



Strategic Plan

October 1, 2007 – September 30, 2008
(as amended)

Adopted February 14, 2007



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ITC Vision

To promote and strengthen Miami-Dade County as an international trade and cultural center.

ITC Mission Statement

The Jay Malina International Trade Consortium's (ITC) mission is *to create opportunities for international trade and cultural understanding by promoting and strengthening Miami-Dade County as a global gateway.*

Who Are We?

The Jay Malina International Trade Consortium [ITC] of Miami-Dade County is the county government agency charged with the development of two-way international merchandise trade through the Port of Miami and Miami International Airport. The ITC was designed to function as an umbrella organization, acting as a one-stop clearinghouse for trade development efforts within the County.

The ITC Board of Directors, chaired by Miami-Dade County Commissioner Natacha Seijas, is composed of representatives of virtually all the trade-related economic development organizations located in Miami-Dade County as well as the Office of the Mayor and the Board of County Commissioners.

The ITC also administers the Miami-Dade Sister Cities Program, whose mission is to create and strengthen partnerships between the County and international communities through increased global cooperation and understanding at the municipal level, and to further the goals of the Sister Cities International (SCI).

Executive Director J.A. Ojeda, Jr., heads the ITC and manages the day-to-day operations with his staff of eleven.

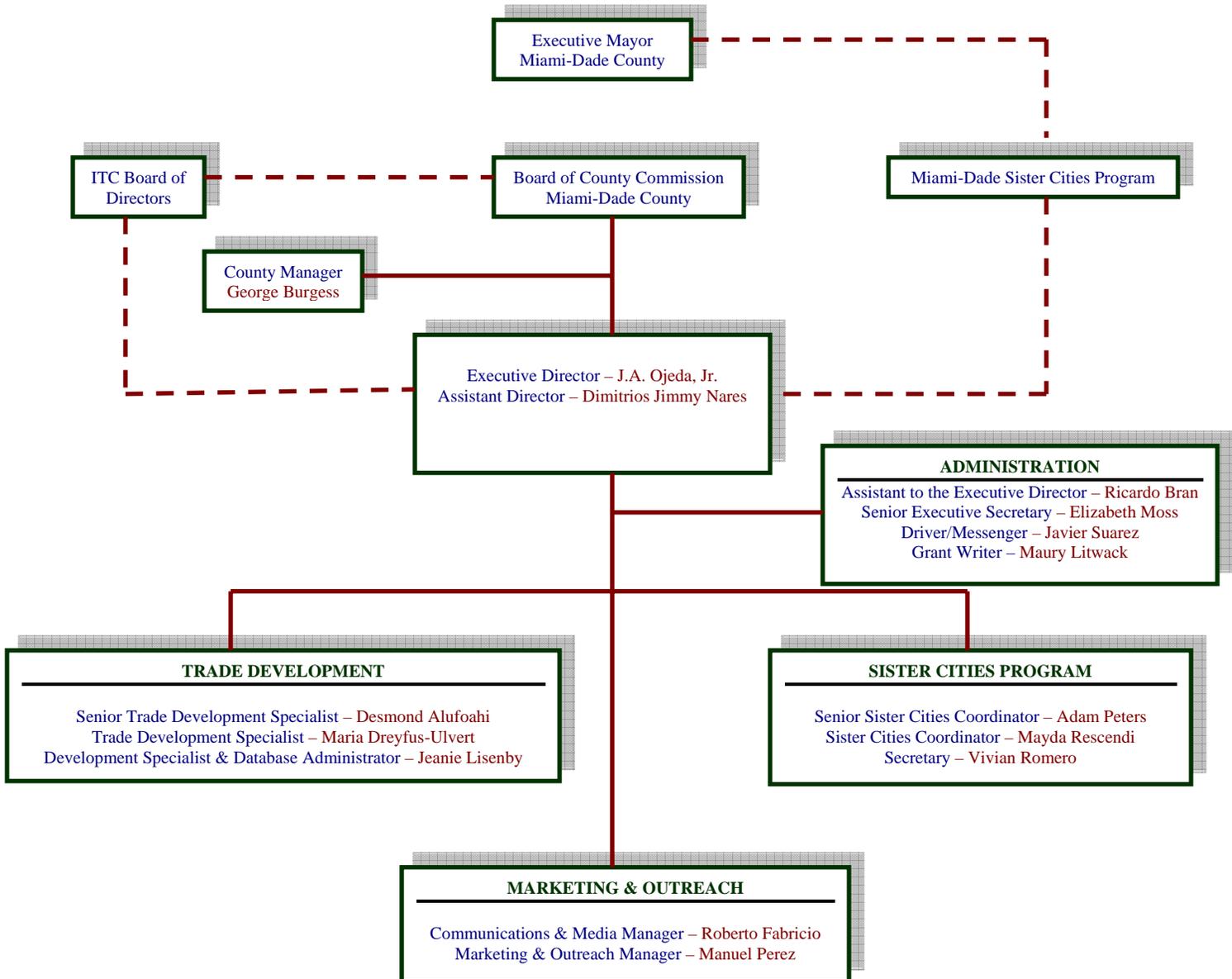
The Department is divided into the following sections:

