

DISRUPTION

Group Chairman: Saif Ishaof, Florida International University

Entrepreneurship/Innovation Committee

Co-Chair: Xavier Gonzalez, eMerge Americas, LLC

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

Connect Entrepreneurs with GMCC corporate leaders.

- Create a sponsored online forum through which members can access resources for expert advice regarding start-up and scale-up issues. Forum would also facilitate entrepreneur-to-entrepreneur contact – share experience, knowledge and wisdom.
 - Self-evaluations/score cards with referral opportunities
 - Issues of concern organized by subject, industry, etc.
 - Searchable
- Create a new sponsored program focused on connecting entrepreneurs with top business executives within the Chamber leadership.
 - Coordinate networking events with entrepreneur organizations – Venture Hive, LAB Miami, Venture Café, Startup Bootcamp, Startup FIU, and LaunchPad
 - Promote Chamber Board of Directors and Governors attendance at these networking events
- Continue sponsored Entrepreneur Spotlight Series at monthly Trustee Luncheon

Work with all Disruption committees to incorporate programming that focuses on the needs of growing businesses, such as cybersecurity, supply chain, logistics and fulfillment, digital marketing and search engine optimization, nurturing talent, compensation, finance, preparing a company for a liquidity event, for example:

- Scale up – maintenance, deliverable consistency
- “Scale up war stories” – managing growth

Continue to enhance participation and quality of entries in South Florida Good to Great and Top Entrepreneurship companies award programs, as well as Innovate Miami.

- Expand cross-Chamber participation in programs.
- Foster cross committee collaborations across entrepreneurship ecosystem

Organize a sponsored Disruption Workgroup 'trade mission' to Silicon Valley to engage potential business partners and attract firms to relocate to South Florida.

Resilience Committee

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

Vice Chair: Susanne M. Torriente, City of Miami Beach

Support the development and implementation of the 100 Resilient Cities (100 RC) strategy and ensure that the business community is both a resource and persuader to push government in toward solutions.

- Participate on steering committee
- Influence the priorities that benefit the members and community as a whole
- Coordinate a Chamber Trustee luncheon on 100 RC efforts
- Sponsor an invitation-only event among Miami-Dade county and municipal elected officials, business leaders and officials from 100 RC to focus on implementation of 100 RC recommendations
- Develop an application process for 100 resilient businesses – a third party resource directory (adaptation/mitigation)
- Facilitate an inter-committee event and advocacy as it relates to resiliency issues – transportation, real estate, banking and finance, and affordable housing
- Host regular meetings with local CROs to assist where needed on the 100 RC initiative

Promote/cultivate business development/opportunities to address residential and commercial adaptation to address flooding and sea level rise.

- Host business expo/third-annual sea level rise solutions conference
- Track contracts awarded to and business development opportunities realized by Chamber members
- Work with the Banking/Finance and Real Estate Committees to discuss, explore and incorporate into event how climate change and sea level rise affects/influences sales, lending, mortgages and insurance
- Identify/define projects that members can work on – clean energy assessments, retrofits, raising properties, etc.
- Encourage inter-committee participation with banking & finance, real estate, insurance, technology, policy and other relevant committees

Encourage all cities and counties to address aging and overdue physical infrastructure needs.

- Work with elected officials at all levels to encourage capital investment programs to address physical infrastructure needs associated with sea level rise
- Sponsor annual update on the state of the Miami-Dade Water and Sewer Department (WASAD) CIP
- Advocate for infrastructure investments
- Provide networking opportunities for businesses interested in participating in the WASD CIP and county/local storm water capital programs

Advocate for environmental stewardship and Everglades/Biscayne Bay restoration and funding

- Heighten awareness through a State of the Parks event that can discuss progress or lack thereof in addressing freshwater flow issues confronting Biscayne Bay and the Everglades
- Track advocacy and education that raises awareness
- Conduct an educational tour and/or panel discussion
- Support efforts to promote the economic benefits of our natural environment

Promote and explore clean energy as a business opportunity.

- Track PACE contracts awarded to Chamber members
- Host business expo/third-annual sea level rise solutions conference
- Sponsor a clean energy symposium focusing exclusively on clean energy initiatives, whether community-wide or targeted to individual businesses and residences
 - Promote a conversation on alternative energy (not just solar) and what individuals can do, including residential property owners, individual business owners, investor-owned utilities, electric vehicles, Clean Edge (look at clean tech, clean energy and corporate procurement), and refitting commercial properties as well
 - Discuss strategies for a competitive market for renewables
- Encourage tri-county efforts, regional cooperation and compacts beyond just transportation
- Develop and disseminate messaging on the importance of resilience as a regional issue

Technology Committee Goals

Co-Chair: Juan Gutierrez, PWC

Co-Chair: Matt Gallo, AutomateWork

Build a Best in Class Tech Committee with experienced industry members that are recognized in the sector and the Greater Miami market. The committee will identify core mission and revisit a solid value proposition for membership.

