



Strategic Plan

October 1, 2010 – September 30, 2011



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Introduction

The Miami-Dade County FY 2010-2011 budget established the Office of Economic Development & International Trade (OEDIT/the Office) combining the functions of the former Jay Malina International Trade Consortium (ITC) with the Targeted Job Incentives Fund (TJIF) and the Qualified Targeted Industries (QTI) functions from the Housing and Community Development Department, and the economic research and analysis functions of the Planning and Zoning Department. The Office will become the County government agency that promotes Miami-Dade County as a Global Gateway and that enhances access to economic development opportunities. In addition, it will continue to maintain a database of local businesses involved in international trade; to foster import and export opportunities; administer the Miami-Dade Sister Cities program, and liaise with the local Consular Corps.

The Office will provide staff support to the newly created International Trade Advisory Board and to the Social and Economic Development Council. Both of these boards will serve in an advisory capacity to the Mayor and Board of County Commissioners

In implementing its work program, the Office will closely coordinate the activities of the key economic development agencies of Miami-Dade County: Miami International Airport, the Port of Miami, the Beacon Council, the Greater Miami Convention & Visitors Bureau, the Greater Miami Chamber of Commerce, the World Trade Center, the Latin America Chamber of Commerce [CAMACOL], and the Miami-Dade Chamber, as well as Enterprise Florida, and other trade related organizations in the community.

In FY 2009-2010, the ITC had an authorized budget of \$1.188 million, and it employed ten full time employees (three less than in FY 08-09) (*See Appendix IV*). And in FY 10-11 the budget adopted allocated \$ 1.785 million and as a result of the consolidation process, the number of employees for the Office increased to a total of 14 employees.

The strategic planning initiatives enumerated in this report highlight organizational goals and action plans for FY 10-11 that formulate strategies relating directly to organizational goals, objectives, and Office needs. The ultimate purpose of this Strategic Plan is to provide a specific course of action for the Office for FY 10-11 while increasing the Office's performance through improved effectiveness, efficiency, and accountability.

Office of Economic Development and International Trade'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 Trade and 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 twenty seven 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**. And, 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 inbound trade missions that fostered the purchase or sale of merchandise goods;
- Certify outbound 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 when the Board of County Commissioners adopted Resolution Number R-362-00 in April 2000.

Office of Economic Development and International Trade's History

(continued)

TMC began operations with a 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 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 stand alone County agency reporting to 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".

In December 2005, the BCC transferred the functions of the ITC to Board of County Commissioners. (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, who served as Chair of the Board from 2002 to 2006. 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 and determined that ITC's function was not that of a deal maker or a generator of trade. 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.

Office of Economic Development and International Trade's History

(continued)

As a result of revenue shortfalls in FY 09-10, the Board assumed the functions of the Sister Cities Coordinating Council, and the Chair created a Sister Cities Committee as one of the standing committees of the Board. The staff will continue to administer the Sister Cities Program.

The former ITC held a retreat for the Board on December 5, 2009 to develop a revised Strategic Plan with goals and objectives for FY 10-11. The ITC Board approved the revised plan at its March 10, 2010 meeting.

The FY 10-11 adopted budget combined the functions of ITC with the economic development functions from Housing and Community Development and Planning and Zoning, including analysis of Qualified Targeted Industry (QTI), and Targeted Jobs Incentives Fund proposals (TJIF) and created the Office of Economic Development and International Trade ("The Office"). This revised Strategic Plan reflects the changes adopted in the FY 10-11 Budget.

Economic Development and International Trade

The future growth and long term prosperity of Miami-Dade County's economy are inextricably tied to securing for our community new job opportunities. And the principal economic development agencies in Miami-Dade County, together with County government, play an enormous role impacting our economic growth. Our public-private partnership is essential to our collective efforts to strengthen our economy and create job opportunities for our residents.

Our local economy relies largely on such economic development activities as tourism, international trade and commerce, and our ability to attract and continue to retain businesses that are compatible with and support our developing greening economy.

The County government has invested and will continue to invest in developing, expanding, and maintaining our world class infrastructure. In addition to Miami International Airport and the Port of Miami, which are the two principal economic turbines that move our economy, the County's aggressive capital budget also plays a major role in sustaining and expanding our job opportunities.

Given the current state of our economy and the need to be ready for the time when the recovery gets fully underway, Miami-Dade County must coordinate its economic development and international trade activities to take full advantage of our unique geographic location and our multilingual and ethnically diverse population. Our efforts must be directed at supporting and increasing those targeted industries that are most compatible with our quality of life and support a stable and strong economy by developing a strategic process to address common problems.

Economic Analysis and Policy

OEDIT supports the coordination, implementation and periodic updating of the County's socio-economic development plans and initiatives and provides comprehensive analyses on local economic conditions, trends, and economic policy options. OEDIT conducts economic, financial and programmatic research and analyses and develops socioeconomic policy recommendations in collaboration with other County agencies and private sector stakeholders. The Economic Analysis and Policy unit plays an integral role in economic research, analysis and policy recommendations. The Economic Analysis and Policy Unit manages the development and maintenance of economic databases necessary for effective policymaking, provides a point of interface with the business community, and makes presentations on economic issues to the public.

