

International Trade Promotion Among Major American Cities

**A study report prepared for the
Jay Malina International Trade Consortium
Miami-Dade County**

by

**Jerry Haar, Ph.D.
Associate Dean for International Affairs & Projects and
Professor of Management & International Business
College of Business Administration, Florida International University**

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Executive Summary

International business promotion among cities and metropolitan areas is a growing reality. Major American cities are competing fiercely in the marketplace for global business—trade, investment, corporate offices, tourism, and conventions. To find out how these cities are doing so, a study was designed to investigate the plans, structure, and operations of a sample of major American cities for which trade—exports and imports—comprise an important part of their economy: Atlanta, Baltimore, Houston, Miami, Philadelphia and Seattle.

While the organizational models, financing structures, and operations of the six cities vary widely, the purpose and objectives of trade promotion entities, be they public, private or mixed, were found to be very similar. Based upon a thorough analysis of documents, including strategic and business plans and annual reports, as well as survey questionnaire responses and telephone and personal interviews, the research consultant can report with confidence the principal findings:

1. Miami-Dade County possesses the best developed trade promotion authority as a single-focused entity; Seattle, as an agency that also includes international investment; and Houston, via the Greater Houston Partnership, as the most outstanding economic development agency.
2. No single model of trade promotion is superior.
3. Public-private cooperation and coordination is essential.
4. Program objectives must be clearly defined and measurable.
5. Trade agencies should avoid overlap and duplication with other private and public entities.
6. A narrow agenda going deep beats a broad agenda treated superficially.
7. Trade promotion entities need to do a better job in communicating both internally and externally.
8. Management efficiency must be pursued incessantly.
9. Overseers of trade promotion agencies must have realistic expectations.
10. Candidate countries for outbound trade missions must be carefully screened and justified.
11. The environment for competition among U.S. cities will intensify.

Based on the principal findings of the study, the research consultant recommends that the ITC *continue to undertake self-examination and, readjust where necessary the strategic and operating plans of the organization.* Additionally, the ITC should *attempt to tie international business objectives to Sister City programs and facilitate or help facilitate the coordination with various international groups in the County and State.* Finally, *the ITC should strive to improve its brand through outreach efforts to the media and various constituent groups. Its work is not only noble but indispensable to the international competitiveness of Miami-Dade County.*

Overview of the Study

The mission of the Jay Malina International Trade Consortium (ITC) is to promote two-way trade through Miami-Dade County. Although the County was an early entrant into the global marketplace—history, geography, entrepreneurial culture being the driving forces—other municipalities have expanded and intensified their international trade promotion activities in recent years, recognizing the immediate and longer term benefits of trade and international business as a catalyst of economic growth, employment generation, and increased revenue.

Therefore, Miami-Dade County made the decision to investigate how its ITC compares with other municipal international trade promotion agencies in order to assess its own competitive strengths and weaknesses and subsequently further improve its service delivery. The twofold purpose of the study, therefore, is to allow the ITC to: (1) gain insights into the organization, structure, plans, and operations of other metropolitan areas' trade promotion efforts; and (2) utilize the information for benchmarking purposes.

The research and consulting study centered on a series of general questions, including mission, objectives, strengths, weaknesses, advantages, disadvantages, and challenges; structure and staffing; board composition and responsibilities; financing; promotion activities, including trade missions; coordination and collaboration with other public and private organizations; and communication with the community. As such, the study is qualitative in nature and does not provide quantitative measures of performance vis-à-vis organizational efficiency and effectiveness. Moreover, such a statistical assessment would not be possible, in any event, due to the diversity, disparity, and lack of valid and reliable data for comparison purposes across the six municipalities.

The Context of Trade Promotion Among American Cities

Municipal trade promotion agencies and the programs, projects, and activities they carry out operate within a larger milieu of governmental and political structures, economic development, and public-private interaction. The kind and degree of articulation among federal, state, and local trade promotion entities vary widely across the United States. What is uniform, however, is cities' recognition of the need to compete in international commerce.

Urban competitiveness comprises economic and strategic determinants. The former consist of factors of production, infrastructure, location, economic structure and urban amenities. The latter comprises governmental effectiveness, urban strategy, public-private sector cooperation, and institutional flexibility.¹

¹ Peter Karl Kresl, "The Determinants of Urban Competitiveness," in Peter Karl Kresl and Gary Gappert (eds.), "North American Cities and the Global Economy," *Urban Affairs Annual Review* 44, Thousand Oaks: Sage Publications, 1995, pp. 45 -68.

Cities vary widely in their competitive advantages, not only across states but with states; and the competition is no less frenetic. Additionally, possessing a seaport no longer assures a sustainable competitive advantage in trade.² In recent years, inland cities such as Orlando, Dallas, Atlanta, Charlotte, Denver, Kansas City have dramatically increased their trade promotion efforts. As Kresl pointed out as early as a decade and a half ago: "...in this new highly internationalized environment, cities must compete aggressively against each other. They compete for major conventions, for location of production facilities, for headquarters' activities, for location of international organizations, for transportation connections or hubs, and for bridge or point-of-access city status."³

Local strategies to increase international business activities can take one of two forms: (1) increasing exports and hence jobs and wages; or (2) encouraging foreign direct investment as an alternative mechanism for job creation. The ITC is tasked with the former—international trade promotion—and the Beacon Council with the latter. While some cities combined the two activities within one organization, others maintain these as separate entities.⁴ Additionally, trade shows, such as the Miami World Trade Center's Air Cargo Americas and Americas Food and Beverage Trade Show are vitally important for their economic multiplier effects on leisure services, retailing, and formal or informal contacts with import-export entrepreneurs. These shows complement municipal trade promotion efforts.⁵ Other studies show that export promotion activities are no less important than a city's investment promotion activities in attracting foreign direct investment.⁶

For the most part, state-sponsored export promotion organization activities and those of cities are dissimilar. The former is usually targeted (e.g., trade lead matching services, mentor programs for new exporters) whereas the latter are more generalized and broad-

² Heizi Noponen, Ann Markusen, and Karl Driessen, "Trade and American Cities: Who Has Comparative Advantage," *Economic Development Quarterly*, 11, 1997, pp. 67-87

³ Peter Karl Kresl, *The Urban Economy and Regional Trade Liberalization*, New York: Praeger, 1992, p. 6
John Kincaid, *American Cities in the Global Economy: A Survey of Municipalities on Activities and Attitudes*, Washington, D.C.: National League of Cities, 1997.

⁴ It should be noted that increases in productivity—a hallmark of the American economy during the last two decades—can very often produce an increase in exports and revenues without a corresponding increase in jobs and wages. In fact, boosts in productivity invariably lead to *reductions* in employment as technology-based systems and processes increase efficiency without the need for existing or additional labor inputs. See: Christopher H. Wheeler, "Job Flows and Productivity Dynamics: Evidence from U.S. Manufacturing," Working Paper 2005-0017, Federal Reserve Bank of St. Louis, February 2005; "Manufacturing Productivity Increase 5% in Third Quarter," *Industry Week*, December 5, 2007; "Productivity Increases as Companies Eliminate Jobs," *The New York Times*, February 7, 2002.

⁵ Aviv Shoham, "Performance in Trade Shows and Exhibitions: A Synthesis and Directions for Future Research," *Journal of Global Marketing*, 12, 3, 1999, pp. 41-47.

⁶ Masaaki Kotabe, "The Promotional Roles of the State Government and Japanese Manufacturing Direct Investment in the United States," *Journal of Business Research*, 2, 1993, pp. 131-146.

based.⁷ Chart I compares state and municipal promotion activities.⁸ Within the mandate of municipal trade promotion agencies, one often finds Sister Cities and other culturally-oriented programs. What is clear from research is that while Sister City and cultural activities may not have a direct impact on the promotion of international trade and the attraction of foreign direct investment, they do serve an important value-added purpose and can enhance a city's quality of life and image.⁹

It has been well-documented that internationally successful industries and industry clusters most often concentrate in a city or region, and the bases for advantage are often intensely local. As important as national governments are, the roles of state and local government are even greater; and that is especially true for creating skills and stimulating innovation.¹⁰ This is the challenge and opportunity for leading metropolitan centers in the U.S.

Research Design and Methodology¹¹

The study was designed to investigate the plans, structure, and operations of a sample of major American cities for which trade—exports and imports—comprise an important part of their economy. In selecting the sample, the research consultant chose from cities with a dedicated municipal government office for international affairs (including trade), the presence of other public, private, or mixed entities also involved in trade promotion, and—with the exception of Atlanta—cities possessing both an international airport and a seaport. Although the research contract calls for a sample of four cities, the consultant

⁷ John Kincaid, *American Cities in the Global Economy: A Survey of Municipalities on Activities and Attitudes*, Washington, D.C.: National League of Cities, 1997.

⁸ However, since the study was published cities have become more sophisticated and focused, offering targeted, results-oriented programs and activities as successful or more than those offered at the state level

⁹ Timothy J. Wilkinson, Lance Eliot Brouters, and Ray Roudy, "The Effectiveness of Investment and Trade Promotion in American Cities," *Journal of Global Marketing*, 16, 2002, pp. 121-139.

¹⁰ Michael Porter, *The Competitive Advantage of Nations*, New York: Free Press, 1998.

¹¹ The consultant is grateful for the invaluable research assistance provided by Antonio Garrastazu, Marcelo Negherbon, and InfoAmericas market research firm.

Chart I: City and State Export Promotion/FDI Attraction Activities

<u>City Sponsored Activities</u>	<u>State Sponsored Activities</u>
Promotion exports of local products	Outreach, counseling and marketing services
Overseas office*	Trade lead matching programs
Working with State	State targeting of trade leads
Working with neighbor cities	Programs matching buyer and seller
Working with Federal officials	Joint venture program
Working with civic groups	Business seminars and conferences
Improve international education	Miscellaneous export promotion programs
Working with businesses	Export financing assistance
Trade missions	Trade shows
Sister city	Catalog shows
Foreign language education	Video shows
Cultural exchanges	Overseas offices
Idea exchanges	Trade missions
Advertising city abroad	
Attracting foreign tourists	
Protocol person	
Attracting foreign investments	
Attracting foreign immigrants**	

Note: ** not relevant to exports/FDI.

Source: Timothy J. Wilkinson, Lance Eliot Brouters, and Ray Roudy, "The Effectiveness of Investment and Trade Promotion in American Cities," *Journal of Global Marketing*, 16, 2002, pp. 121-139.

chose a fifth city to derive richer information.¹² Data gathering consisted of secondary information, derived from hard copy and online sources; a comprehensive survey questionnaire to be completed by major interviewees; and telephone and personal interviews. Appendices A and B present the questionnaire utilized in the study and list of key interviewees, respectively.

Appendix C of the report profiles the international trade promotion structure, organization, operation and activities of the study sample: Atlanta, Baltimore, Houston, Miami, Philadelphia and Seattle.

