



greater  
miami  
chamber  
of commerce®

2019 - 2020

# GOALS

**Felipe Basulto**

Chair

**Alfred Sanchez**

President & CEO





Congratulations on taking the first step to joining the Greater Miami Chamber of Commerce!

The Greater Miami Chamber has been the voice of South Florida's business community for the past 112 years and throughout that time, we have worked on improving our area through a Goal setting process that has garnered a long list of accomplishments.

I look forward to meeting you in person and discussing the importance of the Goal setting process that the Greater Miami Chamber of Commerce reviews every year and the strategies we employ to reach our objectives.

The development of committee goals is a long held tradition which provides a clear direction for each group to follow and be held accountable for the progress. Each committee chair and vice chair is tasked with coordinating the team's development throughout the year and reporting to the Board on the progress being made on a regular basis.

In this brochure, you will find a brief explanation of each committee, it's mission, the objectives for the year and the overall goals that need to be accomplished.

In order to maximize your investment, it is imperative that you participate in the work the Chamber is doing beyond simply attending our events.

I urge you to get involved in at least one committee when you join the Chamber which will help you meet other like minded individuals that are working to address the issues that face all of us in this community.

Together we can make Miami a better place to live, work and play.

A handwritten signature in black ink, appearing to read "AS" or "Alfred Sanchez". The signature is fluid and stylized, with the letters overlapping.

**Alfred Sanchez**  
President & CEO

## GREATER MIAMI CHAMBER OF COMMERCE COMMITTEES

banking & financial services

education & workforce development

governmental affairs

healthcare

human resources & professional development

hype miami®

international business

leadership miami®

marketing & membership

new world center

nonprofit business

real estate

resilience

senior executive orientation®

technology & innovation

transportation

workforce housing

# **BANKING & FINANCIAL SERVICES**

---

Forbes Magazine dubbed Brickell Avenue 'Wall Street South' a few years ago, and that is now only one part of our community's ever-evolving banking and financial services arena. Long a financial leader into Latin America, Miami-Dade as a whole is rapidly evolving into a true global banking and financial services hub, with dozens of hedge and private funds calling our city home; not to mention a myriad of multi-national, national, community and international banks.

## **MISSION**

The Banking and Financial Services Committee addresses a broad range of regulatory concerns that impact the industry, along with the myriad of both internal and external matters that impact this sector. These include cyber security, FinTech, compliance, community development, business and corporate needs, talent acquisition, competition, mergers/acquisitions and other relevant topics.

## **OBJECTIVES**

- Keep members informed on current banking-related issues and regulatory matters
- Provide programming that is relevant, interesting and informative to a diverse group of stakeholders in business, finance and the economy.

## **COMMITTEE MEMBERSHIP**

Participation in the Banking and Financial Services Committee is open to all Greater Miami Chamber members who have interests or concerns related to the banking and finance industries. Committee membership is open to all and has a high concentration of financial institutions of all types, including banks, investment advisors, funds and related industry professionals.

## **LEADERSHIP**

The Banking and Financial Services Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Banking & Financial Services Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Gladys Reed**, Chair,  
Ocean Bank

**Lucy Nuñez**, Vice Chair,  
Pacific National Bank

**Jay Pelham**, Chair of 2020 Economic Summit,  
Kaufman Rossin

## **2019 - 2020 GOALS**

- Continue with existing successful events, but also explore creative ways to engage the banking & financial services community
- Plan and organize the 2020 South Florida Economic Summit

# EDUCATION & WORKFORCE DEVELOPMENT

---

Henry Ford once said that “anyone who stops learning is old, whether at twenty or eighty,” and our Education & Workforce Development Committee couldn’t agree more. There is simply no success without ongoing education. We need to continuously provide options for education and/or workforce development. In an emerging community like Miami-Dade, one with a significant population of first- and second-generation immigrants, there is no faster path to success. Additionally, as technological disruption continues to alter the work-world landscape, it is essential to understand and prepare to meet the needs of the emerging job market.

## MISSION

The Education & Workforce Committee supports high quality education for all. This includes development of talent and retention of talent in South Florida. The Committee seeks to build relationships with professionals and businesses in order to advocate, and seek funding for education causes, as well as seeking to implement these causes to benefit the economic development of our ever-evolving community.

## OBJECTIVES

- Establish the committee and establish the Education & Workforce Development Committee as the one voice for education and workforce development in Greater Miami
- Develop and approve education focused legislative priorities for Chamber advocacy at the local, state and federal levels.
- Establish spaces and partnerships in which Chamber members can interact and develop talent
- Raise awareness and advocate for digital literacy in Miami-Dade County and establish its importance for the growth of our region
- Expand scholarship and internship opportunities for students and employers by raising funds through the South Florida Progress Foundation.

## COMMITTEE MEMBERSHIP

Participation in the Education & Workforce Committee is open to all Greater Miami Chamber members who have interests or concerns in this arena. Members include a broad range of professionals, educators and those passionate about this crucial area of engagement.

## LEADERSHIP

The Education & Workforce Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Education & Workforce Committee and ensuring its goals and activities are aligned with the committee’s mission and objectives.

