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**GAINESVILLE COUNCIL FOR ECONOMIC OUTREACH**

LEADING OUR COMMUNITY TO A BETTER LIFE

ONE EMPLOYEE AT A TIME



"If you want to take care of the environment, you need a strong economy. If you want a strong economy, you need to take care of the environment."

*Bernie Yokel, Past President, Florida Audubon Society*

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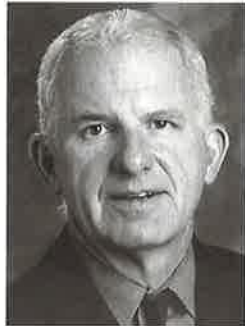
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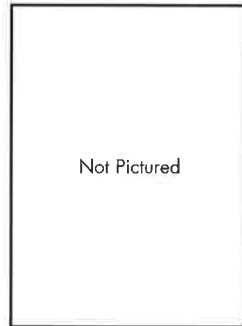
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School Board



# CEO CAMPAIGN LEADERSHIP



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**BRIAN ROBINSON**  
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**ANDY WILLIAMS**  
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# CEO: CREATING JOBS IN OUR COMMUNITY

*"CEO's work translates into real benefits to the Gainesville and Alachua County area — like more money for parks, schools and environmental conservation."*

*Brian Robinson, North Florida Regional Medical Center, Competitive Edge Campaign General Co-chair*

## NEW JOBS & COMMUNITY PROSPERITY

Ask any recent University of Florida graduate where he or she would like to find work and chances are high it will be Gainesville.

Those of us who are fortunate enough to live and work here, know the quality of life we enjoy: a relaxed lifestyle with a solid business community near some of Florida's most spectacular outdoor sites; a strong educational system; thriving arts community and national-level sporting events. *Money* magazine recognized Gainesville in 1995 as the number one "Best place to live in America," citing the "picturesque area as one of the few places in the U.S. where someone can work in town, live in the country and have a maximum 30-minute commute."

As a leader in the business community, you know we have our challenges. More than 50 percent of our community's youth are on subsidized school lunches. Both the county and city of Gainesville are facing budget deficits requiring budget cuts or new taxes. Many of our children are forced to leave Gainesville to find well-paying jobs in other communities.

Opposite page: Visitors enjoy the tranquility of Paynes Prairie, one of Gainesville's most popular natural resources. Left: A thriving arts community helps make Gainesville one of the nation's best places to live.





THE GOAL: **RAISE \$3 MILLION**  
TO FUND CEO FOR THE NEXT FIVE YEARS.



### NATIONWIDE INSURANCE

Nationwide's Gainesville Customer Service Center has grown significantly since officially opening its doors in 1980. Originally, a staff of 550 was located in the center and covered a three-state area. Corporate staff directed the local facility to close. Thanks to the work of CEO and many community leaders, Nationwide was convinced to keep the center in Gainesville and in fact, expand it. Today, the center employs 1100. The Nationwide call center, pictured at services customers in 13 states, including Florida.

"The fundamental economic impact CEO and this initiative will have on our quality of life is extraordinary."

*Jim Doughton, Gainesville Sun,  
Competitive Edge Campaign  
General Co-chair*

### WHAT IS YOUR RETURN ON INVESTMENT?

In Gainesville, as in virtually every region of the United States, public and private sector leaders are understanding the importance of investing in successful economic development initiatives.

Bringing good jobs to our community can have a meaningful and dramatic effect on poverty, the health of our public schools and the strength of families in Gainesville and Alachua County.

"The jobs we want in Alachua County are on most counties' list for desirable jobs," said CEO President Robert Rohrlack, "By having a strong, focused program, we can be aggressive in attracting the most sought-after employment opportunities here."

We all have a vested interest in improving economic conditions. This can best be measured by an increase in higher paying jobs, increased capital investment and additional property tax revenues generated without tax increases.

#### Effect of Job Creation Assumptions

|                           |             |
|---------------------------|-------------|
| <b>New Primary Jobs</b>   | <b>4000</b> |
| <b>New Indirect Jobs</b>  | <b>3648</b> |
| <b>TOTAL Jobs Created</b> | <b>7648</b> |

The Return on Investment for the private and public sector is measurable. The increase in disposable income resulting in spending is the primary, measurable result of the effect of job creation on the private sector. The increase in tax revenues, sales and property, is the primary, measurable benefit to the public sector.

# CEO: LEADING THE WAY FOR A BETTER LIFE

### HOW WILL CEO BE HELD ACCOUNTABLE?

The stakeholders in the community look to CEO to produce measurable results that have an impact and provide a Return on Investment. It is vital that those leaders and businesses join in making a significant investment over the next five years to insure CEO's financial health. Five-year pledges will allow CEO to focus on its mission rather than sell memberships. CEO can no longer function efficiently as a membership organization. It is an economic development organization. Availability of capital is as crucial to CEO as it is to any corporation.