¹² The addition of a fifth city had did not have any impact on the budget allocated for the study.

The Purpose, Organization, and Operation of Municipal Trade Promotion Organizations

International business promotion among cities and metropolitan areas is a growing reality. Federal initiatives undertaken by the U.S. Department of Commerce, the U.S. Department of Agriculture and other departments and agencies have been joined during the last decade first by more active state-level promotional activities and more recently by municipal campaigns to boost trade and commerce. States such as Texas, California, Georgia, Virginia, and Florida, and their corresponding major cities, have vigorously sought to expand their presence in the global marketplace.

Large metropolitan areas organize their international trade promotion activities according to one of four models:

1. ***Liaison-facilitation.*** Operating with the mayor's office, the primary functions of international trade promotion center upon information dissemination, protocol activities and Sister City programs. Atlanta, Baltimore, Philadelphia, and Houston incorporate this model at the local government level.
2. ***Full-service, trade development.*** While including the liaison-facilitation function, this model entails a comprehensive portfolio of trade promotion programs and activities that encompass investment promotion, as well, and operate as a public-private partnership. Seattle's Trade Development Alliance is an example.
3. ***Full-service, trade and economic development.*** This organizational form is nearly identical to #2 but encompasses domestic as well as economic development, spans the entire metropolitan area, and is largely, if not exclusively, financed and operated by the private sector, although in close coordination with local government. The Greater Houston Partnership (GHP) exemplifies this model of organization.
4. ***Single-purpose trade promotion agency.*** The exclusive focus of this organizational type, whether governmental or private, is trade promotion (imports as well as exports), although ancillary activities such as Sister Cities may be included, and liaison-facilitation occupies a vital role in the mission of single-purpose trade promotion agencies. Miami-Dade County's ITC is a prime example of a government-financed entity and Atlanta's CIFAL of a private agency.

It must be noted that trade promotion is rarely the exclusive domain of one entity in a metropolitan area; and combinations of models do, in fact, exist. Houston, for example, has both an office of international affairs within the mayor's office along with the dominant Greater Houston Partnership that is privately structured, financed, and operated. Houston also has a World Trade Center whose mission is to enhance

Houston's role as an international business center and highlight markets and issues of interest to international companies looking to do business in Houston and abroad.

The models and forms of trade promotion that cities incorporate are a function of history and tradition, administration, and politics. They are *organic*—part and parcel of their evolutionary experience. How and what trade promotion agencies do are more a question of emphases and reporting/coordination relationships. In the cases of Houston and Seattle, the civic and political cultures have spawned a closely-knit, cooperative, and highly coordinated trade promotion capability and presence. Conversely, Baltimore and Miami possess a trade promotion environment that is decentralized and diffused with non-formal articulation among public and private groups and agencies dedicated to trade promotion.

The purpose, structure and operation of municipal trade promotion organizations may be found in Chart II in Appendix D. The chart is presented to allow comparisons among the six cities surveyed.

One will note that the *general mission and thrust* of trade promotion in the six cities are similar: liaison, branding city, access to services/facilitation, promotion and awareness, and fostering a favorable business climate. *Activities* encompass information/education, facilitation and contacts, and trade missions; however, as with the thrust of trade motion activities, the emphasis will vary widely. In terms of *strengths*, all interviewees agreed that the quality of their people, programs and coordination abilities enabled them to achieve success in trade promotion. The weaknesses and challenges they identified entailed limited funding, overlap, and competition from other cities. As for advantages, respondents cited infrastructure, strong civic leadership, location, and quality of life. Only Seattle emphasized professional services and workforce.

In terms of *structure and staffing*, there is much variation. Atlanta's CIFAL and the Greater Houston Partnership are private, whereas other entities are public only or mixed to varying degrees. Atlanta, Houston, Baltimore, and Philadelphia have trade promotion authorities that are located in the office of the mayor. Staffing is diverse, as well, from as few as 1-2 staff in Baltimore to 84 in the Greater Houston Partnership. (Recognizably, the vast majority of GHP staff is not dedicated to trade promotion.) While all trade promotion entities evaluate their personnel, program evaluation is conducted informally in all cities except for Philadelphia and Atlanta's CIFAL. Finally, only Seattle, Houston and Miami utilize strategic planning systems and processes for their trade promotion agencies.

As for *board* arrangements, it varies from none (Baltimore, Philadelphia) to 130 (Greater Houston Partnership; again, not all board members are involved with trade promotion issues.). Most board members are appointed on a multiyear basis by invitation of the board of directors and/or government officials. The roles of board members vary and include oversight, advocacy and advice (Miami) as well as funding activities (Greater Houston Partnership) or a combination of duties. *Financing* vary, as well. County and city agencies receive all or most of their support from government, whereas private funds support most of the operations of Atlanta's CIFAL and the Greater Houston Partnership.

(CIFAL is 80% private, GHP 53%). Budgets vary widely, from \$12,000 yearly operating funds in Baltimore to \$7.9 million for GHP---most fund *not* going to international, however. The operating budgets of Atlanta's CIFAL and Miami-Dade County's ITC range between \$1.5 million and \$1.8 million, with Seattle's Trade Development Alliance budget approximately \$583,000.

Coordination with related business promotion organizations is widely achieved through information sharing, collaboration, alliances. Coordination with community groups and organizations is fairly uniform across cities. Almost all cities communicate via their websites, email blasts, newsletters and meetings. All have WTCs and a multiplicity of organizations involved in international activities; and each trade promotion entity reports that they try to avoid duplication.

As for *promotion activities*, Houston and Seattle are the most advanced with their export promotion tools. All use publications and electronic media, yet no city has definitive performance measures for each export promotion activity. Seattle's is the most systematic and complete: media, missions, marketing tools, strategic alliances, database development, recruitment of international conferences and meetings

Finally, with respect to *trade promotion missions*, most cities report that the destinations chosen for outbound trade missions are based on clear selection criteria: top trading partners, demand from constituents, and the results of deliberations by ad hoc committees. Seattle and Miami-Dade County are the most thorough in preparing for trade missions by first undertaking an advanced planning mission to the targeted country/countries. Miami-Dade County's ITC is the most transparent and sophisticated in reporting on the outcomes of trade missions. All urban trade promotion entities break even or show a small profit from outbound trade missions.

The following sections report the principal findings of the research study and present recommendations to the ITC.

Principal Findings

Based upon a thorough analysis of documents, including strategic and business plans and annual reports, as well as survey questionnaire responses and telephone and personal interviews, the research consultant can report with confidence the principal findings:

- 1. Miami-Dade County possesses the best developed trade promotion authority as a single-focused entity; Seattle, as an agency that also includes international investment; and Houston, via the Greater Houston Partnership, as the most outstanding economic development agency.** Miami-Dade County's International Trade Consortium offers and delivers a wide range of trade promotion programs and projects that raise the profile of the County in global

markets and complement existing international business and economic development activities.

2. **No single model of trade promotion is superior.** Since no two trade promotion entities are organized, financed, and operated the same, it is not possible to evaluate the superiority of one form over another. What their mission and objectives are and whether and how they achieve them are the only valid bases for comparison.
3. **Public-private cooperation and coordination is essential.** Trade promotion entities can facilitate private transactions in a myriad of ways. For small entrepreneurial firms, in particular, import-export deals can be brought closer to reality through close coordination with municipal trade promotion entities.
4. **Program objectives must be clearly defined and measurable.** The demand for accountability is increasing pressure on public administrators to act even more “business-like” in their program and budget operations. There is a growing trend towards more rigorous evaluations of programs, sharply defined objectives, testable assumptions to back them up, and quantitative indicators for purposes of measurement.
5. **Trade agencies should avoid overlap and duplication with other private and public entities.** Few activities do more to tarnish the image of a city in overseas markets than overlap and duplication of efforts within a municipality. “The City of X needs to get its act together” and “Don’t those people talk to one another?” are the frequent criticisms of host countries that have recently received (or are about to receive) incoming delegations of other entities in the same municipality. Cities need to do a better job at sharing information, utilizing a common calendar of events, and coordinating both outbound and inbound visits.
6. **A narrow agenda going deep beats a broad agenda treated superficially.** With actual and anticipated budgetary cutbacks due to a nationwide economic slowdown, it behooves trade promotion agencies to reassess their strategic, programmatic, and operational objectives and plans and do fewer things but do them better and deeper, rather than skimming the surface with an overly ambitious range of projects.
7. **Trade promotion entities need to do a better job in communicating both internally and externally.** Trade agencies often err in failing to communicate effectively with both their publics—internal and external. Citizens at large are often ignorant of municipal efforts—public and private—to advance international trade. Communicating the value of these activities—success stories, in particular—can do much to garner the support of the public, while internal communication can help to build allies and constituents *within* the organization. Both are indispensable to earn/maintain legitimacy and obtain resources.

8. **Management efficiency must be pursued incessantly.** Recognizing that trade promotion ranks low as a municipal priority compared to police, fire, and education services and that the nationwide housing downturn and credit crunch are shrinking the tax base at state and local levels, trade promotion agencies are under tremendous pressure to ensure budgetary and programmatic efficiency in the use of public resources.
9. **Overseers of trade promotion agencies must have realistic expectations.** For publicly financed trade promotion entities, in particular, elected officials should possess a clear understanding of what these agencies can and should do and what they cannot. What they should be held accountable for is their effort at *promotion-raising* the profile of a municipality in overseas markets, building the brand, and facilitating import-export transactions. Generating employment and increasing wages and tax revenues should not be. To use an analogy, a senior vice president of public affairs at General Motors is not expected to be accountable for the number of Chevrolets sold per quarter, nor a senior vice president for government relations at Pfizer for the quantity of Lipitor sold on an annual basis. Elected officials and citizen groups that may question the very purpose of publicly funded trade promotion agencies should realize that if government does not finance and operate these entities, their communities will lose out economically to other competing municipalities that will.
10. **Candidate countries for outbound trade missions must be carefully screened and justified.** In an atmosphere of growing public accountability, both governmental officials and the public are increasingly scrutinizing foreign travel, particularly trade missions. Seattle's Trade Development Alliance is especially mindful and meticulous in ensuring that outbound missions are focused, convincingly justified, and cost-effective.
11. **The environment for competition among U.S. cities will intensify. Intense** competition among trade-dependent cities combined with the emergence of second-tier cities that are fully committed to both international investment attraction and international trade is well-documented. Two cities in the research study, in fact, plan targeted forays to other cities in the sample to woo foreign firms and global services companies away from their existing locales.

Recommendations for the ITC

1. **Continue to undertake self-examination.** Recognizably, the ITC does indeed engage in self-examination on an ongoing basis. Given the present environment of increasing competition from other municipalities and static or diminishing resources allocated to trade promotion, continuous self-examination becomes all the more important.