**James Knapp**, Chair  
The Cushman School

**Diana Santangelo**, Vice Chair  
United Way of Miami-Dade

## **2019 - 2020 GOALS**

- Raise awareness and advocacy for Census 2020 in partnership with the Governmental Affairs Committee
  - Economic Summit panel on Census 2020
    - MDCPS Superintendent
    - County Task Force
    - County Mayor
- Leverage synergies with the Beacon Council and Chamber
  - Secure Chamber Champion to represent business community on Academic Leaders Council MDCPS Superintendent
  - Fireside Chat w/Beacon Council and Chamber
    - What was the Amazon process like?
    - What can we learn as a community?
    - How do we leverage each other's strengths?
- Develop a toolkit for businesses that showcases the talent pool / workforce in Miami Dade County
  - Comprehensive document of local talent county-wide
    - K-12
    - Post-secondary
    - Demographics/local stats
    - Post on website
- Develop a resource guide for educators to give students that maps out pathways to post-secondary success
  - Career pathways specific to Miami-Dade County
  - One Community One Goal seven targeted Industries
    - Contact info
    - Cost of program/apprenticeship
    - Average salary
    - Resource for educators

# GOVERNMENTAL AFFAIRS

---

Irrelevant of one's political bent, the governmental process impacts all facets of life. In Miami-Dade County, with nearly 40 municipalities and as a literal epicenter of the State and National political process, it is crucial to have access and visibility within these different constituencies.

## MISSION

The Governmental Affairs Committee advocates for key issues that impact both the business community, and our community as a whole.

## OBJECTIVES

- Further the process of in-person advocacy
- Ensure that the Chamber has a continuous voice in the political process
- Support members/causes in need of advocacy

## COMMITTEE MEMBERSHIP

Participation in the Governmental Affairs Committee is open to all Greater Miami Chamber members. Committee members include businesses and organizations with strong interests in the political process, business professionals, elected officials, and individuals seeking a voice in the governmental process. The advocacy strategies are informed by the committee members and developed by a core group of professionals.

## LEADERSHIP

The Governmental Affairs Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Government Affairs Committee and ensuring its goals and activities are aligned with its mission and objectives.

**José A. Bermudez**, Chair

**Alex Dominguez**, Vice Chair

## 2019 - 2020 GOALS

- Update the position request process, as needed, for efficient consideration of legislative issues
- Collaborate with the South Florida Progress Foundation to identify grant opportunities.
- Designate ambassadors to improve collaboration between chamber committees and the Governmental Affairs Group.
- Explore the creation of a Political Action Committee



# HEALTHCARE

---

One of the defining topics of our times, healthcare is something that touches everyone, and in South Florida, issues abound. The Healthcare Committee works to help drive conversation by engaging with health-related organizations of all types to discuss timely issues that can help create a path to eventual solutions.

## MISSION

The Healthcare Committee helps empower Chamber members to provide the most appropriate health and wellness programs for their employees; supports community efforts to build healthcare programs that are necessary to improve the local workforce.

## OBJECTIVES

- Assist Chamber members learn more about healthcare options, increase their satisfaction and confidence in the plans they offer
- Increase Chamber member's understanding of the importance of healthcare in attracting, retaining and developing a healthy, strong and committed workforce, helping to promote Miami's ranking as a healthy community.
- Maintain the Healthcare Committee's signature Chamber programs
- Convene task force to review population health issues specific to Miami-Dade area that are likely impacting business community and that by Chamber becoming involved, can make a positive impact.

## COMMITTEE MEMBERSHIP

Participation in the Healthcare Committee is open to all Greater Miami Chamber members who have interests or concerns related to healthcare. Members include healthcare and related organizations, community health organizations, healthcare professionals, and key stakeholders within the overall topic of healthcare.

## LEADERSHIP

The Healthcare Committee is led by a Committee Chair and Vice Chair, who are designated by the Chair of the Board for a one-year term. The Committee Chair is responsible for the effective functioning of the Education & Workforce Committee and ensuring its goals and activities are aligned with the committee's mission and objectives. The Committee Chair is responsible for the effective functioning of the Healthcare Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Cliff Bauer**, Chair  
Miami Jewish Health

**Brian Brown**, Vice Chair  
AvMed

## **2019 - 2020 GOALS**

- Host two events on a theme related to this strategy, such as:
  - Partner with at least community partner for event
  - Attract at least 50 participants to event
- Add one or two permanent questions to the 2020 annual Chamber members' survey in order to know if our programs and relationships are helping Chamber members feel more confident that they understand the marketplace and are offering the "right" plans
- Meet at least five times in committee per year
  - Attract at least 20 participants per meeting
  - Invite one community partner organization to host each meeting
  - Hold one 15- to 20-minute presentation each meeting on an issue of specific interest to businesses in the health sector
- Continue to grow both attendance and net financial performance of Healthcare Heroes
- Add 15 new Chamber members from healthcare industry
- Continue to maintain a healthcare legislative subcommittee to provide regular updates at committee meetings and draft recommended legislative priorities
- Identify one or two Population health characteristics that Miami-Dade shows opportunity to improve.

# **HUMAN RESOURCES & PROFESSIONAL DEVELOPMENT**

---

Whether you have one employee or one thousand, your business is impacted by a myriad of human resources issues and opportunities. Some of these include attracting, retaining, and developing talent for the success of the organization to stay ahead of a rapidly evolving global society. The Human Resources & Professional Development Committee works to remain ahead of the curve of these complex matters that highly impact all businesses. The Committee is dedicated to keeping track of trends and solutions that keep the Chamber's membership on the leading edge of innovation in talent acquisition, talent management, and talent development.

## **MISSION**

The Human Resources & Professional Development Committee supports, educates, and trains Chamber members with HR and professional development expertise -- support, regardless of the organization's size or structure. The committee provides a forum for networking, information exchange, and inspiring discussion around relevant HR issues.

## **OBJECTIVES**

- To present seminars on cutting-edge, employment-related issues and advocate on behalf of human resources causes of interest to the business community
- Partner with GMCC committees to leverage expertise of varying degrees of HR knowledge and legal expertise, discussing issues relevant to the local community
- Add value to the GMCC membership while enhancing the Chamber's brand through delivery of quality service and programming

## **COMMITTEE MEMBERSHIP**

Participation in the Human Resources and Professional Development Committee is open to all Greater Miami Chamber members. Members include businesses and organizations with strong HR leadership, organizations with no HR support whatsoever, business professionals, and key stakeholders in the human resources and employee professional development arena.