Regular reports are prepared on current economic conditions and business cycle trends for the administration and the Board of County Commissioners. These reports are often disseminated to the public through the department's website and public media outlets. OEDIT also provides economic statistical profiles covering local longer-term trends and specific topic areas such as local macro-economic trends, socio-economic conditions, and international trade. It also provides socio-economic profiles of County commission districts and economic development priority areas of the County, as well as estimates of economic impacts from County capital projects, operating expenditures, and economic development projects receiving County

Economic Development and International Trade

(continued)

financial support. The Office has specialized expertise in economic modeling, simulation and development of economic forecasting scenarios for policy analysis with the capability to address a wide range of economic questions.

OEDIT also administers three key economic development incentive programs in partnership with The Beacon Council – the *Qualified Target Industry* (QTI); the *Targeted Jobs Incentive Fund* (TJIF); and the General Obligation Bond *Economic Development Fund Project 124* (EDF). The QTI incentive is a State of Florida tax credit program in which the County may chose to participate by providing a 20% local match of the total incentive amount. The QTI incentive is based on net job creation, and eligible firms may receive a tax credit starting from \$3,000 per new job and may increase above that value if the project meets specified additional criteria, such a being located in an Enterprise Zone or the new jobs pay wages above 150% of the state average wage. The *Targeted Jobs Incentive Fund* (TJIF) is a 100% County funded economic incentive program and is currently being revised for reauthorization during FY2010-11. The TJIF program incentivizes capital investment in taxable real and personal property by new businesses locating in Miami-Dade County, or local businesses expanding in Miami-Dade. The base amount of the TJIF incentive is set at a specific percentage of capital investment in real or personal taxable property, with additional incentives available when the business satisfies additional requirements. OEDIT reviews and recommends QTI and TJIF incentive requests and subsequently monitors compliance and performance. The EDF awards grants to pay for public infrastructure that supports private sector job creation and business relocations or expansions in Miami-Dade County. OEDIT reviews and recommends requests for EDF grants.

International Trade

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 an economic study conducted by **Strategic Information Analysis, Inc.** (StratInfo). In 2009, the volume of trade conducted in U.S. Customs District 52, which covers the Miami area amounted to \$79 billion. In 2009, the Miami Customs District also advanced its standing from the 13th to 11th largest U.S. Customs Districts, and it set a new national record for a trade surplus at \$19.83 billion (**World City Magazine**). However, in spite of these impressive gains Miami-Dade's 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.

Governments of these communities are aggressively pursuing international trade development programs and are in direct competition with Miami-Dade to become the gateway and transshipment hub for Latin America, the Caribbean and Africa. Elected officials from these cities receive inbound missions or travel abroad to meet with their counterparts and persuade them of the benefits of doing business in or through their respective communities. Absent a corresponding program of trade promotion fully supported and engaged by elected officials, Miami-Dade County can expect erosion of its share of international trade and could experience

Economic Development and International Trade

(continued)

increased job losses. Simple geography will not be enough to overcome the sustained business development efforts from these cities.

OEDIT has a number of programs and activities to pursue its international trade development efforts. Principal of these are its outbound and inbound missions programs.

Under its Outbound Missions Program, OEDIT organizes and conducts business development missions to countries that have potential for increasing bi-lateral trade with Miami-Dade County. Participants in these missions include government representatives, local economic development agencies, and private sector businesses. During these missions, OEDIT brands Miami-Dade County by promoting its superb trade infrastructure, its unique access to Latin American and Caribbean markets, and its dynamic business climate. In addition to developing or strengthening government and business ties, these missions also serve to provide participating Miami-Dade businesses with opportunities to increase their trade activities.

OEDIT also actively coordinates and/ or supports inbound missions. These missions, which consist of reverse trade missions from countries that OEDIT has led missions to in the past, or visiting missions organized by foreign consulates, chambers of commerce, or trade offices, also play a key role in expanding business opportunities for Miami-Dade businesses. Utilizing its extensive trade database, OEDIT organizes pre-screened business to business meetings for visiting private sector participants to meet with their business counterparts from Miami-Dade County. In addition, OEDIT uses its database to provide business profiles and trade leads to consulates, trade offices and local economic development agencies, and it provides custom trade information and statistics to visiting delegations interested in expanding trade with Miami-Dade County. Inbound missions have a direct and immediate impact on the local economy, and going forward, the Office will rely on a formula to estimate the economic impact of inbound missions to the County.

OEDIT also coordinates and acts as a proactive liaison between the County and the Consular Corps of Miami.

Sister Cities

OEDIT administers the Miami-Dade Sister Cities Program which promotes citizen diplomacy, international cultural understanding, and trade and commerce. Since the program began in 1981, twenty-five Sister City relationships have been established with cities throughout the world. The program has developed innovative projects, such as a Consular workshop series, a youth project, and an international cultural event. During inbound and outbound missions, Sister Cities also helps to promote Miami-Dade's position as a Gateway to the Americas. These projects and activities further international cooperation and understanding between Miami-Dade County and our respective Sister Cities.

Overview: Miami-Dade's Strategic Plan

The Office of Economic Development and International Trade's Strategic Plan is based on Miami-Dade County's 2003 – 2007 Strategic Plan, approved by the Board of County Commissioners (BCC) in 2003. It also draws heavily on previously adopted business plans 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 the County wants to go, how to get there, and how to measure 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 addresses 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 Plan 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 Office's Strategic Plan supports the objectives and priority outcomes of the County's Economic Development goals. The Office of Economic Development and International Trade 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, and the amendment process has already begun with input from department directors, interested citizens, and relevant stakeholders. The agency's Strategic Plan will dovetail and support the County's Plan when adopted.*

*As of the date of the adoption of this Plan, the Board of County Commissioners had not yet updated the County's Strategic Plan.