2. **Readjust where necessary the strategic and operating plans.** In light of the factors mentioned above, the ITC's strategic and operating plans should continue to be considered guides rather than blueprints, and the organization should maintain the flexibility and adaptability to adjust quickly and decisively to seize unanticipated opportunities and meet challenges to Miami-Dade County's prominent position in international trade.
3. **Attempt to tie international business objectives to Sister City programs.** There is no incompatibility between cultural exchange programs and advancing trade and commerce. While each has its own important purpose and objectives, it could prove advantageous to complement Sister City initiatives with a business facilitation dimension wherever feasible.
4. **Facilitate or help facilitate the coordination with various international groups in the County and State.** Continue working with the Beacon Council, Greater Miami Chamber of Commerce, CAMACOL, bilateral chambers and other internationally-oriented organizations in an effort to improve communication, information-sharing, and programming. This could include a common, shared calendar and rational scheduling (or collaboration) for workshops, conferences, and inbound and outbound trade missions to avoid conflict, waste, overlap and duplication.
5. **Improve the ITC's brand, outreach/education to the media and various constituencies.** The ITC should incorporate in both its strategic and operating plans initiatives to engage the public and the media, more broadly and extensively. Demystifying ITC operations and building strong local constituencies are vitally important.

APPENDIX A

QUESTIONNAIRE UTILIZED IN SURVEY OF CITIES

INTERNATIONAL BUSINESS PROMOTION IN MAJOR AMERICAN CITIES

General Questions

1. What is your principal mission?
2. What are your major goals and objectives for advancing international business in your city?
3. What are your key priorities and key activities for achieving this?
4. What do you consider the greatest strengths of your organization?
5. What do you consider the greatest weaknesses of your organization?
6. What are the major challenges you face in promoting international business and trade?
7. What competitive advantages do you believe you have vis-à-vis other cities in promoting and achieving success in international trade?
8. In addition to activities related to international business, what other types of activities does your agency support?

Structure & Staffing

1. What is your strategic process for change?
2. Is your organization public, private or mixed?
3. To whom does your organization report?
4. How many staff do you have (full-time, part-time)?
5. How are you structured (organization chart)?
6. How do you evaluate your programs and activities?
7. How are you evaluated by local government/ other entities?
8. How are managers and staff evaluated?

Board (If you have one)

1. How many members?
2. Public, private, both?
3. How long do they serve?
4. What are their principal responsibilities?
5. How are they appointed and by whom?

Financing

1. What is your source of funding?
2. Which percentage comes from the private sector?
3. What is your budget: 2005, 2006, 2007, projected 2008?
4. Are your services priced to cover costs, or to make money?
5. How is pricing for missions/ matchmaking set (e.g., one rate for SMEs, one for large firms)?

Community Communication

1. How does your organization communicate with the public?
2. How do you communicate with client companies?
3. Is client satisfaction measured? If so, how?
4. Which other organizations in your city promote international trade?
5. How are you both similar and different than them?
6. Do you collaborate with them?

Promotion Activities

1. What export promotion tools do you use?
2. Which do you regard as the most effective?
3. Do you measure the performance outcome of each export promotion activity?

Trade and Promotional Missions (*if applicable*)

1. Who leads the missions?
2. How are destinations selected?
3. How are participating firms selected?
4. Do trade missions make a profit or are they subsidized?
5. How do missions promote your city's efforts in branding your community as a trade center?

Coordination

1. How does your agency work with other economic development agencies in your community (Chambers of Commerce, airports, seaports, etc.)?
2. Do you have any formal or reporting mechanisms?
3. How do you communicate/ coordinate your activities with these agencies?
4. Do you operate/ manage any other international programs i.e. Sister Cities? If yes, how?

APPENDIX B

PRINCIPAL INTERVIEWEES

Carol Brooks
Manager of International Trade and Diplomatic Liaison
Department of Commerce
City of Philadelphia

Antonio Ceballos
Director, Philadelphia U.S. Export Assistance Center
U.S. Commercial Service

Helen T. Chang,
Executive Assistant to the Mayor
Director, International Affairs & Development
City of Houston

David L. Constant
International Affairs Manager
Office of the Mayor
City of Atlanta

Jorge L. Fernández
Vice President, Global Commerce
Metro Atlanta Chamber of Commerce

José Ignacio González
Board of Directors
CIFAL (International Training Center for Local Authorities)

Rick Hubler
Director of International Trade
Office of the Mayor
City of Atlanta

Dimitrios Nares
Deputy Director
Jay Malina International Trade Consortium
Miami-Dade County

J. A. Ojeda, Jr.
Executive Director
Jay Malina International Trade Consortium
Miami-Dade County

Renee Samuels
Office of International Affairs
Office of the Mayor
City of Baltimore

Miguel R. San Juan
Senior Vice President
Business Development Division
Greater Houston Partnership

Matthew Shailer
Assistant to the Director
Office of International Affairs & Development
City of Houston

William B. Stafford
President
Trade Development Alliance of Greater Seattle

APPENDIX C

PROFILES OF RESEARCHED CITIES

ATLANTA

City of Atlanta, Mayor's Office of International Affairs and External Relations

The City of Atlanta's Office of International Affairs and External Relations, a division of the Mayor's Executive Offices, was established to create and maintain working relationships with state, federal and local government entities; consular and diplomatic corps, bi-lateral chambers of commerce and international trade offices in order to maximize the City's opportunities to impact public policy, increase revenues, and foster its growing stature as a global city and key player in trade and commerce.

Additionally, the office provides staff support to the [Atlanta Sister Cities Commission \(ASCC\)](#) and CIFAL Atlanta. Since 1974, the Atlanta Sister Cities Commission (ASCC) has been an affiliate of Sister Cities International (SCI), the national membership association for sister-city, county and state programs in the United States. Atlanta has 18 sister city linkages that work to promote economic development, education partnerships and cultural exchange.

Structure & Staffing

This is a government institution that reports to the Mayor's Chief of Staff. There are two full time and one part-time intern. The organization is structured in the following way: Mayor – Chief of Staff – Director of External Affairs and International Relations – International Affairs Manager – Intern.

Board

The International Affairs office is governed by a 23 member Atlanta Sister Cities Commission which has 18 chairs, three mayoral appointees and two City Council appointees. Each committee has its own membership. Members are appointed to serve for two years and are eligible for reappointment. Committee chairpersons serve for the duration of their appointment within their individual committees. Their principal responsibilities include, fundraising, lending expertise to the board, ensuring the achievement of the goals of the strategic plan; planning, developing and implementing programs that support the sister cities program in accordance with the Commission's strategic direction. Members are appointed by the Mayor and City Council President, subject to City Council approval. Committee chairs serve by virtue of their leadership of a sister city committee.

Financing

The office receives funding from the City of Atlanta General Fund and grant funding from the Atlanta City Council

Community Communication

The office communicates with the public via its website, flyers, and yearly letter signed by Mayor. Other organizations which promote international trade include, Metro Atlanta Chamber of Commerce, Georgia Department of Economic Development, Department of Commerce, bi-national chambers of commerce, and consulates, among others.

Collaboration

The office works with other economic development agencies in the community including chambers of commerce. They mainly refer entities interested in doing business in city to these entities; also we participate in their activities.

Summary

- The City of Atlanta's Office of International Affairs and External Relations, a division of the Mayor's Executive Offices, was established to create and maintain working relationships with state, federal and local government entities; consular and diplomatic corps, bi-lateral chambers of commerce and international trade offices in order to maximize the City's opportunities to impact public policy, increase revenues, and foster its growing stature as a global city and key player in trade and commerce.
- The metro Atlanta area is home to 13 Fortune 500 and 24 Fortune 1000 headquarters. The Metropolitan Atlanta Chamber of Commerce, corporate executives and relocation consultants, along with Mayor Shirley Franklin are committed to actively recruiting new companies to the region. Public and private partnerships with business, financial and non-profit communities are key to spurring quality job creation and investment throughout the city's neighborhoods.

CIFAL Atlanta

CIFAL Atlanta was inaugurated in September 2004 as a joint initiative between [UNITAR](#) and the [City of Atlanta](#), supported by [Hemisphere, Inc.](#)¹³ (2004-2006), [the Metro Atlanta](#)

¹³ Hemisphere, Inc., was a non-profit enterprise comprised of public and private sector representatives with county/city-wide reach. The organization's focus was to raise awareness of Atlanta and the State of Georgia as a prime gateway through which Western Hemisphere countries can best access both U.S. and global markets. The organization was staffed by 4 full-time employees: an executive director (appointed by the Georgia governor); a vice president of government relations; a program development manager; and a communications manager.

[Chamber of Commerce](#) and [The Wireless Internet Institute](#). Created in 1965 as an autonomous body within the United Nations System, The United Nations Institute for Training and Research (UNITAR) delivers training and research programs worldwide to the UN and member state officials. UNITAR developed its Decentralized Cooperation Program with CIFAL Centers to serve government and local authorities, recognizing their critical role in achieving the [United Nations Eight Millennium Development Goals](#) for more than 60% of the world population living in urban areas.

CIFAL's vision is to become one of the best resources for government authorities and civil society leaders in developing solutions that improve the quality of life of their constituents. The organization's mission is to provide government authorities and civil society leaders of countries in the Western Hemisphere with a forum to exchange strategies, tools and best practices in support of the United Nations Millennium Development Goals.

CIFAL's goal is to appeal to a significant percentage of government authorities and civil society leaders of large urban areas in the Western Hemisphere; maintain the highest standards of quality for training programs measured by participant satisfaction surveys; translate learning into follow-up actions that will foster best practices sharing and enhance curriculum; provide individual evaluation and access to the best sources of knowledge and experience available in each area of training to participants; attract financial support from international organizations, foundations, and the private sector; develop and maintain a strong cooperation with UNITAR, other UN agencies, the CIFAL Centers network, academia and multilateral organizations to develop worldwide expertise to support participants; and abide by the principles of the United Nations and the UNITAR guidelines applicable to CIFAL Centers including its methodologies.

Structure and Staffing

CIFAL is a private non-profit (501-c3) organization. CIFAL has 6 full time employees plus volunteers as needed.

CIFAL's philosophy is based on exposure and empowerment. CIFAL believes that to achieve proper integration of local communities into the globalization age, those members of the community need to be exposed to other cultures, socio-political systems and economies. All of its programs contain varying degrees of educational content to achieve understanding and an action program aimed at empowering people through participation.

Board

CIFAL has a 12 member board and a 5 member Executive Committee from both the public and private sectors, which serve three year terms.

Strategic planning

No Strategic Plan available.

Financing

CIFAL is financed through a combination of pledges and programmatic revenue, 80% of which come from the private sector. CIFAL's budget is about \$1.6 billion per year; and its 2008 budgeted is slated to be \$1.8 million.

Community communication

CIFAL communicates to the public via web sites, email newsletters and monthly meetings of stakeholders. CIFAL communicates with client companies via direct mailings/contacts and events. Also their Trustees are often called to support in outreach to clients. CIFAL works close with chambers of commerce, the Department of Economic Development, World Trade Club, Southern Center for International Studies, and universities in order to promote international trade.