## **LEADERSHIP**

The Human Resources and Professional Development Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Human Resources and Professional Development Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**El pagnier Hudson** Chair  
Florida International University

**Patrick Martin**, Vice Chair  
Greenberg Traurig

## **2019 - 2020 GOALS**

- Host annual signature event, HR Insights by April 2020 to include the Circle of Influence Awards 2020 promoting HR content of relevance for organizational success through people management
- Collaborate with Chamber Committees to host content-relevant Workshop regarding the workplace
  - Confer with other Committees to determine content and topic of presentation by July 2019
  - Assuming agreement, host a meeting (face-to-face or conference call) by or before August 2019 to plan collaborative event presentation by December 2019
- Utilize HR Committee Expertise to Support Chamber Membership
  - Facilitate two webinars in HR and/or Labor and Employment Law- related issues to the GMCC Chamber affiliates as a “value add” for Chamber members
- Facilitate Case Study Symposium inviting clients of varied types of Culture Assessment Programs to present experienced-based content for Chamber members to receive first-hand information on program effectiveness and alignment with intended goals. Further, incorporate discussion on how to effectively implement change management plan to facilitate culture assessment results.
- Create sub-committee to focus on small Chamber member organizations (0-100 employee sized) to create an HR information resource base for general value-add information such as lunch & learns regarding leadership strategies, culture assessment, employee retention, etc.
- Inspire retention of HR & Professional Development Committee membership by facilitating content-driven programming desired by chamber membership

# HYPE MIAMI®

---

HYPE Miami®, the Chamber's young professional committee is the destination for like-minded young professionals looking to expand their professional networks, make new friends and create new opportunities.

## MISSION

The HYPE Miami® Committee provides South Florida's young professionals with leadership training, access to senior-level executives, and innovative educational programming to help mold the region's next generation of leaders.

## OBJECTIVES

- Create a mechanism that encourages YoPro involvement with the Greater Miami Chamber
- Create an environment that allows for access and opportunity for HYPE Miami® members to participate in engaging, relevant programming
- Ensure that next generation of leadership has access to the region's top business leaders
- Serve as a connector for Leadership Miami graduates to the Greater Miami Chamber of Commerce

## COMMITTEE MEMBERSHIP

Participation in HYPE is open to all Greater Miami Chamber members under 40. Members include young professionals and like-minded individuals looking to further their personal and business contacts.

## LEADERSHIP

The HYPE Miami® Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective execution of the HYPE Miami's mission and objectives.

**Stephany Musino**, Chair  
Wells Fargo

**Melissa Szaja**, Vice Chair  
UHealth | University of Miami Miller School of Medicine

## 2019 - 2020 GOALS

- Facilitate innovative "workshop-style" programming with an emphasis on professional development
- Establish partnerships with other YoPro organizations for joint events as applicable
- Increase return on investment for HYPE Miami® members
- Encourage HYPE Miami® members to attend Trustee Luncheons
- Position HYPE Miami® as the natural Chamber progression post-Leadership Miami® graduation
- Involve committee chairs/vice chairs to monthly meetings to expose HYPE Miami® members to other Chamber committees, their goals and objectives
- Create quarterly volunteer programs/event partnering with non-profit organizations who are Chamber members

# INTERNATIONAL BUSINESS

---

Since before Miami's incorporation in the 1896, this region has been a hub of international trade. All the more in this day and age, Miami-Dade is not only a hub for trade to and from Latin America, but in recent years we've experienced dramatic growth from Europe, and now Asia. It's no wonder that Miami is classified as an "Alpha – World City" by the World Cities Study Group.

## MISSION

The International Business Committee serves as a global resource center that identifies, examines and fosters issues and opportunities, involving international trade and business. Issues that are both of interest and value to Chamber members, local businesses, higher education institutions and the community at large.

## OBJECTIVES

- Promote trade by hosting overseas missions focused on promoting opportunities for South Florida businesses relating to the targeted countries and in partnership with local airlines, local organizations and government entities
- Keep members informed about new trade and policy issues and support Chamber's advocacy efforts on international business issues, Trade Agreements and Tariffs
- Expand community outreach to Caribbean, European, Asian and Latin American consulates, trade officers and bi-national chambers
- Partner with local airlines to host at least one overseas mission
- Provide programming that is relevant, interesting and informative to a diverse group of stakeholders

## COMMITTEE MEMBERSHIP

Participation in the International Business Committee is open to all Greater Miami Chamber members who have interests or concerns related to international business and cultural exchanges. Committee members include businesses involved in international trade and related industries, consular corps officials, international industry professionals and key stakeholders in the international arena and those members interested in these areas.

## LEADERSHIP

The International Business Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the International Business Committee and its task forces and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Olga Ramudo**, Chair  
Express Travel

**Hernando Gomez**, Vice Chair  
MBAF

*Consular and Trade Representatives Task Force*  
**Alex Fuentes**, Chair  
Baptist Health International

**Glenn M. Cooper**, Vice Chair  
Nelson Mullins Broad & Cassel

*Cargo Network*  
**G. Lee Sandler**, Chair  
Sandler, Travis & Rosenberg, P.A.

