

PROGRAM OF WORK

2016-2017 GOALS



greater
miami
chamber
of commerce®

DISRUPTION

Group Chairman: Saif Ishoof, Florida International University

Entrepreneurship/Innovation Committee

Co-chair: Xavier Gonzalez, eMerge Americas, LLC

Co-chair: Ira Rosner, Holland & Knight, LLP

Enhance participation quantity and quality in the South Florida Good to Great Awards® and Top Entrepreneurial Awards programs through improved application processes, entrant involvement, and multiple event opportunities:

- Organize an interactive Award Season Kickoff reception (which could be expanded to include all Chamber award programs)
- Host finalist/sponsor reception for award programs
- Schedule a workshop with past judges and recipients for do's and don'ts of completing applications

Create an Innovation Event Series focusing on innovation and its impact on/benefit from entrepreneurship:

- "Switch pitch" event whereby established companies provide a novel problem to be solved by innovators
- "Shark Tank" event where entrepreneurs pitch their ideas to different fields, professionals, and Chamber committees, and act as an advice lab

Create cross committee programs to focus on impact of innovation on established businesses and emerging markets, i.e. the impact of technology on transportation or the impact of on-line financial services on traditional banks:

- Present innovation topics from the perspective of the innovator and the established business
- Expose entrepreneurs and create a platform to introduce innovators to the Chamber

Work with established business leaders and innovators to identify the advantages and challenges for entrepreneurs in Miami:

- Focus on Miami as a center of innovation – create a program culminating in why/why not Miami?
- Create SWOT analysis – how are we positioning Miami?
- Collaborate with The Beacon Council to identify resources for entrepreneurs/start-ups; help bridge the gaps between investors and innovators; educate and compile and disseminate information

Top Entrepreneurial Awards Task Force

Co-Chair: Laura Denoux, Baptist Health South Florida

Co-Chair: Irum Kothari, Bank of America

South Florida Good to Great Awards® Task Force

Chair: Conor Flynn, Aon Risk Services, Inc. of Florida

Vice Chair: Raphael Garcia, BankUnited

Resilience Committee

Chair: George M. Burgess, Becker & Poliakoff, P.A.

Vice Chair: Susanne M. Torriente, Assistant City Manager/Chief Resiliency Officer, City of Miami Beach

Promote collaboration among leaders in business, government, academia and the not-for-profit sectors in both Miami-Dade and Broward Counties in efforts to recognize the realities of sea level rise and to work together on definitive, actionable steps to address the issue across South Florida.

- Organize a day-long Resiliency Tour of Miami with diverse stakeholder group
- Communicate and support recommendations of Miami-Dade County's GreenPrint and Sea Level Rise Task Force, the South Florida Regional Climate Compact and help promote the 100 Resilient City designation by Rockefeller Foundation and the green economy and carbon footprint reduction goals of Resilient Miami funded by the Kresge Foundation

Advocate with state, county and local governments for collaboratively developed measures to adapt existing public infrastructure to projected long-term sea level rise and to better prepare for an expected increase in extreme weather and associated tidal flooding due to global warming, and to modify building codes and incentivize developers to build structures with a recognition of forecasted sea level rise.

Promote and advocate efforts in the business community and in county government to reduce our carbon footprint on a local level, including supporting sustainable transportation solutions, working with local energy providers to reduce carbon emissions, supporting efforts to increase the use of renewable energy sources and supporting the creation of a local green economy by including strategies in One Community One Goal:

- Craft a white paper on the business of climate change for the purposes of educating the business community

Continue to support and encourage the efforts of the Miami-Dade Water and Sewer Department to aggressively address required infrastructure improvements that are resilient and innovative to both the water and wastewater treatment and distribution systems and advocate for all efforts to protect our water supply from salt water intrusion.

Support continued funding for the Comprehensive Everglades Restoration Plan, including all Miami-Dade projects and support efforts and funding targeted at protecting Biscayne Bay, and help increase community awareness of the need for these environmental projects to be properly funded and implemented by the state and federal government.

Shared Economies Committee

Chair: Rachel Johnson, Uber Inc.