- Finance and Administration
- Marketing & Protocol
- Sister Cities Program
- Trade Development

Jay Malina International Trade Consortium

Table of Organization

[As of October 1, 2007]





History

Miami hosted the first Summit of the Americas in 1994 when the 34 democratically elected leaders of the western hemisphere agreed to enter into negotiations to create the Free Trade Area of the Americas (FTAA). If realized, this agreement would unite more than 800 million people with a combined GDP of over 13 trillion dollars, creating the largest trading block in the world.

Miami is the “Gateway of the Americas.”™ As the Western Hemisphere’s gateway for trade, Miami is a cultural melting pot. Miami’s geographic position, its unsurpassed commercial aviation infrastructure, sophisticated communications infrastructure, multilingual workforce, and excellent quality of life make it ideally positioned and comparable to the great historic trading cities of the world, from Brussels to Hong Kong.

To ensure Miami-Dade County’s continued competitiveness as a center of world commerce and to identify the key areas of the economy that needed to project the growth of the County, a group of community leaders headed by Jay Malina created the “**One Community One Goal**”® initiative. It was established in 1997/98 to recommend a broad range of goals that would enhance Miami-Dade County as the “Gateway” for international business, and a truly global community where people from all over the world will play and work, taking advantage of the community’s superior climate and its business, financial, health, and educational infrastructure.

The initiative targeted 7 key industries for nurturing and growth:

1. Biomedical
2. Education
3. Film & Entertainment
4. Financial Services
5. Information Technology
6. International Commerce (Merchandise Trade/Professional/Services/Healthcare/Business Investment/Aviation)
7. Telecommunication & Visitor Industry

In September 1998, in response to the recommendation of the process of “One Community One Goal”® initiative, the Mayor created the **Mayor’s International Trade Council (MITC)** to advise his office on issues relating to international trade and commerce. The MITC consisted of 27 members each appointed from major organizations representing international trade and commerce in South Florida.

The MITC's four standing sub-committees were:

1. Trade Mission Center of the Americas (TMCA)
2. Mayor's African Trade Task Force (MATTF)
3. Calendar and Outreach
4. Protocol

The Trade Mission Center of the Americas Committee devoted the major part of its activities in 1999 to developing a program to implement the recommendations of the "One Community One Goal"® initiative. After an eighteen (18) month planning process, the MITC recommended the creation of the **Trade Mission Center of the Americas** (TMC). On February 10th, 2000, the Trade Mission Center of the Americas was incorporated as a not-for-profit corporation under the laws of the State of Florida.

The purpose of the Trade Mission Center of the Americas, Inc., was to:

- Coordinate incoming trade missions that foster the purchase or sale of merchandise goods;
- Certify outgoing trade missions;
- Promote the purchase or sale of goods;
- Develop missions to U.S. cities to promote the usage of Miami-Dade County's airport and seaport for access to Latin America;
- Develop a strategic plan for key markets and products, and to;
- Promote Miami-Dade County as an e-commerce solution center to the Americas.

The Trade Mission Center of The Americas (TMC) Inc., became Miami-Dade's official partner for international trade and was created by ordinance by the Miami-Dade Board of County Commissioners when it adopted Resolution Number R-362-00 in April 2000, and was given a budget of \$200,000.

The same year, the Miami-Dade Sister Cities Program became an integral part of the Mayor's Office of Protocol, International Trade & Commerce. Sister Cities is a nonprofit citizen diplomacy network creating and strengthening partnerships between U.S. and international communities in an effort to increase global cooperation at the municipal level, to promote cultural understanding and to stimulate economic development. Sisters Cities International leads the movement for local community development and volunteer action by motivating and empowering private citizens, municipal officials, and business leaders to conduct long-term programs of mutual benefit.

In November of 2002, the Board of County Commissioners created a new County department to institutionalize the functions and responsibilities of the TMC. In recognition of Mr. Malina's many contributions to international trade, the Board of County Commissioners named the new agency the Jay Malina International Trade Consortium [ITC], [see Ordinance #02-225 as amended]. The Ordinance established the following responsibilities for the newly created department:

- (a) "Represent Miami-Dade County's international trade interests and be an advocate for the international trade community at the local, state and federal level.
- (b) Organize Incoming and Outgoing Trade Missions, and promote two way trade between Miami-Dade County and other parts of the world.