*GMFTZ, Inc.*  
**Daniel Jacobson**, Chair  
Akerman

**Jose Rojas**, Vice Chair  
Ropers Majeski Kohn & Bentley PC

## 2019 - 2020 GOALS

- Maintain awareness and possible need for advocacy on key issues that impact our community such as— Import/Export of goods and services; Immigration; International business workforce challenges; and education and training:
  - Include international issues as part of the Chamber's federal package`
  - Advocate for Miami to enhance its role as a center for arbitration and dispute resolution
  - Establish a liaison to the Governmental Affairs Committee
  - Continue to advocate for direct flights to Asia
  - Educate the community on the benefits of Foreign-Trade Zones
- Increase outreach to new companies as they enter the marketplace:
  - Hold a series of roundtable discussions and seminars when needed on key topics
  - Highlight and support visiting foreign missions through chamber newsletters, events and functions
  - Create programs to engage international communities in the region (i.e. LATAM, Asia, Europe, Africa)
  - Capitalize on Brexit to foster closer ties with Great Britain
- Increase consulate and related office involvement in Chamber events:
  - Dedicate a Chamber Orientation for Corps members
  - Continue to collaborate with like-minded consular and trade organizations through partnerships, shared and mutual newsletters
  - Ensure that the Consular Corps has an active involvement in promoting and facilitating international trade with Chamber's business community.
- Continue to grow the Americas Linkage program:
  - Partner with local airlines
  - Host at least two overseas mission
  - Collaborate with South Florida organizations, Enterprise Florida, Inc., the U.S. Department of Commerce and local SMEs to expand community outreach and to enhance impact of missions

# LEADERSHIP MIAMI®

---

If there is a program that has helped shape the future leadership of our community, Leadership Miami® would be it. The volume of individuals who over the program's four decades have impacted South Florida is nothing short of staggering. Leadership Miami® is a definitive pipeline to leadership and an almost sure path to career success.

## MISSION

To prepare Miami's future leaders to succeed in their professional spaces, by cultivating civic engagement, learning to identify and address vital issues affecting Miami-Dade County now and in the future, and establishing a long-lasting network of professional relationships to ensure future collaborations among leaders in Miami-Dade and beyond.

## OBJECTIVES

- Ensure that the next generation professionals are well-prepared to handle the issues they will face and feel a sense of empowerment through access to community leaders and programs they have established
- Ensure that participants have a first-hand understanding of community issues and challenges, and facilitate opportunities to help them be part of solutions
- Further the pipeline of future community leaders
- Create a mechanism that encourages Leadership Miami® alumni involvement with the Greater Miami Chamber

## COMMITTEE MEMBERSHIP

Participation in the Leadership Miami® Committee is open ONLY to alumni of Leadership Miami®. Members include young professionals and like-minded individuals looking to make a difference in our community.

## LEADERSHIP

The Leadership Miami® Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Leadership Miami® Committee, its task forces and execution of the annual Leadership Miami® program as aligned with the Committee's mission and objectives.

**Jerry Menéndez**, Chair

TD Bank, America's Most Convenient Bank

**Adriana Oliva**, Vice Chair

AOInsight Group



## **2019 - 2020 GOALS**

- Provide leadership development skills centered around technology and communications, to all members at opening conference and during focus sessions
- Recruit, engage, and retain recent graduates and alumni to facilitate program operations, in order to maintain sustainability, increase participant pipeline and viability of Leadership Miami for years to come
- Curate focus sessions, social events, fieldwork and alumni events throughout all Greater Miami-Dade in order to ensure a broad overarching view of the multifaceted cultures and neighborhoods
- Generate consistent opportunities for Chamber leadership to highlight their top initiatives, engaging with current participants via platforms such as 'Chamber Chats' during focus sessions and invitations to attend Leadership Program meetings and events
- Cultivate an active Leadership Miami alumni group, via events, newsletters, discussions, socials, etc., by establishing a working committee to track and drive engagement

# MARKETING & MEMBERSHIP

---

The Chamber mission is to create an environment in which businesses can prosper by ensuring members' current and future needs are met. The Marketing and Membership Committee works to maximize member participation, encourage member to member interaction, anticipate trends, and capitalize on emerging opportunities to benefit our business community.

## MISSION

The Marketing and Membership Committee focuses on sustainable growth of membership by creating opportunities to strengthen relationships with members and meet their specific business needs. The committee works to increase the Chamber's reach, brand awareness, and business development opportunities for its members.

## OBJECTIVES

- To clearly communicate and deliver value to chamber members
- To increase engagement and interaction among the members
- To continually develop and provide opportunities for member growth and engagement with the Chamber
- To increase our membership base at all levels

## COMMITTEE MEMBERSHIP

Participation in the Marketing and Membership Committee is open to all Greater Miami Chamber members who have interest in helping to promote the chamber and increase membership engagement.

## LEADERSHIP

The Marketing and Membership Committee is led by a Committee Chair and Vice Chair, who are designated by the Chair the Board for a one-year term and approved by the Board of Directors. The Committee Chair is responsible for the effective functioning of the Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Danette Gossett**, Chair  
Gossett Marketing

**Wolfgang Pinther**, Vice Chair  
MBAF

## **2019-2020 GOALS**

- Generate \$500,000 in new membership investment support.
  - Develop and manage a Chamber Ambassador membership volunteer team to promote engagement of members aligned with businesses “on the grow” in South Florida
  - Develop and execute a formalized marketing plan that is self-directed and includes templates (kits) and standardized marketing procedures
  - Enhance the Chamber’s digital footprint to increase engagement and brand awareness within our business community, and to communicate value to generate new leads
  - Develop and execute a promotional season to dramatically increase new membership during that time frame
  - Benchmark the Membership Growth results to coincide with membership quarterly targets
  - Benchmark the membership retention rate for each quarter with a goal of 95 percent for Chairman Circle and Trustee Platinum memberships, a retention rate of 85 percent for Trustee level and a General membership retention rate of 70 percent
  - Create benchmarks and quarterly metric reports that summarizes our engagement stats across digital platforms including website, social media, and email marketing
  - Review all digital call-to-actions to improve conversions

# NEW WORLD CENTER

---

Back in the mid-1980s, Alvah H. Chapman, then-publisher of the Miami Herald and an iconic local leader and Greater Miami Chamber Board Chair, understood that with the expansion of Latin America as a global market and Asia beginning to show signs of becoming an economic powerhouse, Miami was geographically well placed to be the new center of the world. Alvah established the New World Center Committee and put much of that vision in place that shaped our urban core and led to the downtown we enjoy today. Now, 40 years later New World Center Committee works to address the big-picture issues that impact and shape the urban core of today and the next 40 years

## MISSION

Today's New World Center Committee members still focus on projects with catalytic influence on downtown projects in the public and private sectors, focusing on issues that include the challenges of affordability, workforce housing, homeless, traffic, sea level rise and more.

