

CENTRAL FLORIDA PARTNERSHIP

Central Florida Partnership ■ National Telebriefing Launch

December 12, 2007 ■ 11:30 a.m. ET

WUCF-FM Studios ■ University of Central Florida

Partnership Team in the Studio:

Jacob Stuart {Moderator}	■	Central Florida Partnership
Pat Engfer	■	Hyatt Regency Orlando International Airport
C.T. Hsu	■	C.T. Hsu, Inc.
Jim Lewis	■	Walt Disney Vacation Club
Kelley Mossburg	■	Schenck Co.

Call Production Team:

Jim Marzano (Call Manager)	■	Fairfield Index, Inc.
Teresa Barber (Call Producer)	■	Fairfield Index, Inc.

Jim Marzano: ... about 15 minutes into this call, and after some brief background from our moderator, Jacob Stuart. We'll take questions from the media on the call, during a Q-and-A session. We'll introduce media representatives my name and affiliation.

After our Q-and-A with media on the line, we welcome comments from our partners and peers in the national, state and regional community. Again, I'll introduce participants by name and enterprise.

You can let us know if you that you have a question or comment by pressing star one, and we'll open the lines for you to speak. Should you have difficulty with the audio or the line at any time, please notify the operator by pressing star zero. Now let me turn the call over to Jacob Stuart.

Jacob Stuart: Thank you, Jim, and what an exciting time in the life of our community. And it's an exciting time out here.

This is, for me, this all brand new technology for many listening right now, they're used to this.

But we're very excited about being in our hometown university, the University of Central Florida. And joined with me are some wonderful volunteers. And I'm going to have the honor of introducing them in just a minute.

But before we do, today is the beginning of the Central Florida Partnership. And we're changing things. We're changing the future. And one of the things we want to talk about is how we're going to be able to do that through this Central Florida Partnership.

Now the good news is that we're home to 3.5 million people right now in the seven counties. And we've got four million more in route. And although that's exciting to some, that's concerning to others. And that's some of the things we're going to begin to talk about now.

Joining me in the, actually here this morning is Jim Lewis, who is our past chairman, a wonderful volunteer with us. Also, we have the current chairman of the Orlando Chamber of Commerce, Kelley Mossburg. Pat Engfer is our incoming chair. She's here with us in the studio, and then C.T. Hsu a member of our Steering Committee.

These four wonderful volunteers will help guide this conversation and respond to those of you, both friends, colleagues and members of the media on the line. So let me do this, if you don't mind Mr. Lewis, may I start with you? Why are we doing this? What is the business case, so to speak, for this transformation?

Jim Lewis: Well Jacob, back in mid-2007. We asked the community for feedback, and we talked to a number of business leaders, community leaders, elected officials, and others that were familiar with our work, how we were doing. And they told us that it was time for a change.

Given the fact that our community today has 3.5 million residents with four million more to come, we need a new model today, to deal with the challenges and the opportunities tomorrow. So how do you think about transportation, education, affordable housing, in a region that's going to more than double in size?

Jacob Stuart: Well, you know, Jim, then what you're saying is that as we begin to see the transformation of the region, we've got to begin to transform our architecture.

Jim Lewis: Absolutely.

Jacob Stuart: Well, let me just deal a little bit with that, and then if you don't mind, I'm going to come over to you, Pat, and ask you a question. But the Central Florida Partnership then will be the holding company with four individual lines that are related, business lines, and one of them will be the Orlando Regional Chamber of Commerce.

We're going to continue to have a five-star chamber in our region. And, we're going to have a public policy advocacy line of business. And we're going to accelerate that. The foundation will be business force, but other things will come. We'll have a line of business for community leadership. Currently that's Leadership Orlando, but once again, other opportunities will be coming about.

And then we want to talk about research and regional resolves. We know that today as my region, but there will be other opportunities to help us guide and direct this great region. So Pat, when we hear that kind of conversation about the architecture, what is the area, what's the 'who'? If that's the what, then what is the 'who' when it comes to the Central Florida Partnership?

Patricia Engfer: Thank you, Jacob. We're regional leaders from seven counties here in Central Florida. And those counties are Brevard, Lake, Orange, Osceola, Polk, Seminole and Volusia counties.

That includes our government entities in those counties. It includes all the great companies that work in those counties, and world-class experts from the region, and obviously, the people that call those counties home.