◆ ITC Strategic Plan ◆

- (c) Increase the coordination and proliferation of e-commerce and promote Miami-Dade County as the e-commerce Center of the Americas.
- (d) Establish and maintain a well-defined database of County businesses in international trade to determine product markets and businesses for use in matchmaking, mission recruiting, and referrals. Provide trade information to all sectors of Miami-Dade County as well as state, national, and international governments.
- (e) Develop a strategic action plan to help define Miami-Dade County's top markets and products; and conduct other studies as needed to support ITC international trade activities.
- (f) Employ, engage, and compensate personnel to carryout the responsibilities of the ITC and to budget, administer, and implement all funds both public and private received by the ITC.
- (g) Accept, receive, and expend public, and private monies, gifts, fees, revenues and donations in addition to County funds.
- (h) Seek BCC approval of contracts, with agencies, corporations, persons or other entities.
- (i) Engage in activities that increase Miami International Airport's airline competition, and air service development.
- (j) Develop and expand trade through the County's Seaport.
- (k) Promote Miami-Dade County as the Gateway to the Americas and beyond.
- (l) Develop and expand trade and commerce with markets in Latin America, Europe, Africa, and Asia.
- (m) Perform any other such functions reasonably related to the execution of the ITC functions and responsibilities.
- (n) The ITC shall be empowered to expend administrative and programmatic resources to achieve its mission.
- (o) The ITC shall identify and develop a variety of alternative funding sources and shall seek and apply for State, federal and private grants.
- (p) The ITC, as an agent and instrumentality of Miami-Dade County, shall be authorized to act for Miami-Dade County in the performance and enforcement of all ITC contracts approved by the BCC.
- (q) The ITC's budget request shall be prepared and submitted in the same manner as the budget for a County department and will be considered as part of the Miami-Dade County budget process. The ITC's budget requests shall be prepared in a format prescribed by the County Manager.
- (r) The ITC shall also administer the Miami-Dade County Sister Cities Program under its existing County resolutions, bylaws, governing structure, assets, and programs.
- (s) The ITC shall coordinate services with the Consular Corps of Miami and shall serve as a proactive liaison between the consular community and Miami-Dade County.
- (t) The ITC shall develop a one-stop information and resource center for international trade.”

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In December, 2005, the ITC ordinance was amended, (#05-218), and the ITC functions were placed under the direct supervision of the Board of County Commissioners [BCC]. For administrative purposes, the ITC Director and staff report to the County Manager through an Assistant County Manager.

In January 2006, the Chair of the Board of County Commissioners appointed Commissioner Natacha Seijas as the Chair of the ITC Board of Directors. And subsequently in April of the same year, Mr. J.A. Ojeda, Jr., was rehired by the County Manager as ITC's Executive Director after an extensive search process.

An internal audit was conducted and completed in June 2006, as a result of a request from the County Manager. The audit was performed by the Audit Management Services Department (AMS). AMS reported that it did not find any case of fraud nor material instances of waste or abuse, however, AMS made certain recommendations for improving administrative procedures and program and service delivery. The report also indicated that with recent appointments and the new leadership, the ITC was realigning its strategies with its original core mission. With the support of the ITC Chair, the ITC Board of Directors, the new Executive Director moved to reorganize the staff, realign the ITC's work program, and implement the recommendations of the audit. To strengthen the agency's programmatic activities, the staff initiated the preparation of a strategic planning process for implementation in Fiscal Year 07-08.

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Departmental Accomplishments to Date:

The principal activities of the agency revolve around the implementation of a program to promote Miami-Dade County as a trade destination center. To that end, the department has aggressively pursued a program which has emphasized trade development by implementing and supporting out-bound and in-bound missions which were either conducted by ITC, or third party missions certified by ITC.

Since its inception in November 2002 to 2005, the agency has undertaken and certified third-party missions to numerous destinations worldwide.