Create Tech Sub-committees by competency (e.g. Cybersecurity, Data & Analytics, AI, Cloud, etc.) Each of the sub-committees will work in content awareness, networking, programs and events.

Increase the presence of technology companies in the Chamber, including national and global corporations with presence in Greater Miami. Targets include:

- 5 small organizations (1-49 employees)
- 10 mid-size organizations (50-500 employees)
- 3 large organizations (500+ employees)

Be the catalyst of the Greater Miami technology ecosystem that brings all parts of the scene together by planning and executing quarterly programs:

- Establish quarterly programs to connect the Tech Community in key themes
- Work with all Disruption committees to hold a summit on leading technologies and innovations
- Showcase technology companies by hosting monthly meetings at different company locations whenever possible

GOVERNMENTAL AFFAIRS

Chairman: Glenn Cooper, GrayRobinson P.A.

Influence the priorities that benefit the members and community as a whole. Revise the issue submission requirements for the annual legislative package that will allow the Chamber to be more impactful in its advocacy efforts.

Expand the scope of work for Government Affairs to include identifying grant opportunities for the South Florida Progress Foundation.

Improve the Chamber's visibility and reputation as a community advocate by increasing the amount of in person advocacy performed.

Measure of Success

1. Develop revised submission guidelines by July; distribute revised guidelines and begin soliciting submission by August; vet issues and submit draft legislative package for approval before the September Board meeting; revise package weekly as needed.
2. Identify potential grant opportunities in the first quarter; narrow down opportunities in apply for at least in the second quarter; be awarded a grant by the Federal, State, or Local government during the fiscal year of no less than \$10,000.
3. Create a master calendar of government meetings; use that calendar to establish a regular schedule of meeting with our elected officials and/or testify at a government meeting no less than once per month.

INDUSTRY GROWTH

Group Chairman: Robert Muñoz., BBVA

Banking & Financial Services Committee

Chair: Erbi Blanco-True, Gibraltar Private Bank

Vice Chair: Brian San Miguel, BB&T

Vice Chair: Gladys Reed, Bank United, N.A.

Created in 2009 during the economic downturn in order to better understand the implications and complexities of new Dodd–Frank regulations; the committee has evolved to address not only a broad range of regulatory concerns but other issues affecting the banking and financial services industry including cyber security, community development, housing, business and corporate needs, talent acquisition, competition and other relevant topics.

Keep members informed on current and new banking-related issues and regulations through programming series:

Provide programming that is relevant, interesting and informative to a diverse group of stakeholders.

- Organize at least two forums, winter and spring, building upon previously presented topics such as CRA & Community Development and CEO Roundtable
- Organize and present 2018 South Florida Economic Summit in January

Explore new creative ways to engage the banking & financial services community.

- Organize a new program in the fall, possible topics and issues include FIN TECH, Women in Banking, cyber security, talent acquisition/training, technology/vendor management and regulatory issues

Obtain feedback from event attendees to improve content for future endeavors.

- A survey will be sent after each event

Measures of Success: Increase attendance and ROI by 10 percent.

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

Continue partnerships with other banking institutions such as FIBA, FBA and SFBI

- Conduct mutual promotion of events to each other's members
- Host joint events when practical

Integrate programs with local businesses, nonprofits and other organizations that may be mutually beneficial.

- Engage other chamber members, vendors and bank clients in programming in order to increase participation

- Host two meetings at different member offices or venues to increase geographic outreach
- Engage other bank and non-bank members

Measure of Success: Increase committee membership by 10 percent and secure outreach partners.

Partner with the Housing Solutions Task Force to find creative ways in which banks can obtain regulatory relief through community development efforts:

Members of the Banking & Financial Services Committee will serve on the task force

Host two joint meetings with the Finance Sub-committee to discuss progress of regulatory relief efforts

Measure of success: At year end, summarize the progress and/or success of the regulatory relief efforts.

Education Committee

Chair: Raquel Egusquiza, NBCU Telemundo Enterprises

Vice Chair: Joanne Bashford, Miami Dade College

The Chamber's Education Committee supports high quality education for all, development of talent, and retention of talent in South Florida. The committee builds relationships with professionals and businesses in the community to advocate and seek funding for education causes and works to implement these causes so their short-and- long-term impact benefits the economic development of our community.

Create state and federal legislative advocacy agenda and leverage business leaders to address educational funding challenges, inequities, teacher shortage, and the importance of early childhood education.

- Hold one to two chamber tours (October) of educational institutions and programs with business representatives and elected officials; each tour to visit a few educational sites
- Develop and approve legislative agendas and actively advocate for priorities through Chamber visits and other activities

Expand internship and scholarship opportunities for employers and students.

