development** – launch of *NorcrossWorks*, a website where employers can post and advertise openings at no cost. The platform aims to address some of the city’s labor, income and educational gaps – all exacerbated by the Covid-19 pandemic and the rapidly changing global economy. The goal was to serve both businesses (employers) and individuals (job seekers) in the labor market by connecting both parties together.
- Helped **coordinate research and execute the implementation process for Master Plans** focusing on Norcross’s main transportation corridor as well as its downtown core.

DEVELOPMENT AUTHORITY OF CLAYTON COUNTY – Clayton County, GA (*pop. 300,000*)
(Economic Development Organization tasked with bringing jobs and investment to the County)

Senior Business Development Manager, November 2018 to October 2019

- Manage business recruitment efforts with the goal of attracting external companies to the county.
 - Develop and maintain relationships with local commercial real estate agents
 - Host promotional events for developers and investors (bus tours, receptions, etc.)
 - Full-service project management assistance (research, site selection support, etc.)
- Oversee business retention and expansion activities in order to grow and expand existing companies in the area
 - Conduct regular existing industry visits with local establishments
- Outreach and engagement with residents and community stakeholders
 - Create and manage various events, such as town halls and similar interactions with the public
 - Serve as a panelist or speaker at different meetings and functions
- Interface with and maintain good working relationships with various internal departments as well as outside partner organizations (local chambers, GA Dept of Economic Development, local utility providers, etc.)

Accomplishments

- **Conceived/developed** the philosophy and **strategy** behind staff recommendations for Clayton County’s potential new incentivized zoning overlay district. Located within an important future redevelopment area of the region, the proposed zoning overlay featured design standards that aimed to satisfy the developer community while encouraging the type of growth desired by county leadership.

CITY OF DULUTH – Duluth, GA (*pop. 32,000*)

Economic Development Specialist, November 2014 to November 2018

- Build and implement economic development plans, programs and services for the City of Duluth.
 - Work closely with Planning & Zoning staff to ensure successful completion of developments
 - Meet with developers/company representatives about potential relocation opportunities or expansions
- Staff liaison and coordinator for Duluth’s Downtown Development Authority

Accomplishments

- **Project lead** for the **development** of a 22-acre, \$53 million walkable residential community in downtown Duluth, which connects with the city’s restaurant/retail district (134 units – 95 townhomes; 39 single family

homes). Project scope included full range of responsibilities, from publishing RFP and solicitation of developers to execution of Purchase & Sale Agreement and overseeing architectural design, site plan and stormwater

- Assisted in oversight of **redevelopment** of a 2-acre downtown site into a \$13 million, modern commercial restaurant/retail district that features more than 30,000 square feet of space and a public plaza. The award-winning project, Parsons Alley, is an example of a municipality playing the unconventional role of lead financier as well as developer.

MIAMI-DADE BEACON COUNCIL – Miami-Dade County, FL (*pop. 2.7 million*)
(Miami-Dade County’s official economic development partnership)

Manager, Research & Strategic Planning, June 2012 to November 2014
Research Manager, May 2011 to June 2012

- Manage research and planning phase of the *One Community, One Goal* economic development strategy.
- Assist with project management and the recruitment, retention, and expansion of businesses in order to bring in more than \$500 million in new capital investment and create/retain more than 3,000 jobs in the community.
- Supervise, train, and guide Research Assistant staff to support departmental and organizational goals

Accomplishments

- Successful creation and leadership of the New Leaders Taskforce (NLT), in order to develop and execute workforce development strategies to cultivate a vibrant and growing community of talented young professionals.

MARKET STREET SERVICES – Atlanta, GA

(One of the largest independent/privately-held economic and community development consulting firms)

Project Associate, January 2010 to May 2011

- Assist cities, communities, regions, and states across the country with developing and implementing economic development strategies and plans.
- Conduct comprehensive quantitative and qualitative research and analysis.
- Facilitate focus groups and present research at public community meetings.

Accomplishments

- **Author of Economic Development White Paper** (*New Realities of Economic Development*) to give clients a comprehensive overview of best economic development practices for their strategic planning processes.

EDUCATION

MASTER OF PUBLIC ADMINISTRATION

Georgia State University – Atlanta, GA

Concentration: Management & International Policy Studies

B.A. POLITICAL SCIENCE

Emory University – Atlanta, GA

Minor: Journalism

PROFESSIONAL MEMBERSHIPS & CERTIFICATIONS

- **Certified Economic Developer (CEcD, License 2981 – International Economic Development Council)**
- **Southwest Gwinnett Chamber of Commerce** (board member & committee chair), 2021 to present
- **Prospera USA** (bilingual business assistance for Hispanic entrepreneurs – board member), 2022 to present
- **Miami Dade College School of Continuing Education Advisory Committee**, 2012-2014

William Corbin

Assessment Date
Report Date

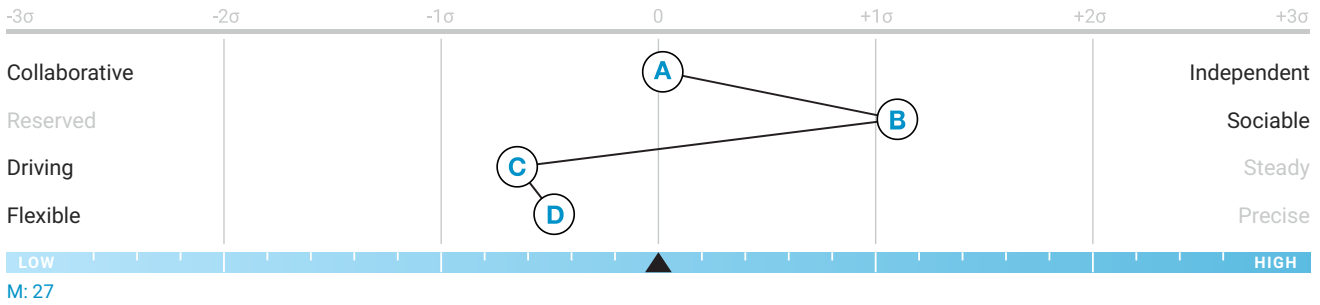
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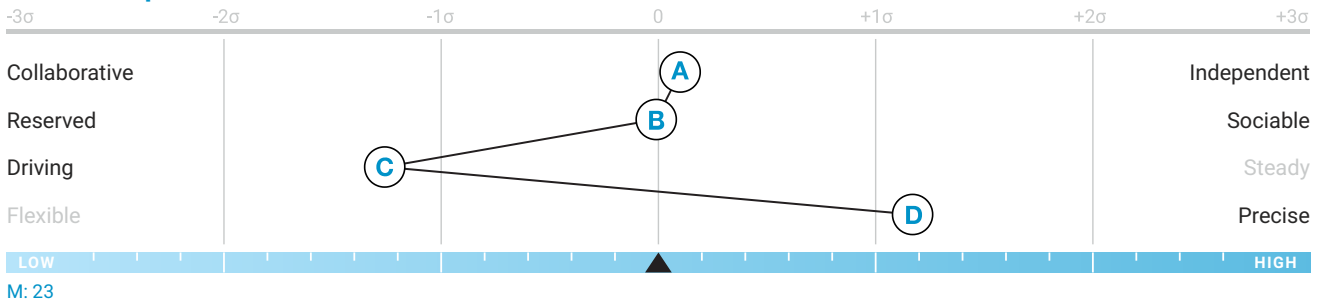
Persuader

