ONE COMMUNITY ONE GOAL
Program Plan
FY 2015/2016

PROGRAM VISION
The purpose of One Community One Goal (OCOG) is to provide Miami-Dade County with a roadmap for its future economic development success. It is a community-wide effort that provides a unified vision to create an environment where significant job creation occurs with a focus on new higher-paying jobs in target industries. It coordinates all economic development activities. It is designed to be holistic. Implementation requires involvement by a broad spectrum of Miami-Dade County organizations.

The OCOG plan provides strategic recommendations aimed at growing jobs and creating long-term sustainable economic prosperity in Miami-Dade County, with a focus on the following seven key target industries:

- Aviation
- Banking & Finance
- Creative Design
- Hospitality & Tourism
- Information Technology
- Life Science & Healthcare
- Trade & Logistics

The following new committees have been added under the OCOG umbrella as they help encompass the growth prosperity of the entire community:

- International Advisory
- Urban Initiatives
- Small Business

Education has been identified as the foundation of One Community One Goal and is the key driver of the seven target industries.

The OCOG Budget for 2015-2016 includes Fundraising, Community Engagement, Project Management, Marketing, Educational Support, and implementation of the Target Industry recommendations.

THE BEACON COUNCIL’S ROLE
To serve as the Secretariat for the One Community One Goal initiative and to provide communications and reporting for OCOG by identifying new leaders and by leading the organizations and committees to deliver on the 95 OCOG recommendations.
OPERATIONS

GOAL I: DEVELOPMENT - PILLARS 1, 2, 3
Continue to secure private and public funds to support the implementation of OCOG.

Action Steps
1. Apply for grants.
2. Target new sponsors:
   - Financially strong “local” businesses and “local” sports teams.
   - Fortune 500 companies.
   - Companies in a re-branding effort.
   - High net-worth individuals.

*Allocated: $5,000

<table>
<thead>
<tr>
<th>Fundraising Targets</th>
<th>Target Contribution</th>
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<tbody>
<tr>
<td>The Wachovia Wells Fargo Foundation</td>
<td>$25,000</td>
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<tr>
<td>The Knight Foundation</td>
<td>$200,000</td>
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<tr>
<td>Small Business Administration</td>
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<tr>
<td>Ryder System Charitable Foundation</td>
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<tr>
<td>JPMorgan Chase</td>
<td>$250,000</td>
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<tr>
<td>Other Foundations</td>
<td>$250,000</td>
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<tr>
<td>Miami Dolphins</td>
<td>$25,000</td>
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<tr>
<td>Miami Heat</td>
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<tr>
<td>Miami Marlins</td>
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<td>Florida Panthers</td>
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<td>Homestead Miami-Speedway</td>
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<tr>
<td>Chambers of Commerce</td>
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<td>GMCVB</td>
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<tr>
<td>Other Private Sector Companies</td>
<td>$250,000</td>
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<tr>
<td>High Net-Worth Individuals</td>
<td>$100,000</td>
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<tr>
<td>Fundraising Initiatives</td>
<td>$50,000</td>
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</tbody>
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Fundraising Targets  

<table>
<thead>
<tr>
<th>The Miami Herald &amp; El Nuevo Herald</th>
<th>Trade/Contribution</th>
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<tbody>
<tr>
<td>WLRN</td>
<td>Trade/Contribution</td>
</tr>
<tr>
<td>Univision</td>
<td>Trade/Contribution</td>
</tr>
<tr>
<td>Miami Today</td>
<td>Trade/Contribution</td>
</tr>
<tr>
<td>TV &amp; Other Broadcast Companies</td>
<td>Trade/Contribution</td>
</tr>
</tbody>
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Total Targeted Contribution $1,235,000  
(Resource dependent)

GOAL II: COMMUNITY ENGAGEMENT - **PILLARS 1, 2, 3**
Engage the community to actively participate in the implementation, tracking, funding and reporting of OCOG recommendations.

**Action Steps**
1. Encourage Coordinating Council to become OCOG ambassadors.
2. Engage Chambers/Organizations.
3. Inspire the New Leaders Task Force group.
4. Involve the Entrepreneurial Community.
5. Involve the Educational Community.
6. Participate in Chambers/Councils/ Entrepreneurial/Educational events.