- Raise at least \$7,500 in funds for three or more student scholarships through the South Florida Progress Foundation by April, 2018
- Assess use of the Talent Development Network and/or other internship matching systems among Chamber members to develop promotion strategy

Host a follow-up Career Pathways Fair/Workshop in which participants learn how to establish effective career pathways and how to decrease turnover among millennial employees.

Research existing models of integrated databases for students in support services system to better track and serve them.

- The report and recommendations produced from research will be conducted by May 2018

Healthcare Committee

Chair: Matthew Pinzur, Jackson Health System

Vice Chair: Cliff Bauer, Miami Jewish Health

The Healthcare Committee supports the Chamber's overall strategic plan by creating an entry point for health-related organizations to network and discuss timely issues, and promoting partnerships with regional and local health organizations. The committee supports Chamber members by empowering them to provide the most appropriate health and wellness programs for their employees while supporting community efforts to build the overall health necessary to constantly improve the workforce and improve South Florida's position as a world-class place to live, work, and play. The Committee directly helps Chamber members learn more about options and increase their satisfaction with/confidence in the plans they offer:

Directly help Chamber members learn more about options and increase their satisfaction with/confidence in the plans they offer.

- Host at least one event per year, by November, on a theme related to this strategy, such as how to use technology for workplace wellness; how to launch a cost-effective employee wellness program; how to understand the latest trends in health plan design
- Partner with at least one community partner for each event
- Attract at least 50 participants for each event

Improve Chamber members' ongoing satisfaction with their ability to provide the most appropriate health programs for their employees, including medical insurance and workplace wellness:

- Add one or two permanent questions to annual Chamber members' survey in order to know if our programs and relationships are helping chamber members feel more confident that they understand the marketplace and are offering the "right" plans

Strengthen the Healthcare Committee as a must-attend event among Chamber members (and future members) with business interests in the health sector:

- Meet at least five times in committee per year
- Attract at least 20 participants per meeting
- Invite one community partner organization to each meeting
- Hold one 15- to 20-minute presentation each meeting on an issue of specific interest to businesses in the health sector

Maintain the Healthcare Committee's signature Chamber programs:

- Continue to grow both attendance and net financial performance of Healthcare Heroes
- Continue to maintain a healthcare legislative subcommittee to provide regular updates at committee meetings and draft recommended legislative priorities

Measure of Success:

1. Compile survey results and analyze to see if the positive response to the questions grow over the next few years.
2. Track attendance and increase participation at Committee meetings and at educational seminars/programming.
3. Exceed \$108,000 in revenues and 500 attendees at the 2018 Health Care Heroes Awards
4. Track and ensure Committee participation in the Tallahassee and D.C. Fly-ins.

Military Affairs Committee

Chair: Steven C. Williamson, BEST Solutions Consulting Group

Vice Chair: Francisco "Frank" Cantero, Florida Power and Light

Dedicated citizens and community organizations serving together to strengthen the bond between the Chamber of Commerce, the Greater Miami Community, the local military community and our veterans.

Focus Areas:

Mutual awareness and understanding between the military and the community.

Increase engagement between the military and the Greater Miami community.

Advocacy and support for the Greater Miami military community.

Advocacy and support for the Greater Miami veteran's community.

Present and highlight military customs, traditions and patriotic events

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

- Increase number of community engagements with SOUTHCOM, SOCSOUTH, MARFORSOUTH, 482nd Air Wing/Homestead ARB, and USCG District Seven
- Continue to grow community relationships with Recruiting Commands, Reserve and National Guard forces, and ROTC/JROTC programs by sharing information and participating in shared goal events
- Develop a contact list of military units and programs in the Greater Miami area by August 15, 2017
- Have a senior military leader host or present at one Leadership Miami and one Senior Executive Orientation event.
- Promote both programs for attendance.
- Increase JROTC presence in Miami-Dade County Public Schools. Add at least one Navy program by summer 2018

Support the needs of our local military by identifying and acting on key issues to address locally, regulatory, and/or legislatively:

- Achieve, in priority order, the following quality of life goals: (1) Reduction in service-member upfront rent; (2) Reduction in grocery costs; (3) Reduction in toll costs; and (4) Reduction in the HOA background check waiting period
- Coordinate with MIA for a military and veterans parking discount and to simplify implementation of the disabled veterans' free parking state law
- Participate with the City of Miami to establish a USS Miami Commemorative Park
- Engage the community to assist the military with critical issues facing their bases, commands and service-members

