Board of Directors Meeting Agenda
DEC. 12, 2018 • 2:30 – 4 P.M. ET

WEBINAR
TO JOIN THE MEETING:
HTTP://WFL.ADOBECONNECT.COM/CSFBOD/
CONFERENCE CALL-IN NUMBER: 1 (800) 832-0736
MEETINGONE CONFERENCE ROOM NUMBER: 1650989

Chairman’s Welcome & Remarks

Mission Moment — Paychecks for Patriots
Robin King
CareerSource Flagler Volusia
Michele Burns
CareerSource Okaloosa Walton

Consent Item
Kevin Doyle

- September 2018 Board Meeting Minutes

President’s Report
Michelle Dennard

- Executive and Legislative Transition Update
- Hurricane Michael Recovery Update

Council Report
Arnie Girnun

Securing Florida’s Future: The Florida 2030 Blueprint
Tony Carvajal
Florida Chamber Foundation

Open Discussion/Public Comment

Chairman’s Closing Remarks
Kevin Doyle

UPCOMING MEETINGS
Board of Directors and Related Meetings – Feb. 12-13, 2019
Executive Committee Meeting – April 9, 2019
Board of Directors and Related Meetings – May 22-23, 2019
The Florida Department of Economic Opportunity Recognizes, Honors Veterans

Nov. 9, 2018

TALLAHASSEE, Fla. – This week, the Florida Department of Economic Opportunity (DEO) announced the official start of the 2018 Paychecks for Patriots events, which connect veterans with great careers in their communities. To celebrate Veterans Day this month, DEO is sharing resources available for veterans and recognizing our partners that excel in serving Florida’s 1,525,400 veterans.

Governor Rick Scott said, “As a veteran and the son of a World War II veteran, I am proud of all our work to create jobs for veterans and all Florida families. Since 2010, thanks to Florida’s hard-working businesses and these important programs, our state’s veteran unemployment rate has dropped by more than six percentage points, and, overall during past eight years, Florida businesses have created more than 1.6 million jobs and the unemployment rate is currently at the lowest point in more than 11 years. This is great news for the many veterans and military families who call Florida home.”

Paychecks for Patriots is a partnership with DEO, the CareerSource Florida network, the Florida National Guard, the Florida Department of Veterans’ Affairs and participating Florida employers to hold job fairs for veterans and their families. CareerSource Florida centers across the state will be hosting Paychecks for Patriots events throughout the month of November to help build connections between veteran job seekers and Florida’s job creators. The employers will include national companies as well as many local businesses. More than 2,100 military and veteran candidates and their family members who participated in prior Paychecks for Patriots events across the state have gained employment. More information about Paychecks for Patriots can be found at www.FloridaJobs.org/PaychecksforPatriots.

As part of the agency’s recognition of veterans and the important role they play in Florida’s workforce, DEO is honoring our partners that connect veterans with job opportunities through the 2018 Veterans Performance Incentive Awards. These awards recognize local CareerSource Florida network boards whose diligent work provides employment and training opportunities to thousands of veterans.

This year, the Veterans Performance Incentive Award was presented to three local workforce development boards for their outstanding work:
DEO Executive Director Cissy Proctor said, “We are proud to recognize the critical work our partners in the CareerSource Florida network have done to help veterans in their communities find good jobs after serving our country. Connecting Florida’s more than 1.5 million veterans to employers across our state is why Florida is the most military- and veteran-friendly state in the nation.”

CareerSource Florida President and CEO Michelle Dennard said, “My father served our country in the United States Navy. Ensuring Florida’s veterans can find a great job here after concluding their military service is important to me personally as well as being a high-priority for the entire CareerSource Florida network. We applaud Gov. Scott for his continued commitment to making Florida the most military-friendly state in the country, the CareerSource Florida network for unwavering dedication to connecting veterans and their families with employment opportunities, and our partners at the Florida Department of Economic Opportunity, who have made the statewide Paychecks for Patriots events a much-anticipated annual tradition that has improved lives for thousands of military families.”

Executive Director of the Florida Department of Veterans’ Affairs Glenn Sutphin said, “Our veterans have proven leadership and technical skills, the ability to work under pressure and a strong sense of integrity and teamwork. Job creators are eager to hire candidates with these values. Hiring veterans is an employer’s best bet.”

Veterans Florida Executive Director Joe Marino said, “Veterans Florida is excited to participate in Paychecks for Patriots events across the state as we fulfill our mission of attracting and retaining military talent in Florida’s workforce. Veterans bring a unique set of skills that play a critical role in Florida’s economy as it continues to modernize and expand into high-growth sectors such as tech and aerospace. I’d like to thank the Department of Economic Opportunity, CareerSource Florida, their partner organizations, and Gov. Scott for holding forward-thinking initiatives such as Paychecks for Patriots and recognizing the importance of connecting Florida’s military community with its private sector employers.”

Additional resources for veterans and military families in Florida include:

- Throughout the year, employers post positions specifically targeting veterans in Florida. Veterans can search for jobs on the Employ Florida Vets portal at [https://veteran.employflorida.com](https://veteran.employflorida.com).
- DEO also created the interactive Employ Florida Veteran Map. The map shows the location where veterans have registered in the Employ Florida system by each CareerSource Florida network local area. The map displays the census tract of registered veterans as an aggregation from 2014 to 2017. The map can be found [here](https://veteran.employflorida.com).
- The CareerSource Florida network employs more than 170 veteran employment specialists, who are also veterans themselves and are dedicated to helping veterans find employment. More information on other veteran employment programs, such as the Military Family Employment Advocacy Program can be found [here](https://veteran.employflorida.com).
Consent Item 1

SEPTEMBER 2018 BOARD MEETING MINUTES

In accordance with Article VII, Section 7.3, of the approved bylaws, the corporation is required to keep correct and complete books and records of account and shall keep minutes on the proceedings of the board of directors.

FOR CONSIDERATION

Approval of September 2018 Board Meeting Minutes, to include any modifications or changes noted by the board.
CALL TO ORDER

Chairman Kevin Doyle called the meeting of the CareerSource Florida Board of Directors to order at approximately 8:35 a.m. ET on September 26, 2018, by welcoming the board members and partners to the meeting. The Chairman invited Rick Matthews to lead the Pledge of Allegiance. After the Pledge of Allegiance, roll was called.

ROLL CALL/QUORUM

A quorum was present with the following board members in attendance:

Kevin Doyle
Brittany Birken
Robert Campbell
Tim Center
Duane De Freese
Robert Doyle
Rod Duckworth*
Arnie Girnun
Elisha Gonzalez
Taylor Hatch*

Camille Lee-Johnson
Bill Johnson
Rick Matthews
Tony McGee
Alex Moseley
Mike Myhre
James Nolan
Todd Rebol
Stephanie Smith


CHAIRMAN’S WELCOME & REMARKS

Chairman Doyle welcomed board members, the CareerSource Florida professional team and local workforce development board partners to the meeting. Chairman Doyle acknowledged new board member Joe York, the vice chair of Enterprise Florida. By statute, the vice chair of Enterprise Florida has a seat on the board. Mr. York replaced Stan Connally.

Chairman Doyle thanked the board sponsors:

- Coldwell Banker Al Group
- Dex Imaging
- Gulf Power
- Wexford Strategies

Chairman Doyle then provided a recap of activities for the last quarter.

- In May 2018, the board approved the fiscal year 2018-2019 budget for the state workforce system.
• The CareerSource Florida Board of Directors approved the modified local plans required under the federal Workforce Innovation and Opportunity Act for Florida’s 24 local workforce development boards.

