



Strategic Plan

October 1, 2009 – September 30, 2010

(Approved by the Sister Cities Coordinating Council on January 8, 2009, and the ITC Board of Directors on January 14, 2009)



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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 promote Miami-Dade County as a Global Gateway by enhancing international relations, cultural understanding, and trade.

Introduction

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. ITC functions as an umbrella organization acting as a one-stop clearinghouse for the County's trade development initiatives. Through its work program, ITC promotes Miami-Dade as a Global Gateway by organizing inbound and outbound trade missions, maintaining a database of local businesses interested in trade, organizing business to business meetings, and by conducting an aggressive marketing and outreach program. The agency also administers the Miami-Dade Sister Cities Program which creates and strengthens partnerships between the County and communities throughout the world. The Sister Cities program also supports the County's international trade and goodwill efforts.

The agency works with input from two advisory Boards: The ITC Board of Directors (the Board), and the Sister Cities Coordinating Council (the Council). The Board is comprised of representatives of the Mayor's Office, the Board of County Commissioners (BCC), the County Manager, and the key economic development agencies in our community. The Council is also composed of citizen volunteers appointed by the Mayor and the BCC.

For Fiscal Year (FY) 2008 - 2009, the agency has an authorized budget of \$1.597 million and employs eleven full-time, and two part-time employees with four operating sections: Trade Development, Marketing and Outreach, Sister Cities, and Finance and Administration (see Appendix I and II).

In implementing the programs outlined above, the ITC works closely with the key trade and economic development agencies in Miami-Dade County, most of whom are represented in the ITC Board of Directors. In addition, ITC reaches out to other stakeholders in the community such as the Consular Corps, Trade Commissioners, and other interest groups in international trade in South Florida.

The strategic planning initiatives for the ITC enumerated in this report highlight organizational goals and action plans for FY 09 - 10. Significant time was devoted by stakeholders and ITC staff to analyzing and formulating strategies that relate directly to organizational needs. The ultimate purpose of this strategic plan is to ensure that the agency understands its competitive environment while increasing performance through improved effectiveness, efficiency and flexibility.

ITC held a joint retreat for the ITC Board and the Sister Cities Coordinating Council on November 2008 to develop a revised Strategic Plan with goals and objectives for FY 09 - 10. The revised plan was approved by the ITC Board on January 14, 2009. This plan will be used by the ITC staff and Board of Directors to establish budget priorities proposed for FY 09 - 10. The recommended budget, which will be adopted by the ITC Board of Directors in March, 2009, will be the basis of the ITC staff submission to the Mayor and County Commission for adoption in September 2009.

Economic Impact of International Trade in Miami-Dade County

International trade continues to play an important role in the economy of Miami-Dade County. It supports over 105,000 jobs and remains not only one of our key industries, but also one of the industries with the highest paying wages in our community, according to a 2007 study conducted for ITC by **Strategic Information Analysis, Inc.** (Stratinfo). In 2007, the volume of trade conducted in U.S. Customs District 52, which covers the Miami area amounted to over \$79 billion, and we were only one of two of the top 25 Customs Districts experiencing a positive trade balance of over \$11.2 billion (**World City Magazine**). However, in spite of these impressive gains our position as an important platform for trade is continually challenged by other cities in the United States (Atlanta, Houston, and New Orleans) as well as by cities abroad (Panama). To retain this enviable position, Miami-Dade County needs to continue its efforts to modernize its trade related infrastructure and aggressively pursue a program that promotes its position as a Global Gateway.

ITC's efforts to advance the County's international trade agenda are supported by our local partners: Miami International Airport, the Port of Miami, and the other local economic development agencies. These organizations are working more closely than ever before in coordinating their efforts to promote our community's unique geographic position, our multicultural diversity, and our multilingual work force. Trade is too important to our economy and to our future economic development to do otherwise.

ITC's History

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 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 would work and play.

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 the "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 devoted the major part of its activities in 1999 to developing a program to implement the international trade and commerce 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**. 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 the Miami-Dade Board of County Commissioners when it adopted Resolution Number R-362-00 in April 2000. TMC began operations with a

(ITC's History continued)

budget of \$200,000 as part of the Mayor's Office of Protocol, International Trade, and Commerce (OPITC).

The same year, the Miami-Dade Sister Cities Program which was established in the 1990's, became an integral part of the OPITC.

In November of 2002, the Board of County Commissioners (BCC) created a new County agency in the Mayor's Office 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).

Ordinance # 02-225, as amended established the roles and responsibilities of the ITC. Among its powers, the agency was charged to "represent Miami-Dade County's international trade interests and be an advocate for the international trade community at the local, state, and federal level" (see Appendix III).

In December 2005, the BCC transferred the functions of the ITC from the Mayor's Office to a stand-alone agency of Miami-Dade County (Ordinance # 05-218). And, in January 2006, the Chair of the County Commissioners named Commissioner Natacha Seijas as Chair of the ITC Board of Directors. She replaced founding ITC Chair, Commissioner Jose "Pepe" Diaz. In April 2006, County Manager George Burgess rehired J.A. Ojeda, Jr., after an extensive search as ITC's Executive Director, Mr. Ojeda was the first agency director.