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

- Support and participate in Florida International University's Veterans Day Commemoration
- Coordinate Memorial Day Commemoration, working with local veterans groups, military commands, Boy Scouts, and other supporting organizations
- Lead Miami delegation to participate in Broward Navy Days Fleet Week. Identify a value-added event the MAC can lead or support
- Conduct the 31th annual Service Person of the Year Award Trustee Luncheon, working with local businesses, military organizations and veterans groups
- Conduct a Veterans-Call-to-Action on legal services in fall of 2017. Coordinate event with Mission United's Legal Services Committee.
- Consider conducting a Veterans-Call-to-Action on housing for veterans in March of 2018. Coordinate event with City of Miami Homeless Stand-down Task Force

Refine the visiting military ships program to increase the number of ships visiting Miami and increase the community's interest and support:

- Solidify the community visiting ships collaboration network by July 31, 2017
- Strengthen the linkages and develop the key relationships to extend and coordinate MAC support of visiting ships to Miami by August 31, 2017
- By August 31, 2017, create a menu of support that the MAC can provide the crews of visiting ships

Real Estate Committee

Chair: Arthur "AJ" Meyer, ANF Group, Inc.

Vice Chair: Alex Rhodes, Grant Thornton LLP

The Chamber's Real Estate committee focuses on educating members of our community on the state of the real estate industry, supporting changes conducive to the improvement of housing, and connecting real estate industry professionals and leaders to collaborate on innovative ideas that will benefit South Florida.

Increase Real Estate Summit attendance (registrations), sponsorship, and total revenue by at least 15 percent.

- Work with the committee and task force to refine award categories to ensure current leaders and achievers in our industry are honored
- Increase media partnerships to drive attendance, participation and awareness
- Increase the pool of nominees through outreach by the task force

Add value to committee members, real estate organizations, and local communities by scheduling committee meetings at local venues throughout Miami:

- Hold a minimum of one committee at-large meeting per quarter. These meeting dates will be pre-set prior to the first at large committee meeting.
- Focus content on current and relevant topics that will highlight relevant development and industry news and the needs of real estate industry stakeholders

Drive brand awareness of the Real Estate Committee through the use of media and communication resources to improve programming and promote increased visibility in South Florida:

- Send out an event survey requesting feedback for at least two committee events
- Have at least 10 articles published on the real estate committee through media outlets
- Integrate technology at all events through use of twitter hashtags and photo sharing on social media outlets

Create awareness about the Comprehensive Development Master Plan:

- Hold at minimum one meeting with a project leader of the CDMP or have an event focused on the future/current state of the plan

INTERNATIONAL BUSINESS GROWTH

Group Chairman: Hernando Gomez, MBAF

The International Business Area is comprised of Americas Linkage, Asia, Consular and Trade Representatives and the Cuba Council. The Greater Miami Chamber of Commerce's International Business Group serves the membership as a resource center to identify and examine the range of global business issues and opportunities that are of interest to the community, local business organizations and universities. The efforts of this team aim to provide the international pulse, up-to-date market opportunities, and outreach to multinational businesses, local international organizations, Consular Corps, trade representatives, bi-national chambers and visiting dignitaries. By working with local, state and international economic development agencies, the Group is able to identify and seek solutions to global business issues that affect Florida.

Americas Linkage Committee

Chair: Brian Fonseca, Florida International University

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

Plan/Execute at least two trade missions based on the results of the member survey that pulsed the global markets/sectors. Enlist university students in trade mission planning and execution.

- Missions to LATAM
- Possible mission to Asia

Work with local partners to plan and execute International Market Seminars to educate members about the markets that will be pursued. Infuse technology into trade mission planning and execution by connecting GMCC members with other chambers in the markets that we are pursuing.

- LATAM
- Asia

Publish post in-depth Trade Mission Reports.

- LATAM
- Asia Mission Report, if executed

Asia Committee

Chair: Angie Ki, Belt & Road, LLC

Vice Chair: Anthony Kang, Arnstein & Lehr, LLP

Work with other 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.

Expand our Asian partner network:

- Reach out to and engage with the Asian community regionally
- Reach out to Asia governments/Chamber of Commerce/Businesses
- Continue engaging Asian students to the local community by identifying and connecting them with professionals and other business groups

Consular & Trade Representatives Committee

Chair: Diana Marcela Arbeláez, Lingua Franca Translations

Co-Chair: Alex Fuentes, Baptist Health International

Co-Chair: Tomas Abreu, Honorary Consulate of Monaco in Miami

Work with consulates and trade offices to tailor meetings for each country according to their unique plans for economic growth:

- Create a mini-survey during the first quarter for the consular teams to help the committee gain more insight about consular expectations, then plan activities accordingly
- Create programs based on results from last year's mini-survey to assist more consuls in gaining insight on how Miami-Dade County functions and work with local organizations to showcase the county's multiple attractions

Strengthen ties with local partners by identifying and inviting local businesses aligned with the verticals the consulates feel would incentivize trade and local business growth and include bi-national chambers.