A CEO select committee will be the governing body that will hold it accountable for results. All members of this committee are investors in CEO.

CEO will provide all investors with regular newsletters and update sessions. Investors should consult their tax advisor to determine the deductibility of their investment. In-kind goods and services are acceptable as commitments to the program, as long as they are goods or services that would otherwise be purchased with CEO revenues.





### NORTH AMERICAN ARCHERY (BEAR ARCHERY)

When Bear Archery merged with Golden Eagle/Satellite Archery in 1999, the combined company, North American Archery Group, threatened to close Alachua County operations and the Fred Bear Museum. Company officials hinted they planned to move operations to Odessa, north of Tampa, where another manufacturing facility is located. CEO, county and city officials stepped in. The City Commission authorized Gainesville Regional Utilities to negotiate a rate reduction to help keep the company in town. In return, North American Archery Group agreed to keep its archery manufacturing plant in Alachua County and allow its property to be annexed into the city when possible. This agreement kept 150 jobs and utility and tax revenues in the community. Bear's Vice President Jeff Spurlin said, "We have been a part of the community for 22 years and hope to be for 22 more."

"Job creation is of great benefit, not only for students, but also for the citizens of Alachua County," says Barbara Sharpe, Alachua County School Board Member.



### CEO'S CONTRIBUTION TO OUR COMMUNITY

Over the past six years, the Gainesville Council for Economic Outreach (CEO) has added 2,355 jobs in the county by attracting new businesses or helping businesses grow.

During its 10 year history, CEO has proven it can be effective. At the same time investment in the organization has decreased. CEO's budget has consistently declined over its 10 year history. Since the original pledge period, member dues have been declining at a rate that would insure CEO would not be able to survive much longer.

The current state of CEO:

- CEO has proven it can be effective.
- If membership dues continue to decline at the current rate, CEO would cease to exist.
- Leaders in the community continue to believe in the need for an economic development organization. CEO is that organization.
- CEO must change the way it works.

#### Companies brought to Gainesville or helped to expand by CEO during the past six years:

- Sabine
- Nationwide Insurance Company
- Naylor Publications
- American Polysteel
- Medical Device Technologies
- Nordstrom
- Exactech
- Dollar General
- North American Archery (Bear Archery)
- Regeneration Technologies, Inc.

# CEO: HELPING LOCAL BUSINESS GROW & EXPAND

### WHAT IS THE VISION OF CEO?

Business leaders are looking to CEO for change. They want CEO to continue, but they want to see something different and more effective.

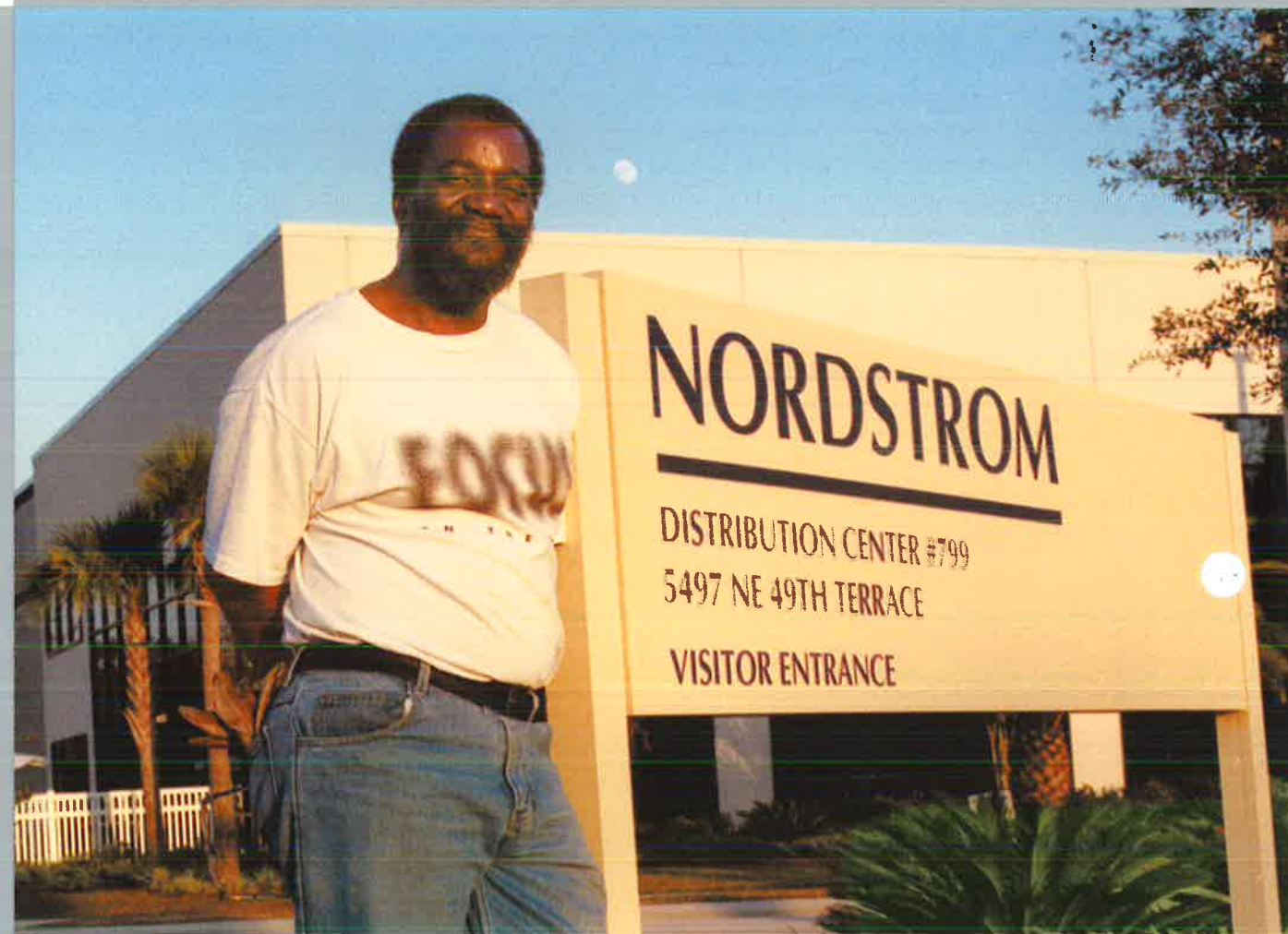
In March of 2000, CEO retained National Community Development Services (NCDS) to conduct a feasibility study. Clearly, the members' message to CEO is they want CEO to continue, but they want to see something different and more effective. The study also concluded that Alachua County business leaders would invest \$3 million over the next five years if there were major changes in CEO's measurable results. In June of 2000, the board retained NCDS to direct a capital campaign to fund CEO over the next five years.