Strategic Plan FY 10-11 - Process & Methodology

The blueprint for developing a Strategic Plan for the Office was established in previous years when the staff convened to review the ITC's achievements and evaluated the planned vs. achieved objectives. As in the past, the staff met during the fall of 2009 to review and discuss the components of the plan and to establish the framework for developing the FY 10-11 Strategic Plan. In September 2009, the former ITC Board decided to hold its annual half day joint retreat on December 5, 2009 and again engaged a management consultant to convene the meeting and act as the facilitator.

The meeting provided Board members an opportunity to discuss the agency's portfolio of activities, review planned vs. achieved objectives in FY 08-09, review amendments to the FY 09-10 Strategic Plan, discuss the agency's future, and review goals and objectives for FY 10-11. The staff also recommended, and the former ITC Board approved, needed amendments to the FY 09-10 Strategic Plan to align that Plan with the adopted agency budget for the current fiscal year.

At the conclusion of the retreat staff analyzed the findings and summarized the discussions into a concrete set of recommendations for the FY 10-11 Strategic Plan. On March 10, 2010, the ITC Board reviewed, amended, and approved a vision statement, a mission statement, strategies, goals, and objectives.

However, as a result of the consolidation of functions, the FY 10-11 adopted Budget changed the name of the agency to the Office of Economic Development and International Trade. The new Office's Executive Director now reports to the Mayor. The Budget also created a new advisory board to advise the Mayor and the Board of County Commissioners on international trade related matters. Staff subsequently, developed this amended Strategic Plan to reflect the new organization's mission and purpose.

Strategic Plan FY 10-11 - Vision and Mission

The Vision:

We see Miami-Dade County utilizing its unique assets to become a world-class business and trade center.

The Mission:

To promote Miami-Dade County as a Global Gateway and enhance access to economic development opportunities.

Strategic Plan FY 10-11 - Goals & Strategies

Goal # 1: Increase awareness of Miami-Dade County's international trade and economic development initiatives.

The Office of Economic Development and International Trade (OEDIT) will increase awareness of Miami-Dade County's international trade and economic development initiatives by:

- providing trade statistical information,
- publishing and distributing newsletters/reports,
- collecting and disseminating online information to trade constituents,
- organizing and participating conferences, seminars, workshops and other relevant events,
- participating in both broadcast and print media events,
- maintaining and updating an interactive webpage,
- utilizing e-marketing,
- issuing press releases,
- improving the number of website returning visitors,
- improving the number of new visits on the webpage,
- placing advertisements in trade journals/magazines and/or online,
- organizing a Speakers Bureau for Board members,
- publishing and distributing an online international trade calendar of events.

Goal # 2: Reinforce Miami-Dade County's position as a platform for international trade.

The Office of Economic Development and International Trade (OEDIT) will reinforce Miami-Dade County's position as platform for international trade by:

- coordinating and organizing outbound business development or trade missions,
- coordinating and supporting inbound trade missions,
- sponsoring third-party networking events for inbound missions,
- facilitating business opportunities for local small and medium sized businesses,
- providing business profiles of local businesses to consulates, foreign trade offices, economic development agencies, and international businesses to support U.S., export initiatives,
- strengthening commercial ties with countries visited since 2007,
- promoting and participating in trade conferences, trade shows, and events,
- conducting training workshops and seminars for local businesses,
- updating the in-house local businesses database,
- pursuing efforts to attract new consulates and foreign trade offices,
- assisting economic development agencies, consulates, and foreign trade offices.

Strategic Plan FY 10-11 - Goals & Strategies

(continued)

Goal # 3: Strengthen coordination and cooperation amongst local economic development agencies.

The Office of Economic Development and International Trade (OEDIT) will strengthen coordination and cooperation amongst local economic development agencies by:

- collaborating with County department/agencies,
- collaborating on economic development and international trade projects with the principal economic development agencies in the community,
- participating in meetings with the principal economic development agencies in the community,
- maintaining contacts with relevant federal and state agencies,
- coordinating Miami-Dade County's economic development priorities with our relevant economic development partners,
- liaising with the Miami-Dade County League of Cities on economic development initiatives,
- conducting Board and Committee meetings,
- leading the County's Economic Development Strategic Area Management (SAM) meetings,
- participating in joint economic development institutional missions.

Goal # 4: increase economic development opportunities.

The Office of Economic Development and International Trade (OEDIT) will increase economic development opportunities by:

- supporting the Beacon Council's efforts in attracting, and retaining businesses that support and enhance Miami-Dade County's quality of life,
- performing economic analysis of projects that have significant impact on the local economy,
- evaluating and recommending EDF supporting infrastructure investments enhancing job creation and economic development,
- evaluating, monitoring, and promoting QTI and TJIF programs,
- supporting Miami International Airport efforts to retain and attract new cargo and passenger routes,
- supporting the Port of Miami's efforts to retain and attract cargo lines and cruise ship companies,
- conducting economic research identifying and analyzing trends and projecting future economic conditions,

Strategic Plan FY 10-11 - Goals & Strategies

(continued)

Goal # 5: Promote goodwill and international relations.