## OBJECTIVES

- Guide the future growth of Downtown Miami for the next 40 years to not lose the gains made working with both public and private sectors and other partners active in this area, such as the DDA
- Celebrate Miami's central business core's growth and development and overall improvement of key areas within of Downtown Miami
- Promote and support up-and-coming urban nodes within the county that will provide best quality of life for residents and attract major business with a focus on new economy/tech sector businesses

## COMMITTEE MEMBERSHIP

Participation in the New World Center Committee is open to all Greater Miami Chamber members who have interests or concerns in this arena. Committee members include a broad range of professionals, real estate professionals, urban-based businesses, schools, incubators and individuals, along with educational and civic organizations.

## LEADERSHIP

The New World Center Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Mitch Bierman**, Chair

Weiss Serota Helfman Cole & Bierman

## **2019-2020 GOALS**

- Present the Alvah H. Chapman Jr. Award of Excellence for the outstanding achievements of an individual, organization and young leader who have made significant contributions and set the standard for the development of Miami's central business core's economy, culture, promotion, education, beautification and preservation.
- Convene affected stakeholders to demand effective government management of major, potentially disruptive projects (e.g. FDOT Signature Bridge project) to minimize negative impacts
- Advocate for smart planning for traffic management/use of traffic management technology, and technological solutions to other urban problems including waste management, public safety, parking
- Join with businesses and residents to demand timely government action to improve walkability in the downtown core and adjacent areas, and specifically the baywalk/riverwalk and the Underline, as well as other alternative transportation options (e.g. shared bicycles, scooters etc.)
- Advocate for Schools concurrency to accommodate increased residential occupation in Downtown Miami
- Work with developers, government, investors, residents and advocacy groups to identify solutions to the scarcity of affordable, millennial, and workforce housing, as well as homelessness
- Create and promote live/work/recreate nodes in Miami Dade County that will provide best quality of life for residents, eliminate the need to own a car, and attract major business with a focus on new economy/tech sector businesses and include educational, cultural, and recreational resources from pre-k to late adult to allow residents to age in place permit live, work, recreate within radius that is accessible without car
- Promote the development of a state of the art wireless infrastructure to maximize business and education opportunities and enable tech solutions that will make all of the above possible

# NONPROFIT BUSINESS

---

The impact of nonprofit organizations on our community cannot be overstated. Not only do nonprofits help tens of thousands of individuals within our community daily, they embody the best of who we are, especially within a region with the broad needs of ours. As public funding has diminished over time, the nonprofit sector has taken on much of the responsibilities of making our community a place to live and play. It has grown well over 97% since 1992. In 2005 alone, the sector generated \$48B in revenues and held \$76B in assets. This sector continues to play an expanding role in economic and social well-being in our county.

## MISSION

The Nonprofit Business Committee assists nonprofit business members with issues management, supports non-profit and for-profit engagement, recognizes nonprofit business management excellence through various awards programs, and communicates nonprofit business accomplishments to the broader business community.

## OBJECTIVES

- Enhance Corporate Social Responsibility among Chamber members
- Elevate nonprofit management and governance practices
- Continue to spotlight innovative excellence in nonprofit programs
- Enhance the profile of the NOVO Awards and its recipients
- Maximize opportunities through the partnership with the Association of Fundraising Professionals regarding the Julia Tuttle Award and Annual National Philanthropy Day

## COMMITTEE MEMBERSHIP

Participation in the Nonprofit Business Committee is open to all Greater Miami Chamber members who are engaged in the nonprofit sector themselves, or are for-profit organizations and individuals who are interested, and/or continually engaged with the non-profit world.

## LEADERSHIP

The Nonprofit Business Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Nonprofit Business Committee, ensuring its goals and activities are aligned with the committee's mission and objectives.

**Sherry Thompson Giordano**, Chair  
PACE Center for Girls

**Norie del Valle**, Vice Chair  
United Way of Miami-Dade

## **2019 - 2020 GOALS**

- Hold six committee meetings a year, at least four meetings focusing presentations/content on current and relevant topics in the industry with a guest speaker.
- Highlight nonprofit excellence through various awards programs and partnerships
- Launching the Nonprofit Sector Study to assist in the process of educating our elected Miami officials on issues that need to be addressed by, and within South Florida's Nonprofit Sector
- Create one networking event that brings nonprofits together in a social setting and showcases GMCC for potential members

# REAL ESTATE

---

Real estate has been a defining force in our community since before Miami's founding in 1896. Julia Tuttle convinced her neighbors, Mary and William Brickell to offer land to Henry Flagler to build his railroad into the area, and the transactions have not stopped since. The Greater Miami Chamber of Commerce's Real Estate Committee has historically worked to remain ahead of the curve, ahead of the issues, and helped shape the face of real estate in Miami-Dade. From the suburban sprawl of the 70's and 80's, to the resurgence of the urban experience of the past two decades, to the creation of new 'urban nodes' throughout much of our community, the Real Estate Committee has been a major component of myriad important decisions over the decades which continues to this day.

## MISSION

Our mission of the Real Estate Committee is to be an integral part of our community's real estate landscape. It aims to inform and educate our members and the community at-large on the state of the industry with the goal of helping lead conversations on issues, trends and developments that impact the Greater Miami community through content focused events and media outreach. The committee also functions in an advisory capacity to the Board of Directors by offering recommendations, suggestions and formal guidance relating to existing or prospective legislative issues, programs or activities that are shaping the real estate community.