The Board of the Regional Chamber of Commerce has unanimously supported our efforts and the direction that we are taking. And we are responding to that call of action. And we also have engaged many community leaders in different task forces, that are dedicated to building the right model for our success in the future.

Jacob Stuart: You know, Pat is now talked to us about the 'who', and I talked a little bit about the what. Jim has made the business case. Let me turn to you then, if you don't mind. Kelley, can I ask you to talk about the how. How are we going to do these kinds of things?

Kelley Mossburg: Sure, Jacob. Thank you. Well, it really comes down to transforming the Chamber so we can help transform the region. You've already spoken to the fact that we're going to have four million more people join us over the next several years.

And the surveys that we have, in part, based this work on, has told us that Central Florida right now has some real, serious issues that need to be dealt with. So in order to do that, we took a step back and surveyed a number of our regional leaders here in Central Florida, I think over 150 leaders were surveyed, and asked, how well Central Florida's position for addressing those changes? And how well the Chamber itself was positioned to do that?

While we heard some very affirming things, we also heard from this research, that there's some definite things that need to change, in order to help set us up for success, and the region up for success. So in order to do that, we are very much committed to the long term.

We're focused on using our resources more wisely. We're focused on collaborating regionally. And our goals are very, very specific. We want our actions to be evidence-based and driven by top-notch research.

In fact, the creation of this partnership was inspired and formed, and largely driven, by the research of myregion.org. And, in many ways, we need to continue this process of improvement. And part of it is going to be benchmarking this region with the regions of the globe, not just successful regions around the United States.

At the end of the day, we don't compete on the global stage against, say, the Jacksonville's and Tampa's. While they're wonderful communities, we need to refocus our sights on the global stage, the Shanghai's and the Dubai's, in order for us to be success in years to come.

Jacob Stuart: Well that sounds exciting. C.T., I'm going to come to you in just a minute. But Jim, you've got a comment, please.

Jim Marzano: Yes. Jacob, we want to invite a media representative on the line to get ready for the Q-and-A segment that will begin in approximately two minutes. We want to remind you to ask a question, press star one on your phone, and your question will be responded to in order of the seat.

Jacob Stuart: Great. You know, C.T., we heard Mr. Mossburg talk about the global competition that really driving this. You and your civic leadership around the region, active on so many Boards, including the Orlando Regional Chamber of Commerce. How do you see this transformation, C.T.?

C.T. Hsu: I think it's definitely very crucial for our region's future. I have the great opportunity to travel all over the world to ((inaudible)) in different countries. I have been first witness ((inaudible)) cities and the region.

If they don't work together, plan their destination, the traffic and the pollution, and the other things can really (hurdle) their quality of life and their business potential in the future. So I feel this is ((inaudible)) for our community to bond together, to really steer the ship and to the right destination for our future.

Jacob Stuart: Thank you, C.T. Jim, let me ask you this. And then we have just one more minute and let Kelley do one thing before we start with the questions. Kelley, some of the things, you know, we talk about the business model and the community model. You with your business experience, let's talk about accountability and how we can actually measure the success of the Central Florida Partnership, please.

Kelley Mossburg: Thank you, (Jake). One of the, we talked about the feedback from our regional leaders, as a part of this process. One of the important pieces of feedback that we received was that as an organization, we really need to be more specific in how we hold ourselves accountable.

So, it only makes sense that we're an organization for business, so we need to operate more like a business. And in that vein, we're going to institute more of a scorecarding process to help set specific measurable goals for us to track against, so that we can demonstrate, not only to our membership, but to the region at large, how we've made progress over a period of time.

Some specific examples of what we're thinking about in terms of those goals and metrics, are, for example, establishing a comprehensive plan to achieve a world-class transportation infrastructure, for our residents and guests here in Central Florida. Another specific goal would be to defeat hometown democracy.

Third would be to see that an Orange County School Board Chair is elected in our community. Another is to insure that the medical school continues to receive the important funding that it needs, and so forth. So these are specific, measurable examples, (Jake), of how we're going to continue to move forward in this venture.

Jacob Stuart: Super. Thank you, Mr. Kelley. Jim, may I have one more question, or are you ready to go with someone on the line, please?

Jim Marzano: (Jake), we have Mick Fleming from ACCE, American Chamber of Commerce Executives, on the line. Mr. Fleming. Hello, Mr. Fleming. Are you there? Mr. Fleming, can you hear me?