The Office of Economic Development and International Trade (OEDIT) will promote good will and international relations by:

- receiving and/or hosting visiting foreign delegations/visitors,
- coordinating visits and workshops for foreign delegations/visitors to County departments and agencies,
- representing the Mayor at local relevant events,
- developing Sister Cities affiliations based on trade and business development opportunities,
- evaluating existing Sister Cities affiliations,
- awarding a scholarship for local students involved in international relations,
- supporting youth focus programs on international issues,
- hosting events and workshops for the Miami-Dade Consular Corps,
- supporting events that highlight the community's international cultural diversity,
- establishing contacts with universities located in Sister Cities affiliated communities,
- working with local universities' international educational programs.

Strategic Plan FY 10-11 - Key Performance Indicators and Work Program

Goal # 1.

Increase awareness of Miami-Dade County as a Global Gateway.

Key Performance Indicators

The Office will within the FY 10-11 fiscal year:

- Sponsor one (1) annual trade statistical guide.
- Publish and distribute no more than six (6) newsletters.
- Publish and distribute one (1) annual report.
- Participate in at least twenty (20) relevant events, conferences, seminars, and/or workshops.
- Provide for ITA Board participation in one (1) orientation seminar/workshop.
- Participate in at least six (6) broadcast media events, and at least six (6) print media events.
- Enhance webpage by adding economic analysis information once a month.
- Issue at least twelve (12) press releases.
- Improve number of website returning visitors by at least ten percent (10%).
- Improve the number of new visits on the webpage by ten percent (10%) from the previous year.
- Place no more than one (1) advertisements in trade journals/magazines.
- Establish a Speakers' Bureau of Board members and conduct at least six (6) briefings at appropriate community events.
- Publish and update an online international trade calendar of events twelve times a year.

Strategic Plan FY 10-11 - Key Performance Indicators and Work Program (continued)

Goal # 2.

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

Key Performance Indicators

The Office will, within the FY 10-11 fiscal year:

- Organize one (1) OEDIT-led international business development mission.*
- Sponsor at least three (3) third-party networking events for inbound missions.
- Support at least five (5) foreign delegations visiting Miami-Dade County.
- Provide thirty two hundred (3200) business profiles of local businesses from the database to consulates, foreign trade offices, economic development agencies, or international businesses seeking commercial opportunities.
- Provide five hundred (500) business profiles of local businesses from the database to consulates, foreign trade offices, economic development agencies, or international businesses seeking to organize pre-screened business to business meetings in Miami-Dade County.
- Arrange one hundred (100) business-to-business meetings for OEDIT-led inbound and outbound trade missions.
- Contact relevant economic development agencies in countries visited since 2007 at least once to promote Miami-Dade businesses.
- Utilize the database to promote thirty (30) trade conferences and events both locally and internationally.
- Conduct at least two (2) regional trade workshops targeted to the Miami-Dade Consular Corps with the participation of County and federal agencies to promote trade and cultural events.
- Conduct at least three (3) workshops for local Miami-Dade County businesses involved in international trade workshops.
- Increase number of new contacts added to the database by at least five percent (5%).

**See the Office's Policies and Procedures Manual.*

Initiative

The Office will, within the FY 10-11 fiscal year, maintain post-mission bilateral relationships with countries visited since 2007 on a regular basis.

Strategic Plan FY 10-11 - Key Performance Indicators and Work Program (continued)

Goal # 3.

Increase coordination with economic development agencies

Key Performance Indicators

The Office will within the FY 10-11 fiscal year:

- Participate in at least two (2) economic development oriented events at the federal and/or state level.
- Attend at least two (2) meetings held by the Miami-Dade County League of Cities.
- Convene meetings with relevant economic development agencies at least twice (2) a year.
- Convene meetings with the economic development directors/coordinators of the local municipalities at least once (1) a year.
- Conduct at least eight (8) economic analyses of current economic conditions for County departments and agencies.
- Participate in at least ten (10) meetings with local economic development partners.
- Conduct ten (10) meetings of the Social and Economic Development Council (SEDC).
- Conduct four (4) meetings of International Trade Advisory (ITA) Board.
- Conduct ten (10) ITAB committee meetings.
- Participate in at least two (2) economic development promotional missions.

Initiatives

The Office will, within the FY 10-11 fiscal year:

- participate in the process of developing the economic element of the Community Development Master Plan (CDMP);
- participate in the process of revising the economic development component of the County's Strategic Plan; and
- provide support on economic issues to County departments on a regular basis.

Strategic Plan FY 10-11 - Key Performance Indicators and Work Program (continued)

Goal # 4.
Increase economic development opportunities

Key Performance Indicators

The Office will within the FY 10-11 fiscal year:

- Review, process and recommend to the BCC at least four (4) QTI and TJIF applications.
- Award at least two (2) incentives for companies under the TJIF and QTI programs.
- Analyze at least four (4) projects that have significant impact on the local economy.
- Review, evaluate and recommend to the Board of County Commissioners one Economic Development Fund General Obligation Bond (GOB) project.
- Conduct two (2) site visits a year for QTI and TJIF programs.
- Monitor at least 4 companies in the QTI and TJIF programs.
- Review and award two (2) modifications for QTI and TJIF programs.
- Participate in at least six (6) workshops that promote the QTI and TJIF projects.
- Participate in at least five (5) presentations promoting the airport and/or seaport.
- Facilitate and arrange at least six (6) tours of the airport and seaport.