At the request of the County Manager, the Department of Audit and Management Services (AMS) completed an audit of the agency in June 2006. While AMS reported that it did not find any case of fraud nor material instances of waste or abuse, 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 his staff, realign the ITC's work program, and implement the recommendations of the audit.

In recognition of the agency's improved performance and record of achievements, the BCC in January 2007, eliminated the Sunset provisions which required an annual review of the agency, thus paving the way for the further institutionalization of ITC's programs and activities. With the leadership and support of the ITC Board, the County Administration, the County Commission, and our economic development partners, the agency has continued to develop and implement an aggressive work program with concrete measurable results to advance Miami-Dade County's position as a Global Gateway.

ITC Missions

The principal activities of the agency revolve around the implementation of a program to promote Miami-Dade County as a “Global Gateway.” To that end, ITC has pursued a program emphasizing trade development by organizing ITC-led business development and branding missions abroad, and by supporting inbound and outbound missions conducted by other agencies in Miami-Dade County.

The ITC Chair has appointed four ad-hoc Board trade committees to work with staff and relevant stakeholders to recommend to the ITC Board of Directors the countries to be selected for the two ITC-led yearly missions. The Sister Cities Coordinating Council also selects one sister city per fiscal year to visit. The four ITC ad-hoc committees are:

- African Trade Initiatives
- Asian Trade Initiatives
- European & Middle Eastern Trade Initiatives
- Western Hemisphere Trade Initiatives

Recruitment for missions include government, economic development agencies, and the private sector. Participants from the private sector are selected based on business category or sectors. This process ensures that more Miami-Dade companies benefit from ITC organized missions (see Appendix IV).

Since 2002 ITC has led a number of missions abroad as indicated in this table below:

Out-Bound Missions

Fiscal Year	ITC - Led Missions & Air Cargo / Air Route Development Missions	Sister Cities Missions
2002 - 03	Belgium, Hong Kong & Singapore	-
2003 - 04	Singapore, Hong Kong, China, Trinidad & Tobago, and Barbados	Santo Domingo, Dominican Republic
2004 - 05	Malaysia, Hong Kong, China, Kenya, and Uganda	Turks & Caicos
2005 - 06	Trinidad & Tobago	Asti, Italy
2006 - 07	South Africa and India	Commonwealth of the Bahamas, Bahamas
2007- 08	Czech Republic, Poland, Turkey, Peru & Chile	Santa Cruz de Tenerife, Canary Islands, Spain

ITC Missions (continued)

Third Party Missions

In addition to ITC-led missions, the agency also certified Third Party inbound and outbound missions. In September 2008, at the recommendation of the Executive Director, the ITC Board discontinued the certification of Third Party Outgoing Missions and instead reallocated those funds for ITC staff to join the outgoing missions of ITC's economic development partners. The Board agreed that this was a more effective and productive utilization of staff and agency resources. Two ITC staff members joined the Beacon Council and the Latin Chamber of Commerce (CAMACOL) in missions to Milan, Italy and Tegucigalpa, Honduras respectively in FY 2007 - 2008.

ITC Certified Outbound Missions

The table below outlines the number of ITC Certified Third Party Outbound Missions.

Fiscal Year	ITC Certified Third Party Outbound Missions
2002 - 03	Morocco, Kenya, and Nicaragua
2003 - 04	Brazil, Nigeria, Rep. of Benin, Dominican Republic, and Jamaica
2004 - 05	Hong Kong, Brazil, Costa Rica, and Colombia
2005 - 06	Jamaica, and Dominican Republic
2006 - 07	Ecuador, Colombia, Haiti, Spain, and Costa Rica
2007 - 08	Italy, and Jamaica

ITC Missions (continued)

ITC Certified Inbound Missions

ITC also sponsored Inbound Mission visiting Miami-Dade County. The program was amended in 2006 to offer inbound missions logistical support and sponsorship for networking receptions for their missions.

In-Bound Certified Missions

Fiscal Year	Inbound Missions	Sister Cities Inbound Missions
2002 - 03	Colombia, Dominican Republic, Ecuador, and Uruguay	Czech Republic, Bavarian region
2003 - 04	Canary Islands (Spain), Colombia, and Dominican Republic	Canary Islands (Spain), South Korea, and the United Kingdom
2004 - 05	Colombia, Dominican Republic, Italy, and Nigeria	Colombia, and Italy
2005 - 06	Colombia, Dominican Republic, Senegal, and Senegal	-
2006 - 07	Dominican Republic, Malaysia, and the Caribbean region	-
2007 - 08	Colombia, Dominican Republic, Ecuador, and Peru	-

Overview: Miami-Dade's 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 indicating 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 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. The Mayor has asked the County Manager to amend the County's Strategic Plan for FY 2009 - 2010 , and the amendment process has already begun with input from department directors, interested citizens, and relevant stakeholders. It is anticipated the new Strategic Plan for Miami-Dade County will be submitted for County Commission approval in the spring of 2009. ITC's Strategic Plan will dovetail and support the County's Plan when adopted.

ITC Strategic Plan – FY 08 – 09

Process & Methodology

The blueprint for developing a Strategic Plan for the agency was established in previous years when the ITC staff convened to review the agency's achievements and evaluated the planned vs. achieved objectives. As in the past, the staff met during the summer of 2008 to review and discuss the components of the plan and to establish the framework for developing the FY 09-10 Strategic Plan. In September 2008, the ITC Board set the date (November 15) for the annual half day joint retreat with the Sister Cities Coordinating Council and again authorized Diana Gonzalez to convene the meeting and act as the Facilitator.