Conduct a preliminary survey of the market potential of shared economies focused businesses for Miami:

- Conduct education and outreach event with members about B2B and B2C focused sharing economy applications
- Use survey to develop an agreed upon community definition of the scope of what encompasses shared economy
- Engage an academic research institution or think tank to assist with preliminary survey

Host a Shared Economies program that attracts major leaders from shared economy companies (Uber, Airbnb, Lyft):

- Engage public sector leaders about ongoing policy needs of shared economy companies
- Engage investors and important private funders (Angels & VCs) around how Miami can be better positioned as a shared economy hub market

Technology Committee

Chair: Andres Campo, Axxis Solutions

Vice Chair: Roberto Velazquez, Comcast Business

Identify potential members and market our successes to become the main hub for technology related matters by creating a solid value proposition for membership:

- Bring in a larger presence from technology and other large companies. Targets include:
 - Five small organizations (1-49 employees)
 - Ten midsize organizations (50-500 employees)
 - Three large organizations (500+ employees)

Educate and help navigate the Miami technology community by creating a repository of technology information that can be disseminated to chamber membership on topics including:

- Job employment
- New trends in technology
- Job and economic data
- List of capital resources

Serve as a lead convener in the South Florida technology ecosystem that helps create more efficient, purposeful and profitable networking linkages:

- Establish a quarterly program that mentors and coaches early stage entrepreneurs
- Holding a Technology Policy Retreat on a Local and State Level (possible CLE credit)
- Miami's Got Tech event with the help of the Talent Development Network
- Recognize and celebrate technology leaders within the South Florida community
- Connect smaller companies with large scale IT procurement opportunities

GOVERNMENTAL AFFAIRS

Group Chairman: Wendy Grant, República

Legislative Affairs Liaison

Chair: Glenn M. Cooper, GrayRobinson, P.A.

Political Outreach Committee

Chair: Adriana Pereira-Reyes, Walmart

Public Policy Committee

Chair: Carlos R. Fernandez-Guzman, Pacific National Bank

Work in concert with the Chamber's substantive committees to identify issues of importance to the business community and communicate the Chamber's position on all public policy issues at the local, state, and federal levels:

- Develop a local legislative agenda
- Update the Chamber's State and Federal Legislative Packages
- Create a Housing Solutions Task Force

Continue being a conduit on key legislative issues, providing the platform to present all sides of the issue.

Actively and regularly engage with local public sector leaders:

- Host a forum for mayors to discuss critical topics pertinent to the business community
- Meet with elected and appointed officials (commissioners, department directors) on key priorities on a quarterly basis

Develop a political scorecard mechanism to hold elected officials accountable of issues of importance to the business community:

- Educate candidates on Chamber priorities before election day
- Organize Legislative Session Preview/Review at Trustee Luncheon
- Assign key Chamber members to engage locally with elected officials

Engage participation in Governmental Affairs group:

- Educate membership on upcoming elections as well as relevant policy issues and positions
- Assign ambassadors from each committee to regularly meet with Governmental Affairs
- Develop and nurture young leaders within the Chamber and continue their engagement throughout their professional career
- Develop a format for Chairman Circle members to become active participants in the political process to further the Chamber's legislative agenda

INDUSTRY GROWTH

Group Chairman: Gerald C. Grant, Jr., AXA Advisors, LLC

Banking & Financial Services Committee

Chair: Alcides I. Avila, Avila Rodriguez Hernandez Mena & Ferri, LLP

Vice Chair: Guillermo Diaz-Rousselot, Continental National Bank

Keep members informed on current and new banking regulations by continuing with banking programming series.

Explore partnerships with local organizations to provide timely and accurate information to community:

- Explore feasibility of establishing a training and certification program to generate fee income
- Explore partnerships with local institutions, such as FIBA, FBA, SFBI and FIU
- Integrate programs with local business (i.e. Lunch & Learn, CFT, Center for Excellence in Banking, etc.)

Explore making South Florida attractive to foreign trust companies.

Work with FIBA and other organizations to conduct a study of the importance of South Florida's Community Banks as Miami is ground zero for regulatory measures.

Partner with Technology Committee to increase membership among FINTECH companies:

- Hold a joint program targeted to banks and FINTECH companies to promote South Florida as a center for disruption and FINTECH
- Showcase what others are doing to change traditional banking

South Florida Economic Summit Task Force

Co-chair: Roberto R. Muñoz, BBVA Compass

Co-chair: TJ Villamil, The Washington Economics Group, Inc.

Education Committee

Chair: Jose Antonio "Tony" Villamil, The Washington Economics Group, Inc.