• In June, CareerSource Florida hosted the state’s first-ever Apprenticeship Florida Summit in partnership with the Florida Department of Economic Opportunity and the Florida Department of Education.

• In addition to attending the Florida Economic Development Council’s annual conference and the Florida Chamber’s Learners to Earners Workforce Summit, President and CEO Michelle Dennard had the honor of representing Florida’s workforce system at the inaugural STEM Education Summit at the White House.

MISSION MOMENT

Dehryl McCall of CareerSource Florida was invited to introduce Jeremy Susac of Lennar Ventures and Michael Corbit of CareerSource Palm Beach County.

Mr. McCall stated that CareerSource Florida supported a first-of-its-kind statewide career fair this past summer to help connect job seekers with opportunities in the construction industry. Mr. McCall then introduced Jeremy Susac.

Mr. Susac noted 19 local workforce development boards hosted a statewide, construction industry-focused job fair that was held June 11-15 in cities across Florida. In partnership with the Florida State Hispanic Chamber of Commerce, CareerSource Florida, the Florida Department of Economic Opportunity, home builders, Uber and Lennar Homes, the events brought together construction and related companies seeking to hire Floridians and individuals displaced by Hurricane Maria for a variety of high-paying jobs. Nearly 1,400 job seekers connected with 345 employers and 15 job seekers were hired on the spot.

CONSENT AGENDA

Chairman Doyle introduced the Consent Agenda:

Consent Item 1 – May 2018 Board of Directors Meeting Minutes

Consent Item 2 – Policies Relating to Individual Training Accounts and Qualified Training Expenditures

Consent Item 3 – Request for CareerSource South Florida to act as a Direct Provider of Workforce Services

Motion: Tim Center
Second: Brittany Birken

Chairman Doyle opened the floor for discussion and corrections. Hearing none, Chairman Doyle opened the floor for public comment. Hearing none, Chairman Doyle called for a vote. The motion passed. None were opposed. President Dennard will sign and annotate the meeting minutes for the official record.
PRESIDENT’S REPORT

President Dennard thanked everyone for coming to Orlando and stated the three main goals of the state workforce board are to:

Communicate CareerSource Florida’s Vision
Leverage Strategic Partnerships
Keep CareerSource Florida’s System Accountable

President Dennard told the board she recently attended the first-of-its-kind Federal STEM Education Summit hosted by the White House Office of Science and Technology Policy in Washington, D.C. The STEM Education Summit convened a diverse group of STEM leaders, including more than 200 workforce and industry representatives, K-20 educators, state policy experts and non-government organization executives.

President Dennard explained that CareerSource Florida offered policy guidance for a new federal STEM education five-year strategic plan and stated the opportunity was a unique chance to come together to help map out important priorities such as STEM apprenticeships, school and workforce collaboration, and improved access to STEM curricula for learners across all ages and backgrounds.

Communicate Our Vision

President Dennard stated CareerSource Florida looks forward to implementing its 2018-2019 goals and will work to communicate its vision by:

- Gathering stakeholder input to define what Florida needs in a future-focused technology solution.
- Identifying opportunities to engage in national thought leadership in regional and national partner events with a talent focus.
- Work with new leadership in the Governor’s office as well as the House and Senate to help educate leaders on the role of the CareerSource Florida board and on workforce development policy.

Leverage Strategic Partnerships

President Dennard discussed the second corporate goal, leveraging strategic partnerships to cultivate local, regional and state capacity building that increases economic opportunity. The objective is to build capacity in Florida’s local workforce development boards through implementing sector strategies.

President Dennard stated that as performance year 2017-2018 closed, CareerSource Florida held Florida’s first statewide apprenticeship summit. Attendees at the Apprenticeship FLA Summit in Miami heard two members of the President’s Task Force on Apprenticeship Expansion speak on national best practices, as well as the Florida workgroups on apprenticeships that provided recommendations for strengthening and expanding apprenticeship opportunities in Florida.
Ms. Dennard noted the state board’s strategic initiative funding opportunities in this area were well-received. New proposals were submitted to CareerSource Florida, which is monitoring the results of the previous year to identify best practices that can be replicated or used for new policy development.

This year, funding will be geared toward:

- Soft skills training opportunities emphasizing those areas that demonstrated the highest rate of vacancies in CareerSource Florida’s 2018 Skills Gap and Job Vacancy Survey. This includes hospitality, leisure and retail opportunities. The emphasis on apprenticeship expansion also will continue.

- Providing local areas with available, accurate data so they can make the best data-driven decisions.

**Keeping the System Accountable**

President Dennard stated the third corporate goal is to enable data-driven decisions to keep Florida’s workforce system accountable by encouraging performance achievement and boosting talent pipeline alignment. President Dennard thanked each of the local workforce development board executive directors for their support, suggestions and constructive feedback.

President Dennard stated CareerSource Florida has begun providing performance measurement training, in collaboration with DEO, for the local boards as requested in February. CareerSource Florida looks forward to expanding training efforts for local board chairs and local elected officials in the coming year.

President Dennard said CareerSource Florida is in the final evaluation year of the Workforce Innovation Grant that supported the Performance Funding Model. The monitoring reports have been positive, recognizing the cutting-edge work the CareerSource Florida team has done as being successful despite challenges along the way. President Dennard stated these evaluation reports will help us focus on what we’ve learned and what the future of performance incentives will be for this network.

**COUNCIL REPORTS**

Chairman Doyle introduced Finance Council Chairman Arnie Girnun and asked Mr. Girnun to provide a recap of the prior day’s meeting. Mr. Girnun stated the Council had the opportunity to hear from Shila Salem and Damon Steffens of DEO who provided a high-level summary explaining how CareerSource Florida, DEO and local workforce development board policies are set, administered and monitored.

Chairman Doyle introduced Strategic Policy and Performance Chair Brittany Birken and asked Ms. Birken to provide a recap of yesterday’s meeting. Ms. Birken stated the Strategic Policy Performance Council discussed and approved the CareerSource Florida Ethics and Transparency Policy. The Council also discussed the research CareerSource Florida will be doing on the gig economy, performance training and how we are working to support the needs of local workforce development boards.
Before Chairman Doyle discussed the action item, he made a few remarks:

- Chairman Doyle stated that 2018 has been a great year and continues to be a significant year for the CareerSource Florida network.

- He mentioned the CareerSource Florida network has weathered some significant challenges in our workforce system over the past several months that have required both internal and external reviews of policies and processes at the local and state levels.

- Chairman Doyle expressed gratitude for the professional teams and new leaders at CareerSource Pinellas and CareerSource Tampa Bay, as well as their boards, which have several new members, for their continued diligent work to restore trust and improve processes following a series of troubling issues being examined more closely by the U.S. Department of Labor and DEO’s Inspector General.

- Chairman Doyle also expressed gratitude for Florida Workforce Development Association President and CareerSource Gulf Coast Executive Director Kim Bodine, as well as all the local workforce development board leaders who have come together to offer recommendations and assistance to ensure the accountability and transparency of Florida’s workforce system.

- Chairman Doyle expressed his appreciation to DEO’s leadership for working with CareerSource Florida to ensure both strategic and administrative policies support and strengthen the accountability, transparency and integrity of Florida’s workforce system.

**ACTION ITEM**

Chairman Doyle introduced the Action Item.

**Action Item – CareerSource Florida Ethics and Transparency Policy**

**Motion:** James Nolan  
**Second:** Elisha Gonzalez

Chairman Doyle opened the floor for discussion. Hearing none, Chairman Doyle opened the floor for public comment. Hearing none, Chairman Doyle called for a vote. The motion passed. None were opposed.