## OBJECTIVES

- Identify and monitor the interests and concerns of the business community relating to local real estate development trends and associated issues
- Identify opportunities for educating our membership and the public about real estate development trends and associated issues
- Establish rapport with key citizen constituencies to facilitate communication that can be utilized to obtain public understanding and gain support on real estate issues of significance to the business community
- Serve as an "information clearing house" and "sounding board" to recommend public policy items on local, state and federal legislative issues to the Board of Directors

## COMMITTEE MEMBERSHIP

Participation in the Real Estate Committee is open to all Greater Miami Chamber members who have interests or concerns related to real estate. Members include developers, realtors, investors and the broad range of professionals who are engaged with the industry.

## LEADERSHIP

The Real Estate Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Real Estate Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Alexander Rhodes**, Chair  
Grant Thornton LLP

**Mark Anes**, Vice Chair  
Coastal Construction



## 2019 - 2020 GOALS

- Add value to committee members, real estate organizations and local communities by scheduling committee meetings at local venues throughout the Greater Miami Area:
  - Hold a minimum of one committee meeting per quarter, with at least one of those meetings being jointly held with another committee. These meeting dates will be predetermined prior to the first committee meeting
  - Focus content on current and relevant topics that will highlight relevant development news, industry news, and the needs of real estate industry stakeholders, both in the public and private sector
- Increase Real Estate Summit attendance (registrations), sponsorship, and total revenue.
  - Work with the committee and task force to refine award categories to ensure current leaders and achievers in our industry are honored
  - Increase media partnerships to drive attendance, participation and awareness
  - Revise format for the summit program to provide greater efficiency, visibility and engagement
- Further the work of the Role of Regulation in Real Estate Task Force
  - Host the task force's first event
  - Collaborate with local agencies and developers to create awareness and address legislative issues that would impact the local real estate community. Particularly, inclusion of the SMART initiatives
- Drive brand awareness of the Real Estate Committee and the Greater Miami Chamber through collaboration with local news, social media outlets, and real estate organizations to improve programming and promote increased visibility in South Florida:
  - Secure at minimum 3 outreach partners for each scheduled real estate event
  - Have at least 2 articles published on the real estate committee through media outlets
  - Integrate technology at all events through use of twitter hash tags and photo sharing on social media outlets

# RESILIENCE

---

Greater Miami & The Beaches is a coastal community that is a burgeoning hub for trade, logistics, health care, life sciences, international banking, finance and creative industries. However, our community also faces a number of shocks and stressors such as hurricanes, aging infrastructure, sea-level rise, sunny day flooding, gridlocked traffic, and serious economic inequalities.

## MISSION

The Resilience Committee looks to engage and impact key governmental and private sector stakeholders to advance solutions and actions protecting our natural resources and supporting the Resilient 305 Strategy – 100 Resilient Cities initiative. The Committee acts on multiple fronts and partners with other Greater Miami Chamber of Commerce committees to address these challenges

## OBJECTIVES

- Enhance collaboration between business leaders, government, the not-for-profit sector and academia to enable our community to bounce back quicker from the inevitable stressors it faces.
- Support protection and investment in resilient gray, green, and blue built infrastructure, both existing and future.
- Undertake viable ways and promote business opportunities that mitigate the impact of climate change on the future of the region.
- Promote efforts to improve water quality, prevent salt water intrusion, and protect our fresh water supply.
- Support the restoration of the Biscayne Bay Ecosystem and Coral Reefs

## COMMITTEE MEMBERSHIP

Participation in the Resilience Committee is open to all Greater Miami Chamber members who have interests or concerns in this arena. Committee members include a broad range of professionals including real estate professionals, urban-based businesses, schools, incubators, City and County officials, along with non-governmental organizations.

## LEADERSHIP

The Resilience Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Rod Braun**, Chair  
The Nature Conservancy

**Irela Bagué**, Co-Vice Chair  
Bagué Group

**Nichole L. Hefty**, Co-Vice Chair  
Miami-Dade County

## 2019 - 2020 GOALS

- Support the development and implementation of the Resilient 305 Strategy and ensure that the business community is both a resource and influencer to push government towards solutions through participation in steering committee meetings.
  - Coordinate a Resilient 305 event or include in the summit
  - Facilitate cross committee collaboration and advocacy as it relates to important issues - transportation, real estate, banking and finance, and affordable housing
- Cultivate business opportunities that address residential and commercial adaptation to flooding and sea level rise through the Southeast Regional Climate Compact - Economics Resilience Group.
  - Host fifth annual Resilient Solutions Summit & Expo partnering with Miami-Dade County and the private sector
  - Support cities and counties in promotion of resilient capital improvement upgrades that include blue, green and gray infrastructure
  - Sponsor annual update on the state of the Miami-Dade Water and Sewer Department (MDWASD) Capital Improvements Program
  - Advocate for water & sewer infrastructure investments
  - Provide networking opportunities for businesses interested in participating in county/local storm water capital improvement programs
  - Promote renewable energy and carbon offset solutions to the membership through the Chamber network
- Advocate for environmental stewardship and Everglades/Biscayne Bay/coral reef restoration and funding.
  - Track advocacy and education that raises awareness of our natural environment
  - Support efforts to promote the economic benefits of our natural environment, particularly Biscayne Bay
  - Support state and federal legislative appropriation for the Comprehensive Everglades Restoration Plan, specifically, Biscayne Bay Coastal Wetlands Project - Phase 1 completion and commencement of Phase 2

# **SENIOR EXECUTIVE ORIENTATION®**

---

The Senior Executive Orientation® Committee was organized over 30 years ago to welcome new c-level executives and their spouses to the Greater Miami community. The Senior Executive Orientation® program is an immersion into the major issues facing Miami and introduces participants to top community leaders addressing those issues. Difficult problems such as transportation, affordable housing, education and workforce development, healthcare, immigration and urban sprawl are addressed as are the wonderful aspects of Miami that make us a great place to live, a world-class arts and culture community, sports and entertainment, tourism and trade, to mention but a few.