A Persuader is a risk-taking, socially poised and motivating team builder.

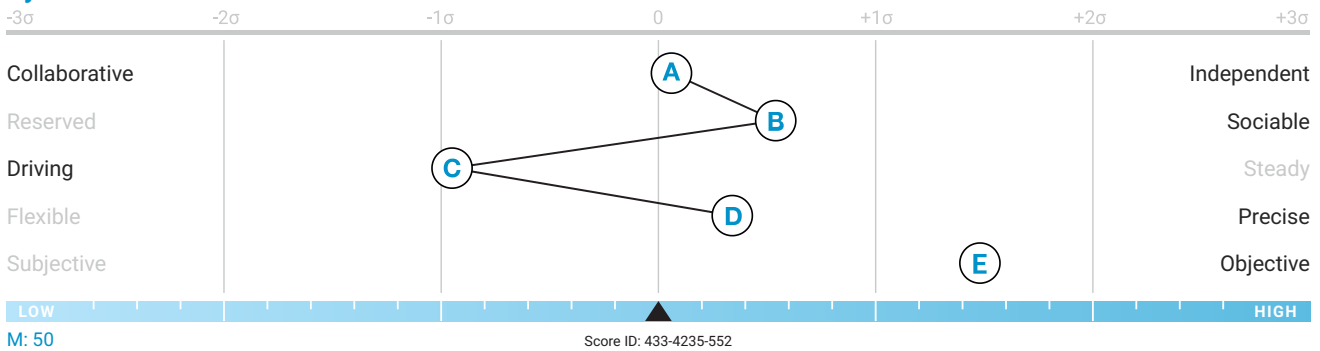
Self



Self-Concept



Synthesis



Score ID: 433-4235-552

Strongest Behaviors

William will most strongly express the following behaviors:

- Proactively connects quickly to others; open and sharing. Builds and leverages relationships to get work done.
- Comfortably fluent and fast talk, in volume. Enthusiastically persuades and motivates others by considering their point of view and adjusting delivery.
- Collaborative; usually works with and through others. Intuitive understanding of team cohesion, dynamics, and interpersonal relations.
- Socially informal, extroverted, and outgoing; gets familiar quickly. Communicates in an uninhibited, lively, and adaptable manner, drawing others into the conversation.
- Interested in people, building relationships, and teamwork rather than technical matters. Affable, optimistic, and easily trusting.
- Focused on goals and the people needed to get there, not details or plans; frequently delegates details.
- Socially-focused, naturally empathizes with people, easily seeing their point of view or understanding their emotions. Positive, non-threatening communication.
- Teaches and shares; often working collaboratively with others to help in any capacity.
- Accommodating; most comfortable working with others, often puts team/company goals before personal goals. Promotes teamwork by actively sharing authority.

Summary

William is an engaging, stimulating communicator, poised and capable of projecting enthusiasm and warmth, and of motivating other people.

Has a strong sense of urgency, initiative and competitive drive to get things done, with emphasis on working with and through people in the process. Understands people well and uses that understanding effectively in influencing and persuading others to act.

Impatient for results and particularly impatient with details and routines, William is a confident and venturesome “doer” and decision-maker who will delegate details and can also delegate responsibility and authority when necessary. William is a self-starter who can also be skillful at training and developing others. Applies pressure for results, but in doing so, their style is more “selling” than “telling”.

At ease and self-assured with groups or in making new contacts, William is gregarious and extraverted, has an invigorating impact on people, and is always “selling” in a general sense. Learns and reacts quickly and works at a faster-than-average pace. Able to adapt quickly to change and variety in the work, will become impatient and less effective if required to work primarily with repetitive routines and details.

In general terms, William is an ambitious and driving person who is motivated by opportunity for advancement to levels of responsibility where they can use their skills as team builder, motivator and mover.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing William with the following:

- Opportunities for involvement and interaction with people
- Some independence and flexibility in activities
- Freedom from repetitive routine and details in work which provides variety and change of pace

- Opportunities to learn and advance at a fairly fast pace
- Recognition and reward for communications and leadership skills demonstrated
- Social and status recognition as rewards for achievement.

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TRACI MITCHELL

Cleveland, Ohio | 216.548.5766 | traci.mitchell21@gmail.com | linkedin.com/in/tracirmitchell

SUMMARY

Accomplished executive director with extensive experience delivering a blend of strategic thinking and operational acumen to provide educational programs and services to marginalized communities. Innovative problem-solver with a record of establishing processes and protocols that bolster efficiencies, enhance quality assurance, while improving operations. Demonstrated ability to lead large-scale initiatives, maintaining brand excellence in employee and member interactions. Results-driven leader dedicated to building high-performing teams, while fostering an environment empowering diversity of thought and inclusivity.

PROFESSIONAL EXPERIENCE

PNC BANK | CLEVELAND, OHIO

2008 - PRESENT

VP, EXECUTIVE DIRECTOR, PNC FAIRFAX CONNECTION

2022 - CURRENT

Build and oversee community and business relationships, programming, and activities. Manage operations, finances, and talent, implementing strategies for membership growth. Exhibit highly effective leadership, communication skills, and decisiveness. Analyze and report monthly budget forecasts and community impact updates to executive management. Manage team of seven [7].