Vice Chair: Joanne Bashford, Miami Dade College

Vice Chair: Keith Fletcher, City Year Miami

Advocate for increased funding for all pre-K-20, coordinating with Governmental Affairs Group and creating a detailed and prioritized agenda to be accomplished:

- Early childhood development
- Restore District Cost Differential (commission a third-party study)
- Present agenda to industry groups for obtaining support

Collaborate and participate with select Chamber committees to increase the linkage between Education and Workforce Development and One Community One Goal (OCOG) Industry Targets:

- Ensure that education is part of the Economic Summit

Collaborate with other Chamber committees to assist with the number of industry partnerships for internships, apprenticeships and mentorships in STEM-related occupations:

- Work with OCOG, the Talent Development Network and other organizations to determine needs
- Strive to increase number by five percent

Continue on the progress achieved at last year's successful Education Summit between business and educational leaders.

Increase business attendance at education events by 10 percent.

Legislative Task Force

Chair: Iraida Mendez-Cartaya, Miami-Dade County Public Schools

Healthcare Committee

Chair: Stephen H. Siegel, Broad and Cassel

Vice Chair: Christopher Dudley, Advancement Associates, Inc.

Be a resource to members on the top issues facing our community, including: access to healthcare, wellness, caregiving, post-acute/long term care, senior health issues and the impact/cost of mental health and substance abuse:

- Feature presentations at quarterly committee meetings to bolster attendance and added value of membership. Possible topics include:
 - Summary of 2016 Florida Legislature; telehealth
 - Developing a resource guide for businesses seeking to assist their employees in finding selective healthcare items and services
 - Meeting with the GMCVB in order to explore ways to encourage medical-related conferences to look to Miami-Dade as a venue
- Organize three educational seminars that address timely industry topics devoted to critical healthcare issues and their impact on South Florida businesses. Possible topics include:
 - ACA Update; collaboration with Human Resources Committee
 - Dealing with mental health and related issues that have an impact in the workplace; removing the stigma of seeking assistance and encouraging employers to provide appropriate assistance; collaboration with Human Resources Committee.
 - Access to healthcare services; knowing where to find services and transportation; collaboration with Transportation Committee.

Work with the Chamber's Legislative Affairs Liaison and Governmental Affairs Committee to advocate for the issues important to the healthcare industry:

- Engage committee representatives to participate in the Tallahassee and Washington, D.C. Fly-ins

Showcase the extraordinary efforts of our community's individuals, institutions and programs that have made an impact beyond the scope of their jobs in the South Florida Healthcare community through the Health Care Heroes® Awards program:

- Convene task force to plan 20th anniversary celebration

Legislative Task Force

Co-chair: Lani Ferro, Nicklaus Children's Hospital

Co-chair: Matthew I. Pinzur, Jackson Health System

Co-chair: Stacy Kilroy, Mount Sinai Medical Center

Health Care Heroes® Awards Task Force

Co-chair: Charles Felix, South Florida Hospital News & Healthcare Report

Co-chair: Gustavo Leon Jr., AvMed

Military Affairs Committee

Chair: Steven C. Williamson, BEST Solutions Consulting Group

Vice Chair: Francisco "Frank" Cantero, Florida Power & Light Company

Strengthen the Chamber and community's relationships and interaction with local military commands and the organizations that support and recognize the military.

Advocate for and support the needs of our local military by identifying and acting on key issues to address locally, regulatory, and/or legislatively.

Present, support, and promote community-wide events honoring military service, customs, traditions and excellence.

Re-activate the visiting military ships program to, over the next three years, increase the number of ships visiting Miami and increase the community's corresponding interest and support.

Enhance the broader community's understanding and support of the needs of our local veterans.

Real Estate Committee

Chair: David Restainer, Douglas Elliman Real Estate

Vice Chair: Arthur "AJ" Meyer, ANF Group

Highlight the existing workforce housing options in West Brickell, East Little Havana, and the Miami River Corridor through programming that promotes efforts of developers, universities and community leaders that are making progress.

Develop initiatives for direct outreach to entrepreneurial, small- and medium-sized developers, to assess their needs, include them in the Committee's initiatives, increase membership among this group, and ultimately begin to address identified needs.

Preschedule a minimum of four real estate committee meetings at local venues that will highlight relevant development news or needs of real estate industry stakeholders.

Engage local real estate industry organizations and publications to collaborate on major committee events.