Expand community outreach:

- Increase the involvement of trade officers and bi-national chambers by 10 percent
- Extend meeting invitations at consulates to Chamber members and potential members as well as to members of the bi-national chambers of the corresponding country that hosts each meeting
- Collaborate with the bi-national chambers by sharing our events in mutual newsletters
- Host international event to recognize efforts of multi-nationals that keep South Florida at the forefront of global expansion

Cuba Committee

Co-Chair: Christine Valls, American Airlines

Co-Chair: Olga Ramudo, Express Travel

Continue to facilitate relationships between the Chamber and Cuba to grow the relationships with small businesses on the Island nation.

- Be a repository on information about Cuba. Ensure that all information that is disseminated remains non-political and accurate
- Create a database of local businesses that have established businesses/partnerships in Cuba and highlight the community impacts to both countries
- Continue to focus on roundtable discussions and seminars to keep members updated on progress and involved in assisting with the growth of businesses on the island
- Engage with groups (i.e. InCubando, Cuba Now) traveling to/from Cuba to keep members up-to-date on Cuba policy and important issues
- Develop opportunities to highlight/engage with island nation culture (i.e. art, education, healthcare).

LEADERSHIP PROGRAMS

Group Chairman: Mary M. Young, University of Miami

The Committees under the Leadership Programs Group of the Greater Miami Chamber of Commerce include HYPE Miami®, Leadership Miami® and its affiliate Youth Leadership Miami, and Senior Executive Orientation®. Each committee is responsible for reviewing its program benchmarks, and initiating and implementing new and innovative ideas and current trends. The programs serviced by these committees provide today's leaders with a forum to discuss the issues our community faces and affords businesses the opportunity to cultivate the community's future leaders and professional workforce.

HYPE Miami® Committee

Chair: Justin Luger, Weiss Serota Helfman Cole & Bierman

Vice Chair: Stephany Musino, Wells Fargo

Facilitate repeatable, scalable, and innovative "workshop-style" programming with an emphasis on professional development of HYPE Miami committee members.

- Activate cross-county connection through joint HYPE Miami – Fort Lauderdale Chamber event

Increase return on investment for HYPE Miami members through access to senior South Florida executives, original HYPE programming, access to Trustee Luncheon and Board of Governors meeting, and inter-generational happy hour networking.

- Create a HYPE Ambassadors table at trustee luncheons to allow HYPE members to interact with senior executives

Transition annual HYPE Miami Awards to stand-alone signature event to better align with millennial generation.

Collaborate with GMCC Marketing, Leadership Miami, Membership, and/or Customer Care Committees to co-brand and promote HYPE where applicable and create a "HYPE primer" to ensure focused, unified promotion of HYPE towards current and potential new HYPE Miami members.

Leadership Miami[®] Committee

Chair: Fanny Navarro, Miami-Dade County Parks, Recreation and Open Spaces

Vice Chair: Erin Sutherland, Bank of America

Provide leadership development and skills to all members and offer leadership topics/opportunities as a programming staple at LM Focus Sessions

- Identify six to eight key skills working with leadership faculty from member universities and Chamber leaders
- Facilitator Leadership Development Workshops
 - Ensure programming guidance is effective, reliable, dependable, and leadership centric at all levels of participation (Facilitator Opening Conference breakout session)
- Participant Conference-Style Leadership Development Focus Session Workshops
 - Provide instructional activities to build leadership skills needed to become and sustain a successful leader in Miami-Dade County
- Review Leadership Miami Participant Handbook and Program Benefits
 - Confirm program expectations and requirements are clear, ethical and achievable

Establish a Recruitment and a Retention plan to cultivate the Leadership Miami Alumni initiatives and encourage membership renewal after the one-year membership program benefit.

- Establish and execute Alumni Plan
- Review and Monitor the Chamber committee match-up process/fair to encourage Chamber involvement by the graduating class and Alumni

Explore offering an on-line program progress tool and a professional networking/communications forum that will assist attrition monitoring and increased communications, networking group project marketing

- Review social networking platforms and select a communications forum with admin Chamber capabilities and designate a liaison with admin rights from the LM executive planning committee
- Create Google.doc for Fieldwork & Facilitator Reports as a monitoring system with participant read-only access for Fieldwork and on-going document for Facilitator Reports

Cultivate public/private partnership through engagement and marketing opportunities.

- Implement monthly program sponsorship progress and highlight communication project
- Explore collaboration of Co-hosting a GotLeadership! Social with Leadership Broward
- Create and assist in the Leadership Miami Alumni directory to release to Leadership Miami Program 40th anniversary

Collaborate within the Leadership Programs Group to create joint experiences and engage the Chamber Committee Chairs to be part of the Focus Session as a Chamber committee introduction.