Collaboration

CIFAL collaborates with other economic development agencies (Chambers of Commerce, airports, seaports, etc.) as most are directly involved with CIFAL as either Trustees or in specific programs. CIFAL has representation from State, County and City Government, Economic Development Commission, Department of Aviation, Ports Authority, Academic Sector (Emory, Georgia State, Georgia Tech, Morehouse, University of Georgia), Private Sector (Georgia Foreign Trade Zone, Local and International Chambers of Commerce, Visitors Bureaus, individual companies) and NGOs (Carter Center, Care, UN, King Center, Georgia Council for International Visitors, etc.). Coordination of activities is done via direct contact on almost a daily basis and active participation on all mutual activities. CIFAL also collaborates with Sister City programs by shaping/coordinating programs.

Promotion activities

N/A

Trade missions

CIFAL acts as a supporting entity to either establish or maintain relationships that are later used in trade promotion activities.

Training services

As of January 2006, 12 CIFAL centers have been established around the world. CIFAL Atlanta specializes in four main areas: [Economic Development](#), Social Development,

[Information Technology](#), and Environmental Sustainability. CIFAL Atlanta serves government authorities and civil society leaders throughout the Western Hemisphere.

Summary

- CIFAL Atlanta was inaugurated in September 2004 as a joint initiative between [UNITAR](#) and the [City of Atlanta](#), supported by [Hemisphere, Inc.](#)(2004-2006), [the Metro Atlanta Chamber of Commerce](#) and [The Wireless Internet Institute](#).
- As of January 2006, 12 CIFAL centers have been established around the world. CIFAL Atlanta specializes in four main areas: [Economic Development](#), Social Development, [Information Technology](#), and Environmental Sustainability. CIFAL Atlanta serves government authorities and civil society leaders throughout the Western Hemisphere.

BALTIMORE

The Mayor's Office of International and Immigrant Affairs

The Mayor's Office of International and Immigrant Affairs primary function is to provide access to services for the city's immigrant population, host international visitors and VIPs, and staff the eleven Sister City volunteer committees. Priorities include using the connections that have been established vis-à-vis Sister Cities and within volunteer committees to build business bridges. The Mayor's office also seeks to have more businesses with an international base to develop in Baltimore.

The Mayor's Office of International and Immigrant Affairs has a network of over 200 community leaders and representatives from City Agencies, social service providers, and the philanthropic community that address issues and concerns pertaining to the Baltimore immigrant communities. Their goal is to provide direction and coordination to this network in responding to immigrant needs and requests.

Structure and Staffing

The Mayor's Office of International and Immigrant Affairs is a public organization that reports directly to the Mayor of Baltimore. The office has two full time staff members headed by a director and an immigrant program coordinator.

Board

No Board

Strategic Planning

The strategic process involves incorporating eleven sister city programs within the sub committees; establishing business subcommittees; and working with the State Department to plan trade missions. Proximity to Washington, D.C. is part of overall competitive advantage.

Financing

The office's source of funding comes from general funds, none of which come from the private sector. Their budget for 2005, 2006, 2007, projected 2008 was \$12,000.

Community Communication

The office communicates with the public via press releases and website.

Promotion Activities

The office's main export promotion tools include press releases, media advisories and internet.

Trade Missions

The office has not organized any trade missions yet.

Training Services

None

Collaboration

The office collaborates with other economic development agencies (Chambers of commerce, airports, seaports, etc.) through promotion of programs, regular meetings and email.

Summary

- The Mayor's Office of International and Immigrant Affairs primary function is to provide access to services for the immigrant population, host international visitors and VIPs, and staff the eleven Sister City volunteer committees. Priorities include using the connections that have been established vis-à-vis Sister Cities and within volunteer committees to build business bridges. The Mayor's office also seeks to have more businesses with an international base to develop in Baltimore.
- The Mayor's Office of International and Immigrant Affairs has a network of over 200 community leaders and representatives from city agencies, social service providers, and the philanthropic community that address issues and concerns pertaining to the Baltimore immigrant communities. Their goal is to provide direction and coordination to this network in responding to immigrant needs and requests.

HOUSTON

The Greater Houston Partnership (World Trade Division)

The Greater Houston Partnership (GHP) was founded in 1989 as a merger of the Houston Chamber of Commerce, the Houston Economic Development Council and the Houston World Trade Center. A private, non profit organization, the Greater Houston Partnership is the primary advocate of Houston's business community and dedicated to building regional economic prosperity. GHP is a private, independent, volunteer driven business-organization, with county-wide reach.

The Partnership fulfills the multiple roles of a traditional chamber of commerce, an economic development organization and an international trade association. The GHP mission is to be the primary advocate of Houston's business community and is dedicated to building regional economic prosperity. To narrow down its mission, the Partnership has developed a series of goals which envisions the Greater Houston area to be a business magnet, a gateway to global markets; to have infrastructure that sets Houston apart and to have a public policy that places Houston in the top four U.S. regions for doing business.

Structure and Staffing

The organization is staffed by 85 full time employees who are split into divisions: Executive Division; Business Development Division; Economic Development Department; Member Services Division; Major Events Department; Public Policy Division; Communications Department; Finance and Administration Department; Human Resources Department; Research Department. The GHP also counts on a consulting team called SUMA Partners, a strategic plan consulting team.

Board

The Partnership is governed by a 130-member Board of Directors. The Partnership effectively promotes prosperity in the region because of the commitment of its leadership. Each director is the top decision-maker of their member company and collectively the directors are responsible for setting overall policies for the Partnership. Every effort is given to selecting a balanced board that is diversified by industry, company size, ethnicity, gender, age and geographical region as well as government, regional allies and non profit organizations. The Board has a Chairman, Vice Chairman, and a President. The main function of the Board is to set the overall policies of the Partnership. There are over 50 committees and task forces, not all are involved in trade promotion.

Strategic planning

GHP has a 10-year strategic plan, updated yearly known as the "North Star." This plan outlines a bold, but achievable vision that consolidates Partnership roles and embraces one compelling theme — Building Economic Prosperity in the Houston Region. There is

a “Strategic Planning Task Force” led by the Chairman that is in charge of the strategic planning and its review. The opinion of Board and Executive Committee, Committee volunteers or community leaders, and the Partnership professional staff are heard in the process. The Strategic plan is approved following a 10-step process:

1. Issues identified by either the Board and Executive Committee, Committee volunteers or community leaders, or the Partnership professional staff
2. Preliminary Evaluation of the issues by volunteers or management to ensure the issues are consistent with the Partnership's mission and goals
3. President and CEO and Chairman's Review Process to determine if the issues should be assigned a task force, handed to the Emerging Issues Committee or submitted directly to the Executive Committee
4. Issues Referred to Committee
5. Committee Chairman and Steering Committee establish a committee agenda, develop a research approach for the issues and convene meetings
6. Subcommittee or Task Force Develop a Position on the issues
7. Committee Chairman and Management review whether there is a consensus on the issue and if the impacts are clearly understood
8. Board of Directors and Executive Committee receive the position on the issue and take action on it
9. Communicate the position
10. All positions adopted by the Partnership are in support of the visions laid out in the organization's Strategic Plan.

The current priorities in terms of client sectors highlighted in the strategic plan are: Aerospace, Alternative Energy, Biotechnology, Education, Energy, Entrepreneurial Enterprises, Food Processing, Health Care, Information Technology, Nanotechnology, Manufacturing, Petrochemical, and Telecommunications. In terms of client size, it is clearly aimed at large companies with a target market comprised of all major trade and investment sources and destinations.

Financing

More than 87 percent of the Partnership’s funding comes from membership dues, contributions, events, and publications. The remainder comes from government contracts and special projects. Services provided to clients are priced to recover costs only.

There are different levels of partnership that one can join the partnership:

Executive Partner	\$100,000 and above
Managing Partner	\$50,000 - \$99,999
General Partner	\$25,000 - \$49,999
Partner	\$10,000 - \$24,999
Limited Partner	\$3,000 - \$9,999
Investor	\$500 - \$2,999

Membership fees have a minimum according to the size of the firm:

From	To	Minimum Investment(\$)
2,501	and up	negotiable
1,501	2,500	\$12,000
1,001	1,500	\$8,500
701	1,000	\$6,500
401	700	\$4,400
301	400	\$3,600
201	300	\$2,900
151	200	\$2,400
101	150	\$1,900
81	100	\$1,600
61	80	\$1,300
41	60	\$1,000
31	40	\$850
21	30	\$750
11	20	\$650
1	10	\$500

Community Communication

The GHP communicates to the public through many different information services and intense local media relations—weekly press releases, constant “partnership news,” data sheets, and other publications, as well as an excellent website, workshops and conferences that are open to the public. The Partnership communicates to its client companies (members) using bulletins, quarterly meetings, sponsored events and their tailored website access to information.

Collaboration

Trade missions are coordinated with chambers of commerce, workshops are jointly organized with trade associations, and research is conducted by institutes and then published by the Partnership. Other organizations involved with trade promotion are: Asia Society Texas; Federation of Italian America Organizations of Greater Houston; The Holland Club, Inc.; Houston International Initiatives; Houston Jaycees Junior Chamber of Commerce; Institute of International Commerce and Partnership; L’alliance Francaise de Houston; Japan American Society; Scottish Council; Swiss America Society; US-China People’s Friendship Association Houston; American Turkish Entrepreneurial Society; African-American Chamber of Commerce; Asian Chamber of Commerce; Asian-Pacific American Heritage Associations; Australian American Chamber of Commerce - Houston; Bilateral US - Arab Chamber of Commerce; British American Business Council Houston; Ecuadorian-American Chamber of Commerce; French American Chamber of Commerce, Houston, Inc.; German American Chamber of Commerce of the Southern United States, Inc.; Greater Houston Port Bureau, Inc.; Indo-

American Chamber of Commerce of Greater Houston; Italy-America Chamber of Commerce of Texas, Inc.; Japan Business Association of Houston; Myanmar American Chamber of Commerce; National U. S. Arab Chamber of Commerce; Pakistan Chamber of Commerce-USA, Inc. (PCC-USA); South Asian Chamber of Commerce; TAAB (Turkish American Association for Business); Taiwanese Chamber of Commerce Of Greater Houston; United States-Mexico Chamber of Commerce; US-China Federal Association of Business Council; Venezuelan American Partnership; and the Vietnamese American Chamber of Commerce.

Promotion Activities

The GHP has several activities aimed to promote trade. These include, Business to Business, Member to Member Networking; International Business to Business Networking; Heads of State Visits; Inbound Delegations; and Trade Missions. To help in the promotion of trade in the Greater Houston, Houston has signed memorandums with four cities in five different continents including: Abu-Dhabi, United Arab Emirates; Baku, Azerbaijan; Chiba, Japan; Grampian Region, Scotland; Guayaquil, Ecuador; Huelva, Spain; Istanbul, Turkey; Leipzig, Germany; Luanda, Angola; Nice, France; Perth, Australia; Shenzhen, China; Taipei, Taiwan; Tampico, Mexico; Tyumen, Russia; and Stavanger, Norway.