Mick Fleming: I'm sorry. Can you hear me?

Jim Marzano: Yes, we could hear you know.

Mick Fleming: Oh, great.

Jacob Stuart: Mick, it's (Jake). And let me welcome you to the broadcast. And by way of introduction, let me say that Mick Fleming is the CEO of the American Chamber of Commerce Executives all across America, and has a national, and I would argue actually, an international platform, from which to view transformation. So, Mick, let me just turn it over to you and ask for your comments about what we're doing here today in Central Florida.

Mick Fleming: Well, I'm very excited about it, (Jake). And the exposure that we have had recently, too, as you mentioned to international as well national, with ACCE getting more involved with the World Chamber Federation.

But in addition, we've established some things, in terms of a fellowship on regional partnerships, and regionalism, and sustainable development. And the things that you're doing fall so nicely into place with that fellowship and the things that we've been studying and teaching, and regional cooperation and kind of interdisciplinary, sort of a holistic approach to more of the problems that are faced.

You know, in the past, the Chamber might have been able to focus on a real, kind of tight business advocacy agenda. And that was adequate to keep the members from, you know, paying taxes that were too high or going to jail.

But today, there's much more of a focus on a need for building place and creating a sense of regional affinity. And those kinds of things are exactly what you have been describing here. And so it's really exciting. Now we're seeing it in some other places like (Houston) seemed to go first on creating a regional partnership model.

But then in Louisville and Pittsburgh, and in Cleveland, some great models have been established. And I think, you know, what's cool is that you borrowed the best ideas from some of these communities, but then incorporated the things that are unique to the Orlando region, that you've really discovered through the myregion, and applied them to forming a structure that will work there.

So I think it's going to be great, as I said, kind of a broad-based view of the challenges you face on things that go beyond (job count) and go into quality of life. And those factors are very critical.

Jacob Stuart: Mick, thank you for joining us and giving us that national perspective. And congratulations to all of the great work that you continue to do across America.

Mick Fleming: Thank you.

Jim Marzano: Yes, sir. All right. Let's go to our first media representative, Tiffany Beck with the Orlando Business Journal.
Tiffany.

Tiffany Beck: Yes, hi. Can you hear me?

Jim Marzano: Yes, ma'am.

Tiffany Beck: Oh, something I was wondering about is, how are you going to fund the new partnership?

Jacob Stuart: Tiffany, thank you for that inquiry. You know, we fund the Orlando Regional Chamber of Commerce by membership dues and by what we call sponsorship dollars and transaction fees.

Under the Central Florida Partnership, we're going to move to an investment model. We have identified some 300 and 350 regional businesses that we think will be given an opportunity, or will accept, when given the opportunity to invest. But it will be private dollars coming forward in support of the platform of the Central Florida Partnership.
All right?

Tiffany Beck: OK, great.

Jacob Stuart: Thank you.

Jim Marzano: Thank you, Tiffany. Now let's go to David Pitman with WMFE Radio. David.

David Pitman: Hello.

Jacob Stuart: David, this is Jacob. Good morning to you.

David Pitman: Good morning to you. I joined it a little late, so I didn't catch your full name.

Jacob Stuart: My name is Jacob Stuart, David.

David Pitman: Oh.

Jacob Stuart: I'm president of the Orlando Chamber of Commerce. And now, I may say excitedly, president of the Central Florida Partnership.

David Pitman: And is this going to replace the Chamber of Commerce that's in place right now? How are they going to work together? We were a little confused this morning on how exactly this fits in with both the Orlando and the Orange County Chamber of Commerce.

Jacob Stuart: That's great. And let me do this. Pat Engfer is in the room or in the studio here with us. Since she is the past chairman of the Orlando/Orange County Convention and Business Bureau. She's past chairman of the Hotel Lodging Association. She's past chairman of the Economic Development Commission. And she soon will be chairman of the Central Florida Partnership. So Pat, how about framing that, when it comes to his question, please.

Patricia Engfer: I'd be happy to, Jacob. Thank you for that question. Yes, if you think in the past model, we were the Orlando Chamber of Commerce, and we did a lot of things. And we did a lot of things very well.

Under the current model, if you think of the Central Florida Partnership as the umbrella organization, and under the Central Florida Partnership, we will have different (silos) or district focuses. And one of them will still be the Orlando Chamber of Commerce.