Out-Bound Missions

| Out-Bound Missions | | | | |
|--------------------|----------------------|----------------------------------|-------------------|---------------|
| Year | Third Party Missions | ITC & Route Development Missions | Airport Briefings | Sister Cities |
| 2002-03 | 2 | 3 | 5 | 0 |
| 2003-04 | 4 | 3 | 5 | 1 |
| 2004-05 | 4 | 3 | 5 | 0 |
| 2005-06 | 2 | 0 | 0 | 1 |

| Region | Air Cargo/Airport Route Development/ITC & Sister Cities Missions | Airport Briefings | Third-Party Certified Missions |
|----------------------|--|------------------------------|---|
| Africa | Kenya, Uganda, | Kenya, Senegal, South Africa | Benin, Kenya, Morocco, Nigeria, Senegal |
| Asia | China, Hong Kong, Malaysia, Singapore, | Hong Kong | Hong Kong, |
| Caribbean | Barbados, Trinidad & Tobago, Turks & Caicos | | Jamaica, Dominican Republic |
| Europe & Middle East | Belgium, Italy | Belgium, Ireland | |
| Western Hemisphere | Chile | | Brazil, Colombia, Costa Rica, Nicaragua |

In-Bound Missions

| Year | Third Party Missions | ITC/Sister Cities |
|---------|----------------------|-------------------|
| 2002-03 | 3 | 2 |
| 2003-04 | 3 | 3 |
| 2004-05 | 6 | 2 |
| 2005-06 | 4 | 0 |

| Region | ITC/Sister Cities Missions | Third-Party Certified Missions |
|----------------------|--|----------------------------------|
| Africa | | Guinea, Nigeria, Senegal |
| Asia | South Korea | |
| Caribbean | Dominican Republic | Dominican Republic |
| Europe & Middle East | Canary Islands, Italy, Spain, United Kingdom | Belgium, Canary Islands, Ireland |
| Western Hemisphere | Chile, Colombia, Ecuador, Uruguay | Colombia, Ecuador, Uruguay |

◆ ITC Strategic Plan ◆

In cooperation with the Port of Miami and Miami International Airport, ITC supported the following agreements that served to expand trade and commerce:

| Memorandum of Understanding | Country & Date |
|--|--|
| Miami International Airport www.miami-airport.com | International Sister Airports Agreement between Miami-Dade Aviation Department and the Murtala Muhammed International Airport of Nigeria – May 3, 2001. |
| Miami-Dade Seaport www.miamidade.gov/portofmiami | International Sister Seaports Agreement between the Dante B. Fascell Port of Miami-Dade and the Port of Dakar, Senegal – March 10, 1999 |
| | International Sister Seaports Agreement between the Dante B. Fascell Port of Miami-Dade and the Nigerian Port of Authority, Apapa, Lagos, Nigeria – May 3, 2001 |
| | International Sister Seaports Agreement between the Dante B. Fascell Port of Miami-Dade and the Port of Casablanca, Morocco – October 25, 2002 |
| | International Sister Seaports Agreement between the Dante B. Fascell Port of Miami-Dade and the Port of Durban, South Africa – February 1, 2005 |
| | International Sister Seaports Agreement between the Dante B. Fascell Port of Miami-Dade and the Port of Cape Town, South Africa – February 4, 2005 |

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2006/2007 ITC Budget Summary

Jay Malina International Trade Consortium of Miami-Dade County

The ITC's operating budget, as approved by the Miami-Dade Board of County Commissioners for Fiscal Year 06-07 includes an allocation of \$1.59 million.

| Approved Operating Budget for FY 2006-07 | |
|---|--------------------|
| (October 1, 2006 - September 30, 2007) | |
| Revenues: | |
| Inter-Agency Trf. - Aviation Dept. | 0 |
| Inter-Agency Trf. - Seaport | 295,000 |
| Carryover | 190,000 |
| Transfer from GMCVB | 100,000 |
| General Fund | 1,009,000 |
| TOTAL REVENUES: | \$1,594,000 |
| Expenditures: | |
| PERSONNEL (11 full time/ 2 part-time): | 1,046,000 |
| FIU Project | 100,000 |
| Travel - Foreign/ US | 78,000 |
| Economic Impact Study | 30,000 |
| Building Leases | 33,000 |
| Trade Numbers | 25,000 |
| Ads; Sponsorships; Workshops; Retreat | 38,000 |
| Newsletter; Annual Report; Gen. Printing | 30,000 |
| Trade Database- Matchmaking/ Maintenance | 35,300 |
| Phones (office/ cellular) | 19,000 |
| Third-party mission funding (in/out going) | 25,000 |
| GSA Services Ticket/ Central Svcs./ Postage | 11,500 |
| Protocol Gifts | 25,000 |
| Protocol transportation | 5,600 |
| Website updating/ Communications/ ETSD | 15,000 |
| Misc. Other Operating | 13,000 |
| Registration Fees | 12,000 |
| Fleet Management Charges | 5,400 |
| Office Supplies | 10,500 |
| Outside Printing | 5,000 |
| Memberships | 6,500 |
| General Expenses | 19,200 |
| OPERATING | 542,000 |
| Personal Computers | 6,000 |
| CAPITAL | 6,000 |
| TOTAL EXPENDITURES: | \$1,594,000 |

Overview: ITC Strategic Plan

The ITC’s Strategic Plan is based on Miami Dade County’s 2003 – 2007 Strategic Plan, which was approved by the Board of County Commissioners (BCC) in 2003. It also draws heavily on previously adopted business plan and the Economic Development Strategic Plan.