## **MISSION**

The Senior Executive Orientation® Committee organizes, promotes and oversees the Senior Executive Orientation® program which welcomes and creates experiences to orient newly-relocated or recently promoted senior-level executives, provides them with a rapid understanding and successful transition into this unique community, and equip them with the important connections and relationships they will need to be successful.

## **OBJECTIVES**

- Welcome new senior executives and acquaint them with the community in a relatively short period of time accelerating their feeling of belonging
- Foster an appreciation for the many benefits of living in South Florida through experiences covering its lifestyle, diverse cultures, business opportunities, educational organizations, government and recreational activities
- Generate a better understanding of the formal and informal decision-making channels in the region's economic, political and civic structure
- Connect new executives with community leaders and decision makers and facilitate their immediate participation in community affairs, as well as the business, philanthropic, and political structures
- Connect with other executives who are new to Greater Miami
- Establish a network of other executives who are new to Greater Miami
- Create a mechanism that encourages Senior Executive involvement in the Greater Miami Chamber of Commerce

## **COMMITTEE MEMBERSHIP**

Participation in the Senior Executive Orientation® Committee is only open to Trustee, Trustee Platinum and Chairman Circle members. This is a highly sought-after committee, and space is limited. You may expect annual Committee dues which support committee member participation in the programming. Committee members include businesses in a wide range of industries, from law firms to nonprofits to individual consultants seeking to connect with new senior executives relocating to the Greater Miami community.

## **LEADERSHIP**

The Senior Executive Orientation® Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Senior Executive Orientation® Committee, its task forces and execution of the annual Senior Executive Orientation program as aligned with Committee's mission and objectives.

**Amy E. Furness**, Chair  
Carlton Fields

**Allison J. McCreary**, Vice Chair  
Pacific National Bank

## **2019 - 2020 GOALS**

- Build a 2020 Senior Executive Orientation® class of at least 17 qualified participants
  - Expand existing outreach and awareness activities to include targeted, personal outreach to HR professionals, leasing agents and CEOs
  - Partner with like-minded civic organizations to recruit members including The Beacon Council, United Way, GMCVB and others
  - Utilize volunteer research and committee members to develop a list of at least 50 participant prospects by December 1, 2019
- Elevate the profile of the SEO program within the community with added outreach, marketing, communications and partners
  - Ensure event calendar and guest speakers are confirmed in advance to fully promote the value of the program early on
  - Utilize photos, testimonials and high-profile volunteers to promote the program throughout the year
  - Engage partner organizations to leverage their communications tools to help promote the program
  - Host events at participants' headquarters to showcase and recognize the employer
- Create a calendar of events that engages participants in impactful experiences to generate passion and excitement to further involvement in the program, our community and the Chamber
  - Ensure that every SEO event/activity is impactful by featuring topics that are relevant and timely
  - Provide access to high-profile opinion leaders who are involved or have created a positive impact in our community
  - Encourage community service and future Chamber participation through these events by highlighting the value of volunteerism
  - Explore opportunities to collaborate with other Chamber Leadership Program groups to provide connectivity to each other, the Chamber and the community
- Connect SEO program into Chamber's broader membership and financial goals
  - Develop a list of at least 15 sponsorship prospects by December 1, 2019, including prior-year sponsors, with a goal of securing one program presenting sponsor and six event sponsors

# TECHNOLOGY & INNOVATION

---

During the last few years Miami's reputation as an innovation hub has soared. Miami was identified as the number one city for startups in the US, according to the Kaufman Foundation in 2017. The rise of the region as a center for technology, innovation and entrepreneurship is an integral part of long-term success. Without continual growth in this crucial arena, our economic engine will falter. The Chamber's Technology & Innovation Committee is helping to literally drive our region's long-term success.

## MISSION

The Technology & Innovation Committee creates forums for discussion of technology related topics relevant to the local business community and the region. Topics include 5G, Blockchain, Cybersecurity, Data & Analytics, AI, Robotics and Cloud, as well as helping bring to light emerging technologies that will support our community's growth.

## OBJECTIVES

- To create a networking environment that adds value to committee members, the technology industry and business community.
- To be a catalyst of the Greater Miami technology and innovation ecosystem through meetings, networking opportunities and specific initiatives
- Provide programming that is relevant, interesting and informative to a diverse group of stakeholders

## COMMITTEE MEMBERSHIP

Participation in the Technology & Innovation Committee is open to all Greater Miami Chamber members who have interests or concerns related to all facets of the region's growing technology infrastructure. Committee members include technology companies, incubators, related businesses, industry professionals and technology stakeholders.

## LEADERSHIP

The Technology and Innovation Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Technology and Innovation Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Juan Carlos Gutierrez**, Chair  
rational7

**Luis A. Tribin**, Vice Chair  
White Owl

## **2019 - 2020 GOALS**

- Broaden the committee's reach by scheduling committee meetings at local venues throughout Greater Miami
- Hold a minimum of one committee at-large meeting per quarter and focus content on current and relevant topics that will highlight relevant development news, industry news, and the needs of industry stakeholders
- Suggested topics for the committee at-large meetings are: Blockchain, RPA, AI, Big Data and Technology-Government Affairs.
- Schedule at least two events during the year. Suggested themes:
  - Data, AI and the Digital future (in conjunction with other committees eg. Health, Finance and Transportation)
  - Smart communities and intelligent business. (Impact of IoT and 5G platforms)
- Organize a Technology themed trustee luncheon keynote speaker and recognition of technology leaders and innovators in our community

# TRANSPORTATION

---

Traffic in Miami-Dade is one of the great issues of our community. How great? INRIX, a Seattle-based transportation data group, recently ranked Miami among the worst U.S. cities for annual hours lost by commuters. Absolutely no one is surprised by that. Traffic is the byproduct of a desirable city on the rise. But solutions are necessary and possible. The Greater Miami Chamber of Commerce Transportation Committee works to bring answers and solutions to the transit woes. Working on a local, state and federal level with public and private entities, this committee aims to re-shape how our transportation systems function.