The meeting provided Board and Council members an opportunity to discuss ITC's portfolio of activities, review planned vs. achieved objectives in FY 08-09, review amendments to the FY 08-09 Strategic Plan, discuss the agency's future, and review goals and objectives for FY 09-10. At the conclusion of the retreat ITC staff analyzed the findings and summarized the discussion into a concrete set of recommendations. First, the staff recommended needed amendments to the FY 08-09 Strategic Plan to align that plan with the adopted agency budget for the current fiscal year and made recommendations for the Proposed Strategic Plan for FY 09-10. On January 8 and January 14, 2009 the Sister Cities Coordinating Council and the ITC Board of Directors respectively approved the staff recommendations. The approved goals and objectives of the Strategic Plan will be the basis for developing the agency's budget allocation for the Fiscal Year that will begin October 1, 2009 following approval by the Board of County Commissioners.

The adopted Goals, Strategies, and Objectives for FY 2009-2010 are presented in the following section.

Adopted ITC Goals & Strategies for FY 09 – 10

(as approved by the Sister Cities Coordinating Council on January 8, 2009, and the ITC Board of Directors on January 14, 2009)

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 promoting programs that enhance the County's international profile and by conducting marketing and outreach strategies.

Goal # 2.

Solidify Miami-Dade County's position as an international platform for trade.

Strategy

The ITC will solidify Miami-Dade County's position as an international platform for trade by promoting its geographic position, cultural diversity, superior infrastructure, favorable business climate, and financial and other services with countries that have the potential to expand trade with Miami-Dade County.

Goal # 3.

Promote citizen diplomacy and cultural and international understanding.

Strategy

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

Goal # 4.

Advocate Miami-Dade County's trade initiatives with relevant federal, state, and local agencies.

Strategy

The ITC will advocate Miami-Dade County's trade initiatives with relevant federal, state, and local agencies by participating in activities with stakeholders at federal, state, and local levels.

ITC Strategic Objectives (FY 09 – 10)

(as approved by the Sister Cities Coordinating Council on January 8, 2009, and the ITC Board of Directors on January 14, 2009)

Goal # 1.
Increase awareness of Miami-Dade County
as a global gateway.

Objectives

The ITC will, within the 09-10 fiscal year:

- Sponsor one (1) annual trade statistical guide.
- Publish and distribute at least six (6) ITC newsletters.
- 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.
- Participate in at least twenty (20) events related to ITC's mission.
- Sponsor, participate in and/or support at least six (6) trade related workshops/seminars/conferences.
- Provide for Board/staff participation in at least two (2) workshops and/or seminars.
- Undertake one (1) economic impact study.
- Participate in at least six (6) broadcast/media events.
- Participate in at least six (6) print media events.
- Issue at least twelve (12) domestic press releases on ITC issues per Fiscal Year.
- Issue at least four (4) press releases for international distribution. *
- Update the ITC webpage at least fifty-two (52) times a year.
- Improve the number of "visits" on the ITC webpage by at least ten percent (10%) from the previous year.
- Participate in at least quarterly meetings with representatives of the media.
- Place at least four (4) advertisements in trade journals/magazines. *
- Organize a Trade Summit. *+

* Increase may require additional funding

Goal # 2.

Solidify Miami-Dade County's position as an international platform for trade.

Objectives

The ITC will, within the 09-10 fiscal year:

- Develop and conduct at least two (2) trade related training workshops.
- Conduct at least ten (10) country assessments to determine overall suitability for trade with Miami-Dade County.
- Organize at least two (2) ITC-led international business development missions.
- Participate in at least two (2) non-ITC missions.
- Sponsor at least three (3) third-party networking events (inbound).
- Provide data to organizations for matchmaking sessions to at least ten (10) local economic development organizations from ITC database.
- Develop and maintain one (1) active database for matchmaking and outreach purposes.
- Provide information to at least thirty (30) companies that want to do business in Miami-Dade County during inbound or outbound business development missions.
- Arrange at least fifty (50) matchmaking meetings for inbound and outbound missions.
- Expand database by five (5) percent from previous year by including Miami-Dade companies involved in merchandise trade registered with the Florida Department of State, Division of Corporations.

Goal # 3.

Promote citizen diplomacy and cultural and international understanding.

Objectives +

The ITC will, through its Sister Cities program, within the 09-10 fiscal year:

- Underwrite two (2) Sister Cities sponsored mini-fundraiser events supported by Sister Cities staff only.
- Conduct at least one (1) mission to one Sister-Cities community.
- 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 youth summit with the Council of International Visitors, Miami-Dade College, and Miami-Dade Public Schools.
- 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 two (2) relationships.
- Organize/conduct one (1) summit of local Sister Cities Communities.
- Award at least two (2) Sister Cities Scholarships. *

* *Funding from the Coordinating Council Trust Account*

+ **approved by the Sister Cities Coordinating Council on January 8, 2009**

Goal # 4.

Advocate Miami-Dade County's trade initiatives with relevant federal, state, and local agencies.