*Allocated: $11,425

GOAL III: PROJECT MANAGEMENT - **PILLARS 1, 2, 3**
One Community One Goal has grown significantly in size and shape. This past year reflects the following:

| * 6,714 Number of volunteer hours dedicated |
| * 1,400+ Number of students reached |
| * 373 Number of companies engaged |
| * 124 Number of C-level executives participating |
| * 40 Number of nonprofits participating |
| * 6.6 Average percentage Target Industry job growth since 2012 |

To effectively manage the project requires additional full time contractors or employees. Extend current contractor agreement through the end of the 2016.

*Allocated: $60,000

When additional funding is secured, then hire a second full-time contractor.
GOAL III: TARGET INDUSTRY OUTREACH - PILLARS 1, 2, 3
Identify top 100 businesses in each target industry. Proactively recruit top 5 businesses and engage their support and participation of OCOG.

**Action Steps**
1. Work with Research and purchase data that identifies the top 100+ companies (and their associated contact information) in each target industry located in Miami-Dade County.
2. Work with Marketing to create an outreach plan to engage with 5+ top targeted companies to fund and participate in OCOG.
3. Execute and complete outreach activities.

*Allocated: $5,500*

GOAL IV: MARKETING - PILLAR 1
Create and implement a marketing strategy for OCOG.

**Action Steps**
1. Enhance and maintain OCOG website and reporting portal.
2. Create new OCOG presentations, invitations, flyers, newsletters, etc.
3. Develop target industry and OCOG videos.
4. Produce, print, and disseminate reports, executive summaries and collaterals.
5. Provide on-going updates throughout Miami-Dade County via community activities, chamber events, and other outreach.

*Allocated: $17,500*

**Future Actions** *(Dependent upon acquisition of additional unrestricted funds)*
6. Create and purchase promotional items.
7. Design and purchase exhibit booth.
8. Retain a public relations agency.
9. Develop and implement:
   a. Social media strategy and campaign;
   b. Traditional media campaign.
GOAL VI: REPORT TO THE COMMUNITY - PILLARS 1, 2, 3
Report to the community through annual meeting. This event brings together more than 550 community, business, academic, and civic leaders to learn about OCOG’s progress report on stimulating job growth, talent retention, and advancing Miami’s global business environment. This event is an opportunity to report the ongoing efforts to build our local economy and also highlight the volunteers that have donated their valuable time.

Action Steps
1. Provide a “free” OCOG report to the community.
2. Sell sponsorships to offset costs and raise money to support OCOG.

*Allocated: $55,000

GOAL VII: PROFESSIONAL TRAINING, CONFERENCES, AWARDS
- PILLAR 1
Participate at applicable events, apply for awards, and continue training.

Action Steps
1. Participate and attend target industry meetings and conferences, expanding OCOG partnerships and industry knowledge. Develop and manage relationships with key organizations.
2. Apply for industry awards to achieve local and global recognition for OCOG, The Beacon Council and Miami-Dade County.
3. Attend IEDC Economic Development Training and other pertinent courses.

*Allocated: $2,500

Operations Total Allocated Cost: $156,925
(Budget Dependent)
IMPLEMENTATION

GOAL I: ACADEMIC LEADERS COUNCIL - PILLAR 3 – 1a & 2b
The Academic Leaders Council has been established through One Community One Goal to create an educational ecosystem that aligns with the business needs in order to ensure workers availability and the required set of skills. OCOG supports the Academic Leaders Council and the implementation of key education recommendations.

**Action Steps**
1. Plan and coordinate quarterly meetings.
2. Identify yearly goal and milestones.
3. Provide support for initiatives (i.e. Talent Development Network and Career Portals).
4. Track progress and adjust plans accordingly.
5. Communicate and celebrate successes.

*Allocated: $7,500

GOAL II: EDUCATION - Talent Development Network (TDN) - PILLAR 3 – 1a & 2b
Provide undergraduate and graduate students meaningful work experience with industry partners, aligned with the One Community One Goal target industries and the Mayor’s AIM internship program.

TDN was launched in April 2015. Additional funds are required to market and sustain the project.

**Action Steps**
1. Market the program.
2. Engage business communities participation
3. Engage student participation

*Allocated: $40,000

(JPMorgan Chase Grant)
GOAL III: COMMITTEES - PILLAR 1 – 1a; PILLAR 2 – 1a & 4; PILLAR 3 – 1a & 2b
Support the seven Target Industry, International, Small Business, and Urban Initiatives Committees and the implementation of their respective strategic plan recommendations.