Strategic Plan FY 10-11 - Key Performance Indicators and Work Program (continued)

Goal # 5. Promote goodwill and international relations

Key Performance Indicators

The Office will within the FY 10-11 fiscal year:

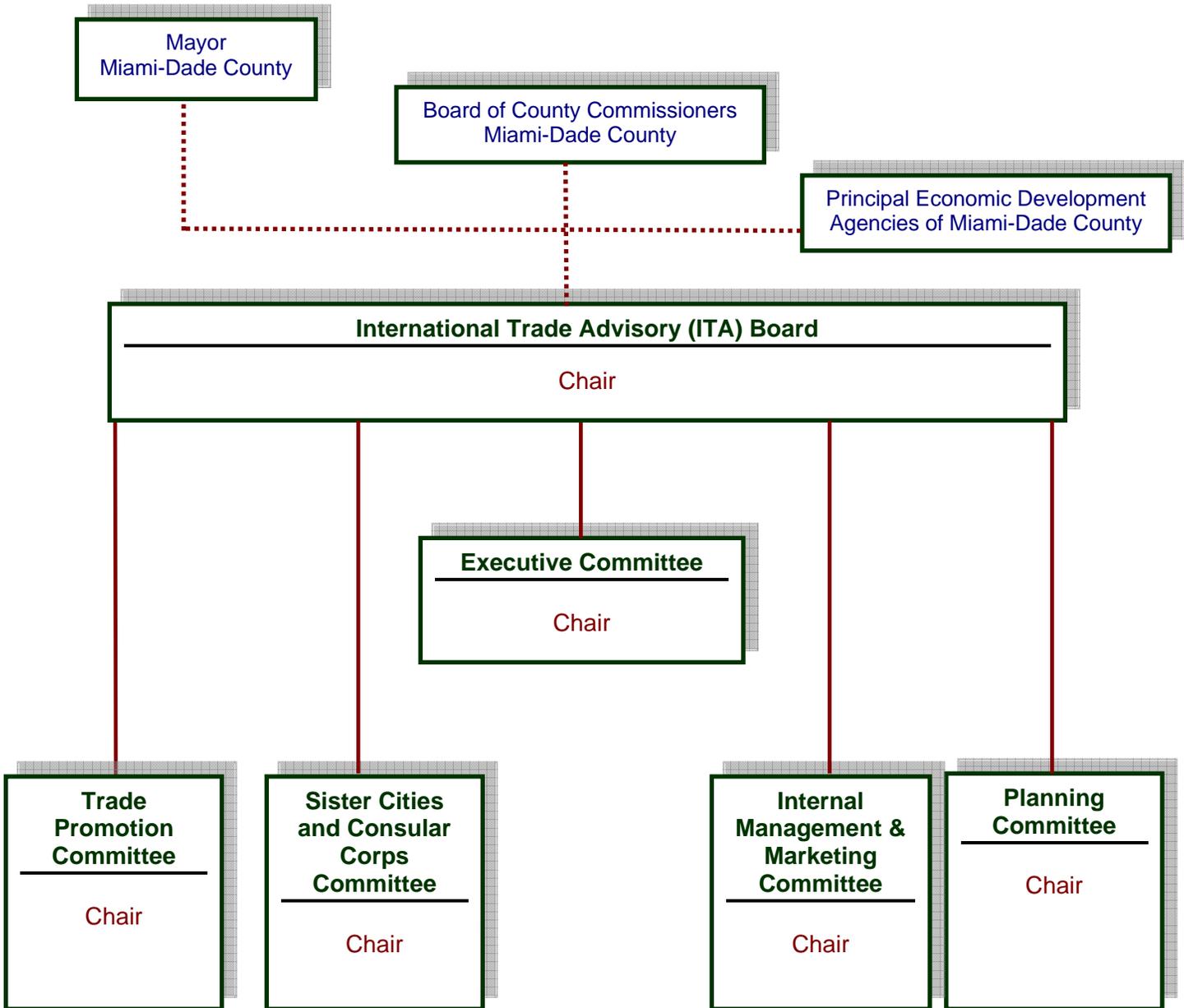
- Assist with protocol services for eight (8) assignments to greet VIP visitors and /or inbound delegations.
- Receive, host, and organize workshops, meetings, and other relevant functions for at least five (5) visiting foreign delegations.
- Develop one (1) Sister Cities relationship based on trade and business development opportunities.
- Coordinate and/or sponsor one (1) youth-focused educational workshop.
- Coordinate and/or sponsor one (1) event highlighting Miami-Dade's cultural diversity.
- Coordinate and/or sponsor/support one (1) meeting with the Deans of International Education programs in Miami to explore collaborative opportunities with Sister Cities related universities.
- Evaluate existing Sister Cities relationships and recommend "emeritus" status for no more than two (2) Sister Cities affiliations.
- Conduct an outreach networking reception for the Miami-Dade Consular Corps.
- Award one scholarship to a local student involved in international relations.