Miami-Dade County’s Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad County-wide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

The strategic plan takes into account the County’s vision and mission - *“to deliver excellent public service that address our community’s needs and enhance our quality of life.”*

The County’s strategic plan focuses on seven target areas:

1. Economic Development
2. Health and Human Services
3. Neighborhood and Unincorporated Area Municipal Services
4. Public Safety
5. Recreation and Culture
6. Transportation
7. Enabling Strategies

The mission of the County’s Economic Development’s Strategic Plan is “to expand and further diversify Miami-Dade County’s economic and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents.”

The goal of the Economic Development Component of the Miami-Dade County is to *“allocate Miami-Dade County government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in undeserved areas.”*

The County’s Economic Development Strategic Plan has two desired outcomes that relate to the ITC’s Strategic Plan:

| Desired Outcomes | Strategies | Performance Objectives |
|----------------------------------|--|--|
| Increased international commerce | Enhance and maintain the physical infrastructure to facilitate increased cargo movements through our ports | 20% increase in international cargo tonnage over 4 years |
| | Coordinate with Airport and Seaport to promote international commerce through Sister Cities programs, etc. | |
| | Coordinate promotional strategies for Miami-Dade County with the Beacon Council | |
| | Provide incentives to businesses to | |

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| | | |
|---|---|---|
| | pursue international commerce | |
| Greater cultural appeal of Miami-Dade County for businesses | Create a capacity to attract national and international recreational and cultural events | 80% of businesses rates Miami-Dade County as a culturally attractive area within 3 yrs. |
| | Identify and promote cultural and recreational events and programs that make an area attractive to businesses | |

ITC's Strategic Plan supports the objectives and priority outcomes of the County's Economic Development goal. ITC is, therefore, poised to play an important role in helping the County achieve its stated goals in this Service Area.

As an outreach effort, ITC's strategic imperative is to work with relevant stakeholders. To this end, the Chair of the ITC Board of Directors appointed the following committees:

- Internal Management Committee
- Financial Management Committee

The Chair of the ITC also appointed the following ad-hoc trade committees

- African Trade Initiative
- Asian Trade Initiative
- Caribbean Trade Initiative
- European & Middle Eastern Trade Initiative
- Western Hemispheric Trade Initiative

Each Committee is chaired by a member of the ITC Board of Directors. The ITC staff will work closely with the Committees in the respective areas. The Ad-Hoc Committees will convene meetings with the relevant stakeholders to identify three (3) countries to be visited each year.

Recruitment for missions will include government and institutional organizations, and the private sector. Participants from the private sector will be selected based on the sectors, and priority will be given to first time participants. This will help ensure that more and more Miami-Dade companies benefit from ITC programs.

This importance of trade to Miami-Dade County cannot be overstressed. Last year, trade in the Miami Customs District (Customs District 52), amounted to \$69.5 billion. According to The Washington Economics Group's Economics Impact Study of International Merchandise Trade in Miami-Dade County conducted in 2004, Miami-Dade's international merchandise trade sector directly and indirectly supported approximately 121,200 jobs in 2003.

Note: The complete results of the study can be found on the ITC's website at: www.miamidade.gov/itc

Programs & Services

The mission of the ITC is to create opportunities for global trade and cultural understanding by promoting Miami-Dade as a global gateway community. ITC has embarked on the following programs and services to implement the mission.

The primary services / programs of the ITC are:

1. Organizing and leading trade missions; coordinating incoming and outgoing trade missions;
2. Liaising with Consular and trade offices, chambers of commerce and other relevant trade organizations.
3. Providing protocol for visiting dignitaries and missions seeking to further expand trade relations and cultural ties with Miami-Dade County.
4. Providing technical expertise and support for small and minority business that show potential for growth.
5. Advocating trade policy issues; staffing the ITC and Sister Cities Board of Directors; representing Miami-Dade County at Free Trade Area of the Americas (FTAA), and other similar programs; promoting and expanding international trade, cultural understanding and citizen diplomacy.
6. Administering, coordinating and sponsoring workshops, conferences and events.
7. Disseminating trade and sister cities related information to relevant stakeholders and the general public.
8. Developing and maintaining a database of relevant Miami-Dade County businesses engaged in international trade.