The Greater Houston Partnership has more than 60 committees, councils and task forces. These work groups tackle a variety of issues like health care, education, air quality, economic development, transportation and world trade.

Trade missions

The Greater Houston Partnership organizes trade missions to selected target markets. The missions are usually accompanied by high ranking corporate representatives and staff of the Partnership. Occasionally, the governor (to India) and more frequently the Houston mayor (to China) or Commissioner (most of the other destinations) take part in the trade missions. The most recent trade missions were to: United Arab Emirates, Qatar and Saudi Arabia; Cairo and Dubai; Ghana, Nigeria, Cote d'Ivoire and South Africa; Pakistan, India and Korea; China, Japan and Taiwan.

Training services

The GHP organizes and promotes business development workshops, new member workshops, CEO roundtables, corporate connections events, exporters' workshop series, orientation meetings, public works seminars and panel discussions, import/export seminars, international policy speaker conferences, public policy educational forums and the "Super Summit." Hosted by the Partnership's Emerging Business Council, this annual event is designed to help emerging businesses learn how to work more collaborative with established businesses. And excellent opportunity for learning and networking, this summit is one of the Partnership's most popular events.

Summary

- The Greater Houston Partnership is the primary advocate of Houston's business community and is dedicated to building regional economic prosperity.
- The Partnership, along with the Houston World Trade Center, enhances Houston's role as an international business center and highlights markets and issues of interest to international companies looking to do business in Houston and abroad.
- GHP has a 10-year strategic plan, updated yearly, called the "North Star." This 10-year strategic plan outlines a bold but achievable vision that consolidates Partnership roles and embraces one compelling theme — "Building Economic Prosperity in the Houston Region."
- The Greater Houston Partnership provides confidential, free-of-charge information and services and markets the region's benefits to companies around the globe. The Partnership drives regional economic development, partnering with a network of business leaders, public officials and economic development allies to provide an array of services to companies with retention, expansion and relocation projects. Services include the ability to initiate real estate searches, coordinate site selection trips, personalize briefing and orientations, assist in evaluating and applying for incentives, facilitate the permitting process, collaborate on public relations matters, and provide data on key business factors.
- The Greater Houston Partnership has more than 60 committees, councils and task forces. These work groups tackle a variety of issues like health care, education, air quality, economic development, transportation and world trade.

City of Houston, Mayor's Office of International Affairs and Development

The Mayor's Office of International Affairs and Development is dedicated to the preservation, promotion and continued growth of Houston's standing as a renowned international city. The office promotes Houston to the world, bringing Houston to the level of an international city, and bridging international barriers to help Houston's companies expand their business to embrace global partnerships and international trade.

The office promotes the City of Houston on the international stage by signing and implementing partnership agreements with other cities, as well as working with major local stakeholders to realize business opportunities both close to home and abroad. Moreover, it seeks to increase the visibility of Houston's key economic sectors: petrochemicals/energy, life sciences, engineering, aerospace, and logistics, as well as to attract investment and ultimately create more jobs in Houston.

Major responsibilities of the office include: collaborate with foreign governments and organizations to enhance and coordinate diplomatic understanding; lobby and outreach to

international business and government leaders for projects in Houston that will contribute to the growth of city's economy and job opportunities; initiate and execute bilateral cooperation agreements with international cities; develop and foster Houston's international trade through the initiation and coordination of inbound/ outbound trade missions, and to support public and private sectors engaged in similar initiatives; coordinate with community organizations to develop international programs/ projects; foster global awareness of Houston's renowned industries, cultural diversity, extensive infrastructure, and business opportunities; inform the Mayor, Council members and citizens about current developments in international affairs, foreign relations, and global markets that may affect Houston; coordinate protocol matters for Mayor and Council members pertaining to international business leaders as well as province/ city officials and staff; represent the Mayor at international community events; provide monthly international newsletters, semi-monthly community event calendars, and brochures; Collaborate with Houston area universities to provide internship programs; and oversee the City's seven [International Affairs & Development Councils](#): Africa; Americas; East Asia / Australia; Canada; Europe; Middle East / North Africa; and South Asia.

Structure and Staffing

There are three full-time staff members who are supported by part-time student interns and volunteers. Two staff members are paid by City Hall, one by private funds. The Director for International Affairs & Development – who reports to the Mayor – heads the Organization and supervises staff members, interns and volunteers.

Board

No Board

Strategic planning

The strategic process is twofold: (a) to communicate with existing partner cities and organizations in order to explore new business, educational and cultural opportunities on an ongoing basis; and (b) to increase the number of partner cities in order to further expand Houston's economic opportunities and global reach. As the advantages Houston has to offer in terms of economic resources and economic and operational benefits are being known around the globe, more businesses are attracted to the city.

Financing

The sources of funding include the City of Houston, in-kind donations and underwriting from corporate sponsors.

Community Communication

Communication with the community includes a monthly electronic and printed International Newsletter and an International Event Calendar; an expansive electronic

mailing list; regular meetings of the seven Mayor's International Affairs & Development Councils, as well as various organized functions, which are open to the local community.

Collaboration

The office collaborates with the following organizations to promote its mission, the Greater Houston Partnership; Houston Airport System; Port of Houston Authority; Houston Technology Center; Bi-national chambers of commerce; The Greater Houston Convention & Visitors Bureau; The Texas Medical Center; and Foreign Consulates based in Houston.

Promotion Activities

The City utilizes various export promotional tools such as, entering into merchandising platform agreements with partner cities, which give local companies high priority and provide assistance in finding international buyers; promoting local goods and services to inbound trade delegations; those are also promoted by outbound trade delegations; participating in trade shows and international forums; working closely with local bi-national chambers of commerce, trade promotion agencies and the seven Mayor's International Affairs & Development Councils. The City, for example, has signed a merchandising platform agreement with Shanghai, which gives Houston companies high priority and assistance in finding buyers/sellers in Shanghai.

Trade missions

The Mayor or his/her designee leads trade missions, whose selection process is done with collaborative input from local business leaders, the Greater Houston Partnership and the Houston Consular Corps. Trade missions help to promote the city by having city delegate's advocate for Houston. As a direct result of City of Houston missions, many agreements for cooperation and exchanges have been made possible. Houston is already known as a major economic and logistics center, and the outbound missions further promote the city. For example, the City of Houston, Greater Houston Partnership and the US Department of Commerce Houston Export Assistance Center organized a Houston Trade Mission to China, September 21-29, 2007.

Summary

- The Mayor's Office of International Affairs and Development is dedicated to the preservation, promotion and continued growth of Houston's standing as a renowned international city. The office promotes Houston to the world, bringing Houston to the level of an international city, and bridging international barriers to help Houston's companies expand their business to embrace global partnerships and international trade.

MIAMI-DADE COUNTY

The Jay Malina International Trade Consortium (ITC)

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

Structure and Staffing

The ITC is a county government agency, an umbrella organization of many initiatives and activities. The ITC was created by County ordinance in November 2002 as the successor agency of the Trade Mission Center of the Americas, Inc., which was created in February 2000.

The ITC has an Executive Director who manages the day-to-day operations with his staff of eleven (full time). The Department is divided into the following sections—Finance and Administration; Marketing and Outreach; Sister Cities Program; and Trade Development.

Board

The 34-member Board of Directors is chaired by Miami-Dade County Commissioner Natacha Seijas and is composed of representatives of virtually all the trade-related economic development organizations located in Miami-Dade County, as well as the Office of the Mayor and the Board of County Commissioners. The Chair of the Sister Cities Coordinating Council also serves as permanent board members of the ITC Board as well as representatives of Airport and Seaport which are Miami-Dade County operated departments. Board members are appointed to serve two year staggered terms of office.

The ITC Board of Directors serves as an Advisory Board to the Miami-Dade Board of County Commissioners. It has the responsibility for administering the County's international trade program. These functions are carried out by the ITC Executive Director and staff.

Strategic Planning

The ITC's Strategic Plan is based on Miami Dade County's 2003 – 2007 Strategic Plan, which was approved by the Board of County Commissioners (BCC) in 2003. It also draws heavily on previously adopted business plan and the Economic Development Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad County-wide level where we want to go, how we get there, and how we measure our progress along the way.

In 2006, the ITC Board of Directors implemented a formal strategic planning process for ITC. Strategic planning sessions are held by the ITC and Sister Cities Boards during joint annual retreats. Each year, the Boards review the agency's performance over the

previous year; discuss current goals, priorities, and changing conditions; and set new priorities and directives for the coming fiscal year which are reflected in their adopted strategic plan. In January of 2008, the Boards adopted their FY08-09 strategic plan, which includes a mission statement and goals and strategies.

The strategic plan sets which activities and how many of each should be carried out each year. An ad hoc committee conducts research and work with representatives of appropriate stakeholder organizations in the planning and selection of what countries are best suited to either develop or expand trade opportunities with Miami-Dade County. Each ad hoc committee recommends to the ITC Board of Directors what country or countries should be targeted in any one mission in any one fiscal year. The existing ITC ad hoc committees are:

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

Priorities are set internally and tied to funding support: ad hoc committees conduct research and hear from representatives of appropriate stakeholder organizations in order to select countries, markets and sectors that are to be prioritized. The ITC Board of Directors then decides based on these recommendations.

Financing

For Fiscal Year 2007-2008 (FY 07-08), the Board of County Commissioners authorized a budget of \$1.551 million to support ITC operations. Of this amount, \$875,000 were allocated from the General Fund, \$281,000 were allocated from Carryover, \$295,000 from Seaport revenues, and \$100,000 from the Greater Miami Convention and Visitors Bureau. The FY 07-08 budget of \$1.1551 million included \$1.141 million for personnel expenditures; \$406,000 for operating costs; and \$4,000 for capital.

Community Outreach

Through various means, the ITC performs outreach to brand Miami-Dade County as a global gateway, as well as to inform the local community about trade related activities that the ITC is involved in and international trade issues affecting Miami-Dade County.

ITC staff publishes a newsletter on a bi-monthly basis and an annual report summarizing the activities of the agency. In addition, ITC maintains a web page (www.miamidade.gov/itc) which summarizes program activities, contains agency information including meetings of the ITC Board, Sister Cities Coordinating Council, and respective committees. In addition, the web page also maintains an active calendar of ITC and trade community related events, and includes End of Mission reports of past ITC missions.

In partnership with *World City Magazine*, ITC publishes Trade Numbers, a publication containing information on the top twenty five trading partners in Miami-Dade County. This is the fifth year of this valuable publication, which is useful not only to policy makers and stakeholders, but also to any one needing trade data relating to the volume of trade between Miami-Dade and key world exporting nations.