Conclusions

This Strategic Plan represents a comprehensive effort on behalf of staff to chart the course of action for the Office's programs, and activities for FY 10-11. This Plan also reflects significant modifications to the agency's programs to include new directions in facilitating business opportunities for small to medium sized Miami-Dade businesses through international trade, coordinating the County's economic development activities in conducting economic research, increasing job opportunities, supporting the QTI, TJIF, and EDF bonds initiatives, and increasing contacts with the Miami-Dade Consular Corps. The program priorities established under this Plan are not meant to be static or permanent but rather fluid, so that this document remain a blueprint for action that can be changed to meet the fiscal and economic environment under which the agency operates. The staff will modify this plan accordingly to meet the final revenue allocation and to address the changing global economic conditions in the future. For example, should trade promotion opportunities increase with an improvement in the global financial picture, the agency will modify its work program to reflect those realities.

Appendixes

Appendix I: International Trade Advisory (ITA) Board Table of Organization



Appendix I: International Trade Advisory (ITA) Board Table of Organization (Continued)

Committee Functions and Responsibilities

The Executive Committee acts on behalf of the Board on all matters when the full Board cannot meet; it is responsible for implementing Office policies. Its decisions are subject to ratification by the entire Advisory Board of Directors. Committee quorum shall consist of five committee members.

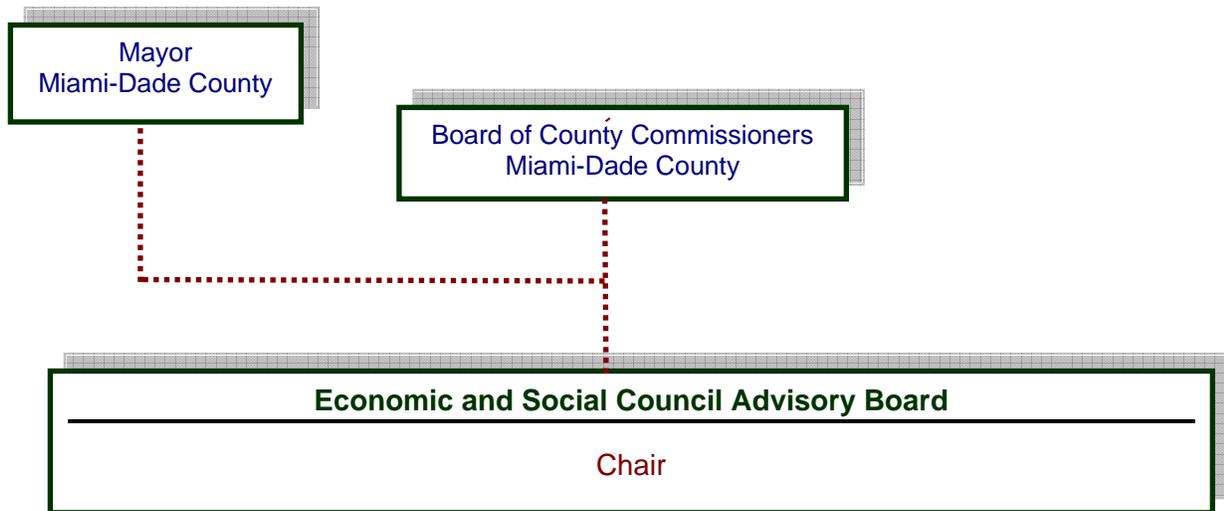
The Planning Committee recommends the annual plan, including measurable objectives for the Office's international trade programs, and recommends the annual budget for final Board approval.

The Internal Management and Marketing Committee recommends revisions to the Board's bylaws and internal policies and procedures relating to the operation and management of the Board. In addition, the committee recommends marketing programs, including the development of a speaker's bureau in support of the Office's outreach initiatives. The members shall endeavor to provide value added support for committee activities.

The Trade Promotion Committee recommends countries for trade promotion activities, including countries for any future inbound or outbound business development missions. The committee also ensures coordination with other local economic development agencies. The members shall endeavor to provide value added support for incoming missions.

The Sister Cities and Consular Corps Committee recommends activities for the Sister Cities Program. It promotes a closer working relationship between Miami-Dade County and the Consular Corps and functions as its liaison. In addition, the committee recommends new sister cities affiliations and emeritus status for those that are inactive. It works with relevant community agencies in recommending programs that enhance citizen diplomacy. Its members shall endeavor to provide value added support for Sister Cities activities.