**Action Steps**
1. Support the planning and coordination of five committee meetings (Four meetings will be focused on industry needs and one meeting will be focused on educational alignment).
2. Identify goals, milestones and objectives.
3. Provide support for initiatives.
4. Identify and share best practices.
5. Communicate and celebrate successes.

*Allocated: $6,300

GOAL IV: AVIATION - PILLAR 1 – 1a & 2a &3; PILLAR 3 – 1a & 2b
Ensure that Miami-Dade County has a sufficient base of aviation skills to serve current and future employers.

**Action Steps**
1. Promote and expand current aviation vocational education programs such as George T. Baker School of Aviation.
2. Specify niche targets to guide educational emphasis and new program development.
3. Expand aviation-related education beyond the Associate level.
4. Support the participation in key aviation events.

*Allocated: $0
GOAL V: CREATIVE DESIGN – PILLAR 1 – 1a & 2b & 3; PILLAR 3 – 1a & 2b
Generate a highly networked creative workforce that draws other creative design professionals and companies to Miami-Dade County.

Action Steps
1. Develop a Creative Design incubator to educate and cultivate entrepreneurs in this industry.
   a. Apply for Grants.
   b. Support private funding.
   c. Implement the plan.
2. Provide connectivity and guidance to Creative Design entrepreneurs and start-ups to maximize their economic impact and grow this industry in our area.

*Allocated: $0
(Applying for grants to support the creation of the incubator)

GOAL VI: HOSPITALITY & TOURISM – PILLARS 1, 2, 3
Leverage reputation as a premier global destination with economic development to build pathways for other industries to grow in Miami-Dade County.

Action Steps
1. Develop an integrated marketing program that reflects Miami’s unique destination experience in order to attract and engage visitors and local residents, and create affinity among our members and distribution partners.

*Allocated: $0

GOAL VII: BANKING & FINANCE - PILLAR 1 – 1a & 2c & 3; PILLAR 3 – 1a & 2b
Improve the readiness of Miami-Dade County’s workforce for jobs in financial fields.

Action Steps
1. Develop career ladder information and guidance for residents interested in pursuing careers in Banking & Finance.
2. Create and develop initiatives that will make Miami a Center of Excellence in the Banking & Finance industry.

*Allocated: $0
GOAL VIII: INFORMATION TECHNOLOGY - **PILLAR 1 – 1a & 2e &3; PILLAR 3 – 1a & 2b**
Elevate Miami-Dade County’s infrastructure and entrepreneurial resources to meet the needs of IT professionals and companies.

**Action Steps**
1. Mapping the IT Ecosystem
2. Involve local companies in mentoring area students seeking IT degrees and working with educators to enhance IT-related programs

*Allocated: $0

GOAL IX: LIFE SCIENCES & HEALTHCARE - **PILLAR 1 – 1a & 2d &3; PILLAR 3 – 1a & 2b**
Advance Miami-Dade County as a premier location for life sciences and health care companies and professionals.

**Action Steps**
1. Multiple sessions with High School Students at different educational institutions in order to train them.
2. Promote Miami-Dade County to life sciences and health care organizations.

*Allocated: $50,000
(Source: Baptist Health South Florida Grant)

GOAL X: TRADE & LOGISTICS - **PILLAR 1 – 1a & 2f &3; PILLAR 3 – 1a & 2b**
Expand Trade & Logistics industry through targeted workforce training, improved intermodal transportation infrastructure and marketing.

**Action Steps**
1. Establish the Trade & Logistics accelerator to support growth of Trade & Logistics companies from a hub in Miami-Dade County.
2. Create and publish the Trade & Logistics Brochure that showcases Miami-Dade County’s Trade & Logistics assets.
3. Continue to host committee meetings at different educational institutions.

*Allocated: $0
GOAL XI: WORKFORCE/SKILLS GAP CLOSURE - PILAR 3 – 1a & 2b
Report to the community through annual meetings held in South, Central and North Miami-Dade County.

**Action Steps**
1. Support the Talent Development Network (TDN).
2. Deepen the Impact of Career Academies, with a focus on STEM.
3. Support the efforts of the New Leaders Taskforce (NLT) of developing and executing tactics that helps cultivate a growing community of young professionals.
4. Build career awareness portals for each target industry.

*Allocated: $85,000

*(JPMorgan Chase Grant)*

Implementation Total Allocated Cost: $188,800
Operations and Implementation Total Allocated Cost: $345,725

*Fundraising efforts are planned to raise monies for OCOG and these initiatives.*