Senior Executive Orientation® Committee

Chair: Jacquie O'Malley, United Way of Miami-Dade

Vice Chair: Amy Furness, Carlton Fields

Build a 2017 Senior Executive Orientation class of at least 30 qualified participants:

- Expand existing outreach and awareness activities to include targeted, personal outreach to HR professionals, leasing agents and CEOs
- Partner with like-minded civic organizations to recruit members including The Beacon Council, United Way, GMCVB, and others
- Utilize volunteer research and committee members to develop a list of at least 75 participant prospects by December 1, 2017

Elevate the profile of the SEO program within the community with added outreach, marketing, communications and partners.

- Ensure event calendar and guest speakers are confirmed in advance to fully promote the value of the program early
- Utilize photos, testimonials, and high-profile volunteers to promote the program throughout the year
- Engage partner organizations to leverage their communications tools to help promote the program
- Ensure all contracts are signed in advance

Create a calendar of events that engages participants in impactful experiences to generate passion and excitement to further involvement in the program, our community and the Chamber.

- Ensure that every SEO event/activity is impactful by featuring topics that are relevant and timely
- Provide access to high-profile opinion leaders who are involved or have created a positive impact in our community
- Encourage community service and future Chamber participation through these events by highlighting the value of volunteerism
- Explore opportunities to collaborate with other Chamber Leadership groups to provide connectivity to each other, the Chamber, and the community

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

- Develop a list of at least 15 sponsorship prospects by December 1, 2017 including prior-year sponsors, with a goal of securing one program presenting sponsor and nine event sponsors
- Work with Chamber staff and other Chamber Leadership groups to create "moves management" mechanism for participants that tracks Chamber participation after completion

MARKETING & MEMBERSHIP GROWTH

Group Chairman: Felipe Basulto

The Marketing/Membership Growth Area comprises Customer Care, Marketing and Membership Growth all focused on the sustainable growth of the organization. The area works to strengthen the bonds with its members by providing corresponding levels of customer care and member benefits for different types and levels of membership geared toward their specific business needs. It works to build its technology capabilities to increase brand awareness and business leads for its members and in turn deepen the bonds with South Florida's first and largest business association.

Customer Care Committee

Chair Jessi Berrin, Baptist Health South Florida

Vice Chair Conor Flynn, AON Risk Services, Inc. of Florida

Formalize "Chamber 2 U" comprehensive member retention strategy geared toward top tiered member investment that ties in board member and ambassador touch points through one-on-one visitations. Track effectiveness of retention programs

- Conduct quarterly visitations of top tier members
- Review three month, six month and nine month communications and engagement

Highlight significant member milestones throughout all marketing channels including at each Trustee luncheon.

- Display membership anniversaries on monthly Trustee luncheon agenda
- Include significant member news in weekly NewsBreak to feature a minimum of three companies each week; ensure that this is replicated on website

Profile member to member business throughout Chamber events and communication platforms.

- Highlight two member companies doing business with one another at each Trustee luncheon

Marketing the Chamber Committee

Chair Wolfgang Pinther, MBAF LLC

Vice Chair Otmara Diaz-Cooper, Diaz & Cooper Advertising

Enhance the Chamber's digital engagement with the ultimate goal to increase brand awareness and generate new leads:

- Social Media (LinkedIn, Facebook, Twitter, Instagram)

- Increase followers, number of quality posts, and engagement with posts
- Standardize official #hashtags
- Website Traffic
 - Increase stats to include traffic, time on site, and form fills
- Email Marketing (chamber newsletters, alerts, event invitations)
 - Update template to match new website
 - Increase open rate and click-through rate
 - Improve call-to-action and sign-up rate

Create a quarterly metrics report that summarizes our engagement stats across the three mentioned above areas.

Conduct the 2017 Greater Miami Executive Survey with the business community and share the results with members of the Chamber and the business community.

Membership Growth Committee

Chair Danette Gossett, Gossett Marketing

Vice Chair David Restainer, Douglas Elliman Real Estate

Develop annual membership campaign aimed attracting \$300,000(tie to budget) in new member investment in targeted business sectors.

Develop a comprehensive pipeline strategy for new members aligned with businesses “on the grow” in South Florida.

Revisit Chamber benefits and levels to ensure these are in alignment with business sector needs. Develop an out of market International membership that services businesses interested in doing business in South Florida.

Measure of Success:

1. Benchmark Membership Growth Campaign results to coincide with historic membership quarterly targets.
2. Assign board membership Trustee and higher accounts for each quarter with a goal of 95 percent retention for Chairman Circle and Trustee Platinum memberships, a retention rate of 85 percent for Trustee investment and a General membership retention rate of 68 percent.

URBAN / COMMUNITY GROWTH

Group Chairman: Jacqueline Torre, United HomeCare

Human Resources Committee

Chair: Kevin E. Vance, Duane Morris LLP

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

The Human Resources Committee educates and serves as a resource to Chamber members, with and without human resources departments. The Committee provides educational seminars on cutting edge employment-related issues, and also advocates on behalf of human resources causes of interest to the business community. Further, the Committee provides a forum for Chamber members with varying degrees of human resources knowledge and legal expertise to discuss human resources-related issues relevant to the local community.