Cocktails to Closings Task Force

Chair: Diana Pubchara, Blanca Commercial Real Estate, Inc.

Developer Roundtable Task Force

Co-chair: Frank Zepeda, Douglas Elliman Real Estate

Co-chair: Doug Skoke, Marsh & McLennan Agency

Co-chair: Cristina Ortiz, Law Offices of Cristina Ortiz

Real Estate Summit featuring the R.E.A.L. Awards Task Force

Co-chair: Arthur "AJ" Meyer, ANF Group

Co-chair: Alex Rhodes, Grant Thornton

INTERNATIONAL BUSINESS

Group Chairman: Hernando Gomez, Morrison, Brown, Argiz & Farra, LLC

Americas Linkage Committee

Chair: Brian Fonseca, Florida International University

Vice Chair: Paola Moreno, Barry University

Conduct a survey among Chamber members that will pulse the global markets/sectors that members are most interested in pursuing in order to ensure that we are delivering programming aligned to member interest:

- Leverage survey to strengthen bridge between the International Business Group and members as well as other relevant committees
- Host a findings webinar/event to release the results and promote the International Business Group

Plan and execute at least three to four trade missions:

- Execute trade mission to Spain the first week of October
- Explore trade missions to China (spring 2017) and Cuba, and other rich markets such as India and Argentina
- Assess the international markets survey against our planned missions
- Strengthen bridge to India, as another strategic international market
- Promote a special Chamber membership to international organizations during this year's trade missions
- Incorporate students from local universities into the trade missions program

Host at least three to four international market seminars:

- Host seminars that will educate members about the markets that the Chamber will pursue

Asia Committee

Co-chair: Seth Gordon, Seth Gordon Initiatives

Co-chair: Angie Ki, Belt & Road, LLC

Vice Chair: Anthony Kang, Arnstein & Lehr LLP

Build and maintain local network for incoming Asian businesses and investors:

- Identify and connect professionals and business groups in the Greater Miami area that can adequately serve, properly advise, and reliably facilitate incoming business groups and investors from Asia.

Collaborate with other Chamber Committees and appropriate organizations to promote the Greater Miami area to visitors, individuals, and businesses from Asia that are looking to move and/or to expand into the U.S. markets.

Locate and maintain resources for local businesses and organizations that are considering venturing into Asia for new or expanding business opportunities.

Work with local partners to ensure that a China Trade office is established in Miami-Dade County.

Partner with local agencies to encourage the establishment of a non-stop flight between Miami and Shanghai and/or Beijing.

Consular & Trade Representatives Committee

Chair: Gina Polo, Weiss, Alden & Polo, P.A.

Vice Chair: Tomas Abreu, Honorary Consulate of Monaco in Miami

Vice Chair: Diana Marcela Arbeláez, Lingua Franca Translations

Schedule five to six meetings for Consular & Trade Representatives Committee at Consular Offices, beginning August 2016 through May 2017:

- Request information regarding individuals and businesses each country would like the Chamber to invite no less than two weeks before scheduled meeting.

Request notification from Consuls and Trade Representatives regarding Inbound Missions/Delegations to Miami in order to work more efficiently with other local agencies in preparation to host these delegations:

- Provide inbound mission information to Chamber members in relevant fields, as well as International Committee members, and arrange meetings as needed.

Contact Trade Representatives at Consulates to notify the Chamber when dignitaries are scheduled to visit as well as other government representatives and individuals coming to do business in Miami.

Schedule registration for Global Entry at Chamber offices and events; inform members when countries are added to the program and reach out to the Consulates as countries are approved to enter the program.

Cuba Committee

Co-chair: Christine Valls, American Airlines

Co-chair: Olga Ramudo, Express Travel

Facilitate relationship between the Chamber and the Cuba Chamber in order to begin to establish relationships with small business on the island nation.

Be the repository on information about Cuba. Ensure that all information that is disseminated remains apolitical and accurate.

Create a data base of local businesses that have established businesses in Cuba.

Create roundtable discussions and seminars to keep members updated on progress and involved in assisting with the growth of businesses on the island.

Collaborate with the Americas Linkage Committee to explore the possibility of a trade mission to Cuba to explore business opportunities for Chamber members.

International Initiatives Committee

Chair: C.L. Conroy, The Conroy Martinez Group

Position the Chamber to become a world class leader in the international arena through a publicized, well attended International Summit.