## MISSION

The Transportation Committee works to leverage partnerships and dialogue between the business community, transportation officials, and local, state, and federal governmental agencies in order to improve transportation infrastructure and mobility through educational forums, legislative and policy initiatives, and improved ridership in mass transit.

## OBJECTIVES

- Evaluate, support, and advocate for legislative, policy initiatives and transit solutions on behalf of Chamber members.
- Educate Chamber members and business community on the latest development on transportation.
- Develop and maintain key partnerships that promote transit solutions for our members and improve overall transportation within the County

## COMMITTEE MEMBERSHIP

Participation in the Transportation Committee is open to all Greater Miami Chamber members who have interests or concerns related to transportation issues. Committee members include community organizations, professionals within the transportation arena, private sector advocacy groups, engineers, educational organizations, and concerned citizens.

## LEADERSHIP

The Transportation Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Transportation Committee and ensuring its goals and activities are aligned with the committee's mission and objectives.

**Vicky Leiva**, Chair  
Bilzin Sumberg

**Jose Abreu**, Vice Chair  
Gannet Fleming



## **2019 - 2020 GOALS**

- Assist membership with transportation issues:
  - Educational forums
  - Transportation updates from FDOT on ongoing active projects
  - Employee incentives for encouraging employee use of transit
  - Transit Day
- Advocate and support the Smart Plan
  - Funding
  - Technology
  - First and Last Mile
- Evaluate and advocate for transit options and protect Home Rule
  - Work with the South Florida Business Council
  - Support Development of Tri County transportation services

# WORKFORCE HOUSING

---

A recent report entitled “Miami’s Housing Affordability Crisis” notes that our affordable housing challenges are among the worst in the nation. The Workforce Housing Committee looks to promote the enhancement of affordable housing stock, a crucial component of Miami’s growing world-class status. The Committee advocates for important issues, but also works to find creative solutions to the problem.

## MISSION

The Workforce Housing Committee looks to find solutions to the high-cost and low-availability of housing in Miami-Dade. Partnering with nonprofit organizations, banks and businesses, universities and government, the Committee works to find ways to secure affordable, workforce housing through advocacy and creative problem-solving.

## OBJECTIVES

- Work with private and public partners to find creative solutions to the Affordable Housing crisis
- Use data to educate Chamber members and the public about the connection between affordable workforce housing in the marketplace and employee performance, talent retention, local business environment performance, and Miami’s overall regional competitiveness
- Advocate and support efforts to make government funds available for Affordable Housing.
- Support up-zoning along transit corridors to allow for density and transportation efficiency

## COMMITTEE MEMBERSHIP

Participation in the Workforce Housing Committee is open to all Greater Miami Chamber members who have interests or concerns related to transportation issues. Members include community organizations, developers, private sector advocacy groups and concerned citizens.

## LEADERSHIP

The Workforce Housing Committee is led by a Committee Chair and Vice Chair, who are elected by the Board of Directors for a one-year term. The Committee Chair is responsible for the effective functioning of the Workforce Housing Committee and ensuring its goals and activities are aligned with the committee’s mission and objectives.

**Willie Logan**, Chair

Opa Locka Community Redevelopment Organization

**Arthur “AJ” Meyer**, Vice Chair

ANF Group Inc

## 2019-2020 GOALS

- To create a 'land pool' of infill development lots by securing surplus properties from multiple State/County/Municipalities ranging in size from approximately 5,000 to 15,000 square feet with a streamlined centralized land disposition procedure, expedited permitting concessions, and infrastructure subsidies (construction ready lots) to incentivize smaller builders/developers and non-profits currently not active in the affordable/workforce building sector to build new rental and home ownership units in highly dense and transportation rich corridors throughout the County. Develop financial metrics that show a clear connection between employee performance, talent retention, local business environment performance, and Miami's overall regional competitiveness with the availability of affordable workforce housing in the marketplace.
- Complete Phase 1 of the process of securing surplus properties from municipalities, the county and other governmental agencies and begin Phase 2 by adding more specific initiatives and deliverables to the program, including implementation of a pilot program assembling infill lots from three to four districts for rental and/or ownership development. Work with partners and utilize Committee member's expertise to develop proformas and the debt/equity funding programs that efficiently move the non-productive infill parcels into productive rental and homeownership units. Identify key challenges and solutions to bring the program to scale.
- Lobby and support efforts to prevent the State Housing and Local Government Housing trust funds from being raided to support other state budget priorities
- Secure a Chamber Champion to get behind the Sadowski Coalition, which calls on the Florida legislature to utilize all state and local housing trust fund moneys for housing
- Support Miami Connect Capital Initiative, City of Miami initiative to create an actionable plan for affordable housing for the City of Miami, and work with the Miami-Dade Office of Public Housing & Community Development to create an actionable plan for affordable housing countywide.
- Engage and work with Miami-Dade County leadership and staff on up zoning along SMART Plan corridors to leverage construction along transportation hubs helping to ensure sufficient housing to accommodate the service sector workforce
- Encourage replication of the Support Miami Connect capital initiative in order to create actionable plans for affordable housing in other key municipalities
- Initiate the development of a grading system for local/state elected officials as it relates to transit and housing.