In implementing the strategies outlined above, the ITC will continue to work closely with the key trade and economic development agencies in Miami-Dade County most of whom are represented in the ITC Board. In addition, the ITC will reach out to other stakeholders in the community such as the Consular Corps, Trade Commissioners, Bi-national Chambers, and other interest groups in international trade. The ITC shall on a quarterly basis provide reports to Board of County Commissioners on its programs.

Long-Term Strategies for Success

From its early beginnings as the Trade Mission Center [TMC] Inc., with three staff members, the ITC has grown into a County Agency, with more than eleven staff, tasked with the development of two-way trade. The Agency's efforts are geared towards ensuring Miami-Dade County remains the premier global destination and trade center.

As the ITC continues to grow, it is our goal to become Miami-Dade's premiere agency responsible for trade and international affairs. This goal can be achieved by working in conjunction with Sister Cities, Consular Corps, trade organizations, etc.

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Additionally, the department is striving enhance or develop other targeted outreach programs, listed below:

Develop an annual program for head of foreign consulates to be officially received by the leadership of the County.

Develop and strengthen linkages for Miami-Dade County's services by developing working relationships with the private and other public sector entities within County, State & Federal government.

Establish an annual signature event such an international affairs dinner and award gala.

Encourage human resource development to ensure that staff has the appropriate training to achieve stated departmental goals.

Expand ITC's trade database to support export-ready firms to be able to access trade information and counseling.

Collaborate with the County's business development agency for additional outreach programs. Within each targeted international market, assistance should focus on the sectors that represent the greatest potential for the County for increased trade and investment.

Incorporate constant evaluation and reevaluation so that programs do not continue beyond their usefulness.

Monitor international and local trends and events and provide reports on any emerging opportunities and to determine potential commercial impact.

Support the economic development agencies and international organizations since they play a critical role in promoting international trade by providing integrated and effective technical assistance to companies and municipalities desiring to transact international business.

Establish and maintain Miami-Dade County as a globally competitive knowledge based economy.

Strategic Goals

Goal # 1.

Increase awareness of Miami-Dade County as a global gateway.

Strategy

The ITC will increase awareness of Miami-Dade County as a global gateway by developing effective marketing and outreach activities.

Goal # 2.

Strengthen Miami-Dade County's position as an international trade center.

Strategy

The ITC will enhance international trade by promoting Miami-Dade County's geographic position, superior infrastructure, business climate, and financial services with countries that have the potential to expand trade with Miami-Dade County.

Goal # 3.

Promote cultural and international understanding.

Strategy

The ITC will promote cultural and international understanding by developing programs that enhance citizen diplomacy, create international goodwill, and support Miami-Dade County's international trade agenda through its Sister Cities Program.

Goal # 4.

Conduct active advocacy for international trade at federal, state, and local levels.

Strategy

The ITC will advocate for international trade by actively participating in activities at federal, state, and local levels that promote Miami-Dade County as an international trade destination.

Strategic Objectives

Goal # 1.

Increase awareness of Miami-Dade County as a global gateway.

Objectives

The Marketing and Outreach section of the ITC will, within the 07-08 fiscal year:

- Sponsor one (1) annual trade statistical guide.
- Publish and distribute at least ~~nine (9)~~ six (6) ITC newsletters.
- ~~Publish and distribute three (3) ITC quarterly reports.~~
- Publish and distribute one (1) ITC annual report.
- Distribute a promotional DVD of Miami-Dade County's infrastructure, cultural diversity, and economic climate.
- Assist with protocol services for at least twelve (12) assignments to greet VIP visitors.
- Develop one (1) exhibit stand for use in conferences and events.
- Participate in at least twenty (20) briefings and events related to ITC's mission.
- Ensure that the ITC Board, Sister Cities Coordinating Council, and ITC staff, participate in relevant professional development and capacity building programs by participating in at least six (6) workshops, seminars, conference, etc.
- ~~Undertake economic impact studies from time to time.~~
- Produce an internationally oriented TV show on the County channel at least three (3) times a year.
- Issue at least two (2) press releases per month on ITC-related issues.
- Participate on public affairs radio shows at least six (6) times a year.
- Update the ITC webpage weekly.
- Improve the number of "hits" on the ITC webpage by ten (10) percent.
- Participate in at least quarterly meetings with representatives of the media.

Goal # 2.
Strengthen Miami-Dade County's position as an international trade center.