Objectives

The ITC will, within the 09-10 fiscal year:

- Organize at least two (2) coordination meetings with the principal international trade agencies in our community.
- Sponsor one (1) event for Consular Corps/Trade offices.
- Conduct at least six (6) ITC Board meetings.
- Conduct at least eleven (11) ITC Board Committee meetings.
- Conduct at least four (4) ad hoc Trade Committee meetings with stakeholders to select two (2) ITC-led trade mission destinations (2 meetings per destination).
- Conduct one (1) ITC/Sister Cities Coordinating Council orientation seminar and retreat.
- 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 a funding request for federal and state funding.
- Work with Florida International University (FIU) in developing programs that support and enhance Miami-Dade County's international advocacy program (country assessments and scholarship program).
- Work with Gateway Florida, Inc. to promote trade opportunities, promote the advance of Florida's, and Miami-Dade's role in trade, and support biofuel efforts.
- Conduct one (1) report on international issues at "State of Trade" event to Consular Corps and Trade Organizations.

Appendixes

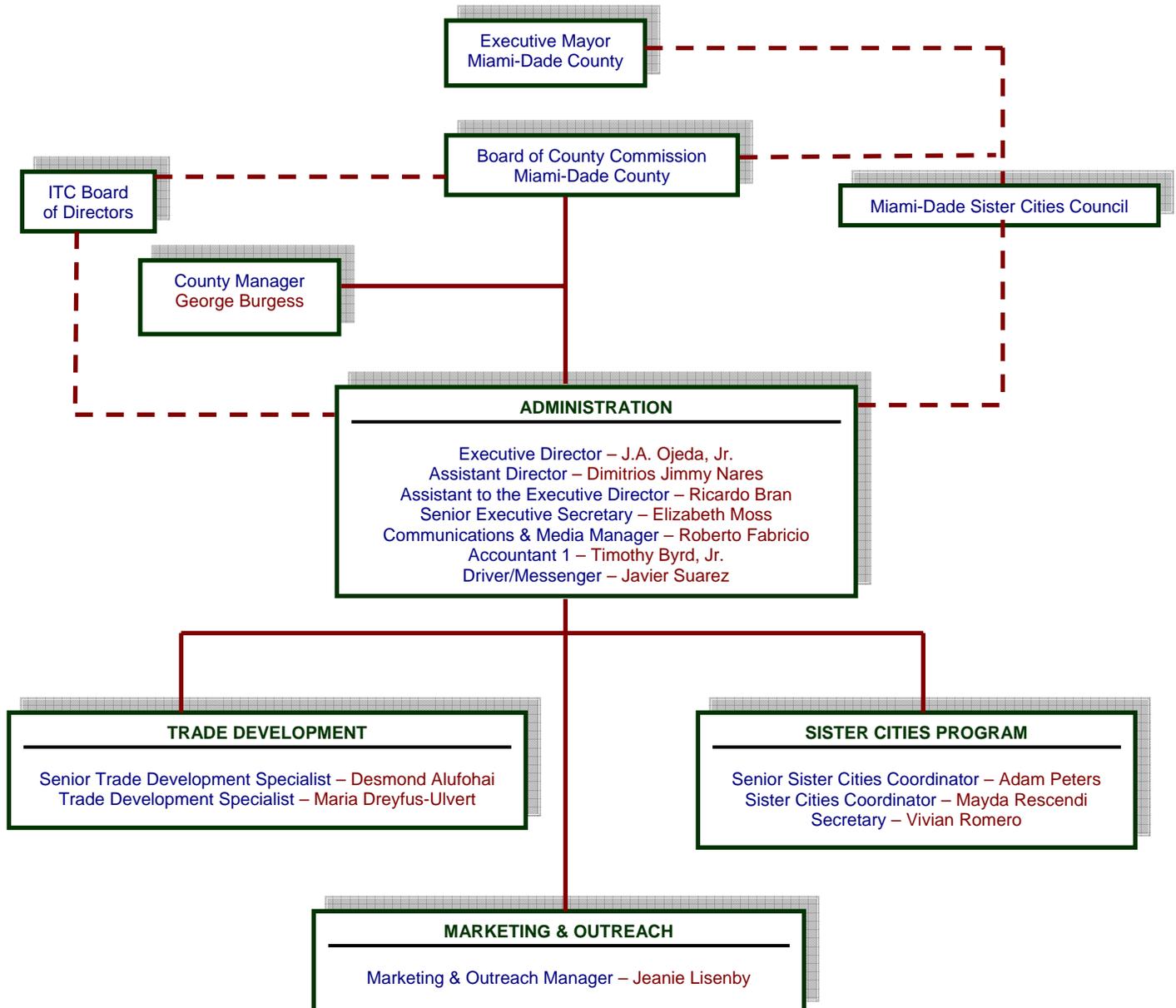
Appendix I



Jay Malina International Trade Consortium

Table of Organization

[As of January, 2009]



Appendix II

**THE JAY MALINA INTERNATIONAL TRADE CONSORTIUM
OF MIAMI-DADE COUNTY**

ADOPTED DEPARTMENTAL BUDGET (FY 2008-09)