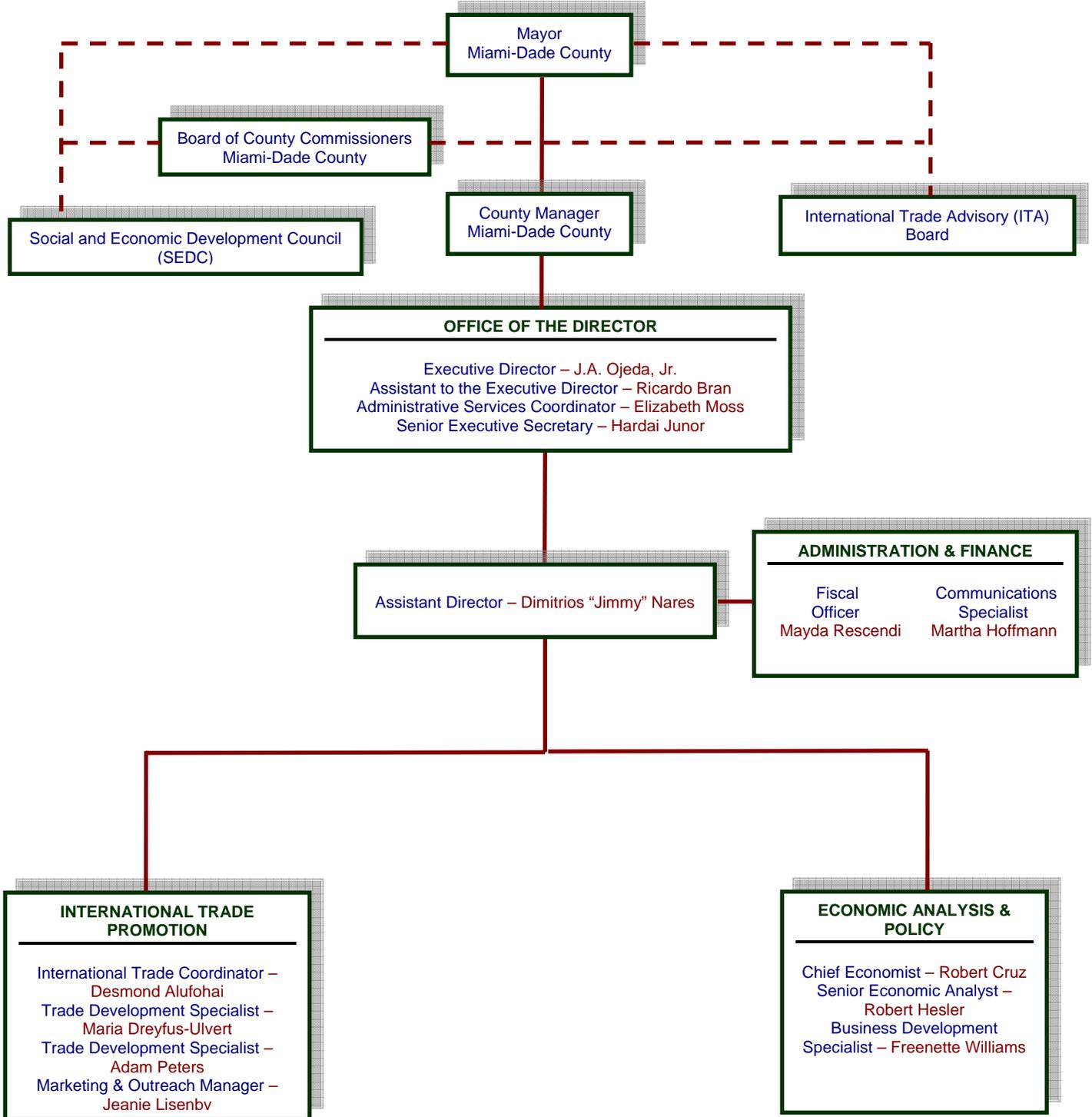
Appendix II: Social and Economic Development Council (SEDC)



Appendix III: Staff Table of Organization

Office of Economic Development and International Trade

TABLE OF ORGANIZATION



Appendix IV: Adopted Departmental Budget (FY 2009 – 2010)

**THE JAY MALINA INTERNATIONAL TRADE CONSORTIUM
OF MIAMI-DADE COUNTY
FY2009-10 DEPARTMENTAL BUDGET**

ITC Operating Budget (Oct. 1, 2009 - Sept. 30, 2009)	LINE ITEM ALLOCATION
REVENUES:	
General Fund	793,000
Inter-Agency Transfer. - Seaport	295,000
Transfer from GMCVB	100,000
TOTAL REVENUES:	\$1,188,000
EXPENDITURES:	
PERSONNEL SUBTOTAL (10 full time employees):	968,000
Travel - Foreign/ US	15,500
Statistical Guide - Trade Numbers	35,000
Sponsorships; Workshops; Retreat	18,000
Newsletter; Annual Report; General Printing	15,000
Outside Printing (Printing)	5,000
Registration Fees	6,500
Ads (General Publicity)	3,500
Protocol Gifts	5,000
Trade Database- Matchmaking/ Maintenance	10,500
Website Updating/ Communications/ ETSD	11,000
Building Leases	20,000
Phones (office/ cellular)	13,700
GSA Services / Postage	19,500
Fleet Management Charges	2,000
Office Supplies	6,500
Memberships	4,000
General Expenses (Misc. Other Oper.)	25,300
OPERATING SUBTOTAL:	216,000
Personal Computers/ Capital Equip.	4,000
CAPITAL SUBTOTAL:	4,000
TOTAL EXPENDITURES:	\$1,188,000

Appendix IV: Adopted Departmental Budget (FY 2010 – 2011)

OFFICE OF ECONOMIC DEVELOPMENT & INTERNATIONAL TRADE

(FY2010-11 Budget)