Objectives

The ITC will, within the 07-08 fiscal year:

- Sponsor, participate in and/or support at least twelve (12) trade related workshops/seminars/conferences.
- Develop and conduct at least two (2) trade related training workshops.
- Conduct at least five (5) country assessments to determine overall suitability for trade with Miami-Dade County.
- Organize at least ~~three (3)~~ two (2) ITC-led outbound business development missions. †
- Promote and recruit organizations to conduct at least ~~eight (8)~~ five (5) third-party outbound trade missions *. †
- ~~Promote and recruit organizations to conduct at least eight (8) third-party inbound trade missions. †~~
- Develop and maintain an active database for matchmaking and outreach purposes of more than 17,000 Miami-Dade County businesses for inbound and outbound missions.
- Organize at least five (5) business matchmaking/networking sessions.
- Provide information to at least thirty (30) companies that want to do business in Miami-Dade County during inbound or outbound business development missions.
- Expand database by five (5) percent by including Miami-Dade companies involved in merchandise trade registered with the Florida Department of State, Division of Corporations.

* *Priority will be given to organizations that support the overall ITC strategic plan.*

† *See Appendix I.*

Goal # 3.
Promote cultural and international understanding.

Objectives

The ITC will, through its Sister Cities program, within the 07-08 fiscal year:

- Underwrite one (1) annual dinner recognizing important contributors to citizen diplomacy, international trade and cultural development.
- Conduct at least two (2) missions to two Sister-Cities communities.
- Develop at least one (1) Sister Cities relationship based on trade and business development, and in support with existing Miami-Dade County resolution.
- Coordinate and/or support one (1) annual citizen's diplomacy conference with the Council of International Visitors.
- Sponsor an event for representatives of Consular and Trade offices.
- Participate in one (1) national Sister Cities Conference.
- Coordinate and/or sponsor one (1) art exhibit in conjunction with Miami Dade College.
- Conduct and/or support at least six (6) Sister Cities Coordinating Council meetings.
- Conduct and/or support at least eight (8) Sister Cities Committee meetings.
- Evaluate existing Sister Cities relationships and recommend "emeritus" status for at least three (3) inactive relationships.

Goal # 4.

Advocate for international trade at federal, state, and local levels.

Objectives

The ITC will, within the 07-08 fiscal year:

- Organize at least two (2) coordination meetings with the principal international trade agencies in our community.
- Conduct at least six (6) ITC Board meetings.
- Conduct at least fifteen (15) ITC Board Committee meetings.
- Conduct one (1) ITC/Sister Cities Coordinating Council orientation seminar and retreat.
- Work with federal, state, and local officials to obtain grant funds, in the amount of \$100,000 in support of ITC activities.
- Sponsor an annual event in Washington, D.C., thru Miami-Dade County's Office of Inter-Governmental Affairs, to acquaint federal officials with the programs and activities of the ITC, and with pending trade legislation.
- Work with Miami-Dade County's Office of Inter-Governmental Affairs to develop an agenda for supporting international programs that can be officially approved by the Board of County Commissioners.
- Work with Florida International University (FIU) in developing programs that support and enhance Miami-Dade County's international advocacy program.

Appendixes

Appendix I

Planning ITC Missions

Every fiscal year the ITC Board of Directors will recommend countries for the ITC to target in its efforts to develop or expand trade with Miami Dade County as part of the ITC Missions Program. This process will be part of the agency's work program, and in developing this process, the staff will adhere to the following guidelines:

Country Selection for Missions:

The ITC shall lead three missions per fiscal year, and one sister cities mission per fiscal year for a possible total of four missions a year. It is also possible to combine a sister cities visit with an ITC led trade mission. The ITC will also support third-party in-coming and out-bound missions.

The ITC Chair has appointed the following country ad hoc committees, each of which is chaired by an ITC Board member:

- Africa
- Asia
- The Caribbean
- Europe & Middle East
- Western Hemisphere

Staff assigned to each ad hoc committee will conduct research and work with the relevant ad hoc committee as well as with representatives of appropriate stakeholder organizations which will also serve as members of the ad hoc committees to ensure that there is maximum input and participation in the planning and selection of what countries are best suited to either develop or expand trade opportunities with Miami-Dade County. Each ad hoc committee will then recommend to the ITC Board of Directors what country or countries should be targeted in any one mission in any one fiscal year.