- Analyze workshop data, re-aligned, and restructured content and delivery formats, as needed, ensuring budget and increased enrollment goals are met. Program enrollment increased 30% during Q1 2024
- Increased member engagement by 46% within first six months of reopening of community center post-pandemic
- Developed and executed strategic marketing and communication plan that improved brand awareness, increased membership by 71% YoY (2022 – 2023), and achieved a 94% monthly average workshop engagement
- Achieved 30% reduction in operational costs to accommodate new programming, including in-person and hybrid workshops
- 60% members advanced their careers after completing workforce readiness workshops
- Seven members relaunched their small businesses in 2023 with the reintroduction of entrepreneurial workshops

PNC BANK

VP, SALES & CLIENT EXPERIENCE PLANNING & DEVELOPMENT

2014-2022

Develop and implement organizational change management (OCM) programs, collaborating with key business leaders, learning and development, and corporate communication partners. Influence and guide the creation of effective communication plans, learning strategies, and impact assessments using OCM principles. Ensure workforce transformation engagement, burn-in, and sustainability for Consumer and Business Banking employees.

- Led enterprise wide OCM project management teams transitioning from Gallup to the Net Promoter system, resulting in 39% increase in Banker customer engagement Net Promoter Scores within eight months of launch
- Maintained 98% service levels and 85% customer loyalty with effective communication and learning strategies during transformations to new consumer and business banking retail branch service and operating models
- Partnered with HR Business Resource teams across the enterprise, developing leadership facilitation guides and presentations, transition timelines, workforce readiness communications, learning tools and resources during PNC's conversion to a new talent management and compensation framework

AREAS OF EXPERTISE

- Strategic Planning
- Talent Management
- Relationship Development
- Organizational Transformation
- Leading Effective Change
- Business Transformation and Organizational Development
- Financial Management
- Project and Program Management
- Program Development
- Stakeholder and Partner Engagement
- Strategic Communications and Effective Facilitation
- Brand Management
- Marketing and PR
- Strategic Event Management

PNC BANK

VP, BRAND MANAGEMENT

2009 – 2014

Strategically developed, deployed, and integrated the PNC Brand across business lines and channels, providing brand consultation that elevated the overall PNC Brand.

- Conceptualized and executed internal communication strategies, sustaining employee engagement in campaigns and activities, touching over 56,000 employees; brand awareness increased 45%
- Restructured, promoted, and managed brand resource Intranet page and employee communications in a 60% viewership increase within first quarter of relaunch

NATIONAL CITY BANK | CLEVELAND, OH [ACQUIRED BY PNC FINANCIAL SERVICES 2008]

VP, SENIOR MARKETING MANAGER

2008 – 2009

Recruited to revitalize the Private Client Group brand across National City's footprint, I developed and executed marketing, advertising, and public relations strategies for this business group, along with the Investment Management and Insurance divisions within it.

- Led collaborative partnership with integration marketing teams to develop and execute conversion communication and public relation strategies, along with creating integration marketing materials

ADDITIONAL EXPERIENCE

Huntington National Bank, *Vice President, Regional Marketing and PR Director*

Arras Group, *Senior Account Manager*

Charles Schwab & Co. Inc., *Senior Marketing Manager Retirement Plan Services*

KeyBank National Association, *Operations Manager; Marketing Manager*

The Federal Reserve Bank of Cleveland – *Coordinator of Cash Letter Services; Financial Analyst*

TransOhio Savings Bank – *Analyst, Project Manager*

Bank One Cleveland, N.A. [Chase] – *Assistant Branch Manager, Management Trainee*

EDUCATION

- B.A. Business & Organizational Communications, 1985, The Ohio State University, Columbus, OH

PROFESSIONAL DEVELOPMENT

- Development Dimensions International Corporate Management Training
- Brightside Personal Leadership Development Program
- Focus³, Personal Excellence Leadership Training
- YWCA Cleveland – Women's Leadership Momentum Program
- Diversity, Equity, & Inclusion Training
- The Governance Core, Board Governance Training
- Event Management Certification, Corporate College

CIVIC INVOLVEMENT

- Board Member, Warrensville Heights City School District, 2016 – Current
- Member, State of Ohio School Board Task Force on Best Academic Practice Models for Black Students, 2021 – 2023
- Member, Ohio School Boards Association, Student Achievement Leadership Team, 2021 - Current
- Precinct Leader, Ward 1A, Warrensville Heights, 2018 - 2020
- Member, City of Warrensville Heights Charter Review Committee, 2020
- Member, Ohio School Board Association Diversity & Inclusion Council, 2017 – 2020

AWARDS & RECOGNITION

- YWCA Woman of Professional Excellence recipient, 2008, 2022
- Who's Who in Black Cleveland, 2008
- Key Bank Achievement of Excellence Award, 1997, 1998, 1999

REFERENCES AVAILABLE UPON REQUEST

Traci Mitchell

Assessment Date
Report Date

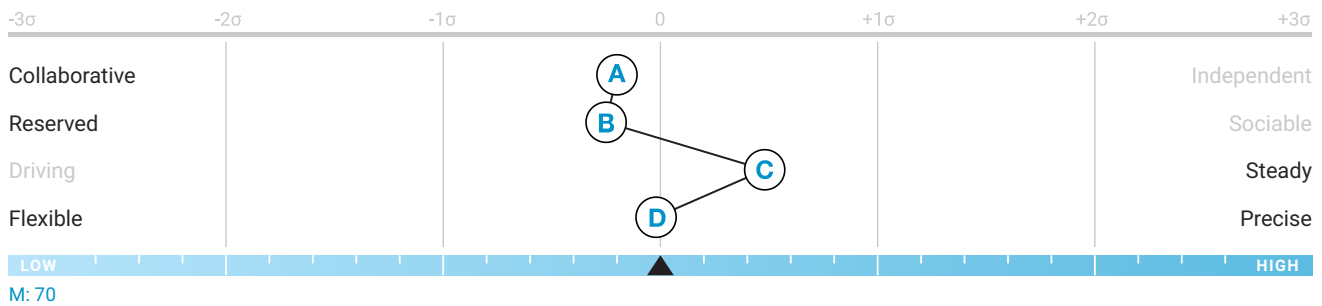
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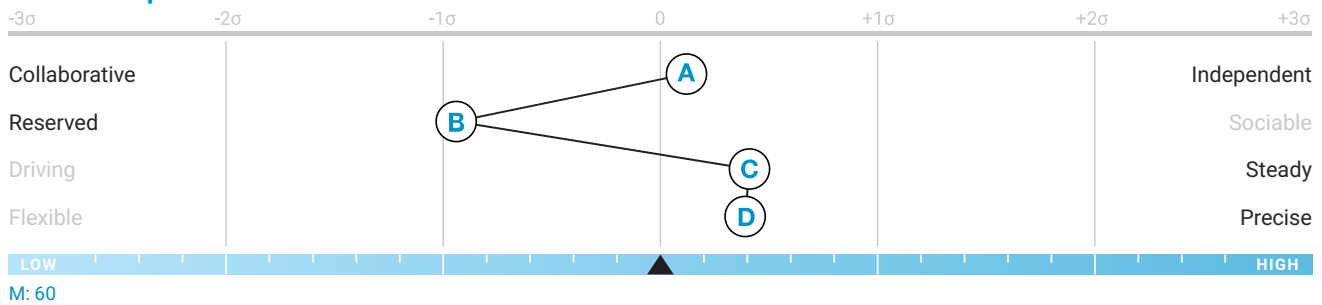
Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