	ITC	Economic Analysis	TJIF / QTI	OEDIT TOTAL
Revenues:				
General Fund	859,500	436,500	94,000	1,390,000
Inter-Agency Transfer - Seaport	295,000			295,000
Transfer from GMCVB	100,000			100,000
TOTAL REVENUES:	\$1,254,500	\$436,500	\$94,000	\$1,785,000
Expenditures:				
PERSONNEL (10 ITC / 3 EA / 1 TJIF & QTI):	1,068,000	393,000	94,000	1,555,000
Trade #'s/ Economic Data/ Econ Studies	30,000	26,000		56,000
Travel - Foreign/ US	17,500	2,500		20,000
Newsletter; Annual Report; Gen. Printing	13,000			13,000
Sponsorships; Workshops; Retreat	12,000			12,000
Website Updating/ ETSD	11,000			11,000
Trade Database- Maintenance/ update	6,000			6,000
Registration Fees	4,000			4,000
Protocol Gifts	2,000			2,000
Ads (General Publicity)	1,000			1,000
Building Leases	17,592			17,592
GSA Central Services (Office Supplies)	11,218	2,800		14,018
Phones (cellular)	11,300	1,850		13,150
Phones (office)	6,690	1,850		8,540
General Liability (General Office Exp)	3,100	4,140		7,240
Memberships	4,000	1,800		5,800
PC Maintenance (General Office Exp)	5,000			5,000
GSA Service Ticket (General Office Exp)	4,000			4,000
GSA Services (Postage)	4,000			4,000
GSA After Hours (General Office Exp)	3,500			3,500
Maint. & Repair (General Office Exp)	3,000			3,000
Messenger Services (General Office Exp)	3,000			3,000
Copier Maint. (General Office Exp)	2,500			2,500
Misc. Supplies (General Office Exp)	0	1,560		1,560
Inservice Training (General Office Exp)	1,500			1,500
Outside (Non-GSA) Printing	1,000			1,000
General Office Supplies (Non GSA)	1,000			1,000
Petty Cash Exp. (General Office Exp)	1,000			1,000
Charges for Employee Physicals	700			700
Subscriptions (General Expenses)	500			500
GSA Fleet Cars for Meetings, etc.	500			500
Records storage/ GSA Warehouse trsf.	500			500
Reproduction Svcs. (General Office Exp)	400			400
OPERATING *	182,500	42,500	0	225,000
Personal Computers/ Capital Equip.	4,000	1,000	0	5,000
CAPITAL	4,000	1,000	0	5,000
TOTAL EXPENDITURES:	\$1,254,500	\$436,500	\$94,000	\$1,785,000

* The OEDIT Budget above includes a reduction of \$77,000 in Operating as per the County's FY2010-11 Proposed Resource Allocation Plan.

Appendix V: Top 10 Miami Customs District Trading Partners*

Rank	Country	Total Exports (2009)	Total Imports (2009)	Total Trade (2009)
1.	Brazil	\$9,631,873,138	\$1,438,124,412	\$11,069,997,550
2.	Colombia	\$3,472,390,911	\$2,186,831,773	\$5,659,222,684
3.	Venezuela	\$4,027,030,362	\$276,594,267	\$4,303,624,629
4.	China	\$370,219,476	\$3,561,748,347	\$3,931,967,823
5.	Dominican Republic	\$2,275,472,675	\$1,566,283,068	\$3,841,755,743
6.	Switzerland	\$3,202,700,793	\$486,925,067	\$3,689,625,860
7.	Costa Rica	\$1,761,154,796	\$1,687,204,620	\$3,448,359,416
8.	Chile	\$2,556,165,812	\$700,139,474	\$3,256,305,286
9.	Honduras	\$1,432,201,491	\$1,691,090,079	\$3,123,291,570
10.	Mexico	\$787,505,958	\$1,522,326,031	\$2,309,831,989

The top five exports in 2009 were:

1. aircraft
2. scrap of precious metal
3. computers
4. landline, cellular phone equipment
5. computer parts

The top five imports in 2009 were:

1. gold
2. oil, not crude
3. import of returned exports
4. computer parts
5. landline, cellular phone equipment

* (as compiled by WorldCity for the 2010 Miami Trade Numbers)

Appendix VI: County Commission Honorary Members and Sister Cities Affiliations

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
Dakar, Senegal
Prague, Czech Republic

Commissioner Dennis C. Moss
Commissioner Rebeca Sosa
Commissioner Carlos. Gimenez
Commissioner Sally. Heyman
Commissioner Barbara Jordan
Commissioner Barbara. Jordan
Commissioner Bruno. Barreiro
Commissioner Carlos. Gimenez
Commissioner Dennis C. Moss
Commissioner Sally Heyman
Commissioner Dorin D. Rolle
Commissioner Sally Heyman
Commissioner Audrey Edmonson
Commissioner Natacha Seijas

These Sister Cities Affiliations are in “emeritus” status:

Cayman Islands
Lamentin, Guadeloupe
Petit Guave, Haiti
St. Kitts and Nevis
Santa Cruz, Bolivia



MIAMI-DADE COUNTY

Carlos Alvarez
Mayor

BOARD OF COUNTY COMMISSIONERS

Dennis C. Moss
Chairman

Jose "Pepe" Diaz
Vice-Chairman

Barbara J. Jordan
District 1

Lynda Bell
District 8

Jean Monestime
District 2

Dennis C. Moss
District 9

Audrey M. Edmonson
District 3

Senator Javier D. Souto
District 10

Sally A. Heyman
District 4

Joe A. Martinez
District 11

Bruno A. Barreiro
District 5

José "Pepe" Diaz
District 12

Rebeca Sosa
District 6

Natacha Seijas
District 13

Carlos A. Gimenez
District 7

Harvey Ruvin
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.*