We are proud to say that we are one of the very few five-star chambers in the world. And we do not want to lose focus on some of the wonderful work that the Chamber does, particularly the entrepreneurial work that it does.

So that will be one of the pillars of strength, sort of speak, under the Central Florida Partnership, along with our Business Force and Political Action Group, and along with our leadership organizations, and myregion.org, which we've worked for many years to be very successful with. So that's a way that you can picture it, in comparison.

We're going to continue to be investing and focusing on that which we've done in the past. But we've just restructured it, and we're going to have a much more global focus in the future, on some big issues.

Jacob Stuart: David, let me just build on what she's saying. If you look at the Central Florida Partnership as a holding company, then these other four are lines of business. And one of the strongest line of business that we will be advancing is the five-star Regional Chamber of Commerce. All right?

David Pitman: Got it. So is the Orlando Chamber of Commerce going away, or it's just becoming part of the Central Florida Partnership?

Jacob Stuart: Yes, it's actually what happened in a unanimous vote today from our membership, we have changed. For 100 years, we've been moving in one direction. And starting today, we're moving in a different direction, where the Chamber now is under alignment with the Central Florida Partnership.

It's an exciting, new opportunity about the future. But the Chamber's absolutely not going away, under any circumstances. What Pat said is true. We have a five-star Chamber. We're proud of our 100-year legacy of leadership here, and I look forward to another 100 years of support. Kelley, you've got something.

Kelley Mossburg: In essence, Jacob, it's one of the four lines of business under the umbrella of Central Florida Partnership.

Jacob Stuart: Right. OK, David. Thank you very much.

David Pitman: Thank you.

Jacob Stuart: Yes, sir.

Jim Marzano: We want to remind, maybe your representatives on the line that we're in the Q-and-A right now. And to ask a question, just press one on your phone, and that'll notify us that you're ready to speak. And we'll take your call in order of receipt. Jacob, we have another community partner on the line right now, Ray Gilley of the Metro Orlando EDC.

Jacob Stuart: Oh my gosh. Good morning, Ray. Glad to hear that you're on the line.

Ray Gilley: Good morning, everyone. I hope you can hear me OK. I'm out of town and on my cell phone.

Jacob Stuart: We can hear you wonderful, Mr. Gilley, please.

Ray Gilley: Just congratulations to everyone, in terms of moving the Chamber forward, and certainly the service to the community. As you know, we're a regional Metro Orlando Economic Development Commission.

And our primary mission is to market and promote Metro Orlando as a top business destination for both expansion of good highways, job companies, and new-to-markets. So, we believe, I sincerely believe that this new architecture is going to allow for greater development of the region, so that it will be truly a global destination for business. We're very excited about it.

Jacob Stuart: Ray, and I want to thank you personally as a colleague and as, you know of my admiration for you. And I also want to thank you for the personal invitation to be with your executive committee tomorrow morning. So I hope you're back in town so I can actually shake your hand tomorrow morning.

Ray Gilley: I will be, and we're very excited to have you there, to share with us directly.

Jacob Stuart: Thank you, Mr. Gilley, very much.

Jim Marzano: Jacob, while our producer just corrected me on the last set of instructions that I gave. It's star one to notify us that you'd like to speak. So while we wait for some other media representatives ...

Jacob Stuart: Yes, let me have some little bit of fun with the volunteers. Jim, if I may turn the clock back to us at a wonderful breakfast place out there in celebration, and it's been a while, and you pushed across the table some new ideas for me. Do you remember that morning when we were together?

Jim Lewis: I remember it like it was yesterday.

Jacob Stuart: Well tell me ...

Jim Lewis: It was a beautiful, sunny morning, and we were just talking about the Chamber at that time. It really, what we needed to do to really help this community, we talked about the fact that we had done some really great work in the past. But we knew that in order to be effective in the future that we needed to go through a significant change.

What I really remember the most about that meeting was that quite candidly, your level of receptivity to the idea. For an individual that's been leading this Chamber in this community for more than 20 years, and for me to come to you and say, hey Jacob, here's some thoughts of how we can go about changing the way we operate and the way that we're structured.

And let me just kind of tell you what I've learned about some other organizations. That's one of those things that I'll never forget, because in my mind, that was part of the catalyst for a lot of the work that's been culminating to this point that we're at today.