ITC Operating Budget (Oct. 1, 2008 - Sept. 30, 2009):	Line Item Allocation
Revenues:	
General Fund	1,144,000
Carryover	58,000
Inter-Agency Trf. - Seaport	295,000
Transfer from GMCVB	100,000
TOTAL REVENUES:	\$1,597,000
Expenditures:	
PERSONNEL (11 full time/ 2 part-time):	1,165,000
FIU Project	50,000
Gateway Florida Project	50,000
Travel - Foreign/ US (includes \$10,000 for two 3rd-party missions)	65,000
Statistical Guide - Trade Numbers	30,000
ITC Promotional DVD Update	20,000
Sponsorships; Workshops; Retreat (includes \$5,000 for incoming missions)	20,000
Newsletter; Annual Report; General Printing	22,000
Outside Printing (Printing)	6,000
Registration Fees	9,000
Ads (General Publicity)	7,000
Protocol Gifts	5,000
Trade Database- Matchmaking/ Maintenance	8,500
Website Updating/ Communications/ ETSD	9,500
Software Maintenance	7,000
Building Leases	36,000
Phones (office/ cellular)	14,200
GSA Services Ticket/ Central Svcs./ Postage	18,000
Fleet Management Charges	5,600
Office Supplies	7,500
Memberships	6,500
General Expenses (Misc. Other Oper.)	29,200
OPERATING	426,000
Personal Computers	6,000
CAPITAL	6,000
TOTAL EXPENDITURES:	\$1,597,000

Appendix III

POWERS AND DUTIES OF THE ITC BOARD

Ordinance #02-225, as amended, established the following responsibilities for the agency:

- (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.
- (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) The Executive Director shall 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) The Executive Director may enter into contracts with agencies, corporations, persons or other entities. Said contracts shall subsequently be submitted to the County Commission for ratification.
- (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.

Appendix III (continued)

(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 ratification of 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.

(u) The ITC shall submit a written annual report to the County Commission detailing, among other things, the activities, goals and outcomes of the ITC, and seeking Commission ratification of contracts entered into during such quarter. A representative of the ITC shall also provide an oral report to the County Commission annually.

(v) The Executive Director is authorized to certify trade mission with regard to the use of the ITC logo.

(w) The ITC Board or the Executive Committee of the ITC Board is authorized to provide reimbursement for Third Party Missions upon the satisfactory completion of the end-of-mission reports in the manner more prescribed in the ITC Board bylaws.”

Appendix IV

Planning ITC Missions

Every fiscal year the ITC Board of Directors recommends 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. The County selection process is part of the agency's work program, and in developing this process, staff adheres to the following guidelines:

Country Selection for Missions:

The ITC leads two missions and one Sister Cities mission per fiscal year for a total of three missions. It is also possible to combine a sister city visit with an ITC led trade mission. ITC also participates in third-party out-bound missions organized by local economic development agencies and sponsors networking receptions for in-bound trade missions organized by other countries, official trade agencies, or local economic development agencies.

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

- Africa Trade Initiatives
- Asia Trade Initiatives
- Europe & Middle East Trade Initiatives
- Western Hemisphere Trade Initiatives

Staff assigned to each ad hoc committee conducts research and works with the relevant ad hoc committee as well as with representatives of appropriate stakeholder organizations to ensure there is maximum input and participation in the planning and selection of which countries are best suited to either develop or expand trade opportunities with Miami-Dade County. Each ad hoc committee recommends to the ITC Board of Directors which 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 outgoing missions 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 or 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

Appendix IV (continued)

Mission Participants:

Following ITC Board selection of countries slated for an ITC led mission, ITC staff works with the relevant host country through its official representatives to identify the target sectors for trade opportunities. Staff uses the ITC data base to recruit local entrepreneurs who might be interested in participating in the mission. All interested parties agreeing to pay the established mission costs participate in the mission, but the number of participants is usually capped at twenty. Should the request for participation exceed twenty persons, priority for selection in the mission is determined 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

Procedures for Conducting a Trade Mission:

The ITC staff has developed procedures for conducting trade missions. These procedures are incorporated as part of the ITC Office Policies and Procedures Manual and can be found on the ITC website.

Appendix V

BILATERAL AGREEMENTS AND/OR MEMORANDA OF UNDERSTANDING

In cooperation with the Port of Miami and Miami International Airport, ITC supported the bilateral agreements and/or Memoranda of Understanding that served to expand trade and commerce between Miami-Dade County and important world airports and seaports.

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 Dante B. Fascell Port of Miami-Dade and the Port of Dakar, Senegal – March 10, 1999 International Sister Seaports Agreement between Dante B. Fascell Port of Miami-Dade and the Nigerian Port of Authority, Apapa, Lagos, Nigeria – May 3, 2001 International Sister Seaports Agreement between Dante B. Fascell Port of Miami-Dade and the Port of Casablanca, Morocco – October 25, 2002 International Sister Seaports Agreement between Dante B. Fascell Port of Miami-Dade and the Port of Durban, South Africa – February 1, 2005 International Sister Seaports Agreement between Dante B. Fascell Port of Miami-Dade and the Port of Cape Town, South Africa – February 4, 2005 International Sisters Seaports Agreement between Dante B. Fascell Port of Miami-Dade and the Port of Mombassa, Kenya – November 14, 2007

To view the entire Miami-Dade Sister Seaports Agreements please visit the Miami-Dade Seaport website at www.miamidade.gov/portofmiami.