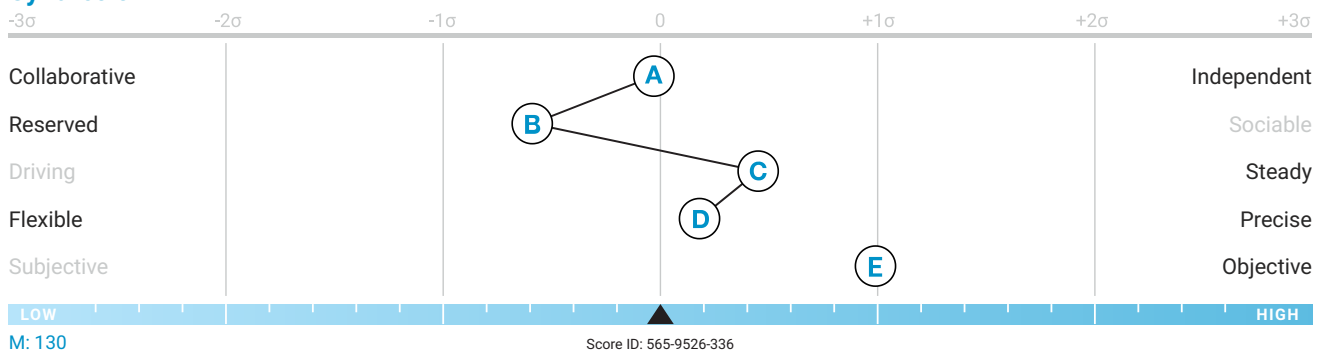
Self



Self-Concept



Synthesis



Score ID: 565-9526-336

Strongest Behaviors

This Behavioral Pattern has a very narrow width, so observed behaviors are moderate in their expression.

While moderate, Traci will most strongly express the following behaviors:

- A relatively private individual, it takes Traci some extra time to connect to and trust new people. Serious and reserved.
- With an ability to concentrate on the task at hand, is generally more focused on the technical matters than the social ones. Consistent and thoughtful.
- Works at a relatively steady pace; best working with familiar processes, environments, and co-workers. Not inclined to change.
- Patient, stable, and consistent; does things generally systematically and is not inclined to change these systems. Dependable, relatively consistent and works best in familiar environments, with familiar people.
- Tolerant, easy-going, and uncritical in getting along with others. A focused listener.
- Works steadily at an even pace; most productive with fewer interruptions.
- Relative persistence as goals are pursued; keeps at it even when problems pop up. Steady, slower to change.
- Somewhat casual with rules. More focused on the goal than how to get there; delegates some of the implementation details.
- Generally takes each day as it comes, greeting it with few worries and relaxed demeanor, particularly if there's some predictability involved.

Summary

Helpful, patient, and stable; works steadily and consistently. Respectful of established processes, standards, and policies, they will work within those standards to ensure repeated successes and high-quality results. Traci has the patience and tolerance required for routine work and can be relied on to do such work consistently and in a relaxed manner. Prefers having, and following, a well thought-out process to ensure success. If they are responsible for establishing the process, they will do so in a thoughtful, methodical manner, paying close attention to details and time-honored successes. Once established, they'll expect that the process be followed consistently.

Will focus on the details of the work and will handle them with somewhat better than average accuracy. In work involving repeated contact with people, Traci will be pleasant, agreeable, and supportive. Derives satisfaction from helping others and likes to feel part of a secure team.

Fairly easygoing, this individual works at a steady, relatively unhurried pace and is most comfortable working within stable organizations with established processes. In the event of change in the work and responsibility, this individual will take time to learn the new work and responsibilities thoroughly, getting the "lay of the land" before taking action. This is true whether they're initiating changes to the process (which will only be done after very careful thought and research), or if they're being asked to make changes.

In social terms, Traci is unassuming, friendly and pleasant in general contact. A patient, focused, and willing listener, particularly with people they know well and with whom they feel at ease. Sympathetic, supportive, and wants to help whenever possible. Even-tempered; communicates, coaches, and teaches in a patient, detailed, non-threatening way.

In making decisions, they are careful, and will take the time required to follow the established process, examine different angles, and explore enough to ensure few, if any, surprises afterward.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Traci with the following:

- A stable, familiar, supportive work environment and organization
- Opportunity to develop deep expertise in areas of responsibility, and to apply that specialized knowledge, skill, and experience daily
- A consistent process to follow to ensure repeated successes. With appropriate background, can take part in creating this process
- Thorough training in all aspects of the job, except where their experience already covers it
- Opportunity to interact with others in a supportive team environment
- Opportunity to build stable relationships with management, direct reports, and other co-workers.

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SUMMARY

HIGHLY-MOTIVATED, CREATIVE PROFESSIONAL

with diverse experience in the areas of economic development, public relations, marketing, and communications, as well as legislative and policy research and analysis

EDUCATION

UNIVERSITY OF CENTRAL FLORIDA

Master, Public Administration (May 2022)
Graduate Certificate, Urban & Regional Planning (May 2023)

UNIVERSITY OF PITTSBURGH

Bachelor of Science, Psychology
Minors: English, Sociology, Spanish

CERTIFICATIONS

FLORIDA CERTIFIED REDEVELOPMENT ADMINISTRATOR

Florida Redevelopment Association (FRA)

SPECIAL SKILLS & ATTRIBUTES

Exceptional verbal and written communication skills

ACHIEVEMENTS

SCHOLARSHIP AWARD FOR MPA

Florida League of Cities

Ability to absorb and process new information quickly and accurately

GRADUATE

LEAD Brevard Leadership Program

Mastery of graphic design for all types of collateral materials

GRADUATE

Brevard County Management Training Program (w/Honors)

Excellent presentation skills and public-speaking ability

GRADUATE

Florida Airports Council Aviation Leadership Training Program

Superior interpersonal skills and confidence in building and fortifying new and existing partnerships, collaborations, and relationships