ITC's outreach efforts also include providing sponsorship of international trade and culture events, staff support and participation at internationally related conferences, and events held by our partner organizations. In addition, outreach efforts also include the coordination, reception, and support of official visits of trade delegations and dignitaries visiting Miami-Dade County. ITC staff works closely with protocol staff at Miami International Airport to coordinate the arrival and transportation of foreign and domestic dignitaries on official visits to our community.

Trade Missions

Trade missions are led by the Chair of the ITC and its Executive Director. All interested parties agreeing to pay the established mission costs may participate in ITC led missions.

Since 2002, the ITC has led the following Business Development Missions abroad:

1. Belgium (FY 02-03)
2. Hong Kong and Singapore (FY 02-03)
3. Trinidad & Tobago and Barbados (FY 03-04)
4. Singapore, Hong Kong and Shanghai, China (FY 03-04)
5. Kuala Lumpur, Malaysia; and Tianjin, Shanghai, & Hong Kong, China (FY 04-05)
6. Kenya and Uganda (FY 04-05)
7. Turks & Caicos Islands (FY 04-05)
8. Trinidad & Tobago (FY 05-06)
9. Sister Cities Mission to Asti, Italy (FY 05-06)
10. South Africa (FY 06-07)
11. Sister Cities Mission to Bahamas (FY 06-07)
12. India (FY 06-07)
13. Sister Cities Mission to Tenerife, Canary Islands, Kingdom of Spain (FY 07-08)

Outbound third party missions are certified by the ITC and receive up to \$4,000 of funding. These missions may then be eligible to receive additional companion funding from Enterprise Florida, Inc. in an amount not to exceed \$7,500. ITC will reimburse levels II and III missions based upon the approval of the Executive Director, upon submission of end of mission report and receipts for authorized expenses.

Since 2002, the ITC has certified 36 third party missions.

Sister Cities

The ITC also administers Miami-Dade County's Sister Cities Program. Currently, ITC has sister cities affiliations with the following cities:

Asti, Italy; Asuncion, Paraguay; Commonwealth of the Bahamas; Cayman Islands, B.W.I.; Iquique, Chile; Kingston, Jamaica; Lamentin, Guadeloupe; Maldonado, Uruguay; Mendoza, Argentina; Monagas, Venezuela; Pereira, Colombia; Petit Guave, Haiti; Pucallpa, Peru; St. Kitts & Nevis Island; San José, Costa Rica; Santa Cruz, Bolivia; Santo Domingo, Dominican Republic; São Paulo, Brazil; Stockholm, Sweden; Tenerife, Canary Islands, Spain; Taipei, Taiwan; Turks & Caicos Islands; and Veracruz, Mexico

Training Services

The ITC provides several training services such as protocol training sessions, training third party agencies engaged in outbound missions, and provides staff development programs.

Summary

- The mission of the Jay Malina International Trade Consortium (ITC) is to create opportunities for international trade and cultural understanding by promoting and strengthening Miami-Dade County as a global gateway.
- The ITC offers financial support, coordination and certification to outgoing trade missions.
- Through the ITC, Miami-Dade County continues to support, enhance, and develop the following programs: African Trade Initiatives; Asian Trade Initiatives; European and Middle Eastern Trade Initiatives; and Western Hemisphere Trade Initiatives.
- ITC draws on this expertise, acting as a one-stop trade clearinghouse. Its Board of Directors includes representatives of virtually all trade-related economic development organizations in Miami-Dade County, as well as the Office of the Mayor and the Board of County Commissioners.

PHILADELPHIA

Mayor's International Division, City of Philadelphia

The main function of the Mayor's international unit is business development and job creation. The major goals and objectives for advancing international business in Philadelphia include the expansion of services offered to businesses interested in trade opportunities, promoting inbound and outbound trade missions, as well as encouraging direct foreign investment in Philadelphia. Most importantly, their overall objective is to create a climate conducive to international business activity. In carrying out these activities, the International Division continues to form a strong team of partners to help local businesses expand into global markets. These partnerships are important, as office individually lacks the necessary resources to carry out the various levels of services needed. Their primary partners for export assistance are the US Department of Commerce - Export Assistance Center in Philadelphia; Commonwealth of Pennsylvania; and the World Trade Center of Greater Philadelphia.

Also, the office is the primary organizer of the Greater Philadelphia Global Partners - GP2. The objective of GP2 is to coordinate and mobilize the resources in the region, to promote cultural, education, and economic linkages with global partners. Several task forces have been formed that focus on visa and immigration issues, education, trade, international tourism, conferences and direct flights. The office has also formed other strong linkages in the international community that include: consulates, international business councils, and chambers of commerce to promote the city as a place for business to international companies seeking expansion in the US.

The office also has a Mayor's Business Action Team, Neighborhood Transformation Initiative, Empowerment Zone, Arts and Culture, Office of City Representative, Consular Affairs, and Protocol to assist it in promoting the city as an international hub.

Structure and Staffing

The Mayor's international unit is a public office which reports directly to the Mayor, Director of Commerce, and, at times, to the City Council.

The office employs one full time professional staff, one part time intern on a 6 month basis, and two administrative support (clerical) personnel.

Board

No Board

Strategic Planning

The office's strategic process for change includes identifying additional funding to bring in the needed staff to effectively deliver services.

Financing

The office's main source of funding comes from the City budget, however; in the past it has secured dollars from the Economic Development Administration. None of the funds comes from the private sector. The last direct program dollars the office received were in 2002, in the amount of \$150,000 from the city. The office primarily operates from the Department of Commerce budget, presently there is no line item for the International Division.

Community Communication

The office communicates with the public via newsletters, representation on boards, chambers, business councils, and commissions.

Collaboration

Other organizations in the city that promote international trade include, The US Export Assistance Center, World Trade Center of Greater Philadelphia, Chambers and Business Councils. Collaboration is frequent as the city has served on the board of the World Trade Center of Greater Philadelphia and several international business councils.

The city works with other economic development agencies in their community. For example, the city collaborates with chambers of commerce by either serving or actively supporting their events. In terms of airports, through GP2 the city helped to form a direct flights committee to generate more international destinations; and through seaports the city has a good working relationship with the Philadelphia Regional Port Authority - PRPA and they have assisted their office by hosting seminars and tours of the port for business community and delegates.

Promotion Activities

The Mayor's Business Action Team (MBAT) is the primary point of contact between the Department of Commerce and the business community. Representatives from the Philadelphia Commerce Department work with other city agencies and economic development affiliates to provide businesses with a source of reliable and comprehensive business assistance and connect them to services and programs that the city has to offer.

MBAT business account executives are familiar with a wide range of business-related information such as start-up requirements, licensing and permit issues, business expansion and relocation, as well as available business financing and other special programs. MBAT also brings together city departments and agencies to resolve business concerns and ensure full delivery of city services. The priorities for promotion activity are set each year by recurring programs such as Latin American Trade Development; Developing International Opportunities for Industrial Clusters; Trade with Emerging Eastern European Markets; and CEO's China Operations. There is also a "Global

Conference Initiative” to attract international players to the region, including multilateral institutions, industry, government and academia.

The primary promotion tools used include brochure, flyers, and newsletters.

Trade Missions

Trade missions are led by the City and most times in cooperation with trade partner organizations and agencies. Destinations are selected based on demand and potential for business.

Training Services

The Philadelphia Trade Office organizes and promotes seminars and workshops on the specifics of exporting, federal trade programs and initiatives, and export-market opportunities. Innovation Philadelphia and the World Trade Center of Greater Philadelphia also offer training services.

Summary

- The main function of the Mayor’s international unit is business development and job creation. The major goals and objectives for advancing international business in Philadelphia include the expansion of services offered to businesses interested in trade opportunities, promoting inbound and outbound trade missions, as well as encouraging direct foreign investment in Philadelphia. Most importantly, their overall objective is to create a climate conducive to international business activity. In carrying out these activities, the International Division continues to form a strong team of partners to help local businesses expand into global markets.
- The Mayor’s international division is the primary organizer of the Greater Philadelphia Global Partners - GP2. The objective of GP2 is to coordinate and mobilize the resources in the region, to promote cultural, education, and economic linkages with global partners. Several task forces have been formed that focus on visa and immigration issues, education, trade, international tourism, conferences and direct flights. The office has also formed other strong linkages in the international community that include: consulates, international business councils, and chambers of commerce to promote the city as a place for business to international companies seeking expansion in the US.
- The office also has a Mayor’s Business Action Team, Neighborhood Transformation Initiative, Empowerment Zone, Arts and Culture, Office of City Representative, Consular Affairs, and Protocol to assist it in promoting the city as an international hub.
- The Mayor’s Business Action Team (MBAT) is the primary point of contact between the Department of Commerce and the business community. Representatives from the Philadelphia Commerce Department work with other city agencies and economic development affiliates to provide businesses with a source of reliable and

comprehensive business assistance and connect them to services and programs that the city has to offer.

SEATTLE

Trade Development Alliance for Greater Seattle (TDA)

The mission of the The Trade Development Alliance for Greater Seattle (TDA) is to promote Greater Seattle, including King, Snohomish and Pierce Counties, as one of North America's premier international gateways and commercial centers. To achieve this mission The Trade Development Alliance for Greater Seattle counts with several advantages such as a high quality of life, quality of workforce, expertise in global trade, infrastructure, advantage in trade with fast growing markets in Asia, strong research university, and strong internationally recognized companies and organizations.

In addition to activities related to international business, the Trade Development Alliance for Greater Seattle assists with cultural and ethnic events and programs, is involved in the metropolitan development strategy, and assists in creating a region sensitive to international visitors.

Structure and Staffing

TDA, an independent agency with county-wide reach, is a non-profit established in 1991 through a partnership of the following entities: Port of Seattle; Port of Tacoma; Port of Everett; Metropolitan King County Government; Snohomish County Government; Pierce County Government; City of Bellevue; City of Seattle; City of Everett; Greater Seattle Chamber of Commerce and Union leadership to promote the trade interests of this region in domestic and international markets.

The organization is staffed by six full and one part-time employee—a President; Vice President; Administrative Assistant; Delegation and Program Manager; a Program Coordinator; and a Trade Development Specialist.

Board

The Trade Alliance is governed by a 24-member Board of Directors chaired by Laura Peterson, Vice President of Global Strategy for The Boeing Company. Board members are appointed by funding partners. The Board members serve at the discretion of the appointing authority and oversee, advice, and participate in operations.

Strategic Planning

In order to promote Greater Seattle, including King, Snohomish and Pierce Counties, the Trade Alliance has developed a strategic promotion plan to enhance the identity of Greater Seattle in targeted world markets through marketing publications, trade missions and other activities. The Trade Alliance is establishing working relationships with export promotion, international tourism and international trade and investment organizations to coordinate this marketing. Similarly, the TDA is developing a program to enhance the

identity of Greater Seattle and the Port of Seattle in U.S. domestic markets, where gateway decisions regarding shipping and other international services are made.