Appendix VI

THE JAY MALINA INTERNATIONAL TRADE CONSORTIUM BOARD OF DIRECTORS

MAYOR'S APPOINTEES

Appointee of the Mayor

Mr. Ralph Gazitua
6217 Paradise Point Drive
Miami, Florida 33157
Cell 305-903-5295
rgazitua@wtdc.com

Appointee of the Mayor

Mr. Alfredo Hidalgo-Gato
1620 Nocatee Drive
Coconut Grove, Florida 33133
Cell 305-773-2323. Fax 305-860-0929
eastahg@aol.com

Appointee of the Mayor

Mr. Roberto A. Torricella
2400 Brickell Avenue, #301D
Miami, Florida 33129
Office 305-854-2021. Fax 305-858-1095
Cell 305-613-2555
rtorricella@delacova.com

COUNTY COMMISSION CHAIRPERSON

Commissioner Natacha Seijas, Chair

111 N.W. 1 Street, 3rd Floor
Miami, Florida 33128
Office 305-375-4831. Fax 305-375-2011

Mr. Jose Luis Castillo, Vice Chair

15821 S.W. 103 Lane
Miami, Florida 33196
Cell: 786-287-7690
jlcastillogp@aol.com

Appendix VI (continued)

BOARD OF COUNTY COMMISSIONERS' APPOINTEES

Representing the Board of County Commissioners

District One

Mr. Andrew Osolase
20401 N.W. 2nd Avenue, Suite 220
Miami Gardens, Florida 33169
Cell 786-586-0796
andrewosolase@aol.com

Representing the Board of County Commissioners

District Two

Ms. Bernice Fidelia
District Director - Office of Commissioner Dorrin D. Rolle
900 N.E. 125 Street, Suite 200
Miami, Florida 33161
Office 305-694-2779
Cell 786-295-8479
Bmorris2@miamidade.gov

Representing the Board of County Commissioners

District Three

Ms. Bernadine Bush
President
3015 N.W. 49th Street
Miami, Florida 33142
Office 305-763-5883 Fax 305-635-1770
Cell 305-763-5883.
abwbush@aol.com

Representing the Board of County Commissioners

District Four

VACANT

Representing the Board of County Commissioners

District Five

Mr. Juvenal A. Piña
President
International Monetary Mortgage Fund
825 Brickell Bay Drive
Tower III, Suite 1849
Miami, Florida 33131
Office 305-374-4377. Fax 305-374-2515
immf@bellsouth.net

Appendix VI (continued)

BOARD OF COUNTY COMMISSIONERS' APPOINTEES (continued)

Representing the Board of County Commissioners

District Six

Ramon "Ray" Flores
150 West Flagler Street, Ste. 1900
Miami, Florida 33130
Office 305-347-5458
Fax: 305-375-9311
Ramon.flores@att.com

Representing the Board of County Commissioners

District Seven

Dr. Denis Rod
2759 N.W. 6th Street
Miami, Florida 33125
Cell: 305-244-2708.
drdenisrod@yahoo.com

Representing the Board of County Commissioners

District Eight

VACANT

Representing the Board of County Commissioners

District Nine

Mr. Joseph Rhoden
Executive Vice President
Antilles Freight Corporation
11206 N.W. 36th Avenue
Miami, Florida 33167
Office 305-688-5488. Fax 305-688-9651
jrhoden@antillesfreight.com

Representing the Board of County Commissioners

District Ten

VACANT

Representing the Board of County Commissioners

District Eleven

Mr. Rene Alvarez
1508 Mantua Avenue
Coral Gables, FL 33146
Cell 786-223-3851
rene.alvarez@att.net

Appendix VI (continued)

Representing the Board of County Commissioners District Twelve

Ms. Jacqueline Del Cristo-Berens, Esq.
Legal Counsel
MoneyGram Internacional
999 Ponce de Leon Blvd.
Suite 750
Coral Gables, Florida 33134
Office: 305-421-0896 Fax: 305-421-0881
Cell: 305-510-6712
JBerens@moneygram.com

Representing the Board of County Commissioners District Thirteen

Mr. Alex L. Gonzalez
15476 N.W. 77th Court, #321
Miami Lakes, Florida 33016
Cell 305-525-5953
alexgo3107@aol.com

COUNTY MANAGER'S APPOINTEES

Representing the Director of the Port of Miami

Mr. Khalid Salahuddin
Assistant Director for Administration
1015 North America Way, 2nd Floor
Miami, Florida 33132
Office 305-347-4875. Fax 305-347-4849
khalid@miamidade.gov

Representing the Director of Miami International Airport

Ms. Ana Sotorrio
Associate Director for Governmental Affairs
Miami-Dade Aviation Department
P.O. Box 25504
Miami, FL 33102
Office 305-876-7533. Fax 305-869-8653
Cell 305-632-8281
asotorrio@miami-airport.com

Appendix VI (continued)

ITC CHAIR'S APPOINTEE

Mr. Walter A. Loy
10405 S.W. 80th Street
Miami, Florida 33173
Office 305-598-5697. Fax 305-271-5191
loymiami@aol.com

PERMANENT INSTITUTIONAL APPOINTMENTS

Chair Miami-Dade Sister Cities Coordinating Council

Ms. Shelly Smith Fano
Chair
467 Coral Way
Coral Gables, FL 33134
Home: 305-443-7245
Cell: 305-951-0462
shefan@aol.com

TRADE ORGANIZATIONS' APPOINTEES

Representing CAMACOL
VACANT

Representing District Export Council of Florida

Mr. Ralph MacNamara
Director of Client Services
Kaufman Rossin & Co.
2699 S. Bayshore Drive
Miami, FL 33133
Office 305-646.6107. Fax 786.470.2392
Cell 305.409.3759
rmacnamara@kaufmanrossin.com

Representing Enterprise Florida, Inc.