AFFILIATIONS

PROFESSIONAL AFFILIATIONS

- Florida Airports Council
- Global Spaceport Alliance
- Florida League of Cities
- Florida Redevelopment Association
- Florida Brownfields Association
- International Economic Development Council
- Florida Economic Development Council

Able to easily adapt to evolving situations

Not easily flustered by changes or unforeseen obstacles

ACCOLADES

QUALITY PUBLIC SERVICE AWARD

City of Rockledge

Proficiency in grammar and use of the English language for formal and technical writing

SAFETY EMPLOYEE AWARD

City of Rockledge

Outstanding problem-solving ability; challenges are welcomed

GOLD DOLLAR AWARD

NASA

EXPERIENCE

2023-PRESENT

**TITUSVILLE-COCOA AIRPORT AUTHORITY
BUSINESS DEVELOPMENT MANAGER**

Administer and oversee business development activities at Space Coast Regional Airport, including attracting new commercial ventures, engaging with current and prospective tenants, and establishing new and fortifying existing relationships with elected officials and community leaders in order to further advance the objectives of the Authority

- Business development
 - Coordinate and attend visits throughout the state and the country to aviation, aerospace, and space industry-related conferences and other meetings
 - Publicize Authority amenities at the Authority's three general aviation airports and the FAA-licensed spaceport in conjunction with lead generation consultants, when required
 - Organize and participate in meetings with pertinent industry stakeholders to provide information on the advantages of locating on the Space Coast (Brevard County, FL) and the benefits offered at Space Coast Regional Airport
 - Promote and advertise the FAA-licensed "Exploration Spaceport," one of only 14 spaceports in the nation
 - Communicate with other Spaceport operators throughout the country by way of the Global Spaceport Alliance and other industry organizations
 - Engage with a variety of engineering consultants on airport infrastructure projects, considerable revisions to the airport and spaceport master plans, architecture and design of new facilities locating on airport property, and other activities
 - Proofread, scrutinize, and edit documents, plans, and reports provided by consultants and others
 - Draft reports, plans, proposals, ground leases, memorandums of understanding, speaking points, and other documents as required
 - Create and present PowerPoint presentations, or general presentations, to civic organizations and other government agencies
 - Represent the Authority at business and community events, as well as civic and government meetings and other functions
 - Serve on the Board of Directors of the Titusville Chamber of Commerce
 - Serve as alternate member on the boards of the Space Coast Transportation Planning Organization and Economic Development Commission of Florida's Space Coast
 - Draft ground-lease agreements (and amendments, if required) and Memorandums of Understanding (MOUs)
 - Prepare detailed agenda item summaries and analyses for Authority Board members
 - Track existing inventory of available facilities and properties at the Authority's three airports
- Tenant relations
 - Serve as an ombudsman to the existing airport business and tenant community to resolve concerns or problems
 - Help to facilitate the development process with the City of Titusville or Brevard County for new, relocating, or expanding companies on airport property
- Collaboration and partnerships
 - Collaborate with other integral EDOs and economic development agencies involved in bolstering economic-development and redevelopment opportunities in the area

EXPERIENCE

2020 - 2023

CITY OF TITUSVILLE

ECONOMIC DEVELOPMENT DIRECTOR

Managed and administered the economic development program for the City of Titusville, Florida, through execution of the following functions:

- Business retention and recruitment
 - Served as an ombudsman to the existing business community to resolve City-related issues, concerns, or problems
 - Created the City's Guide to Business Retention, a publication that focused on the services provided by the City's Economic Development Office
 - Attracted new businesses to the area through offering incentive packages and communicating the Space Coast's quality-of-life amenities
 - Responded to inquiries from site-selection practitioners and real estate professionals by generating and providing customized demographic reports and regional information using ESRI data
- Collaboration and partnerships
 - Collaborated with other integral EDOs and agencies involved in bolstering economic-development opportunities for the area, such as:
 - North Brevard Economic Development Zone
 - Economic Development Commission of Florida's Space Coast
 - Area colleges and universities (workforce development initiatives)
 - Area chambers of commerce (business development initiatives)
 - Florida Small Business Development Commission (SBDC)
- Program management
 - Advertised and administered the City's ad valorem tax (AVT) abatement program
 - Administered the Certified Production Technician Program scholarship program
 - Directed the advancement of and implementation of the City's Economic Development Strategic Plan and pertinent economic development goals and objectives of the City's Comprehensive Plan
 - Coordinated with area chambers of commerce on Shop Local programs and other initiatives to promote local businesses
 - Developed and implemented the City's Office of Economic Development budget
 - Applied for, received, and managed/administered a \$300,000, 3-year Brownfields Community-Wide Assessment Grant from the U.S. Environmental Protection Agency
- Promotion, marketing, and advertising
 - Promoted and marketed the City's numerous assets through the design and placement of print advertisements in national trade magazines (and through digital communications on their electronic platforms)
 - Advertised and promoted the City utilizing various social media platforms
 - Marketed and advertised available industrial and commercial properties
 - Represented the City at pertinent industry conferences and conventions, such as SpaceCom, Space Congress, International Council of Shopping Centers
 - Reported to City Council, the North Brevard Economic Development Zone Board of Directors, and other agency boards as deemed appropriate, on relevant business-related activities transpiring within the City

EXPERIENCE

2011 - 2020

**CITY OF ROCKLEDGE
REDEVELOPMENT DIRECTOR**

Effectively marketed and promoted the activities of the Rockledge Community Redevelopment Agency (CRA) and engaged in numerous economic development-related functions