Financing

TDA carries out its activities with the support of county and city governments. There is a membership program for the private sector that varies from \$100 for non-profit & educational institutions, to \$500 for corporations called “Patron Membership.” It is interesting to note, that they require one to be a member of the chamber of commerce in order to become a TDA member.

Community Communication

The TDA is working with a variety of organizations and businesses to increase public awareness about international trade and the global economy to ensure the region delivers on its promise as a sophisticated and sensitive locale for conducting international business. The TDA communicates to its client by keeping an updated profile on member companies in order to match specific business interests with specific opportunities; inviting members to an average of 60 international business programs and inbound delegation meetings each year; providing a link from the TDA web site to the member company; offering inside access to and story opportunities with foreign press members featuring the Greater Seattle area; publishing the member company profile and a one-page article on the company in its edition of *Crossroads*, a quarterly newsletter with a readership of 1500+ world wide; as well as promoting a weekly calendar of events sent by e-mail to more than 1,400 people.

Collaboration

The TDA has collaborated and co-sponsored several events in the community, including international conferences, high profile visitors, lunches and cultural events. Other organizations involved with trade promotion include, Pacific Northwest International Trade Alliance (Bremerton); Pacific Northwest International Trade Association (PNITA); Washington Citizens for World Trade; WA St. Dept. of Community, Trade and Economic Development (CTED); Japan External Trade Organization (JETRO) – Seattle; Washington Council on International Trade (WCIT); World Trade Club; World Trade Center Seattle; World Trade Center Tacoma; Tacoma-Pierce County Chamber of Commerce; and the World Affairs Council (WAC).

Promotion Activities

TDA promotes several activities. These include outbound business and trade missions accompanied by high-level representatives from the region; study missions; special invitations to private receptions and briefings; and special reports and publications on international markets and trade opportunities.

To help in the promotion of trade in Greater Seattle, counties and cities have signed memorandums with four cities in five different continents. The City of Seattle has signed memorandums with Beer Sheva, Israel; Bergen, Norway; Cebu, Philippines; Chongqing, China; Christchurch, New Zealand; Galway, Ireland; Gdynia, Poland; Haiphong, Vietnam; Kaohsiung Municipality, Taiwan, China; Kobe, Japan; Limbe, Cameroon; Mazatlan, Mexico; Mombasa, Kenya; Nantes, France; Pecs, Hungary; Perugia, Italy; Reykjavik, Iceland; Sihanoukville, Cambodia; Surabaya, Indonesia; Taejon, South Korea; and Tashkent, Uzbekistan.

King County has signed memorandums with: Hwasong County, Republic of Korea; and Kaohsiung County, Republic of China. Port of Seattle has signed memorandums with: Kobe, Japan; and Taichung, Taiwan, China. The City of Auburn has signed a memorandum with Kasugai, Japan. The city of Bellevue has signed memorandums with Hua-Lien City, Taiwan; Kladno, Czech Republic; Liepaja, Latvia; and Yao, Japan. The Port of Tacoma has signed memorandums with: Belawan, Indonesia; Kaohsiung, Taiwan; Kitakyushu, Japan; and Tianjun, China. The City of Tacoma has signed memorandums with Alesund, Norway; Cienfuegos, Cuba; Davao, Phillippines; Fuzhou, China; George, South Africa; Kiryat Motzkin, Israel; Kitakyushu, Japan; Kunsan, Korea Taichung City, Taiwan, China; and Vladivostok, Russia. The City of Everett has signed memorandums with: Iwakuni, Japan; Sligo, Ireland; and Sovetskaya Gaven, Russia.

Trade Missions

The TDA organizes trade and business missions to selected target markets, and with the Greater Seattle Chamber of Commerce it organizes international study missions. The TDA manages promotional and business missions to economic regions that have been selected by the Board. The missions are usually chaired by its Chair and the highest ranking U.S. government official present, such as a congressional representative or a mayor. Promoting Greater Seattle in international markets and ensuring that the Seattle region maintains its place in the global economy requires contact with our business partners in target markets.

In the last several years, Seattle had the following out-bound Trade Missions and International Study Mission (ISM):

- 2005
 - ISM to Dublin
- 2004
 - ISM to Munich
 - Business Mission to Japan
- 2003
 - ISM to Shanghai/Suzhou
 - Business Mission to Ireland/N. Ireland
- 2002
 - ISM to Barcelona
 - Business Mission to UK and Netherlands and Brussels

Seattle also hosted several inbound delegations in the last several years. TDA hosts meetings with inbound delegates who present opportunities for local companies in target markets. Examples include:

- 55 member business delegation from Barcelona, Spain led by Mayor Joan Clos;
- Derry City Council delegation led by Mayor Shaun Gallagher;
- Chongqing, China construction and real estate delegation;
- Malaysia biotech delegation, led by the Science Advisor to the Prime Minister;
- 20 member delegation from Japan's IT sector.

Training Services

The TDA organizes and promotes conferences, seminars and workshops on trade promotion and know-how including, the Importance of Trade with Africa; Doing Business in the Middle East; Choosing India or China: The Future of Trade and Business; and India Brihan Maharashtra Mandal (BMM) Bi-Annual Business Conference 2007. TDA charges a fee, usually about \$150, for these activities, which have regular sponsors.

Summary

- The Trade Development Alliance for Greater Seattle (TDA) is a partnership of the main entities throughout Greater Seattle which seeks to promote international as one of North America's premier international gateways and commercial centers.
- TDA is establishing working relationships with export promotion, international tourism and international trade and investment organizations to coordinate its marketing.
- In order to become a TDA member, one must first be a member of the Chamber of Commerce.
- TDA is very active in promoting Greater Seattle as an international hub—via trade missions (inbound and outbound), sponsorship of events, providing training services

APPENDIX D

**COMPARATIVE CHART OF PURPOSE, STRUCTURE, AND OPERATION OF
MUNICIPAL TRADE PROMOTION ORGANIZATIONS**

General Questions

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>General Questions</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Principal Mission	Liaison of the City of Atlanta/Mayor's Office to diverse international community	"Brand" the city and the State in the Western Hemisphere	Provide access to services for immigrant populations, host int'l visitors and VIPs, and staff the 10 Sister City volunteer committees.	Primary advocate of Houston's business community, dedicated to building regional economic prosperity	To create new jobs locally by expanding the economy of the City of Houston globally	Create opportunities for international trade and cultural understanding by promoting and strengthening Miami-Dade County as a global gateway.	Foster business development and job creation	Enhance the international recognition of the region as one of North America's premier gateways and commercial centers.
Goals & Objectives for advancing international business	Cooperate with other entities in promoting international business	Positioning of Atlanta as a candidate for the FTAA Secretariat. Expand the international presence in the state	Work in int'l business is on a networking level—liaison with other local economic and business development organizations	<ul style="list-style-type: none"> Establish Houston as one of the top four int'l trade regions in the U.S. Increase foreign trade to \$225 billion over the next 10 years 	<ul style="list-style-type: none"> To increase the visibility of Houston's key economic sectors (petrochemicals/energy, life sciences, engineering, aerospace, logistics) To attract investment. Promote Houston's economic and logistics expertise 	<ul style="list-style-type: none"> Increase awareness of Miami-Dade County as a global gateway Strengthen Miami-Dade County's position as an int'l trade center Promote cultural and int'l understanding Conduct active advocacy for int'l trade at federal, state, and local levels 	To create a climate conducive to international business activity.	<ul style="list-style-type: none"> Build consensus among TDA partners Achieve continued success in inbound and outbound missions Enhance investment promotion efforts
Key Activities to achieve advancement	18 sister city partnerships to promote int'l business	<ul style="list-style-type: none"> Bringing the hemisphere to the State Take key stake holders to the hemisphere 	Use connections in Sister Cities and within volunteer committees to build business bridges	<ul style="list-style-type: none"> Int'l business infrastructure Int'l publicity and information Int'l business development Int'l business information 	<ul style="list-style-type: none"> Publish monthly Mayor's Int'l Newsletter and the Int'l Event calendar. Sign agreements for partnership with other cities. Organize and support inbound/outbound delegations. 	<ul style="list-style-type: none"> Sponsor trade related events Publish newsletters and annual reports Develop training, matchmaking and outreach programs 	<ul style="list-style-type: none"> Continue working in partnership with the other organizations Provide outreach and assistance to businesses. 	<ul style="list-style-type: none"> Promote Seattle in international markets Promote ports and international business center in other US markets Strengthen constituency development

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>General Questions</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Major Challenges in promoting international business and trade	The absence of a city agency with a mandate to handle these topics	The domestic success of Atlanta shadows the finance and interest of international activities	<ul style="list-style-type: none"> No funding source Focus on investors only 	Need for more budget and staff	<ul style="list-style-type: none"> Lack of financial resources and manpower to support initiatives 	<ul style="list-style-type: none"> The decrease in the purchasing value of the dollar Increased competition from other cities such as Atlanta and Houston 	Some organizations perceive Mayor's office to be competitive, overlap of services	<ul style="list-style-type: none"> Competition from other locales Sufficient resources Maintaining an active and committed general membership
Competitive Advantages in promoting and achieving success in international trade	<ul style="list-style-type: none"> Major international airport. Third largest concentration of fortune 500 firms High quality research and academic institutions 	<ul style="list-style-type: none"> Strong, cohesive civic leadership class who are very much engaged 	N/A	<ul style="list-style-type: none"> Infrastructure (seaport, airport) Quality of life Professional services Cultural diversity 	<ul style="list-style-type: none"> Major logistics hub for the US, marine traffic, air cargo and rail. Prominent internationalized industries. 	<ul style="list-style-type: none"> Location Infrastructure Business Climate Financial Institutions 	<ul style="list-style-type: none"> Location Infrastructure Sectors: Education, Healthcare, Technology Tax incentives 	<ul style="list-style-type: none"> High quality of life and workforce Expertise in global trade Infrastructure Advantage in trade with orient
In addition to activities related to international business, what other types of activities does your agency support	<ul style="list-style-type: none"> Protocol and diplomacy Staff support to commissions, agencies and int'l NGO's Provide support and technical guidance to the int'l activities of others in the state. 	Activities that relate to best practices in public administration that are the result of good Public-Private Partnerships or alliances	Same as Principal mission	The economic development and business promotion arm of all of Houston	<ul style="list-style-type: none"> Supporting cultural, artistic and academic events and exchanges to promote further understanding of other cultures. Hosting student interns from local universities and high schools. Supporting student exchange programs between Houston schools and sc 	The Miami-Dade Sister Cities program	The Mayor's Business Action Team, Neighborhood Transformation Initiative, Empowerment Zone, Arts and Culture, Office of City Representative, Consular Affairs, and Protocol.	Assists with cultural and ethnic events and programs; involved in the metropolitan development strategy.