Educate and be a resource for Chamber membership and local HR Community on HR-related topics.

- Hold six bi-monthly committee meetings/workshops at which substantive topics are discussed
- Focus HR Insights Program on HR implications of first year of Trump administration
- Hold one or two fall 2017 events focusing on topics of interest including, potentially, a follow-up of last year's Mind the Gap program and program on legislative changes

Measure of Success:

1. Hold six meetings/workshops, fall programs, and HR Insights.
2. Issue post evaluations to assess effectiveness of programming.

Refurbish Excellence in HR Awards Program to increase interest.

- Create meaningful honorary categories with clear definitions by October
- Appoint a nominating committee of seven no later than November to select 2018 honorees
- Maximize return on investment for event sponsors by heightening utilization of resources
- Utilize digital marketing, social media, and other communication vehicles for honoree submissions and early registration

Measure of Success:

1. Create five to eight meaningful honorary categories.
2. Exceed previous year's attendance by 15 percent utilizing social media platforms for marketing and registration.
3. Advocate on behalf of HR issues affecting Chamber membership and South Florida HR Community.
4. Submitting legislative issues to GMCC Governmental Affairs Committee by September.
5. Have representation on GMCC Legislative fly-ins

New World Center (Downtown Miami) Committee

Chair: Israel Kreps, Kreps DeMaria PR & Marketing

Vice Chair: Humberto P. Alsono, Jr., Atkins

Committee was begun in 1976, at a time when signs of progress in downtown were stagnant, Alvah H. Chapman, Jr was called upon to lead this action-oriented committee. The group's vision evolved into a plan of action and a new name was given to the task. They called their program the New World Center. The mission of the program, and now the committee, is to have a catalytic influence on downtown projects in respect of the public and private sectors.

Engage government leaders and stakeholders to ensure key issues are being addressed including homelessness, affordable housing, parks and open spaces, arts and culture schools and education by working with our Legislative Affairs Liaison to foster dialogue and solutions.

- Host roundtable with City of Miami Mayor and City of Miami District 2 commission in December or January

Schedule four committee meetings at local downtown venues that will highlight relevant development news or key downtown issues including; among, others arts and entertainment, sports, emerging districts, traffic and mobility.

Organize two educational seminars in January and May that address timely topics critical to downtown Miami. Possible topics include:

- Long-term needs of Urban Core's evolving Population: Education, Mobility, Accelerators; Sustainability, Technology and Workforce Housing
- Wynwood, Design District, Little Haiti as a destination for emerging and creative industries and entrepreneurship
- Museum Park Update to also include Conservancy, Greenway and completion of and linking Baywalk and Riverwalk to provide a safe and enjoyable means of non-vehicular mobility throughout downtown

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 at the November 1 Trustee Luncheon.

Nonprofit Business Committee

Chair: Patrick G. Morris, Wells Fargo

Vice Chair: Norrie Del Valle, United Way Miami-Dade

The Nonprofit Business Committee engages the nonprofit sector within the Chamber linking nonprofit businesses with the broader business community. The Committee assists nonprofit businesses with issues management, recognizes nonprofit business management excellence through its NOVO Awards program, recognizes corporate social responsibility through its Julia Tuttle Award, develops strategic partnerships with the business community for their mutual benefit, and communicates nonprofit business accomplishments to the broader business community.

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.

- Enhance Corporate Social Responsibility among Chamber members
- Grow and improve nonprofit board development and board placement

Support the County's efforts to build the nonprofit training calendar and comprehensive capacity building initiative.

- Incorporate values of Connect Miami into the work of the Committee and the Chamber

Measures of Success:

1. Foster greater attendance at both luncheons (Julia Tuttle in November and NOVO Awards in May), greater and more variety of applicants for awards and more finalists and winners engaging with the planning of the events, becoming Chamber members and engaging with the work of the Committee.
2. Conduct successful ROI of Community Engagement Part II event and CSR Training in April
3. Finalize the technology necessary to have an online board match process, confirm an organization to manage the process and develop a plan for board training possibly in collaboration with Leadership Miami and SEO by October
4. Finalize the online nonprofit training calendar and advertise among nonprofit Chamber members and determine the Chamber's role in the capacity building efforts in the First Quarter
5. Increase Chamber member knowledge of Connect Miami in May and incorporate into those existing events that are aligned
6. Explore a collaboration with PRSA with GMCC nonprofits asking who might be interested in a year-long PR campaign by December

Sports Committee

Chair: Jose Romano, Baptist Health South Florida

Vice Chair: Bob Fitzsimmons, Rumberger Kirk and Caldwell

Vice Chair: Myrna Vaca, UHealth

The Chamber's Sports Committee works to attract sports organizations and individuals to become a part of the South Florida community and build an environment in which they can flourish. The committee accomplishes this by building relationships with key individuals of sporting organizations, creating positive marketing opportunities through coordination of events, and working with community members to push forward sports initiatives that will positively impact economic development.