- Business retention and recruitment
 - Served as liaison to the existing business community with regard to City-related issues and concerns
 - Worked with the local chamber of commerce on business-development initiatives
 - Supported events, such as grand re-openings, promotions, and other activities in person and on social media platforms
 - Attracted new businesses to the area through offering a variety of non-monetary incentives and communicating the Space Coast's quality-of-life advantages
 - Responded to inquiries from site-selection practitioners and real estate professionals
 - Offered services such as ribbon cuttings and new-business promotion on social media platforms
- Redevelopment
 - Fostered revitalization of and reinvestment in the specifically identified areas of the Redevelopment District
 - Devised strategies to preserve and enhance the tax base
 - Ensured that all statutorily prescribed reporting requirements were fulfilled, including all electronic/website notifications
 - Composed and designed the required annual report
 - Served as staff liaison and advisor to the Community Redevelopment Agency Board of Commissioners
 - Created and delivered presentations on relevant redevelopment projects and initiatives
 - Conferred with and assisted grant applicants to ensure projects adhered to specified design guidelines and City code
 - Provided direct supervision of staff members
 - Participated in programs, conferences, workshops and seminars produced by the Florida Redevelopment Association (FRA), Florida League of Cities, and Florida Brownfields Association
 - Served on the FRA's Certification Committee and Conference Committee; former Board nominee
- Outreach and promotion
 - Drafted press releases, newsletters, and collateral / promotional materials
 - Responded to media inquiries
 - Created marketing materials for the CRA's programs, as well as for other City departments
 - Developed key messaging on topics of significance and identified effective venues for disseminating such messages
 - Created and maintained web content for the CRA website
 - Forged relationships with key elected officials, community leaders, business owners and residents
 - Coordinated, managed, and advertised / promoted City events
- Program management
 - Administered the CRA's Facade Improvement Grant Program, Buy Local campaign and Local Focus initiative
 - Managed the Redevelopment Trust Fund and monitored the trends of tax increment (TIF) financing
 - Developed and administered the CRA \$1.9-million budget

EXPERIENCE

2009 - 2011

REDE CRITIQUE JV
PROGRAM/PROJECT COORDINATOR
FOR PUBLIC AFFAIRS & GOVERNMENT RELATIONS

Tracked pertinent legislative proposals, analyzed candidate races, and developed effective communications strategies and outreach initiatives for Kennedy Space Center's (KSC) External Relations Directorate

- Outreach and public relations functions
 - Developed key messages and strategic communications on pertinent topics, such as economic and business development, Center tactical planning activities, and public- private partnerships, in addition to the space program and space-related activities
 - Identified appropriate venues and platforms for disseminating messages and communications
 - Composed speeches, talking points, and technical communications for KSC Director, Deputy Director, senior staff, and other high-ranking officials on numerous issues
 - Marketed, promoted, and publicized the ongoing activities of KSC through designing brochures, PowerPoint presentations, and other collateral materials
 - Developed and maintained web copy for External Relations and other NASA Directorates
 - Interacted with a wide array of customers and clients by responding to requests for information
 - Drafted press releases, op-ed pieces, newsletters, technical reports, white papers and proposals
- Government affairs activities
 - Analyzed and tracked legislation and candidate races at all levels of government to determine potential impact to NASA/KSC
 - Interfaced with federal, state and local elected officials and other dignitaries visiting the Space Center

2007 - 2009

FLORIDA HOUSE OF REPRESENTATIVES
LEGISLATIVE AIDE/PUBLIC INFORMATION OFFICER

Fostered strategic relationships with community, civic and business leaders, elected officials and other key stakeholders

- Writing responsibilities
 - Prepared speeches, talking points and reports for speaking engagements and other forums
 - Drafted articles for newsletters and other publications; composed press releases and op-ed pieces
 - Drafted legislation, policy and amendments
 - Developed web copy to outline the Representative's accomplishments and legislative platform
- Public outreach and community relations activities
 - Engaged in outreach activities with community groups and constituents
 - Formed strategic relationships with community and business leaders and other elected officials and staff

EXPERIENCE

2007 - 2007

CITY OF TITUSVILLE

REDEVELOPMENT PLANNER

Marketed the activities of the City of Titusville Community Redevelopment Agency (CRA)

- Marketing and outreach functions
 - Promoted and publicized the CRA's redevelopment projects by not only designing, but also drafting content for, flyers, brochures, postcards and other collateral materials
 - Drafted newsletters and press releases; responded to media inquiries
 - Provided outreach and established relationships with Titusville's downtown business owners, community leaders and elected officials
 - Ensured redevelopment projects were within statutory parameters and adhered to the City's Code of Ordinances and Land Development Regulations

2005 - 2007

BREVARD COUNTY BOARD

OF COUNTY COMMISSIONERS

SPECIAL PROJECTS COORDINATOR

Managed specially assigned programs/projects for the Merritt Island Redevelopment Agency (MIRA)

- Responsibilities for the liaison and advisor to the MIRA Board of Directors
 - Designed brochures, postcards and other informational materials and correspondence
 - Provided guidance to business owners on completing grant applications
 - Forged relationships with key community leaders, business owners and elected officials
 - Drafted press releases and newsletters; responded to media inquiries

2003 - 2004

PENNSYLVANIA LANDSCAPE &

NURSERY ASSOCIATION

DIRECTOR OF GOVERNMENT RELATIONS

Developed and implemented an effective government relations program for a nonprofit industry organization

- Government relations duties
 - Served as the primary interface for association members, state representatives and state senators, and pertinent regulatory agencies, as well as the general public and interested stakeholders, regarding legislative and regulatory issues related to Pennsylvania's "green industry"
 - Discussed and advocated for association's position on legislative, regulatory, and policy proposals with members of the General Assembly and key regulatory officials
 - Composed member alerts and "calls to action" for membership-wide distribution on proposed legislative or regulatory actions
 - Urged stakeholders to take action by contacting members of the General Assembly and express association's position; provided scripted information if/when required
 - Developed, designed and composed newsletters, issue briefs, and whitepapers
 - Drafted testimony for use by members in committee hearings
 - Forged relationships with community leaders, business executives and elected officials at all levels of government, as well as with the national association in Washington, D.C.
 - Analyzed and summarized legislation and regulations for members
 - Produced and distributed continual status updates on legislation of interest to members
 - Engaged in legislative tracking activities and reporting
- Outreach and public relations functions
 - Coordinated special events, such as "Legislative Action Days" on Capitol Hill for members
 - Provided outreach and guidance to Association members, legislators, community leaders, the general public, and other stakeholders as deemed appropriate

EXPERIENCE

1991 - 2003

PENNSYLVANIA HOUSE
OF REPRESENTATIVES

COMMITTEE EXECUTIVE

DIRECTOR (1998-2003)

Managed the legislative priorities of the Pennsylvania House of Representatives Children and Youth Committee

- Director responsibilities
 - Provided outreach and information to constituent groups, nonprofit associations and other interested stakeholders
 - Interacted with constituents and other customers and clients to resolve concerns
 - Served as primary interface with lobbyists and other key stakeholders when crafting policy and legislation
 - Established and coordinated committee meetings, public hearings, workshops and off-site visits
 - All other functions of the legislative research analyst
- Children & Youth Committee issues
 - Day Care ✧ Domestic Violence ✧ Schools ✧ Supplemental Nutrition Assistance Program

LEGISLATIVE RESEARCH

ANALYST (1995-1998)