Priority in selecting countries for ITC led missions and for third-party incoming and outgoing missions will depend upon the following criteria:

- Countries having or pursuing free trade agreements with the United States
- Countries having established air or sea routes with Miami Dade County
- Countries where there is a demonstrated potential to expand trade
- Countries where there is a demonstrated potential to develop trade
- Countries that extend an invitation to Miami Dade County to bring a trade mission
- Countries having Sister Cities agreements with Miami Dade County
- Countries where other Miami Dade trade institutions are taking trade missions
- Countries not visited in the last two years
- Countries visited by Miami-Dade County officials
- Countries conducting reciprocal missions

Mission Participants:

All interested parties agreeing to pay the established mission costs may participate in ITC led missions; however, since participation is usually limited to about twenty persons, priority for determining participants when the number of persons desiring to participate exceeds twenty will be based on the following criteria:

1. Representatives of appropriate governmental entities
2. Representatives of targeted sectors
3. Representatives of trade organizations
4. Other interested individuals

The ITC Board of Directors has adopted a policy for the conduct of incoming and outgoing incorporated elsewhere.

Procedures for Conducting a Trade Mission:

The ITC staff has developed procedures for how to conduct trade missions. These procedures are incorporated as part of the ITC Office Policies and Procedures Manual.

Appendix II

MAYOR'S APPOINTEES

(As of February 20, 2007)

Appointee of the Mayor

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Commissioner Natacha Seijas, Chair

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Ms. Janá Sigars-Malina

Vice-Chair, ITC Board

Xebec Trade Finance Corp.
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BOARD OF COUNTY COMMISSIONERS' APPOINTEES

**Representing the Board of County Commissioners
District One**

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**Representing the Board of County Commissioners
District Two**

Vacant

**Representing the Board of County Commissioners
District Three**

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District Five**

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**Representing the Board of County Commissioners
District Six**

Vacant

BOARD OF COUNTY COMMISSIONERS' APPOINTEES (Continued)

Representing the Board of County Commissioners

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Representing the Board of County Commissioners

District Eight

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Representing the Board of County Commissioners

District Nine

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Representing the Board of County Commissioners

District Ten

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Representing the Board of County Commissioners

District Eleven

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Representing the Board of County Commissioners

District Twelve

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BOARD OF COUNTY COMMISSIONERS' APPOINTEES (Continued)

Representing the Board of County Commissioners

District Thirteen

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COUNTY MANAGER'S APPOINTEES

Representing the Director of the Port of Miami

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PERMANENT INSTITUTIONAL APPOINTMENTS

Chair Miami-Dade Sister Cities Coordinating Council

Mr. Walter A. Loy
Dean & Chair
10405 S.W. 80th Street
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Dean of the Consular Corps

The Honorable Carmenza Jaramillo de Maincourt
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TRADE ORGANIZATIONS' APPOINTEES

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Representing District Export Council of Florida

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Representing the Free Trade Area of the Americas

Vacant

TRADE ORGANIZATIONS' APPOINTEES (Continued)

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Representing Miami-Dade Chamber of Commerce

Vacant

Representing The Beacon Council

Vacant

Representing the World Trade Center Miami

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Representing Organization Foundation for Democracy in Africa

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Appendix III

Miami-Dade County Sister Cities Program

Contact List

(As of January 23, 2007)

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Asuncion, Paraguay

Vice-Chair

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Bahamas, Commonwealth of the

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Cayman Islands, B.W.I.

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Lamentin, Guadalupe

Vacant

Maldonado, Uruguay

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Vacant

Monagas, Venezuela

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Vacant

Pucallpa, Peru

Vacant

San Jose, Costa Rica

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Vacant

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Vacant

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Taipei, Taiwan

Vacant

Turks and Caicos Islands

Vacant

Veracruz, Mexico

Vacant

At Large Council Appointments

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MDCC Wolfson Campus

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Judge Margarita Esquiroz

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Ms. Corinna J. Moebius

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Mr. Juan Carlos Alexander

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1 Vacancy

[At Large Commission Appointments](#)

5 Vacancies

[Honorary Members](#)

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Mr. Lynden James

Kingston, Jamaica



MIAMI-DADE COUNTY

Carlos Alvarez
Mayor

BOARD OF COUNTY COMMISSIONERS

Bruno A. Barreiro
Chairman

Barbara J. Jordan
Vice-Chairwoman

Barbara J. Jordan
District 1

Dorrin D. Rolle
District 2

Audrey M. Edmonson
District 3

Sally A. Heyman
District 4

Bruno A. Barreiro
District 5

Rebeca Sosa
District 6

Carlos A. Gimenez
District 7

Katy Sorenson
District 8

Dennis C. Moss
District 9

Senator Javier D. Souto
District 10

Joe A. Martinez
District 11

José "Pepe" Diaz
District 12

Natacha Seijas
District 13

Harvey Ruvin
Clerk of Courts

George M. Burgess
County Manager

Murray A. Greenberg
County Attorney