Jacob Stuart: Thank you, Mr. Lewis. I remember that breakfast, too. And then Kelley, you remember, you were coming in then. And as the incoming chair, and your enthusiasm, turn the clock back to our annual retreat, and where you were standing in front of several hundred people talking about what we'll do next. Do you remember that? ((Inaudible)) talk just a minute about that.

Kelley Mossburg: Well, it's incredible to look back and realize that a year has past. It's gone by very quickly. And when you look at the magnitude of change that we are about to undertake as a part of this effort, and the tremendous support that we received in active participation.

I've served on many boards in my career. I'm sure many of you on this call have, as well. And typically, they're Meet and Greet. You get together once a month or whatever. Very rare do you have people that want to step up and actively participate on the level that we saw over this past year among the members of our Chamber of Commerce and our other strategic partners.

It's just been amazing. So to see all of this come about in such a relative short period of time, and the collaboration that was involved, with so many community partners in the process, it's just amazing.

Jacob Stuart: Thank you, Mr. Mossburg, and you Mr. Lewis, both for memories and for the leadership. Jim, back to you, please.

Jim Marzano: All right. Let's go back to our telephone line and bring in Kevin Bouffard from Polk County with the Lakeland Ledger.

Jacob Stuart: Great. Kevin, this is Jacob Stuart. Please, let me hear your question.

Kevin Bouffard: Well, I was primarily interested in what representatives of people from Polk County are going to participate in this (group)?

Jacob Stuart: Well, Kevin, let me just share some wonderful news with you. Just a few weeks ago, I had the pleasure of participating in the Lakeland Chamber of Commerce Annual Board Retreat.

I was invited there by your president and your chairman to share the vision of Central Florida. It was an exciting time for me to be honored in that way. We shared openly and clearly ways that Polk County, all of Polk County, can choose to participate in this exciting new opportunity we call the Central Florida Partnership.

Your chairman of your county commission, (Jack Myers), has been with us from the very beginning. In fact, I started my day on Monday with (Jack Myers) when we founded the Regional Congress.

Jack is one of the (inaugural) members of that. Just an extraordinary leader for Polk County, and I would argue for all of Florida, but certainly for Central Florida. You're going to have a host of leaders from Polk that are going to want to be more and more involved in this.

I've had the pleasure of meeting with several of your Chamber leaders. And then the East Polk Committee of 100's been most supportive and encouraging. In a wonderful coincidence – you will know this, but others on the call may not – your development company, your development agency under Polk County is called the Central Florida Development Team.

And we're flattered by that because we think Polk County is an essential part of Central Florida. And we're going to continue to reach out, not only to your county, but your cities, because you are such an essential ingredient in the success of the Central Florida Region.

Kevin Bouffard: OK.

Jacob Stuart: All right?

Kevin Bouffard: Are any of the agencies you've mentioned, the Lakeland Chamber, the East Polk Committee of 100, or the Central Florida Development Council, going to be part of your group.

Jacob Stuart: You know, actually what they will be is, we will seek their support, and they will, I hope, welcome ours. That would be an informal relationship. The Central Florida Partnership is formally engaged with four lines of business.

But, in that regional platform, we would be dealing openly and honestly, and in a welcoming way with all of the organizations you've just mentioned, and others. Polk County, in many, many ways, is leading this transformation as it sees itself now differently, in the future. You see that on the pages of the Ledger every morning. And I see it, too, when I talk to the leaders of your county. All right?

Kevin Bouffard: Thank you.

Jacob Stuart: Thank you, sir.

Jim Marzano: Thank you, Kevin. One final reminder to the members of the media that we're taking questions, and if you'd like to ask a question, press star one on your phone. And I'll introduce individuals in order, by name and affiliation.

OK, Jacob, we have a community partner on the line, Stuart Rogel of the Tampa bay Partnership.

Jacob Stuart: Stuart, this Jacob. Good morning to you and welcome.

Stuart Rogel: Good morning, Jacob, and thank you very much. Can you hear me all right?

Jacob Stuart: We can hear you wonderfully.

Stuart Rogel: Good.

Jacob Stuart: I'm joined in the studio, Stuart, with friends and admirers of yours, just like I am. So please, tell us what you're thinking.

Stuart Rogel: Well, let me first of all, applaud you and all your leadership, for taking this extraordinary step and being able to build an organization that can really effectively work with many, many others to address the issues that your community and the entire state of Florida is facing.