**A REVIEW OF FLORIDA’S WORKFORCE INFORMATION TECHNOLOGY SYSTEM**

Joanne Gallagher with KPMG provided a high-level overview of the executive summary. A copy of the summary may be viewed here.

**PARTNER’S REPORT**

Chairman Doyle introduced Florida Workforce Development Association President and CareerSource Gulf Coast Executive Director Kim Bodine. Ms. Bodine provided brief remarks on behalf of Florida’s local workforce development boards.
OPEN DISCUSSION/PUBLIC COMMENT
Chairman Doyle opened the floor for public comment.

CHAIRMAN’S CLOSING REMARKS
Chairman Doyle thanked the board and local partners for their participation and engagement. Chairman Doyle reminded board members of the upcoming meetings:

- December 12, 2018 – Finance Council Teleconference
- December 12, 2018 – Board of Directors Webinar

The meeting adjourned at approximately 10:24 a.m. ET. Refer to the CareerSource Florida September 2018 meeting agenda packet and PowerPoint presentation on the CareerSource Florida website for more information.

BOARD SECRETARY CERTIFICATION
In accordance with Article VII, Section 7.3, I hereby certify that these minutes reflect the proceedings by the Board of Directors of CareerSource Florida, have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

______________________________  _________________
Michelle Dennard      Date
Board Secretary
CareerSource Florida Allocates $1M to Establish Hurricane Michael Disaster Recovery Fund

TALLAHASSEE, Fla. (10/22/18) - One of the most powerful storms to ever hit the U.S., Hurricane Michael made landfall on Northwest Florida’s Gulf Coast less than two weeks ago. To assist with the long-term recovery of the impacted areas, the CareerSource Florida Board of Directors is allocating an additional $1 million to help coordinate and continue the work of the initial state responses provided through Disaster Unemployment Assistance benefits, the Disaster Supplemental Nutrition Assistance Program, Disaster Dislocated Worker grants and services offered by other community partners.

Governor Rick Scott said, “Following Hurricane Michael, we are doing everything we can to help our communities return to normal. CareerSource Florida’s Hurricane Michael Disaster Recovery Fund will move these efforts forward by helping more people get back to work. We won’t rest until every Floridian has the needed resources to recover.”

The funds, allocated by CareerSource Florida and distributed by the Florida Department of Economic Opportunity, are designated for employment services to assist those impacted by Hurricane Michael.
“Hurricane Michael tore through Northwest Florida as one of the most powerful storms in decades, devastating many communities.” said CareerSource Florida Board Chairman Kevin Doyle. “The Hurricane Michael Disaster Recovery Fund will support the CareerSource Florida network’s efforts to help Floridians assist their neighbors and provide services essential to supporting families affected by the storm.”

The types of services for affected employers and residents displaced by Hurricane Michael that will be provided by the local workforce development boards through this additional funding may include some or all the following:

- Individual career consulting services
- The creation of a Specialized Job Development Team
- Extended hours at career centers
- Increased access to English for Speakers of Other Language services
- Recruiting and hiring events
- Increased partnerships with community-based organizations
- Surveys to assess employment needs
- Paid outreach, including but not limited to social and traditional media and/or direct email

CareerSource Florida President and CEO Michelle Dennard said, “As a native of Jackson County, seeing the damage in Northwest Florida from Hurricane Michael is heartbreaking, but Floridians are resilient and we will restore and rebuild. Our network’s priority is to help Florida families and businesses affected by Hurricane Michael recover as quickly as possible.”

Florida Department of Economic Opportunity Executive Director Cissy Proctor said, “We appreciate CareerSource Florida providing these additional funds to support families, businesses and communities impacted by Hurricane Michael. These funds will allow local career centers to provide the critical assistance that businesses and residents in the Florida Panhandle need to start rebuilding their lives.”

For a comprehensive list of recovery resources, please visit our Hurricane Michael Disaster Recovery Programs page. To find recovery-related jobs, please visit the Disaster Recovery Jobs Portal.

# # #

ABOUT CAREERSOURCE FLORIDA

CareerSource Florida provides oversight and policy direction for talent development programs administered by the Department of Economic Opportunity, Florida’s 24 local workforce development boards and their 100 career centers. Together, the CareerSource Florida network connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity. Learn more at careersourceflorida.com.
FLORIDA 2030
THE BLUEPRINT TO SECURE FLORIDA'S FUTURE

KEY TARGETS & STRATEGIES
INTRODUCTION

Florida is preparing for a time of unprecedented change. By 2030, we will be home to 26 million residents and one of the most diverse populations in the world. Technology and innovation are disrupting every industry and community. Our markets for goods, services, and ideas—and our competition for talent, customers, investment, and market share—are becoming global at an accelerated pace.

Florida can take advantage of these trends and become the leading U.S. state in the 21st century—a place marked by global competitiveness, prosperity, and vibrant and resilient communities. But to achieve that vision in just 12 years will require bold targets, thoughtful strategies, and a commitment to action.

**Florida 2030** offers a strategic blueprint for achieving Florida’s potential. It defines goals and strategies to guide private, public, and civic partners as they work together to shape Florida’s economic future. Led by the Florida Chamber Foundation and based on three years of research and input from more than 10,000 Floridians, this initiative lays out a path for the transformation of Florida into a top 10 global economy that attracts and retains talent at all ages and provides a path to prosperity for every community in the state.

This blueprint is organized around the Six Pillars of Florida’s Future Economy. It is designed to be bold, not incremental. The focus is on achieving targets that would transform Florida by 2030—such as ensuring all 3rd graders can read at grade level or providing connectivity to all residents of Florida. This blueprint identifies the state we want to be in 2030, and then explores strategies that will help us get there.

Our entire research team would like to thank the hundreds of civic, business, and research leaders, as well as the thousands of Floridians, who care enough about Florida’s future to leave their imprint on this blueprint.

*September 2018*
**WHERE DO WE WANT TO GO?**

**2030 Targets**

<table>
<thead>
<tr>
<th>GOALS</th>
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<tbody>
<tr>
<td><strong>Global Competitiveness</strong></td>
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<tr>
<td>Grow Florida into a top 10 global economy</td>
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<tr>
<td><strong>Prosperity &amp; High Paying Jobs</strong></td>
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<tr>
<td>Create a path to prosperity for all zip codes in Florida</td>
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<tr>
<td><strong>Vibrant &amp; Resilient Communities</strong></td>
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<tr>
<td>Position Florida among the top states for attracting and retaining talent and visitors of all ages</td>
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<table>
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<tr>
<th>Improving Florida’s talent pipeline for a better workforce</th>
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<tbody>
<tr>
<td>&gt;80% of Florida’s workforce has essential employability skills</td>
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<tr>
<td>&gt;60% of Floridians 25-64 have a high-value postsecondary certificate, degree, or training experience</td>
</tr>
<tr>
<td>95% of entering high school students graduate within 4 years</td>
</tr>
<tr>
<td>100% of Florida 8th graders read &amp; perform math at or above grade level</td>
</tr>
<tr>
<td>100% of Florida 3rd graders read at or above grade level</td>
</tr>
<tr>
<td>100% of children are ready for kindergarten</td>
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<tr>
<th>Creating good jobs by diversifying Florida’s economy</th>
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<tbody>
<tr>
<td>Top state for gross domestic product and top quartile most diversified state economy</td>
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<tr>
<td>#1 state for overseas visitors</td>
</tr>
<tr>
<td>Goods exports double and services exports triple</td>
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<tr>
<td>Top 5 state for manufacturing jobs</td>
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<tr>
<td>Top 3 state for technology jobs</td>
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<tr>
<td>#1 state for business startups</td>
</tr>
<tr>
<td>Top 3 state for venture capital investments</td>
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<tr>
<td>Top 3 state for research and development funding and patents issued</td>
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<tr>
<td>Rural county share of Florida gross domestic product doubles</td>
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<tr>
<th>Preparing Florida’s infrastructure for smart growth and development</th>
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<tr>
<td>Diverse, attainable housing to meet future demand</td>
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<tr>
<td>Every resident has access to public and private mobility services</td>
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<tr>
<td>All major population and economic centers connected to regional, national, and global markets by high-capacity corridors</td>
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<tr>
<td>World’s most capable spaceport; top-tier airports, seaports, and surface transportation hubs in U.S.</td>
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<tr>
<td>100% of Florida residents have access to high-speed communications connectivity</td>
</tr>
<tr>
<td>Diverse and reliable energy, water, and waste management resources to meet future demand</td>
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<tr>
<td>All Florida residents protected by resiliency plans</td>
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### WHERE DO WE WANT TO GO?