Further engage the international business community:

- Specifically reaching out to the 500+ multinational corporations in Miami- Dade County by inviting them to participate as keynote speakers and panelists
- Creating constant communications with this target market through a steady information flow regarding the Summit, i.e., looking for sponsors, looking for speakers, mark your calendar announcements, etc.
- Sending them membership information and visiting them whenever possible
- Increasing sponsorships of the International Summit over last year
- Increasing new memberships over last year for the Chamber

Increase the Chamber brand to the International community:

- Through publicity of the international Summit
- Through networking with local international groups and at other international functions (via World City Global Connections, World City CEO Club, multinational events, bi-national chambers of commerce)

Ensure that the chamber's multinational corporation list is updated via research using interns from the universities.

LEADERSHIP PROGRAMS

Group Chairman: Mary M. Young, University of Miami

HYPE Miami[®] Committee

Chair: Jessi Berrin, Baptist Health South Florida

Vice Chair: Justin D. Luger, Weiss Serota Helfman Cole & Bierman, P.L.

Grow HYPE Miami[®] membership base at monthly meeting and event attendance through further engagement:

- Tap into Chairman Circle members and unused membership slots (“internal growth”)
- Advocate for, and succeed in, establishing “millennial membership” to overcome current Chamber membership fee barrier to Young Professional involvement (“external growth”)

Create career mentoring and “reverse mentoring” breakfast/lunch sessions involving two-way mentoring between seasoned professionals and millennials.

Innovate HYPE Miami[®] programming with standout, distinct, signature programs that continue to set HYPE Miami[®] apart from other Young Professional groups and resonate with Miami’s Young Professionals.

Strengthen partnerships with other Chamber Committees on issues pertinent to Young Professionals (i.e., Disruption, Governmental Affairs, Leadership Miami[®]).

Continue CEO Speaker Series along thematic terms (*i.e.*, disruptors, shared economies, travel, academic, technology, service industry) and move series off-site to speaker’s office where feasible.

Leadership Miami[®] Committee

Chair: Will Dukes, SalesPartners Miami

Vice Chair: Jonathan Ross, Greater Miami Society for Human Resource Management

Incorporate a Leadership Skills Development Curriculum into the program’s Focus Sessions and other activities:

- Work with leadership faculty from member universities and other Chamber leaders to identify six to eight key skills for being a successful leader specifically within the greater Miami-Dade community
- Create instructional activities that divide these skills among each day of Opening Conference and the six Focus Sessions that follow
- Provide optional activities that participants may do to further practice and develop the skill addressed
- Ensure the curriculum is sustainable and transferable so it can be implemented by future LM planning committees

Increase the conversion of program participants into active chamber members:

- Broaden the committee-match fair that was held for LM37, and ensure at least 90% of participants join at least one committee
- Work with the other Leadership Programs (SEO and HYPE Miami[®]) to create joint experiences for the participants
- Include the meetings of other Chamber committees as fieldwork activities for participants
- Increase the involvement of other committee leaders in the planning and execution of the program, especially relevant focus session topics and fieldwork activities

Increase the percentage of participants that fully engage with the program:

- Ensure at least 85% of participants meet the minimum requirements for graduation (80% of focus sessions, eight fieldwork activities, active participation in team project, etc.)
- Plan objectives, topics, and activities for focus sessions at the summer planning retreat; finalize agendas for each session 60 days prior to each; communicate session topics at Opening Conference, and announce finalized agendas at the previous session
- Provide ongoing training in leadership and facilitation skills for program facilitators
- Increase the frequency of participation reviews and communication with participants about their progress

Generate more than 200 applicants and make LM a competitive selection process with a maximum of 120 participants:

- Generate a targeted list of sponsor companies that "should" be submitting applicants, both from within the Chamber and the community at large
- Utilize existing collateral and Chamber connections to facilitate meetings with key decision makers
- Create a Leadership Miami[®] Recruitment Page on the Chamber website and a LM38 LinkedIn Group to capture leads of prospective participants, and communicate with them concerning applications, promotions, etc.
- Have applications ready for distribution to the community by July 1, 2016

Senior Executive Orientation[®] Committee

Chair: Matthew I. Pinzur, Jackson Health System

Vice Chair: Walter J. Andrews, Hunton & Williams LLP

Build a 2016 Senior Executive Orientation[®] (SEO) class of at least 30 qualified participants:

- Continue existing outreach and awareness activities
- Partner with like-minded civic organizations to recruit members including United Way, GMCVB, and The Beacon Council
- Develop a list of at least 75 participant prospects by December 1, 2016

Encourage strong and consistent attendance by participants and committee members, with individuals attending at least six of nine events on average

- Complete event calendar by October 1, 2016
- Complete brochure by November 1, 2016
- Convert at least three recent SEO graduates onto planning committee

Connect SEO program into Chamber's broader membership and financial goals

- Develop a list of at least 18 sponsorship prospects by December 1, 2016, including prior-year sponsors, with a goal of securing one title sponsor and nine event sponsors
- Determine historic (five-year) average of SEO participants who are not Chamber members converting into members, and seek a 10 percent increase for the Class of 2017
- Determine historic (five-year) average of SEO participants who attend at least three Chamber events or meetings in the 12 months following completion of SEO, and seek a 10 percent increase for the Class of 2017

MARKETING, MEMBERSHIP & STRATEGIC REVENUE GROWTH

Group Chairman: Joe Atkinson, Wells Fargo

Customer Care Committee

Chair: Doug Bartel, Florida Blue

In the first quarter, re-assess membership levels and benefits to provide increased value to different business populations and opportunities for each level to advance to the next level:

- Re-evaluate pricing of membership levels and events to protect integrity of each
- Explore membership benefits that attract member and non-member entrepreneurs and consider a pilot model to attract non-members from this particular segment

Strive for an industry high standard of Chamber membership retention of 75 percent:

- Ensure that Customer Care guidelines are being adhered to throughout the membership cycle, at critical touchpoints and through all communications with members in order to foster the highest levels of engagement
- Maximize the features of the Chamber's database for an enhanced Customer Relationship Management (CRM) experience to adopt best in class industry standards for all communications with members and nonmembers and ensure timely updating of records. Provide a report on these improvements with Chamber leadership by the end of second quarter of the fiscal year.

Develop guidelines to ensure that best in class customer care practices are in place for sponsors and attendees at all Chamber events.

Ensure Chamber Ambassadors connect with new members at least three times in the new member's first year, and facilitate new member receptions.

Marketing the Chamber Committee

Chair: Silvia Larrieu, Baptist Health South Florida

Align the work of the Committee to the Chamber's Strategic Plan with regard to digital strategy:

- Adopt an integrated mobile-first communications strategy
- Maximize available tools to help members, engage the community and enable the Chamber to reach and connect with potential new members (who prefer to interact via digital marketing, social media and other communications vehicles)
- Accelerate fresh content throughout all digital platforms

Develop and launch Chamber's new mobile-responsive website by the end of first quarter.

Review and update Chamber messaging and marketing strategies to attract new members and to engage current members in support of Chamber's retention goal of 75 percent.

Conduct annual survey of past members, current members and non-members to assist Customer Care and Membership Growth committees in providing better service: survey launch in June, early reporting to Executive Committee in July, results released to Board and community-at-large in August.

Membership Growth Committee

Chair: Danette Gossett, Gossett Marketing

Develop on-going, year-long sales efforts for membership growth at all levels to attract \$400,000 in new members utilizing the Chamber's Board of Directors, active volunteers and staff.

Leverage the successful 10 annual Chamber Connections networking receptions to continue this platform, reinforcing member engagement and attracting new members through the Chamber's member footprint across Miami-Dade, Broward and Palm Beach counties.

Enhance monthly Bagels with the Boss programs as an informational marketing tool to reach potential new members throughout South Florida, with a target to convert 15 percent of non-member attendees to membership.

Focus on attracting new members that reflect the diverse composition of our marketplace. Consult with the Executive Committee to establish the desired diversity dimensions for new member recruitment.

Partner with community entrepreneurial organizations to attract this segment to the offerings of Chamber membership.