So, congratulations to you. And I think this is an extraordinary step. I just would share with you that from our leadership at the Tampa Bay Partnership, and myself personally, we offer our support and our encouragement, and

look forward to working with you on some very common issues that affect both of our regions and impact our state. And I'm excited to hear that an organization is in place.

And I was excited to hear Mr. Mossburg outline some of the challenges that we're facing. We, at the Tampa Bay Partnership, see those very same challenges and are working everyday to understand how we can reach out to others like the Central Florida Partnership to be able to work on common issues. So, congratulations to you, and we offer our assistance in any way possible to make sure that the new Central Florida Partnership is as successful as it can be.

Jacob Stuart: Stuart, thank you for your words of encouragement and your leadership. Ladies and gentlemen, those listening and in the studio, let me just brag about Stuart for a minute. Not long ago, Stuart Rogel, the Tampa Bay Partnership hosted a group of regional organizations from around Florida to begin to talk about a broader agenda.

So Stuart's not only leading in his region, he's beginning to use his platform to lead all of Florida. And I think that's the exciting opportunity that we have by working with the Tampa Bay Partnership and others.

But Stuart, you have been the leader in this group. Not only Tampa Bay, but for Florida. And I want to thank you for helping make our entire state a better place to live, work, learn and play. Thank you, sir.

Stuart Rogel: Thank you. We look forward to continuing to work with you.

Jacob Stuart: Yes, sir, Stuart.

Jim Marzano: Jacob, we understand Mick Fleming is back on the line.

Jacob Stuart: Oh my gosh, did I say something bad, Mick? Are you coming back? Are you there?

Mick Fleming: Hello.

Jacob Stuart: Yes, Mick. It's Jacob again. I'm sorry ...

Mick Fleming: I just wanted to partially help answer that question on a, I was asked by the media about the structural side, and just mentioned that the holding company model is not unique to what you're establishing there.

There are other communities, and whether or not they end up being a holding company with a chamber name, or a holding company with a partnership name with a chamber under it, there are several models around the country.

The most obvious and the most visible one is the Pittsburgh, the Allegheny Conference, which handles, which has the Pittsburgh chamber and a large economic development, public, private partnership underneath the Allegheny Conference umbrella.

So that's just a comment for your media folks. And I had a couple of questions. One is, the relationship that was, you've personally answered with Polk County, but the relationship with the surrounding Chambers, and how communities and chambers will tie in with this organization, either formally or informally?

And then that kind of leads to the next question about, you know, your volunteer structure and what the Boards, are you reshaping the Boards? Is it going to be one board, multiple boards? And I think maybe some of your folks on the line might appreciate that kind of feedback.

Jacob Stuart: Mick, thanks for the follow-up. I'm going to take the Chambers question. And I'm going to let Jim, you and Kelley, talk a little bit about the model of the Boards, if you don't mind. Let me talk about the Chambers of Commerce here for those on the line with us today.

There are 42 Chambers of Commerce in the Seven County region. And that does not include my national, international or multinational chambers. There's another 56 of those organizations. We need to find a way to have a common and shared vision as Chambers of Commerce.

Now, let me say quickly, that does not mean that these Chambers, they continue to remain sovereign. There is no conversation about merging or bringing Chambers under the Partnership. What we are talking is forming a Chambers of Commerce Alliance.

And we have recently visited every single chamber in the region to talk openly about ways that we can coordinate, cooperate and collaborate to build a regional agenda. So, that's the voice we're trying to do.

We hope to launch in first quarter of next year, what's call the Central Florida Chambers of Commerce Alliance. But if you're listening, you're saying, well wait a minute now. You're going to put all the Chambers together. No, we are not. It's just like a congress.

We are going to align, in many ways, the priorities of all these Chambers. We hope to better serve the needs of those folks who live here in Central Florida. So, Mick thanks for that. Now Jim, let me turn to you and Kelley. Are we going to have more leaders or fewer leaders, or more opportunities to lead? Tell us what we're talking about in this new model.

Kelley Mossburg: (Jake), if I can, let me jump in. And Jim can certainly add to it as we go along. The research that we conducted again, (fact-based) research as we began this process, reaching out to our community partners around the Seven County Region told us that at least there was the perception that, you know, we were a pretty complex organization.