Supported and contributed to the legislative functions and priorities of the Pennsylvania House of Representatives Consumer Affairs Committee and State Government Committee

- Analyst functions
 - Performed research to develop legislation for members of the House of Representatives
 - Crafted legislative proposals and amendments
 - Analyzed and summarized contents of legislation
 - Presented information to legislators during caucus and on the House Floor
 - Ensured the bill's forward progress from introduction through enactment (if applicable)
 - Coordinated with applicable stakeholders, including regulatory agencies, nonprofit entities, civic organizations, members of the general public, and other elected officials to obtain input and consensus on legislative proposals
- Consumer Affairs Committee issues
 - Utilities ✧ Securities ✧ Unfair Trade Practices ✧ Franchise Agreements ✧ Contracts
- State Government Committee issues
 - Elections & Voting ✧ Pension & Retirement ✧ Constitutional Matters

COMMUNICATIONS

SPECIALIST (1991-1995)

Provided communications services to members of the Pennsylvania House of Representatives

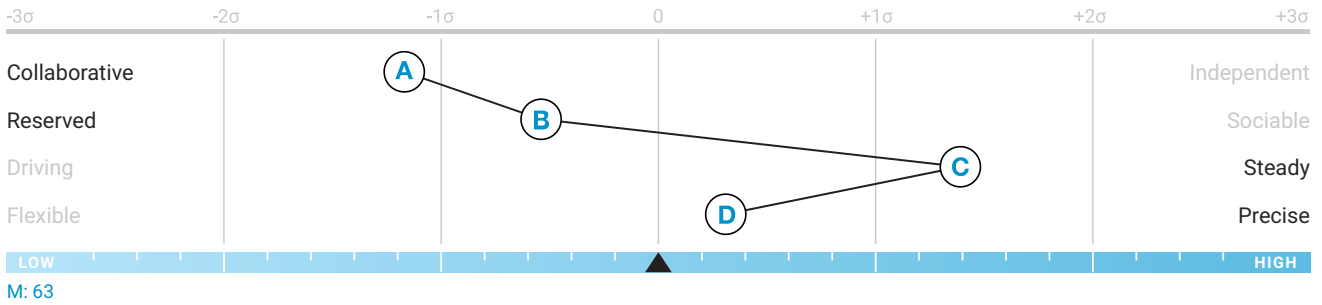
- Writing
 - Drafted a variety of correspondence, including constituent responses, press releases, media advisories, multiple-page newsletters, and op/ed pieces
- Design
 - Designed brochures and collateral material for mass distribution
 - Developed, designed, and maintained websites



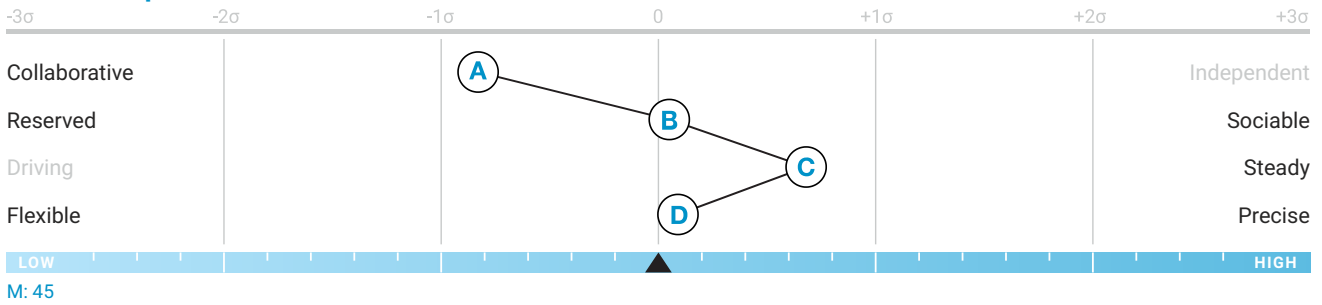
Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

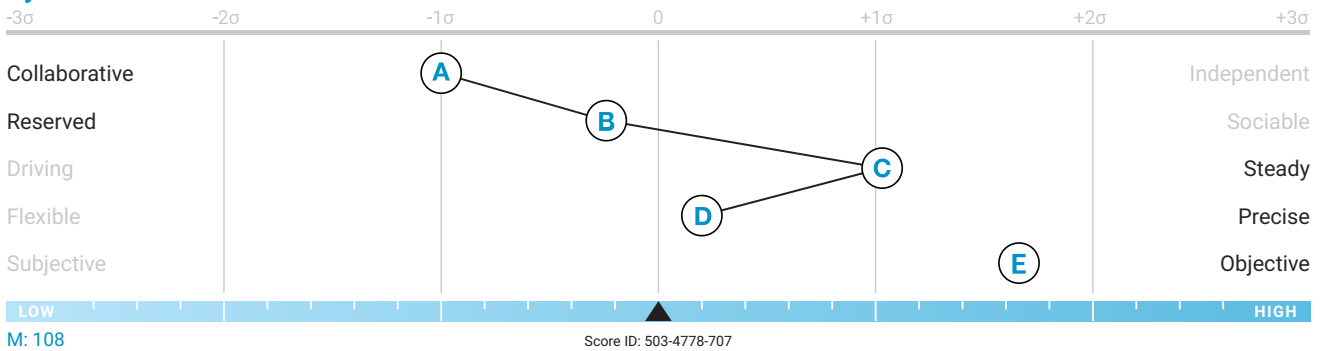
Self



Self-Concept



Synthesis



Score ID: 503-4778-707

Strongest Behaviors

Lisa will most strongly express the following behaviors:

- Unhurried and deliberate, stable and will do things using the established process; finds it difficult to change these systems. Dependable, consistent and needs familiar environments and coworkers to be most productive.
- Cooperative, easy-going, and agreeable in getting along with others. A focused, uncritical listener who won't "rock the boat."
- Methodical, steady, and even-paced; loses productivity when interrupted.
- Private, serious, introspective, and reserved. Takes time to connect to and trust new people.
- Focused; can concentrate on the task at hand for long periods. Quickly notices and understands technical matters more than social ones. Consistent and patiently thoughtful.
- Works at a steady, unwavering pace; most comfortable with familiar processes, environments, and coworkers. Doesn't easily change.
- Driven to protect the company against risk by thoroughly leveraging their background and strictly following "the book."
- Cautious; follows a well-established and proven plan to avoid making mistakes. Does the background research necessary to have proof to support decisions before action is taken.
- Detail-oriented and accommodating; most comfortable working as part of a well-defined team for which they produce high-quality output and decisions.