#### 2030 Targets

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Building the perfect climate for business</th>
<th>Making government and civics more efficient and effective</th>
<th>Championing Florida’s quality of life</th>
</tr>
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<tbody>
<tr>
<td><strong>Global Competitiveness</strong></td>
<td>Actuarially sound property insurance rates based on actual risk and competition</td>
<td><strong>100%</strong> of state agencies aligned with Florida 2030 goals</td>
<td><strong>Top 5</strong> state for overall well being</td>
</tr>
<tr>
<td>Grow Florida into a top 10 global economy</td>
<td>#1 business tax climate in the nation</td>
<td><strong>100%</strong> of regional economic development plans aligned with Florida 2030 goals</td>
<td>Florida’s brand and reputation as best place to live, work, raise a family, visit, learn, play, relocate, and compete remains <strong>top in the nation</strong></td>
</tr>
<tr>
<td></td>
<td>Regulatory, labor, and operating risk environments rated among <strong>top 5</strong> in the nation</td>
<td><strong>100%</strong> of Florida residents covered by regional visioning processes</td>
<td><strong>&lt;10%</strong> of Florida children live in poverty and <strong>100%</strong> have a pathway out</td>
</tr>
<tr>
<td></td>
<td>Environmental permitting and local land use processes rated among <strong>top quartile in the nation</strong></td>
<td><strong>Increased</strong> size and impact of nonprofit and philanthropic sectors</td>
<td><strong>&lt;10%</strong> of Florida residents live in housing-cost burdened households</td>
</tr>
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<td></td>
<td>Occupational licensing laws rated among <strong>top 5 in the nation</strong></td>
<td><strong>Doubling</strong> the rate of Floridians who volunteer and participate in civic and public service, moving us from the bottom to the <strong>top quartile</strong></td>
<td>Crime rates rank among the <strong>lowest 10 states</strong></td>
</tr>
<tr>
<td></td>
<td>Legal climate improves to <strong>top quartile in the nation</strong></td>
<td></td>
<td>Florida <strong>protects and enhances</strong> the value of its arts, culture, heritage, and sense of place</td>
</tr>
</tbody>
</table>
**Skilled and Prepared Workforce**

- Foster opportunities for targeted skill development that are responsive to the shifting needs of a global economy.
- Expand access and reduce barriers so all Floridians have an opportunity to enroll in high quality training programs.
- Provide anytime/anyplace training that allows workers to continually develop skills.
- Adopt a data-driven approach to meeting Florida’s needs for a 21st century workforce that employers and educators use as part of Florida’s talent supply “system.”

**Market-Relevant Postsecondary Education and Training**

- Deepen and expand cross-sector collaboration to align higher education programs with targeted industry needs.
- Shift education programs to more digital learning and simulation combined with hands-on, real-world experience.
- Cultivate essential 21st century skills such as creativity, communications, cultural literacy, and critical thinking.
- Adopt targeted strategies to increase certifications and degrees for all populations with attention to at-risk groups, low-income populations, and older workers.

Create an integrated talent system to provide a sustainable, skilled workforce that ensures the current and future prosperity of Florida employers, employees, and communities.
HOW DO WE GET THERE?
Talent Supply and Education

High Quality Pre-K to 12 Education
• Provide all learners with opportunities to engage in real world workforce experiences, including apprenticeships, internships, externships, and other workplace-training models.
• Streamline transitions between high school, postsecondary training and education, and workforce.
• Improve statewide career awareness and counseling for middle and high school students.
• Increase the number and percentage of students who earn market-relevant certifications valued by industry while still in high school.
• Ensure that all students can read at grade level.

Access to High Quality Early Learning
• Improve the quality, quantity, and efficacy of outreach and services to families with children from birth to age 3.
• Ensure a multi-generational perspective for addressing family and child development.
• Improve the quality and quantity of training programs for persons working in early learning settings.
• Strengthen the accountability system for all of Florida’s early learning providers.

Connections to Six Pillars Framework

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Opportunity</th>
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<tbody>
<tr>
<td>Innovation &amp; Economic Development</td>
<td>• Develop, attract, and retain talent needed to support development of a value-added, innovation economy.</td>
</tr>
<tr>
<td>Infrastructure &amp; Growth Leadership</td>
<td>• Provide better connectivity (transportation and/or high-speed communications) to increase access to training, jobs, and markets from all communities.</td>
</tr>
<tr>
<td>Business Climate &amp; Competitiveness</td>
<td>• Streamline occupational licensing and other regulations to make Florida more attractive to employees and employers.</td>
</tr>
<tr>
<td>Civic &amp; Governance Systems</td>
<td>• Build partnerships between the private, public, and civic sectors to develop and deliver future workforce and education programs.</td>
</tr>
<tr>
<td>Quality of Life &amp; Quality Places</td>
<td>• Attract and retain talent by providing quality places and choices to live, learn, work, play, and run a business.</td>
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</table>
HOW DO WE GET THERE?

Innovation & Economic Development

**Value-Added Innovation Economy**

- Create, foster, and recruit innovative companies that provide value-added jobs.
- Regularly reexamine Florida’s list of targeted industries based on existing strengths as well as emerging technologies and market trends.
- Pursue high-value niche industries that leverage existing Florida strengths and market opportunities (e.g., advanced manufacturing and agriculture, life sciences, commercial space, battery technology, data centers).
- Pursue innovative solutions for providing food, water, housing, health care, mobility, energy, and other services to a growing and diverse population.
- Strengthen Florida’s military, defense, and homeland security operations and leverage the talent and innovation within them.
- Create a welcoming environment for leaders in research, technology, and innovation from other states to locate and expand in Florida.

**Global Hub**

- Move more goods, people, and services through Florida’s international gateways.
- Make more goods, services, innovations, and ideas for export to international markets.
- Multiply the impact of international trade across Florida’s economy by increasing emphasis on supply chains and trade-related services.
- Position Florida for the next wave of growth in global commerce: emerging markets; travel and tourism; digital trade; and health, education, and related services.
- Leverage Florida’s competitive advantage as a platform for doing business throughout the Hemisphere to attract foreign direct investment.

**Forward-Looking Research and Development**

- Create superclusters of university research in key sectors such as aviation and aerospace, agriculture, logistics, advanced manufacturing, and environmental sustainability.
- Ensure innovations in Florida’s universities and research institutes stay in Florida by increasing commercialization through licensing, reduced barriers, and access to capital.
HOW DO WE GET THERE?