Strategic Revenue

In addition to committees supporting Customer Care, Marketing the Chamber and Membership Growth, a new effort will focus on Strategic Revenue Growth. This work seeks to monetize products and services that have value to the business community and thereby enhance the Chamber's value proposition to its members. While these new initiatives are not specific committee functions and are largely staff driven, each will contribute to the Group's revenue performance as new, non-dues revenues and make a significant contribution to the Chamber's overall revenues. Programs include:

- Ribbon cutting, store openings and re-openings
- Meeting planning, international and public policy counseling
- Chamber corporate community investment strategies

URBAN / COMMUNITY GROWTH

Group Chairman: Jacqueline Torre, United HomeCare

Human Resources Committee

Chair: Kevin E. Vance, Esq., Duane Morris LLP

Vice Chair: El pagnier K. Hudson, Florida International University

Educate Chamber membership and local HR community on recent and proposed legislative changes, as well as HR-related aftermath of presidential election:

- Focus HR Insights Program on post-election legal and HR landscape
- Host additional event discussing U.S. Department of Labor overtime rule and/or other changes or proposed changes in the law
- Continue mock trial or similar component of HR Insights, but add timely, more current topics

Increase awareness of available talent for the South Florida business community by connecting Chamber members with college students:

- Engage institutions of higher education by hosting a collaborative event (with Chamber committees such as HYPE Miami[®], Education, Technology and others as determined), to connect Chamber members with talent for industry specific opportunities
- Explore how students from area universities can partner with business owners to initiate internships and/or employment opportunities

Refurbish 2017 Excellence in HR Awards program to compete with other HR award programs that have recently appeared in South Florida

- Better define awards categories and differentiate between them
- Start nominations process prior to end of 2016 calendar year
- Increase number of awards from six to eight

Increase Chamber membership's awareness of and interest in HR Committee:

- Survey Chamber members to assess their perceived needs:
 - Create an action plan based on outcomes
 - Synthesize and categorize information in alignment with business size and scope as needs vary
- Differentiate programming from competing HR industry events by focusing on practical but high level topics designed to appeal to underserved groups such as senior HR professionals (Director and VP level) and non-HR executives who perform HR function in smaller companies
- Incorporate locally relevant HR topics to align programming with Chamber goals and to differentiate programming from competing HR industry and law firm events

New World Center (Downtown Miami) Committee

Co-chair: Israel Kreps, Kreps/DeMaria Public Relations and Marketing

Co-chair: Jack Lowell, Colliers International South Florida

Coordinate with the Chamber's Transportation & Infrastructure Committee, lead agencies and other key stakeholders to focus on downtown transportation issues.

Organize three forums on issues critical to downtown Miami; topics will include:

- Homeless population and affordable housing
- Update on Baywalk, Riverwalk, Museum Park/other Parks
- Wynwood and Design District updates

Feature presentations at quarterly committee meetings; topics will include:

- Impact fee expenditures collected on projects and regenerated into area for infrastructure improvements
- Expansion of Southside Elementary, repurposing other schools
- Port of Miami expansion/utilization

Celebrate Miami's central business core's growth and development:

- Present the Alvah H. Chapman Jr. Award of Excellence for the outstanding achievements of an individual, organization and young leader who have made significant contributions and set the standard for the development of Miami's central business core's economy, culture, promotion, education, beautification and preservation.

Nonprofit Business Committee

Chair: Patrick G. Morris, Wells Fargo

Vice Chair: Norie del Valle, United Way of Miami-Dade

Continue to spotlight innovative excellence in nonprofit programs as well as for-profit corporate citizenship by enhancing the profile of the NOVO awards and its recipients as well as the program and the partnership with the Association of Fund Raising Professionals regarding the Julia Tuttle Award and Annual National Philanthropy Day.

Explore developing a community-wide Board training and Board match process.

Host educational workshops and networking events on topics relevant to both the nonprofit and private sectors such as Corporate Social Responsibility, Technology 101's and others that enhance the nonprofit business community.

Explore possibilities of Chamber Volunteer Day and creation of community calendar for nonprofit trainings.

Build stronger engagement strategy to ensure that nonprofit members remain Chamber members.

Sports Committee

Chair: Jose C. Romano, Baptist Health South Florida

Vice Chair: Bob Fitzsimmons, Rumberger, Kirk & Caldwell

Create a series of meetings with top leadership/principals of sports teams, major events and conventions to discuss the business of sports and create a strategic plan:

- Catalog shortage of multipurpose sports facilities
- Inventory needed resources
- Host economic impact of sports

Work with local partner organizations including the Greater Miami Convention & Visitors Bureau, Orange Bowl Committee and The Beacon Council to solicit new amateur and youth sports events throughout Miami-Dade County while enhancing the region as an international sports tourism destination:

- Establish 'where we are now'

- Pitch three new events that current facilities can accommodate

Produce the 2016 Sports Hall of Champions induction ceremony to highlight great sports moments and individuals with a distinct South Florida connection in order to advance the greater goal of establishing a permanent home for the South Florida Sports Hall of Fame as well as a Great Moments in Miami Sports project at Miami International Airport.