Summary

Helpful, patient, and stable; works steadily and consistently. Respectful of established processes, standards, and policies, they will work within those standards to ensure repeated successes and high-quality results. Lisa has the patience and tolerance required for routine work and can be relied on to do such work consistently and in a relaxed manner. Prefers having, and following, a well thought-out process to ensure success. If they are responsible for establishing the process, they will do so in a thoughtful, methodical manner, paying close attention to details and time-honored successes. Once established, they'll expect that the process be followed consistently.

Will focus on the details of the work and will handle them with somewhat better than average accuracy. In work involving repeated contact with people, Lisa will be pleasant, agreeable, and supportive. Derives satisfaction from helping others and likes to feel part of a secure team.

Fairly easygoing, this individual works at a steady, relatively unhurried pace and is most comfortable working within stable organizations with established processes. In the event of change in the work and responsibility, this individual will take time to learn the new work and responsibilities thoroughly, getting the "lay of the land" before taking action. This is true whether they're initiating changes to the process (which will only be done after very careful thought and research), or if they're being asked to make changes.

In social terms, Lisa is unassuming, friendly and pleasant in general contact. A patient, focused, and willing listener, particularly with people they know well and with whom they feel at ease. Sympathetic, supportive, and wants to help whenever possible. Even-tempered; communicates, coaches, and teaches in a patient, detailed, non-threatening way.

In making decisions, they are careful, and will take the time required to follow the established process, examine different angles, and explore enough to ensure few, if any, surprises afterward.

Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Lisa with the following:

- A stable, familiar, supportive work environment and organization
- Opportunity to develop deep expertise in areas of responsibility, and to apply that specialized knowledge, skill, and experience daily
- A consistent process to follow to ensure repeated successes. With appropriate background, can take part in creating this process
- Thorough training in all aspects of the job, except where their experience already covers it
- Opportunity to interact with others in a supportive team environment
- Opportunity to build stable relationships with management, direct reports, and other co-workers.

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July 16, 2024

Executive Director Questions

1. What do you believe are the most important roles of the economic development Executive Director?
2. How would you describe what the Business Development Board does to someone who has never heard of us?
3. Describe your experience developing and/or executing a strategic plan?
4. Can you tell us about your experience with budget planning, execution, and financial reporting?
5. Martin County has five Chambers of Commerce, a private Economic Council focused on policy, and a Board of County Commissioners with five Commissioners. How do you develop cooperative relationships with these other community organizations?
6. What do you see as the role and value of the Board in your success as an Executive Director? Can you offer us a few examples?
7. Can you describe a situation where you were required to terminate an employee? How did you go about it?

Scenario based questions:

8. You have been tasked to develop an annual work plan which outlines the focus you and your small team places on business retention, expansion, and other related activities. How would you align the skills and talents of staff across the needs and priorities in our community?
9. The largest manufacturer in Martin County with 500 employees has just been sold. The new owners are considering closing the facility and relocating to another state. Describe your approach to retaining this company in Martin County.
10. There is a South Florida manufacturing company considering relocating to Martin County. The company has 40 employees and plans to add another 20 employees over the next five years. They plan to lease and have identified a location, but they have also identified a lease location in another county. How do you close the deal?

Closing

11. Do you have any questions for us?



To: President & Members, Executive Committee, Board of Directors
From: Inez van Ravenzwaaij, Programs & Partnerships
Subject: Pulse Program – Quarterly Update
Date: Board of Directors Meeting – July 24

SUMMARY: Quarterly status report for the Pulse Program from October 1 through June 30.

RECOMMENDATION: For information only.

PROGRAM STATUS UPDATE:

- Kevin Farrell, Pulse contractor, is actively securing Pulse Visits, participating in the visits with either BDB staff or a volunteer, documenting the visit, and coordinating follow-up efforts and responses.
- Currently, we are 50% to the fiscal goal (80 visits) or 40% to the stretch goal (100 visits) by the end of the calendar year.

QUARTERLY VISIT SUMMARY:

- **Years in Business:** 43% of businesses noted that they have called Martin County their business home for more than 20 years.
- **Sector:** 60% of visits are with manufacturers – 22% marine industry, 13% aviation/aerospace
- **Geography:** 28% in Stuart, 20% in Jack James, 15% in Sands, 8% in Innovation District, and 29% in other areas, including Indiantown, Hobe Sound, Jensen Beach, etc.
- **Opportunities:** More than 75% reported wanting to grow their business and considering expanding.
- **Challenges:** Workforce, 25% of businesses experience a shortage of skilled trades or difficulty recruiting or retaining talent (down from 41% in the previous quarter). Bureaucracy, business support services, insurance, and the cost of goods and services were also reported, but less frequently and about equally.

PULSE FOLLOW UP & PIPELINE:

- One company identified as “at risk” for leaving the county to expand elsewhere.
 - Transferred to Project list for retention support.
- Four companies visited are in active expansion mode into a new facility at least 30% larger than their existing one. (*AirBurners, IM Group, Paradise Air & Willis Custom Yachts*)
- 43% of Pulse visit follow-ups have been completed, with the remaining 57% in an active and engaged follow-up state or ongoing relationship.
- There are approximately 153 targets, with less than ten being scheduled or already scheduled at the time of this report.



To: President & Members, Executive Committee, Board of Directors
From: Inez van Ravenzwaaij, Programs & Partnerships
Subject: 2024 Business Awards Event – Update on award name and chamber role
Date: Board of Directors Meeting – July

SUMMARY: The 2024 Martin County Business Awards are scheduled for Friday, December 13, 2024. The outline has been updated following the June board meeting.

RECOMMENDATION: Update only; no action required.

Business Excellence Award (changed from Business of the Year)

Honors is a long-established Martin County company that continuously, year over year has had a significant positive and measurable impact on the local economy. They are routinely recognized in their industry as innovators and thought leaders and are actively engaged in the Martin County business community.

Previous honorees: International Training (2023), Blue Stream Fiber (2022); Sunshine Land Design (2021); Cleveland Clinic Martin Health (2020); O’Donnell Impact Windows & Storm Protection (2019); General Micro Systems (2017); Turbo Combustors Technology (2013, 2008); American Energy Innovations (2011); Florida Power & Light (2009); Old Cell Phone Company (2010)

Additionally, to acknowledge the critical role that each of the five chambers of commerce plays in Martin County's economic landscape, they will be:

- Acknowledged during the event
- Enhanced listing in the program with their “2024 Business of the Year Award” winner. *(Winner information must be provided by November 1, 2024)*