Increase net profit and attendance across all Sports Committee events.

- Hall of Champions: Increase attendance of individuals to 250 through committee member marketing efforts and outreach partners. Increase Net profit to \$25,000 through said attendance increase efforts and personalized sponsorship requests
- Member Exclusive Events: Increase net profit to \$15,000 by coordinating 3-4 member exclusive events by June 30, 2018

Increase professional South Florida sports team's participation in committee meetings.

- Meet on the second Thursday every other month at sporting locations to better ensure availability and participation
- Reach out with personal invitations to a minimum of 25 key stakeholders in major professional sports

Request funds from the County Commission to increase the business of Amateur Sports

- Attract two new amateur sporting events to South Florida

Collaborate with professional sports to assist in moving forward their goals.

- Beckham United: formally proclaim support of the establishment of an MLS Franchise in Miami, invite participation in the HOC, and assist in early season ticket sales where necessary
- Miami Open: support improvements of Crandon Park in order to better ensure the Miami Open staying in South Florida
- Golf events in Miami: provide assistance in tracking potential title sponsors

Transportation & Infrastructure Committee

Chair: Sergio Abreu, Jr., Teco Energy, Inc.

Vice Chair: Vicky Leiva, Bilzin Sumberg

Leverage partnerships and dialogue between business community, transportation officials, and local, state, and federal governmental agencies to improve transportation infrastructure and mobility through educational forums, legislative and policy initiatives and improved ridership.

Educate Chamber members and business community on the latest development on transportation.

- Organize quarterly educational forums that address current and future transportation plans and initiatives of the County, the TPO, MDX, SFRTA and Brightline as appropriate
- Organize and present two Transit Days events in fall and spring at different locations around the County to show how we can use current transit solutions to get around
- Work with existing Ambassador Programs at universities, colleges and at the Chamber to assist the TPO and the County Transit Department in delivering grass root education to neighborhood associations on available transit and mobility programs and initiatives
- Partner with and support CITT Transportation Summit on September 28 & 29, bringing community together

Measures of Success:

1. Track attendance and increase participation in education forum events by 10 percent
2. Partner with County and TPO to develop or work with a survey they developed to measure our business community understanding of transportation plans and initiatives they are promoting

Evaluate, support, and advocate for legislative and policy initiatives of the County, the TPO, MDX, SFRTA, All Aboard and FDOT that address local, state and federal programs that we want to adopt as policies for our community.

- Create regional dialogue with TPO and transit agencies of the tri-county area; as with SFRTA and All Aboard Florida
- Create a coalition of Florida's four largest urban areas (SoFla., Orlando, TPA, JAX) to advocate for state transit funding as a bloc (work with Chambers in these areas side by side TPO/MPO's work together). Look at federal funding and alternative funding sources going away and how it impacts business and mobility.
- Advocacy for developing funding program for the SMART Plan, also includes pushing public sector to complete PD&E studies that can take three or more years. Advocate for completion of components.
- Advocate for a SMART plan with the most technologically advanced solutions, including maintaining a focus on the full plan and not singling out individual sections of the plan and focusing on first and last mile programs.
- Advocate for funding for Underline, SMART Plan and Transportation Quickbuild Program

- Support the completion of Brightline and defend against legislative and community efforts to eliminate or cripple the program

Measures of Success:

1. Track the number of meetings with local, state and federal governmental and transportation officials and the tangible initiatives that result from those meetings
2. Develop a legislative package that membership can support and get behind
3. Create a tracking mechanism for how we are promoting policy to be approved by the Board of Directors, i.e. scorecard or report card

Partner with the County, the TPO, MDX, SFRTA and Brightline to increase the ridership of current transportation programs including Metrorail, Metromover, Metrobuses, BERT, Tri-Rail, Brightline, South Florida Vanpool and other public and private mobility programs.

- Establish a campaign targeting GMCC member businesses to educate them and their employees on available transit programs and options for employees to get to work in lieu of using their vehicles
- Encourage employers to incentivize employees to use South Florida Vanpool and educate about the benefits and gains of using the program. (County operation of South Florida Commuter Services)
- Encourage and advocate for municipal improvements that make our streets more pedestrian friendly and walkable
- Leverage the Chambers marketing and recognition programs to incentivize member businesses that implement programs for their employees to use public transportation

Measures of Success:

1. Partner with South Florida Commuter Services
2. Track the number of member business that provide incentives to their employees to use public transportation