Feature presentations at quarterly committee meetings including exploring ideas for South Florida Sports Hall of Fame, marketing major South Florida sporting events, and attracting smaller sporting events.

Marketing and Events Task Force

Sports Business Development Task Force

Chair: Jose Stalongo, Miami-Dade County Sports Commission

Sports Hall of Champions Task Force

Chair: Bob Fitzsimmons, Rumberger, Kirk & Caldwell

Transportation & Infrastructure Committee

Chair: Mitchell Bierman, Weiss Serota Helfman Cole & Bierman, P.L.

Vice Chair: Sergio Abreu Jr., TECO Energy, Inc.

Vice Chair: Frank Carollo, Morrison, Brown, Argiz & Farra, LLC

Place the Chamber at the center of the South Florida transit action with businesses and organizations interested in transportation mobility solutions for the region united under the Chamber banner:

- Galvanize Chamber leadership to address the most impactful issue stifling economic growth by prioritizing short and long term solutions and rallying transportation agencies and government into action; include plausible funding mechanisms within proposed solutions
- Convene interest groups to create more unified advocacy bloc for transit including pedestrian/bicycle community, education community, grass roots, other business groups, League of Cities, with emphasis on inclusiveness, millennials, start-up businesses and under-represented groups
- Grow committee participation with specific outreach to entrepreneur community, tech industry, millennials, under-served communities and Chamber committees with related interests
- Increase attendance in statewide meetings for larger share of state funding for region
- Increase participation by public officials and convene round-table discussions

Increase state and local advocacy for funding and pilot programs for new technology and identify new technology as well as additional funding resources including TIF (tax increment finance), P3, P4 and alternative fare structures.

Create regional dialogue with Broward and Palm Beach Counties by holding at least one program on regional transit coordination with MPO and transit directors from all 3 agencies as well as SFRTA and All Aboard Florida.

Organize three educational forums in concert with local interested parties that address future, new and/or proven sustainable transportation technologies that solve mobility issues such as: bus rapid transit, emerging transportation technology, i.e. Hyperloop, waterborne solutions, unmanned vehicles, non-motorized/low speed vehicles, smart traffic signalization, flexible work schedules and applications targeted to best mobility solutions for individuals on their specific routes. Co-present bi-annual transit summit with Citizen's Independent Transportation Trust.

Support Miami-Dade County Metropolitan Planning Organization (MPO) SMART Plan and mount an education campaign in conjunction with Miami-Dade MPO and Miami-Dade County.

Committee Sign-Up 2016-2017



greater
miami
chamber
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The Greater Miami Chamber's program of work is organized in seven areas -- each of the Chamber's 28 Committees falls under one of the following: Community Growth, Governmental Affairs, Industry Growth, International Business, Leadership Programs and Marketing & Member Growth.

As a Greater Miami Chamber member, we welcome your participation. Please indicate below the committees you wish to join, provide your contact information and return this form to the Chamber or visit MiamiChamber.com and make your selections online.

Member Information

Name

Title

Company

Address

City

State

ZIP

Telephone

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E-mail

COMPLETE AND RETURN FORM:

E-mail: bcintron@miamichamber.com

Fax: 305-374-6902

Mail: Greater Miami Chamber of Commerce
1601 Biscayne Boulevard, Ballroom Level
Miami, FL 33132-1260

Disruption

- Entrepreneurship/Innovation
- Resilience
- Shared Economies
- Technology

Governmental Affairs

- Political Outreach
- Public Policy

Industry Growth

- Banking & Financial Services
- Education
- Healthcare
- Military Affairs
- Real Estate

International Business

- Americas Linkage
- Asia
- Consular & Trade Representatives
- Cuba
- International Initiatives

Leadership Programs

- HYPE Miami® (Helping Young Professionals Engage)
- Leadership Miami® (open to LM Alumni)
- Senior Executive Orientation® (open to Trustees and above)

Marketing, Membership & Strategic Revenue Growth

- Customer Care
- Marketing the Chamber
- Membership Growth

Urban/Community Growth

- Human Resources
- New World Center (Downtown Miami)
- Nonprofit Business
- Sports
- Transportation & Infrastructure