Structure & Staffing

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Structure & Staffing</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Strategic process for change	N/A	Based on exposure and empowerment	<ul style="list-style-type: none"> Incorporating Sister City program Establishing business subcommittees Working with the State Department to plan trade missions 	2007 Action Plan	Keep the door for communication open with partner cities and organizations.	Develop Strategic Plan for each fiscal year	Identifying additional funding to bring in the needed staff to effectively deliver services.	A five-year strategic plan
Public, Private or Mixed organization	Public	CIFAL is a private non-profit organization	Public / Government	Private	Public	ITC is county government agency. The Board is mixed private & public	Public	Non-profit mixed
To whom does your organization report	Chief of Staff – Mayor's Office	Board of Directors	The Mayor of Baltimore	Board of Directors	To the Mayor	<ul style="list-style-type: none"> Its Board of Directors The Miami-Dade County Board of Commissioners 	Mayor, Director of Commerce and sometimes City Council	To a board of directors
STAFF (full-time, part-time)	2 full time and 1 part-time intern	CIFAL has 6 full time plus volunteers as needed.	Two full time	84 Full Time	Two full-time staff and part-time student internships	11 full-time and 2 part-time	1 full time, 1 part time intern and 2 administrative support	6 full-time, 1 part-time
Organization Chart	<ul style="list-style-type: none"> Mayor Chief of Staff Director of External Affairs and Int'l Relations Int'l Affairs Manager Intern 	<ul style="list-style-type: none"> Board of Trustees Executive Committee President & CEO 3 Vice Presidents 3 Program Directors 	<ul style="list-style-type: none"> The Director Immigrant program coordinator 	<ul style="list-style-type: none"> President/CEO 16 committees 	<ul style="list-style-type: none"> The Director for Int'l Affairs & Development – who reports to the Mayor – heads the Organization and supervises staff members, interns and volunteers 	<ul style="list-style-type: none"> Executive Director Assistant Director Administration (3staff) Trade Development (3 staff) Sister Cities Program (3 staff) 	Organizational Chart	<ul style="list-style-type: none"> Two senior executives Program coordinator Trade development specialist Program manager Admin. assistant

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Structure & Staffing</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Evaluation by local government/ other entities	None. However, at the end of the year there is a report on use of Atlanta City Council grant funding	All private and public sector stakeholders are either part of the board or part of specific targeted programs. They all weigh in at various stages of the evaluation process.	N/A	Informal Communications	<ul style="list-style-type: none"> •No formal evaluation process. • The Mayor is kept informed of projects. Office develops projects based on the feedback we receive from his office. 	Yes, by the Miami-Dade Board of County Commissioners	5 Year Plan and quarterly Reports	Informal feedback and an annual report on performance measures
Evaluation of managers and staff	Biannual performance evaluation	By the Executive Committee	Yearly evaluation	Periodic qualitative evaluations	By their immediate supervisors	Yearly personnel performance evaluation form.	Evaluations	N/A

Board

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Board</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston (They do not have a Board)	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
# of Members	18 chairs + 3 mayoral appointees and 2 City Council appointees	12 member board and a 5 Executive Committee	N/A	130	N/A	34	N/A	24
Public or private	Neither (ASCC is not 'owned' by the City)	Both	N/A	Private	N/A	Both	N/A	Both
How long do they serve?	<ul style="list-style-type: none"> Appointed members serve for two years and are eligible for reappointment Committee chairpersons serve for the duration of their appointment within their individual committees. 	3 – year terms	N/A	3 year terms for Board Members; maximum of 7 consecutive years, sit out for one year before being re-considered	N/A	Two year staggered terms, re-appointed to two additional two year terms.	N/A	Board members serve at the discretion of the appointing authority.
Principal Responsibilities	<ul style="list-style-type: none"> Fundraising, lending expertise to the board Ensuring the achievement of the goals Planning, developing and implementing programs. 	<ul style="list-style-type: none"> Oversee the strategic direction Supervise the CEO through the Executive Committee 	N/A	<ul style="list-style-type: none"> Represent GHP Help build membership and raise funds Serve on advisory committees Attend Board meetings 	N/A	Advocates for two-way merchandise trade development & provides guidance to the ITC	N/A	Oversee, advise, and participate in operations
Appointment Process	After referral, they are appointed by Mayor and City Council President, subject to City Council approval	By invitation of current members	N/A	<ul style="list-style-type: none"> Nominating Committee, voted in at each monthly Board meeting. Board of Directors is approved by full membership at the GHP's annual meeting 	N/A	<ul style="list-style-type: none"> Chairperson of the Board of County Commissioners appoints the Chairperson and Vice Chairperson of the ITC. The Mayor of Miami-Dade County appoints three voting members to the ITC 	N/A	Board members are appointed by funding partners.

Financing

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Financing</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Source of Funding	City of Atlanta General Fund and grant funding from the Atlanta City Council	Pledges and programmatic revenue	General Funds	Private sector contributions (membership) & government contracts	In-kind donations and underwriting from corporate sponsors	County's General Fund, Seaport Funds, Convention Bureau Funds	City budget and the Economic Development Administration	9 funding partners plus membership fees
% from Private Sector	None	80%	None	53%	One staff payroll	N/A	None	Nearly 100%
Budget	FY2007 \$20,000	Average \$1.6m/yr FY2008 \$1.8m	\$12,000	\$7.9m	No City Budget is used except for the salaries of two staff members, and basic office supplies	F/Y 2005-2006: \$1,368,000.00 F/Y 2006-2007: \$1,470,000.00 F/Y 2007-2008: \$1,560,000.00	They primarily operate from the Dept of Commerce budget, presently there is no line item for the International Division.	2005: \$658,933 2006: \$619,560 2007: \$567,158 2008: \$583,158
Prices: Cover Cost or Make Money	Cover Costs	Priced to build endowments/reserves over time.	None	Break-even or a small surplus.	Cover Costs	To cover costs and make a little return on our investment	Cover cost	Break-even or small surplus.
Pricing	N/A	N/A	N/A	Management fee to cover staff that go on missions, hosting receptions, and coordination of logistics.	As needed	Pricing for missions are set depending on costs.	City pays for staff travel on trade mission. Companies incur their own cost. Business matching is a free service to our firms.	One price for all

Community Communication.

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Community Communication</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Communication Tools w/Public	Website, flyers, yearly letter signed by Mayor	Web Sites, email newsletters, monthly meetings of stakeholders	Press releases and website	Electronic and print	Monthly Mayor's International Newsletter and International Event Calendar	Website, Annual Report, Miami-Dade Global Trader newsletter, email blasts, public meetings, workshops, sister cities program events, and ITC DVD.	Newsletter, representation on boards, chambers, business councils, commissions etc.	Print and electronic communication, public programs
Communication Tools w/client companies	N/A	Direct mailings/contacts and events	N/A	Electronically, in print, phone, personal contacts	There are no client companies	Same as above	Newsletter, representation on boards, chambers, business councils, commissions etc.	Print and electronic communication, personal contact
Client Satisfaction Measurement	N/A	Yes, through performance review process	N/A	Not Formally	N/A	End of Mission Report & Evaluation Form.	Yes, Post mission reports and surveys.	Informal feedback
Other Int'l Trade Promotion Organizations	Metro Atlanta Chamber of Commerce, GA Dept of Economic Development, Dept of Commerce, bi-national chambers of commerce, consulates.	Chambers, Department of Economic Development, World Trade Club, Southern Center for International Studies, universities, etc.	N/A	Mayor's office, World Trade Center, bilateral chambers of commerce, Inter-American Chamber of Commerce	The Greater Houston Partnership, Texas Medical Center, Houston Airport System, Port of Houston Authority, Int'l chambers of commerce, The Greater Houston Convention and Visitors Bureau	Beacon Council, CAMACOL, World Trade Center, Miami, Enterprise Florida, and the Greater Miami Chamber of Commerce, among others	The US Export Assistance Center, World Trade Center of Greater Philadelphia, Chambers and Business Councils.	State government, bi-national chambers for the City of Seattle
Similarities & Differences	N/A	Each of these organizations sought a niche and a specialty	N/A	Focus on the 10-county region.	Common mission: to promote Houston to international investors and work closely with Houston's business community	Focus on two-way merchandise trade, and are the official county agency tasked with that	The office focuses on two-way trade.	Goals are compatible but TDA is recognized as the leading organization
Do you collaborate with them?	Yes	Yes	N/A	Yes	Yes	Yes	Yes	Yes

Trade & Promotional Mission

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Promotion Activities</i>	Major's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
Export Promotion Tools	N/A	N/A	Press releases, media advisories, internet	Publications, email, Internet. The Houston Community College System and the U.S. Department of Commerce in Houston	Platform agreement with Shanghai, which gives Houston companies high priority and assistance in finding buyers/sellers in Shanghai	Publications, emails, matchmaking databases, missions, press releases	Brochure, Flyers, Newsletter	Media, missions, marketing tools, strategic alliances, database development, study missions, and recruitment of international conferences and meetings
Most Effective	N/A	N/A	Internet	No one in particular	N/A	Website	All	Inbound and outbound missions and the internet
Do you measure the performance outcome of each export promotion activity?	N/A	N/A	No	Participant evaluations	N/A	N/A	Through responses from int'l and business community.	No. Direct feedback

Coordination

	City of Atlanta		City of Baltimore	City of Houston		Miami Dade County (ITC)	City of Philadelphia	City of Seattle
<i>Coordination</i>	Mayor's Office	CIFAL	The Mayor's Office of International and Immigrant Affairs	The Greater Houston Partnership (GHP)	City of Houston	Jay Malina International Trade Consortium	Mayor's International Division	Trade Development Alliance
How does your agency work with other economic development agencies in your community?	N/A	Most are directly involved in the organization as either Trustees or in specific programs.	Promotion of programs and regular meeting	Collaboration and information sharing, depending upon the project	Sharing information and updates.	They are part of Board of Directors as ITC is part of theirs and they share information.	<ul style="list-style-type: none"> • Chamber of Commerce: Events support • Airports: GP2, direct flight committee • Seaports: Direct relationship 	Over a dozen and a half strategic alliances. All are on main Board or Advisory Board
Reporting Mechanisms	N/A	Regular board meetings & programs	No	No	The Mayor's monthly newsletter	At the conclusion of each ITC-led mission, a report is issued	Only with City government	Informal plus official correspondence; the ISG
How do you communicate/coordinate your activities with these agencies?	N/A	Direct contact	Regular meeting and mail	Oral and written communication	Evaluation of an opportunity to promote Houston, look at the organizations and contact them.	Board meetings, the ITC website, email blasts, and newsletter	Through GP2	The Trade Alliance Advisory Council; written and electronic communication; the ISG
Do you operate/manage any other international programs?	N/A	No, only collaborate	Promotion of programs and regular meeting	The Partnership serves as the Secretariat of the World Energy Cities Partnership (WECP)	No	Miami-Dade Sister Cities program; through cultural and educational exchanges, tourism promotion, trade and commerce, and liaison to the Consular Corps	City of Philadelphia issues Memorandum of Understanding with other governments to formalize additional relationships.	Do not operate Sister Cities or other programs but serve on boards and advisory councils of over a dozen local organizations.