Innovation & Economic Development

Flourishing Entrepreneurial Environment

- Strengthen Florida’s network of entrepreneurs and investors supporting business formation and early stage growth.
- Increase emphasis on business formation, the creative economy, and the gig economy in regional and local economic development strategies.
- Enhance the availability of risk, venture, and working capital to energize the expansion of existing businesses, both small and large, and to promote the formation of next-generation enterprises.

Focused Opportunities in Rural and Inland Florida

- Advance economic development opportunities that build on the assets of rural and inland Florida.
- Support development of manufacturing and logistics clusters along inland corridors such as the I-10 and U.S. 27 corridors.
- Strengthen the effectiveness of Florida’s Rural Areas of Opportunity and other targeted rural development programs and increase capacity for implementation at the regional and local levels.

Next-Generation Economic Development Models

- Calibrate Florida’s statewide and regional economic development structure to strengthen statewide leadership, enhance regional collaboration, ensure effective service delivery and, above all, tie to Florida’s goal of being a global top 10 economy.
- Research, develop, implement, and nurture next-generation private/public collaboration models for Florida’s local, regional, and state economic development and entrepreneurial growth ventures.
- Develop, implement, and invest in dedicated economic and business growth ventures supporting Florida’s small- and mid-sized enterprises.

Connections to Six Pillars Framework

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Supply &amp; Education</td>
<td>- Align workforce and education programs to support Florida’s value-added industry opportunities, such as emphasis on digital literacy and expertise for K-12 students.</td>
</tr>
</tbody>
</table>
| Infrastructure & Growth Leadership | - Continue to expand the capacity and connectivity of Florida’s air, sea, surface, and digital gateways to other states and nations.  
  - Deliver and maintain reliable and efficient communications and multimodal transportation connectivity to all regions of Florida. |
| Business Climate & Competitiveness | - Ensure tax and regulatory systems support Florida’s value-added industry opportunities. |
| Civic & Governance Systems     | - Facilitate economic development partnerships between the private, public, and civic sectors, particularly at the regional scale. |
| Quality of Life & Quality Places | - Sustain great spaces and places that attract talent and visitors to Florida.  
  - Leverage Florida’s arts, culture, historic, and recreational resources as economic development tools. |
### HOW DO WE GET THERE?

**Infrastructure & Growth Leadership**

**Efficient and Connected Transportation Systems**
- Provide high levels of passenger connectivity options within and between Florida’s regions, including rural to urban connections.
- Position Florida’s airports, seaports, and spaceports to accommodate growth in demand for trade and visitors.
- Link Florida’s trade and visitor gateways to inland corridors to enable efficient global supply chains and delivery networks.
- Transform Florida’s major transportation corridors to accommodate multiple modes of transportation and multiple types of infrastructure.
- Support growing demand for a wide range of mobility options – from walking and bicycling to transit and shared vehicles/services.
- Continue to be a leader in research and deployment of emerging transportation technologies including autonomous, connected, shared, and electric vehicles.
- Continue to develop private/public partnerships to invest in future transportation infrastructure.
- Address growing investment needs in transportation as traditional revenue sources erode.

**Forward-Looking Land Use and Design Decisions**
- Promote sustainable urban and rural development practices that make more efficient use of land and infrastructure and protect natural resources.
- Invest in land preservation efforts to ensure protection of essential habitat, water resources, recreational, agricultural, forestry, and other resource lands.
- Encourage communities and regions to participate in long-range visioning activities that link economic development, land use, infrastructure, community planning, and environmental stewardship decisions.

**Resilient Communities and Infrastructure**
- Support and incentivize communities to complete vulnerability assessments and develop resilient redesign efforts.
- Identify and implement actions to improve Adaptation Action Areas throughout Florida for coastal communities at risk.
- Encourage and incentivize communities to enter the Community Rating System (CRS) program and reduce their CRS score, making them less vulnerable and reducing flood insurance costs for property owners.
- Make science-based decisions about how to protect, increase responsiveness, and invest in regions and communities at risk from extreme weather, coastal flooding, and other dangers.
### HOW DO WE GET THERE?

**Infrastructure & Growth Leadership**

**Efficient and Connected Communications Systems**
- Ensure all Floridians and visitors have access to high-speed internet, state of the art mobile technologies, and other communications advancements.
- Ensure high-speed connectivity to key global markets.
- Introduce and develop Internet of Things, artificial intelligence, and other emerging technology within state, regional, and local infrastructure.
- Initiate private/public partnerships to maintain and enhance Florida’s communications infrastructure.

**Diverse and Reliable Energy Systems**
- Diversify energy sources and expand energy capacity to meet future demand.
- Continue to grow and enhance the efficiency and reliability of the energy grid.
- Plan for adoption of electric vehicles, connected homes and businesses, and supporting infrastructure.
- Support and enact regulatory reform to address grid modernization and access, storage and distributed generation, and energy efficiency.

**High Quality and Well Managed Water Resources**
- Preserve the quality of waterbodies, fisheries, and aquifers that support tourism, agriculture and economic development.
- Improve wastewater infrastructure and minimize health and environmental/economic impacts.
- Invest in private and public water, wastewater, and stormwater infrastructure improvements.
- Incentivize water conservation, reuse, and innovative technologies to limit depletion of Florida’s aquifers.
- Build new infrastructure projects and diversify water sources to meet growing demand through greater use of reclaimed water, desalination, and other strategies.

### Connections to Six Pillars Framework

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<tr>
<td>Talent Supply &amp; Education</td>
<td>• Ensure transportation and communications systems provide access for Florida residents to jobs and lifelong learning opportunities.</td>
</tr>
<tr>
<td>Innovation &amp; Economic Development</td>
<td>• Support development of innovations and new business models for meeting future mobility, water, energy, and other infrastructure needs.</td>
</tr>
<tr>
<td>Business Climate &amp; Competitiveness</td>
<td>• Ensure land use and environmental permitting processes allow essential, well-planned infrastructure projects and development initiatives to move forward in a timely manner, while protecting the human and built environment.</td>
</tr>
<tr>
<td>Civic &amp; Governance Systems</td>
<td>• Encourage infrastructure and development partnerships between the private, public, and civic sectors.</td>
</tr>
<tr>
<td>Quality of Life &amp; Quality Places</td>
<td>• Provide a variety of quality choices for Floridians to live, work, raise a family, learn, play, and grow a business.</td>
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HOW DO WE GET THERE?
Business Climate & Competitiveness

**Competitive Commercial Insurance System**
- Implement insurance regulations based on actuarially sound assessment of risk.
- Uphold equitable insurance treatment of traditional and start-up firms.
- Reduce property insurance rates by improving the assignment of benefits laws to reduce property scams by certain trial lawyers and contractors.
- Ensure low, reasonable taxes on reinsurance in order to maintain a competitive and accessible global marketplace and reduce harmful impacts to Florida consumers.

**Competitive Tax Structure**
- Improve Florida’s status as one of the most pro-jobs tax climates.
- Maintain Florida’s advantage of no personal income tax.
- Ensure tax revenue systems adapt to changing business models and eliminate arcane taxes that make Florida less competitive, like the Business Rent Tax.
- Review state tax structure to ensure alignment with Florida’s economic goals.

**Effective and Efficient Regulatory and Permitting Systems**
- Continue to increase the predictability and efficiency of statewide regulations and permitting.
- Craft a permitting structure and digital regulatory taxonomy that is consistent across jurisdictions within Florida.
- Create a statewide regulatory data sharing system.
- Ensure existing regulations do not inhibit innovative and evolving business models.
- Reduce obsolete occupational licensing requirements while maintaining focus on safety and welfare.