We had a number of different Boards. Folks on the outside, as well as the inside, weren't exactly sure how they all fit together sometimes. And I think in our zest to be very collaborative and very inclusive, which certainly isn't going to change as we go forward.

We did want to simplify the structure a little bit. So, when we went through the process of reengineering the governance, we looked very closely at how we could make the governance model more nimble and more responsive to the needs of this new organization.

Let's talk about specifically myregion.org for a second. The creation of the partnership was really inspired and formed largely by the research, as we said, of myregion.org. It will continue, but in an elevated role, in order to develop global benchmarks to track the success of we shall grow, and catalog the consensus of the greenprint for our region.

So, in essence, it's going to be hardwired into the infrastructure of this new partnership, being one of the four lines of business we talked about before. Some other Boards, for example, the Small Business Board, will now become integrated into the Chamber leadership, which again is one of the four pillars.

And so it's going to continue to have an active role in the voice of the Chamber, as will the leadership of the Board of the Leadership Orlando and Alumni Board, is another example of that. So, we're not disbanding, if you will, and doing away with the partnership of these Boards. We're trying to streamline and integrate them more, and become more responsive as a governance model.

Jacob Stuart: Thank you, Kelley. Yes, sir, Jim.

Jim Marzano: That'll conclude our Q-and-A and Commentary Segment. Jacob, if you'd like to wrap up.

Jacob Stuart: I would. What I'd like to say to the four volunteers here in the studio, and to those who are listening is thank you. Better than anyone, I know that where we stand today is a direct result of those who have come before us.

And I think we want to say, as I say thank you to you four, I want to say thank you to all of the leaders that for almost 100 years have come before us, who may not have sat in a fancy studio and done a webcast, but have really stood for a better community.

And to those who come after us now, what we're saying today is yes. Thank you to those who came before, and yes to those who will come next. Yes, to accepting the challenges of this region. Yes to having the courage to change our architecture. Yes, to talking openly and honestly about the challenges that we face. And yes, that we're going to make a difference.

Kelley, to you and Pat and Jim and C.T., I'm thanking you and extending my deepest appreciation for your leadership. And at the same time, thank you, everyone else. Mr. Lewis.

Jim Lewis: Jacob, if I may, I also just want to thank you for your leadership. As a resident of this community and as a senior executive at the Disney Company, I'm just so appreciative of what you're doing.

You're really putting into place the tools, the infrastructure, to really improve upon this product that we call Central Florida. And everybody that lives, works and play here is going to benefit from your efforts. So, we owe you a great deal of gratitude for what you're doing and just appreciate your leadership so much.

Jacob Stuart: Thank you, Mr. Lewis. All right so, Kelley, may I get Kelley as our chairman, may I get him to say just one last thing, or are we getting the (high) sign to get off? No, Kelley please, would you mind just, your final comments, and then Pat, and then to you C.T., if you don't mind.

Kelley Mossburg: Well, (Jake), if I'd be remiss if I didn't thank all those on this call today. But, by virtue of the fact that you are on the call today, you have a very sincere interest in the future of our region. And I'm thanking you, going forward, for your support of our effort, because it's going to take every one of us in this great community to help lead us to the promising future that we have.

Jacob Stuart: That's fantastic. Pat, please.

Patricia Engfer: I would like to thank everybody that was involved in this process, up to this point, knowing there's still much work to be done. But the Steering Committee and the Governance Committee, and all the volunteers in the community, the number of meetings and the time and the effort, has just been a monumental task. And you've orchestrated it beautifully, and it would not have been as successful and brought us to this point without so many people putting in a tireless number of hours.

Jacob Stuart: Thank you, Pat. And C.T., how about you, your final thoughts?

C.T. Hsu: I like what I see, ideas to results. I feel this is a wonderful day for our Central Florida Regions. And I can see a certainly bright future for our partnership.

Jacob Stuart: Thank you, C.T. And to you, Jim, please.

Jim Marzano: Thank you all. And in closing, we'll have a transcript of today's (launch) posted on the website, within 48 hours. And you can listen to today's discussion online at www.centralfloridapartnership.org.

We invite media and our partners on the line to join us in person tomorrow, too, for the unveiling of the Central Florida Partnership Logo, at 75 Ivanhoe Boulevard in Orlando, at 10:00 a.m.. More information is available at the website. Thank you.

Operator: And that does conclude today's conference call. You may now disconnect.

END