Exactech, a home-grown Gainesville firm, has received assistance from CEO.





"I don't have to work two jobs to make ends meet.  
I have more time for family, church and leisure."



THOMAS DURR: NORDSTROM

Thomas Durr knows first hand the benefits of CEO. Before CEO helped bring Nordstrom to Gainesville, Durr worked for below living wages at a local job training center. Now, as a housekeeper, Durr earns a living wage and receives benefits that include: medical, dental and vision benefits, basic life insurance, short- and long-term disability, profit sharing, 401K plan, paid holidays and vacation, merchandise discount, employee assistance program and credit union. "Nordstrom gave me an opportunity to work. It has been spiritually, financially and emotionally rewarding. I don't have to work two jobs to make ends meet. I have more time for family, church and leisure." CEO worked with local governmental officials to land Nordstrom for the Gainesville community in 1999. The Seattle-based upscale specialty retailer built its 180,000 square-foot distribution center in the Airport Industrial Park and began operations in 2000 with 50 new employees.

**THE MISSION IN MEASURABLES:  
A FIVE-YEAR PLAN**

CEO is one of the best reactive economic development organizations in the area, CEO must acquire the competency to recruit businesses that pay well, have minimal environmental impact and will achieve the objectives listed at right. With a \$3 million budget over the next five years and the right team in place, CEO will reengineer itself to be in a position to achieve its measurable goals.

The new Competitive Edge program has been developed as an extraordinary approach to meeting head-on the competitive area of attracting, retaining and growing environmentally compatible, primary businesses and industries for Gainesville and Alachua County. Clearly, the market needs new and diverse employment opportunities for the well-educated, under-employed workforce.

This extraordinary five-year program is centered on the premise that a new and more aggressive approach is needed to step-up the process of planned economic growth and development. Opportunities will be seized to attract and grow these better jobs in industries that fit in Alachua County.

Gainesville is the site of national-level sports activities, including University of Florida men's and women's events throughout the year.



CEO:  
BENEFITING  
REAL PEOPLE

**GOALS OF THE PROGRAM INCLUDE:**

- Create by expansion and attraction, 4000 new primary jobs at an average hourly wage of \$12.
- By expansion of existing industries and the attraction of targeted new industries, generate \$400 million in new capital investment in the market.
- Add \$80 million in property tax revenue over next 10 years from new businesses and growth of existing businesses.
- Generate revenues for CEO from both public and private investors, with top investors serving actively in the governance of the program's implementation.

**BUDGET SUMMARY**

|                                       |                    |
|---------------------------------------|--------------------|
| New Business Attraction               | \$1,275,000        |
| Existing Business & Industry Services | 600,000            |
| Industrial/Asset Development          | 400,000            |
| Operational Enhancements              | 725,000            |
| <b>Total Five-Year Budget</b>         | <b>\$3,000,000</b> |