Mr. Ivan Barrios
Vice President – Trade Development
Enterprise Florida, Inc.
201 Alhambra Circle
Suite 610
Coral Gables, Florida 33134
Office 305-808-3390. Fax 305-808-3586
Cell 786-423-8423
ibarrios@eflorida.com

Appendix VI (continued)

TRADE ORGANIZATIONS' APPOINTEES (continued)

Representing Florida Custom Brokers & Forwarders Association

Mr. Albert Oses
1825 NW 87 Ave
Miami, FL 33172
Office: 305-716-6719. Fax: 305-471-1161
Cell: 305-968-1487
aoses@ohlogistics.com

Representing Florida International Bankers Association

Mr. Rick Zelman, Esq.
Sacher, Zelman, Van Sant, Paul, Beiley, Harman & Waldman
1401 Brickell Avenue, Suite 700
Miami, Florida 33131
Office 305-371-8797. Fax 305-374-2605
rzelman@sacherzelman.com
fiba@fiba.net

Representing Mayor's African Trade Task Force

VACANT

Representing Miami-Dade Chamber of Commerce

Mr. Dexter Bridgeman
Publisher
Success South Florida/MIA Magazines
1900 N. Bayshore Drive
Suite 1811
Miami, FL 33132
Office 305-528-4277
Cell 786-443-6558
dab@ssfla.com

Representing The Beacon Council

Mr. Gary Goldfarb
Executive VP – WTDC
2801 N.W. 74th Avenue, Suite 100
Office 305-594-7484 ext 13. Fax 305-594-5848
Cell: 305-389-0956
ggoldfarb@wtcd.com

Representing the World Trade Center Miami

VACANT

Appendix VI (continued)

TRADE ORGANIZATIONS' APPOINTEES (Continued)

Representing Greater Miami Convention & Visitors Bureau

Mr. William "Bill" Anderson
Director of Planning & Research
701 Brickell Avenue, Suite 2700
Miami, Florida 33131
Office 305-539-3065. Fax 305-530-4293
research@gmcvb.com

Representing Greater Miami Chamber of Commerce

Mr. Carlos Castellon
Jordan, Castellon, Ricardo PL
Certified Public Accountants & Consultants ICG-International Consulting Group-USA
255 Alhambra Circle, Suite 500
Coral Gables, Florida 33134
Office: 305-447-8555. Fax: 305-441-2177
Cell 305-975-0835
Ccastellon@jordancastellon.com

Representing Organization Foundation for Democracy in Africa

Mr. Sonny Wright
4600 N.W. 7th Avenue
Miami, Florida 33127
Office 305-751-8642
Cell 786-291-6009
sonnywrgt@aol.com

Appendix VI (continued)

EXECUTIVE DIRECTOR

Mr. J.A. "Tony" Ojeda, Jr.
Executive Director
Jay Malina International Trade Consortium
111 N.W. 1st Street, Suite 2560
Miami, Florida 33128
Office 305-375-1254. Fax 305-679-7895
tojeda@miamidade.gov

ATTORNEY

Mr. Eric Rodriguez
Attorney
County Attorney's Office
111 N.W. 1st Street, Suite 2800
Miami, Florida 33128

EX-OFFICIO

Representing the County Manager

Cynthia W. Curry
Senior Advisor to the County Manager
111 N.W. 1st St., 29th Floor
Miami, Florida 33128
Office 305-375-2531. Fax 305-375-6082
cwcurry@miamidade.gov

Appendix VII

MIAMI-DADE COUNTY SISTER CITIES COORDINATING COUNCIL as of: February 1, 2009

Asti, Italy

Honorary Chair - Com. Sorenson)

Ms. Emma Tibaldeo

Dean of the Coordinating Council

14770 S.W. 79th Avenue

Miami Florida 33158

Home: 305-232-0157

Fax: 305-232-9669

Cell: 786-271-8963

E-mail: mimmaemma@gmail.com

2 year term expires: October 1, 2010

Tenure expiration: October 1, 2012

Asuncion, Paraguay

Honorary Chair – Com. Sorenson

Ms. Shelly Smith-Fano

Chair, Coordinating Council

467 Coral Way

Coral Gables, Florida 33134

Home: 305-443-7245

Cell: 305-951-0462

E-mail: shefan@aol.com

2 year term expires: October 1, 2009 (Chair)

Tenure expiration: October 1, 2013

Kingston, Jamaica

Honorary Chair – Com. Rolle

VACANT

2 year term expires:

Tenure expiration:

Maldonado, Uruguay

Honorary Chair – Com. Rolle

Mr. Hugo Castro

Ibese Wine Distributors

2200 N.W. 102 Place

Miami, Florida 33172

Office: 305-591-2238

Fax: 305-477-0766

Cell: 305-332-1504

E-mail: hcastro@ibesc.com

2 year term expires: October 1, 2010

Tenure expiration: October 1, 2012

Appendix VII (continued)

Monagas, Venezuela

Honorary Chair – Com. Sorenson

Ms. Carolina Sivoli

9828 Costa Del Sol Blvd.

Doral, FL 33126

Office: 305-375-5071

Cell: 786-258-2760

E-mail: sivoli@miamidade.gov

Original Appointment:

2 year term expires: October 1, 2010

Tenure expiration: October 1, 2014

San Jose, Costa Rica

Honorary Chair – Com. Barreiro

Ms. Norma Amaro

Amaro Travel Consultants

P.O. Box 650100

Miami, Florida 33265

9929 S.W. 117 Court

Miami, Florida 33187

Hm: 305-596-2051

Office: 305-275-2850

Cell: 305-989-1068

E-mail: amarotc@aol.com

2 year term expires: October 1, 2010

Tenure expiration: October 1, 2012

Santo Domingo, Dominican Republic

Honorary Chair - Com. Sosa

Mr. Roddy E. Gomez

1181 N.W. 150 PL

Miami, Florida 33184

Wk: 305-375-5589

Hm. 305-207-5971

Fax: 305-375-5589

Cell: 786-295-1139

E-mail: RoddyG@miamidade.gov

2 year term expires: October 1, 2008

Tenure expiration: October 1, 2012

Appendix VII (continued)

Stockholm, Sweden

Honorary Chair – Com. Sorenson

Ms. Eva Swift

7820 SW 71 Avenue.

Miami, Florida 33143

Office: 305-666-5088

Fax: 305-442-1463

E-mail: eneuniversal@bellsouth.net

2 year term expires: October 1, 2010

Tenure expiration: October 1, 2012

Tenerife, Canary Islands

Honorary Chair – Com. Sosa

Ms. Silvia Unzueta

1137 Asturias Avenue

Coral Gables, Florida

Home: 305-607-2394

E-mail: cuglilitel@aol.com

2 year term expires: October 1, 2010

Tenure expiration: October 1, 2012

At Large Council Appointments

Ms. Malou Harrison

Dean of Students

Miami Dade College, North Campus

11380 NW 27 Avenue

Miami, Florida 33167-3495

Office: 305- 237-1053

Fax: 305-237-1688

E-mail: malou.harrison@mdc.edu

October 1, 2004

2 year term expires: October 1, 2008

Tenure expiration: October 1, 2012

Judge Margarita Esquiroz

Circuit Judge

73 West Flagler Street

Miami, Florida

Office: 305-349-7049

E-mail: mesquiroz@jud11.flcourts.org

2 year term expires: October 1, 2008

Tenure expiration: October 1, 2014

Appendix VII (continued)

Ms. Corinna J. Moebius

Vice-Chair

Director of Imagine Miami
Human Services Coalition
260 N.E. 17th Terrace, Suite 200
Miami, Florida 33132
Office: 305-576-5001x45
Cell: 305-733-8016
Fax: 305-576-1718
E-mail: corinna@bordercross.com

2 year term expires: October 1, 2009

Tenure expiration: October 2013

Mr. Juan Carlos Alexander

8150 S.W. 47 Avenue
Miami, Florida 33143
305-662-5662
305- 665-7486
E-mail: jcalexander@camacol.org

2 year term expires: October 1, 2008

Tenure expires: October 1, 2014

At-Large Council Appointment

1 Vacancy

Mayor's Appointments/Vacant & Honorary Chair

Commonwealth of the Bahamas

Iquique, Chile

Mendoza, Argentina

Pereira, Colombia

Petit Guave, Haiti

Pucallpa, Peru

Santa Cruz, Bolivia

Sao Paulo, Brazil

St. Kitts and Nevis Islands

Taipei, Taiwan

Turks and Caicos Islands

Veracruz, Mexico

Com. Moss

Com. Sosa

Com. Gimenez

Com. Heyman

Com. Jordan

Com. Jordan

Com. Barreiro

Com. Gimenez

Com. Moss

Com. Heyman

Com. Rolle

Com. Heyman

Emeritus Status

Cayman Islands
Lamentin, Guadeloupe

At Large Commission Appointments

5 Vacancies

Appendix VII (continued)

Honorary Members

Dr. Billy K. Yeh

8950 N. Kendall Drive, Suite 501

Miami, Florida 33176

Office: 305-412-3558

Fax: 305-412-3515

E-Mail: billykyeh@aol.com

Mr. Lynden James

Kingston, Jamaica



MIAMI-DADE COUNTY

Carlos Alvarez
Mayor

BOARD OF COUNTY COMMISSIONERS

Dennis C. Moss
Chairman

Jose "Pepe" Diaz
Vice-Chairman

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 Ruvín
Clerk of Courts

George M. Burgess
County Manager

Robert A. Cuervas, Jr.
County Attorney

*Miami-Dade County provides equal access and equal opportunity in employment
and services and does not discriminate on the basis of disability.*