Ensure a competitive business climate that creates world-class opportunities for companies, entrepreneurs, and employees; a pathway to prosperity for all residents; and adequate resources and investments for the institutions and communities that serve them.
HOW DO WE GET THERE?
Business Climate & Competitiveness

**Strong Protection of Property Rights**
- Maintain Florida’s reputation as a staunch defender of individual property rights.
- Balance property rights with the need for vital infrastructure projects such as pipelines or transportation networks.
- Ensure intellectual property is protected.
- Ensure personal privacy and data are protected from government intrusion.

**Strong and Balanced Legal Climate**
- Ensure courts are fair, balanced, modernized, and consider the interests of job creators in processes and proceedings.
- Fix Florida’s broken lawsuit abuse climate and restore fairness to local businesses.
- Ensure Florida’s legal climate is among the best in the nation and positions Florida to be even more competitive.

**Supportive Environment for Employers**
- Limit new laws and regulations that may inhibit emerging technology and business models.
- Ensure Florida does not impose new burdensome and uncompetitive workplace mandates.
- Protect Florida’s right-to-work status and monitor changes in other states to assess the impact to Florida’s business climate.
- Ensure the 1099 workforce and telecommuter workforce have clear guidelines for workplace mandates and liabilities.

**Connections to Six Pillars Framework**

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<td>Talent Supply &amp; Education</td>
<td>• Ensure Florida is an attractive state for entrepreneurs, highly mobile skilled workers, capital, and businesses.</td>
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<tr>
<td>Innovation &amp; Economic Development</td>
<td>• Support development of new innovations and new business models.</td>
</tr>
<tr>
<td>Infrastructure &amp; Growth Leadership</td>
<td>• Enable essential infrastructure projects and development plans to advance in an efficient manner, balancing economic development opportunities with protection of environmental and community resources.</td>
</tr>
<tr>
<td>Civic &amp; Governance Systems</td>
<td>• Facilitate partnerships between the private, public, and civic sectors.</td>
</tr>
<tr>
<td>Quality of Life &amp; Quality Places</td>
<td>• Eliminate regulatory or programmatic barriers that limit access to opportunity for Floridians.</td>
</tr>
</tbody>
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HOW DO WE GET THERE?
Civic & Governance Systems

Aligned Governance

• Align public, private, and civic partners at the state, regional, and local scales around a shared economic vision for Florida, using the Six Pillars as a framework.

• Facilitate changes to public and civic partnerships that address economic development, education, infrastructure, and other long-term challenges.

• Develop long-term investment strategies for statewide and regional economic development priorities.

• Improve the efficiency and effectiveness of government agencies at all levels.

• Lead the United States in the use of technology and data to govern more effectively.

Regional Stewardship

• Strengthen regional partnerships focused on future competitiveness and prosperity for all residents.

• Facilitate regional and multi-jurisdictional planning that matches the scale at which the economy functions.

• Streamline coordination between layers of government to focus on responsiveness and strategic planning.

• Mentor and develop the next generation of leaders, with emphasis on including diverse perspectives and backgrounds.

Align and leverage private, public, and civic partners to accomplish Florida’s economic competitiveness, prosperity, and quality of life goals.
**Philanthropy**

- Create executive level coordinating processes to align public, private, and nonprofit funders around a cohesive state strategy.
- Enlist new donors to expand the resources and networks available to nonprofit funders.
- Retain more of Florida’s philanthropic wealth in the state and direct it toward statewide needs and priorities.
- Launch coordinated series of pilot programs to advance novel private, public, and civic solutions.
- Identify areas for program consolidation and efficiency improvement.
- Create a state level advisory board to advise the Governor and Cabinet on ways to protect Florida nonprofits and maximize the impact of the voluntary and philanthropic sectors.

**Civic Engagement**

- Increase the number of residents who volunteer their time and expertise in public, community, and civil service.
- Ensure Floridians are educated about the challenges facing Florida’s future and how to be engaged in advancing productive long-range solutions.

**Connections to Six Pillars Framework**

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<td><strong>Talent Supply &amp; Education</strong></td>
<td>• Develop new models for delivery of education and lifelong learning to all Floridians.</td>
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<tr>
<td><strong>Innovation &amp; Economic Development</strong></td>
<td>• Promote innovative approaches to governance and civic engagement.</td>
</tr>
<tr>
<td><strong>Infrastructure &amp; Growth Leadership</strong></td>
<td>• Coordinate economic development, land use, environmental stewardship, and infrastructure decisions at a regional scale.</td>
</tr>
<tr>
<td><strong>Business Climate &amp; Competitiveness</strong></td>
<td>• Ensure an efficient and predictable regulatory and tax structure for Florida’s residents.</td>
</tr>
<tr>
<td><strong>Quality of Life &amp; Quality Places</strong></td>
<td>• Explore new models for delivering health care and other services.</td>
</tr>
<tr>
<td></td>
<td>• Build partnerships to combat generational poverty and create a path to prosperity for all zip codes in Florida.</td>
</tr>
</tbody>
</table>
**Wellness and Health for All Residents**

- Provide convenient, accessible, and affordable healthcare and wellness options for all residents, with continuing focus on cost shifts, quality outcomes, and care.

- Create targeted strategies to address areas with shortages of health professionals, including expanding medical education and provider practices and implementing innovations such as telemedicine and robotics.

- Demonstrate meaningful improvements in maternal and child health.

- Help more Floridians achieve healthy weight by improving access to fresh food, nutrition habits, education, and access to and participation in physical activities.

- Develop targeted strategies for improving mental health, reducing substance abuse with emphasis on opioid use disorders, and preventing suicide and violent crimes.

- Increase cross-sector collaboration for the prevention, early detection, treatment, and management of chronic diseases and conditions.

**Sense of Safety and Security**

- Continue and enhance actions proven to help reduce the crime and recidivism rates.

- Help create a safer Florida by expanding data-driven approaches to identifying and responding to potential safety and security risks.

- Strengthen cross-sector collaboration to detect, mitigate, prepare for, and respond to emergencies and security risks.

Create and sustain quality places for people to live, work, raise a family, learn, play, and grow a business.
HOW DO WE GET THERE?
Quality of Life & Quality Places

Path to Economic Prosperity for all Zip Codes

• Continue cross-sector partnerships committed to breaking the cycle of generational poverty.

• Strengthen cross-sector collaboration to ensure efficient supply of attainable housing for varying populations—especially families, young professionals, retirees, and essential workers—and to reduce homelessness.

• Enhance coordination of land use, transportation, and economic development decisions to improve access to jobs and to reduce the combined cost of transportation and housing.

• Improve access to education, health care, transportation, and other services for traditionally underserved residents.

Florida’s Brand and Culture

• Strengthen Florida’s brand as a place to start a career, raise a family, and grow a business, in addition to being a great place to visit and retire.

• Continue to support growth in Florida’s visitor industry, including maintaining the integrity of diverse visitor experiences and assets statewide.

• Continue to protect and strengthen Florida’s position as a place for diversity, inclusion, and the ability for all populations and ages to prosper.

• Preserve, enhance, and grow the value of Florida’s natural, artistic, cultural, and historically significant resources, leveraging them as world-class differentiators.

Connections to Six Pillars Framework

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<td>Talent Supply &amp; Education</td>
<td>• Promote quality places that attract and retain talented workers.</td>
</tr>
<tr>
<td>Innovation &amp; Economic Development</td>
<td>• Apply innovation and technology to help provide and enhance housing, transportation, energy, water resources, health care, food security, and other services and needs important or essential to a growing and diverse population.</td>
</tr>
<tr>
<td>Infrastructure &amp; Growth Leadership</td>
<td>• Strengthen regional and community visioning and coordination of economic development, land use, environmental stewardship, and community planning, readiness, and resiliency decisions.</td>
</tr>
<tr>
<td>Business Climate &amp; Competitiveness</td>
<td>• Ensure accessible and affordable healthcare by focusing on wellness; quality care and outcomes; controlling cost shifts; addressing provider shortages; supporting innovations in health and wellness practices; and reducing fraud, waste, and abuse.</td>
</tr>
<tr>
<td>Civic &amp; Governance Systems</td>
<td>• Strengthen partnerships between the private, public, and civic sectors.</td>
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</table>
The Florida 2030 blueprint is the culmination of three years of research, collaboration, and strategic planning. But it also is the beginning of 12 years of action to prepare Florida for the year 2030. This implementation begins now and it requires your engagement.

The focus of implementation will be on achieving the goals of global competitiveness, prosperity, and vibrant and resilient communities, including the specific targets outlined in the Florida 2030 reports. This vision for 2030 must remain our focus during the multiple business and electoral cycles we will experience over the next 12 years.

The strategies outlined in the report are a starting point for collaborative action by state, regional, and local partners in the private, public, and civic sectors. We fully recognize that some of these strategies can be implemented immediately; others may need additional refinement. As opportunities, risks, and uncertainties arise during the next 12 years, the right combination of strategies is likely to change. What’s most important is not that we implement this plan as written today, but rather that we continue to collaborate at the speed of opportunity and continually refine and enhance our strategies so we can remain focused on the end goal.

To initiate Florida 2030 implementation, the Florida Chamber Foundation remains committed to the following key actions:

- Continuing to convene committed partners through pillar-specific caucuses and working groups to review evolving trends and challenges and identify opportunities for action.
- Convening rollout events around Florida to share the findings and recommendations of Florida 2030 and assist regional and local partners in identifying which strategies are most important in their regions and communities.
- Continuing to coordinate with the Florida Department of Economic Opportunity (DEO) so that the Florida 2030 blueprint informs the implementation of the Florida Strategic Plan for Economic Development and the plans of other state agencies and commissions.
- Coordinating with local and regional chambers, economic development and planning organizations, statewide associations, and others committed to securing Florida’s future.
- Tracking progress toward the Florida 2030 goal and targets through TheFloridaScorecard.org.

The year 2030 is approaching quickly. Today’s 1st graders will graduate from high school in 2030. These students should enjoy a state with a top 10 global economy, a path to prosperity for every zip code in Florida, and a range of great places to live, work, raise a family, learn, play, and grow a business.

Help secure Florida’s future at Florida2030.org

Track Florida’s progress at TheFloridaScorecard.org
A NOTE OF THANKS

The Florida Chamber Foundation wishes to thank everyone who shared their expertise, ideas, and resources to make the launch of Florida 2030 possible.

This executive summary highlights the targets and strategies identified through the three-year research process, but it does not capture all our work. You can go to www.Florida2030.org for more information on background research, town hall results, indicators, and other supporting information—and keep visiting this page for progress on the implementation. If you have an idea, please share it.

While it probably goes without saying, a few things are still worth noting. **First**, the names of the individuals and companies listed on the following pages are not intended to imply endorsement of every element of this blueprint. Thank you to the people and partners listed here, who have provided varying levels of support, guidance, needed criticism, and leadership during the development of Florida 2030. We list many of them here to acknowledge their contributions and to thank them for their efforts to secure Florida’s future.

**Second**, time has taught us that we will have missed some names. Please accept our apologies. With more than 10,000 Floridians engaged in this effort, we hope you understand it’s not hard to do.

**Finally**, we did not always agree on every single target and recommendation—but we think that’s a sign of the complexity of the task ahead and the diversity of our very unique state. We will continue to work with current and future Floridians to move this blueprint into results.

One thing is certain, we can all agree on what’s most important: Florida is—and should remain—one of the best places in the world to live, work, raise a family, learn, play, and grow a business.
Jane Adams, University of Florida
Vance Aloupis, The Children's Movement of Florida
John Attaway, Publix Super Markets, Inc.
Kay Ayers, AvMed Health Plans
Laura Bailet, Ph.D., Nemours Children's Health System
Elise Banister, AT&T
Carolyn Bermudez, Florida City Gas
Randy Berndt, Florida High Tech Corridor Council
Brittany Birken, Ph.D., Florida Children's Services Council
Rachael Bjorklund, HCA-Hospital Corporation of America
Randy Blass, Ph.D., Jim Moran Institute for Global Entrepreneurship
Monesia Brown, Wal-Mart
William Carlson, Tucker/Hall, Inc.
Christopher Carmody, GrayRobinson
Diane Carr, Johnson & Blanton
Kevin Carr, FloridaMakes
Jennifer Chapman, Fidelity Investments
Robert Coker, United States Sugar Corporation
Laura Crouch, Tampa Electric & Peoples Gas Systems
Deborah Curry, CPA, Florida Institute of CPAs
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Doug Davidson, Bank of America Merrill Lynch
Michael DeBock, Economic Council of Palm Beach County
Joseph Debs, RS&H
Michelle Dennard, CareerSource Florida
Ryan Duffy, United States Sugar Corporation
Julie Edwards, All Aboard Florida
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Jay Gaibraith, Valencia College
James Gilmore, Infinity Global Solutions
Chris Hart IV, Florida Court Clerks & Comptrollers
John Hartnett III, Endoscopy Replacement Parts
Felicia Harvey, Amgen
Adam Hasner, GEO Group, Inc.
Jillian Hasner, Take Stock In Children
Charles Hokanson, Helios Education Foundation
Kim Holland, RS&H
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Patty Jackson, State Farm Insurance Companies
Michele Jacobs, Economic Council of Palm Beach County
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Don Kiselewski, Florida Power & Light Company
Todd Kocourek, Florida First Capital Finance Corporation
Scott Koons, North Central Florida Regional Planning Council
William Law, Jr., St. Petersburg College
Ken Lawson, VISIT FLORIDA
Brooke Lewis, Hopping Green & Sams, P.A.
Rick Mahler, JPMorgan Chase
Carlos Mallol, Stantec
Ann McGee, Ph.D., Seminole State College of Florida
Mia Mckown, Holland & Knight LLP
Ergetu Merete, Wells Fargo Bank, N.A.
Jon Miller, Keiser University
Ed Moore, Ph.D., Independent Colleges and Universities of Florida
Karen Moore, PhRMA
Ken Morefield, PE, HNTB Corporation
Mark Morton, United States Sugar Corporation
Jim Murdbaugh, Ph.D., Tallahassee Community College
Michael Myhre, Florida Small Business Development Center
David Norton, Ph.D., University of Florida
Peter Nowak, Nowak Enterprises Inc
Cynthia O'Connell, Florida Prepaid College Foundation
David Odahowski, Edyth Bush Charitable Foundation
Kristin Oliver, Chico's FAS
Carrie O'Rourke, Florida Realtors©
William Perry, Gunster, P.A.
Todd Powell, Weyerhaeuser Company
Ananth Prasad, HNTB Corporation
Michael Preston, Ed.D., Florida Consortium of Metropolitan Research Universities
Mark Pritchett, Ph.D., Gulf Coast Community Foundation
John Provenzano, Publix Super Markets, Inc.
Rick Qualman, IBM Corporation
Pamela Rauch, Florida Power & Light Company
Casey Reed, AT&T Florida
Al Reynolds, Stantec
Joe Rooney, Economic Council of Palm Beach County, Inc.
Ronald Sachs, Sachs Media Group
Justin Sayfie, Sayfie Law Firm
Edward Schons, Florida High Tech Corridor Council
J. William Seccombe, VISIT FLORIDA
Julie Sharenow, Brightline
Ryan Sladek, PNC Bank
Nadine Smith, Equality Florida
Jack Sullivan, Florida Research Consortium
Edward Tancer, Gunster, P.A.
Bentina Terry, Gulf Power Company
Sharnesee Thompson, Fidelity Investments
Susan Towler, Florida Blue
Tonjua Williams, Ph.D., St. Petersburg College
Mark Wilson, Florida Chamber of Commerce
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Lars Houmann, Adventist Health System
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John Kenning, G4S North America
Beth Kigel, Palm Beach North Chamber of Commerce
Syd Kitson, Kitson & Partners
Steve Knopik, Bealls, Inc.
Rena Langley, Walt Disney Parks and Resorts, U.S.
Charles Lydecker, Halifax Insurance Partners, LLC
Allen McGlynn, State Farm Insurance Companies

John Medina, First Commerce Credit Union
Ergetu Merete, Wells Fargo Bank, N.A.
Carlos Migoya, Jackson Health System
Scott Mikuen, Harris Corporation
Michael Minton, Dean Mead Law Firm
David Ottati, Adventist Health System / Florida Hospital
Trey Paris III, General Electric Company
Todd Powell, Weyerhaeuser Company
Pamela Rauch, Florida Power & Light Company
Dean Ridings, Florida Press Association
Lee Sandler, Sandler, Travis & Rosenberg, P.A.
Jackson Sasser, Santa Fe College
Mike Sheely, Allstate Insurance Company
Steve Short, Tampa General Hospital
Harry Siders, Duke Energy Florida
Eric Silagy, Florida Power & Light Company
Catherine Stempien, Duke Energy Florida
David Strong, Orlando Health
David Sweeney, RS&H, Inc.
T.J. Szelistowski, Tampa Electric & Peoples Gas Systems
Brian Taylor, JAXPort
Jon Urbanek, Florida Blue
Jeff Wahlen, Ausley & McMullen, P.A.
Rick Walsh, Knob Hill Companies
Will Weatherford, Weatherford Capital
Stephen Weinstein, RenaissanceRe Holdings, Ltd.
Robert White, Jr., Doctors Company - FPIC Insurance Group, Inc.
Mark Wilson, Florida Chamber of Commerce
Joseph York, AT&T Florida
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Florida Blue Foundation
Florida College System Foundation
Florida Crystals Corporation
Florida High Tech Corridor Council
Florida Natural Gas Association
Florida Power & Light Company
Florida Realtors®
Florida Small Business Development Center
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Great Lakes Dredge & Dock Corporation
Gulf Coast Community Foundation
Gulf Power Company
Helios Education Foundation
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Orlando Economic Partnership
PhRMA
PNC Bank
Publix Super Markets Charities, Inc.
Regions Bank
Ron Jon Surf Shop of Fla., Inc.
RS&H, Inc.
Sachs Media Group
Stantec
State Farm Insurance Companies
Tallahassee Community College
Tampa Electric & Peoples Gas Systems
Tony Carvajal
UF Health Shands Hospital
United States Sugar Corporation
University of Florida
Utilities, Inc. of Florida
Vecellio Group, Inc.
Wells Fargo Bank, N.A.
Weyerhaeuser Company

*As of 9.1.18
Thank you for your leadership, counsel, and advice

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Oscar Horton, Sun State International
Forough Hosseini, ICI Homes
Lars Houmann, Adventist Health System
Maile Howard, Tetra Tech, Inc.
John Hoy, Utilities, Inc. of Florida
Paul Hsu, HSU Enterprise Group

VOICES OF FLORIDA 2030

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<th>FLORIDA 2030 TOWN HALL &amp; ROLLOUT PARTNERS</th>
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*As of 9.1.18*
Thanks to the Florida Chamber Enterprise team for their support and leadership

<table>
<thead>
<tr>
<th>Alice Ancona</th>
<th>Christopher Emmanuel</th>
<th>Alan Holland</th>
<th>Carol McCloud</th>
<th>Kelsey Smith</th>
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<tr>
<td>Durlie Barati</td>
<td>Waldon Evans</td>
<td>Brittney Hunt</td>
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<td>Tanya Bechtold</td>
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<td>Greg Blosé</td>
<td>Joshua Gable</td>
<td>Marian Johnson</td>
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<td>Faye Brainard</td>
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<td>Hannah Kaplan</td>
<td>Donna Nieschwiet</td>
<td>Sheri Vicari</td>
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<td>Nikki Branch</td>
<td>Delany Giannoble</td>
<td>Kathy Keiffer</td>
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<td>Brandi Brown</td>
<td>Carolyn Gosselin</td>
<td>Aaron Kinnon</td>
<td>Jerry D. Parrish, Ph.D.</td>
<td>Andrew Wiggins</td>
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<td>Katherine Bustamante</td>
<td>Jon Hall</td>
<td>Tracey Lowe</td>
<td>Vi Plymel</td>
<td>Mark Wilson</td>
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<td>Vania Bustamante</td>
<td>Whitney Harris</td>
<td>Jeremy Lowery</td>
<td>Tracy Price</td>
<td>Donna Wright</td>
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<tr>
<td>Tony Carvajal</td>
<td>David Hart</td>
<td>Emily Martin</td>
<td>Frank Ryll</td>
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</table>

Florida 2030 Official Qualitative Research Teams
Led by Tony Carvajal, Executive Vice President, Florida Chamber Foundation
and Dr. Jerry Parrish, Chief Economist & Director of Research, Florida Chamber Foundation

- Cambridge Systematics, Inc.
- Avalanche Consulting
- MGT Consulting Group
- RS&H
- The North Highland Company, LLC
- Vision First Advisors LLC

FloridaChamber.com       //       Florida2030.org       //       TheFloridaScorecard.org
"As we move toward 2030, it is now more important than ever for Florida’s leaders in industry, business, nonprofits, and government to collaborate and to work together toward a brighter future.”

Doug Davidson  
Market Executive, Bank of America  
Chair, Florida Chamber Foundation
“Florida’s fundamentals are strong—if Florida was a stock, it would be considered a ‘strong buy’.”

Mark Wilson
President & CEO, Florida Chamber of Commerce

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TONY CARVAJAL
Executive Vice President, Florida Chamber Foundation

Tony Carvajal is Executive Vice President of the Florida Chamber Foundation, the research and solutions development arm of the Florida Chamber of Commerce. Working in partnership with state business leaders, the Chamber Foundation helps drive initiatives that place Florida’s long-term future before short-term fixes.

He is regularly called on to provide guidance and insights into state-level plans and has served on numerous policy steering committees covering topics as varied as education, early learning, workforce development, economic development, transportation, healthcare, volunteerism, civic infrastructure, philanthropy, and smart justice.

He served as the lead facilitator guiding the development of the Six Pillars – a framework that outlines the key factors that will secure Florida’s future competitiveness, prosperity and sustainability – which have been adopted by businesses, communities and governments across the state, as well as several state chambers and economic development organizations across the country.

MISSION:
Leading Florida to a new and sustainable economy.

VISION:
The leading voice of business and driving force for Florida’s future.

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