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Memorandum

To: All Floridians Concerned about Florida's Future

From: Jane Adams, Chair, Florida Chamber Foundation

Date: September 2, 2011

Subject: Six Pillars Framework Serves as Strategic Direction for Florida's Future

Florida is at a critical point in its modern history. As the fourth largest state with growing demands for infrastructure, water and energy and among the ever-changing needs of tomorrow's knowledge-based economy, we face opportunities and challenges that will require collective action to accomplish a vision of high-wage jobs, global competitiveness and vibrant communities. The composition of the economy is also in flux, leaving structural issues of labor supply and demand with the need to create over one million jobs by 2020 and accommodate seven million more Florida residents by the year 2030. The Florida Chamber Foundation's Six Pillars™ framework provides the structure to discuss and act upon on Florida's future in concert with the continuous measurement of The Florida Scorecard. As components of the comprehensive Foundation's Project 2030, business and community leaders can leverage the common platform that will move Florida forward. And to get there we need a plan.

Contained within this document is Florida's latest iteration of progress made toward a comprehensive strategic plan for securing Florida's future. The work in this document represents a collaborative process involving hundreds of Floridians, representing business, civic, elected and other diverse stakeholders. Members of this Six Pillars Caucus System™ focused their efforts on a horizon between two and 30 years. The 2030 Strategic Plan takes a long-term perspective of what is needed to propel the state into a leadership position and strives to bypass short term thinking and build the road to our shared future. This iteration of the Six Pillars 2030 Strategic Plan presents policy options for further research, elaboration and partnering with organizations throughout the state.

We invite you to read this plan with an eye toward accomplishing the goals, strategies and tactics contained herein and ask for your partnership and input as we move forward. Join us in the further deliberations of the Six Pillars Caucus System™ scheduled throughout 2012 and enabled by our collaborative website. Look for announcements in your county or region for opportunities to participate in local strategic planning processes, as part of the Florida Chamber Foundation's Six Pillars Communities™ program, that will serve to inform the state-wide plan's evolution. Finally, stay connected to the progress we make via The Florida Scorecard (www.TheFloridaScorecard.com).

Florida is our home and together we can achieve this vision as our stewardship for future generations.

2011 Six Pillars Caucus System
Project 2030 Strategic Plan Outline

PILLAR: Talent Supply and Education

VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL: Align Pre K-20 to Job Growth

Strategy: Implement best-in-class Pre K program in Florida

Tactics:

1. Increase program quality of voluntary Pre K programs, in part through per pupil expenditures that are commensurate/ benchmarked against best practice programs across the nation
2. Implement assessment system for Voluntary Pre K aligned with National Research Council
3. Require service training hours for all Pre K teachers using set curriculum and raise standards over time to eventually require a college degree
4. Expand wage supplement and scholarship programs (e.g., T.E.A.C.H.)
5. Implement High-Quality Rating and Improvement System statewide in conjunction with the Race to the Top Early Learning Grant
6. License all childcare centers in state and collaborate with existing accreditation group as necessary
7. Exceed national benchmarks of National Institute for Early Education Research (NIEER)

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8. Replicate and implement early learning community collaboratives (e.g., Seattle Early Learning Community Collaborative)
9. Encourage parent and guardian development programs
10. Implement online learning tools in PreK classrooms
 - A. Introduce information on age appropriate concepts/activities undertaken internationally; International sister schools at PreK level
 - B. Create virtual learning environments (e.g., Wannado City)
 - C. Expand best practices evaluation to include faith-based models for offering Pre-K
11. Create STEM focused play areas (exploratory play community that includes STEM occupations) modeled after Wannado City in Sawgrass, Florida
12. Include the training of principals/leaders of early learning centers to effectively implement programs, hire and assign staff, and ensure that a quality program is being delivered

Strategy: Create opportunities for creative financing leveraging public and private resources (focus on post-secondary):

Tactics:

1. Create opportunities through apprenticeships, internships, and residencies through private sector funding in the form of salaries/wages
 - A. Recruit businesses to fund higher education scholarships or provide resources to institutions, possibly targeting certain sectors
2. Implement CEO mentoring programs: Teams formed by successful CEOs to encourage new technology to the market secured with Small Business and Innovation Research Program (SBIR) or venture funding
3. Create entrepreneurship training program leveraging public and private resources for welfare transition job seekers

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4. Create program to link new Florida companies with relevant educational partners by industry clusters
 - A. Promote alignment within regions and targeted industries (i.e. Lake Nona medical research) to secure funding opportunities such as vouchers from the target industry for education/training needs of workforce
5. Identify and secure federal/matching grants to generate increased funding for programs
6. Align limited public funding including that for CAPE certifications to the targeted industries to create high value outcome oriented programs
7. Evaluate alternative funding models for public and private colleges and universities with potential tie to job-related outcomes
 - A. Use existing resources of public and private institutions to limit duplication of faculty, facilities, and equipment
8. Incentivize philanthropic giving (e.g., Philip Benjamin match program)

Strategy: Develop and implement effective accountability and incentives for teachers and administrators

Tactics:

1. Develop consensus, research-based system for measuring teacher effectiveness
2. Develop career ladders and incentives to inspire and reward effective teaching
3. Develop results based outcome measures for successful administrators such as financial, graduation and progression rates, and teacher retention

Strategy: Enhance STEM Education

Tactics:

1. Increase the number of students in STEM education especially among girls and minority groups

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- A. Create mentoring programs to address female/minority groups
- B. Research benefits of female only classes for male dominated courses
2. Link Bright Futures scholarships to STEM areas of study
 - A. Create Honors Programs to attract students into STEM
3. Implement differentiated pay for STEM teachers
 - A. Increase subject area certifications in the fields
 - B. Incentivize supply of qualified teachers in STEM fields where necessary
4. Create a PreK to high school to college continuum in creative, hands-on applied STEM activities across public/private institutions to allow career paths in STEM for all students
 - A. Increase STEM engagement at a younger age through project based learning
 - B. Expose K-12 students to university lab work and processes
5. Increase business engagement in STEM (i.e., STEM Florida)
 - A. Develop a group of industry outreach champions through Enterprise Florida, Workforce Florida, etc.
 - B. Consult and engage practitioners to make STEM curriculum relevant
6. Fully implement the common core
7. Adopt a unified definition of STEM in Florida
 - A. Promote and use social media to increase the understanding of the STEM definition throughout all facets of Florida
 - B. Develop a definition of STEM occupations that encompasses healthcare and related fields
8. Enhance educational outreach and marketing of STEM careers
 - A. Promote STEM career information to parents, students and education representatives such as guidance counselors/career counselors
 - B. Create a Public Announcement campaign to relate STEM to everyday life/use
 - C. Hands-on and/or virtual STEM-mobile (like the bookmobile) to expose kids to STEM activities and careers
 - D. Institute STEM days for awareness activities throughout the school year

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- E. Hold state STEM-related competitions
- 9. Develop university-level STEM council with business and education collaboration
- 10. Demand top-level, internationally competitive STEM programs at secondary through graduate levels, especially within universities

Supporting Conditions:

- Partners : FCR-STEM, STEMFlorida, Workforce Florida, Florida Talent Supply Chain, Banner Centers, Higher Education Coordinating Council, Consortium of Florida Education Foundations, Florida Education Foundation, Helios Education Foundation, Foundation for Florida's Future, Florida Council of 100, Six Pillars Communities
- Evaluate and incorporate metrics and strategies developed in existing FCR-STEM and STEMFlorida documents

Strategy: Engage business in Pre K-12 in career academies, project-based learning and integration of academics and Career and Technical Education (CTE)

Tactics:

1. Include business/industry representatives in state level curriculum review
2. Develop an education system that tracks and adjusts outputs to meet industry needs
3. At state and regional levels, create partnerships between workforce investment boards and the education system and/or schools
4. At the local level, increase business community representation on education boards as well as involvement in teacher support and student work programs
5. Evaluate and adopt best practices, as appropriate, developed by Ford Next Generation
 - A. Learning Community Essential Practices model for Next Generation Learning (NGL) communities made available through Workforce Florida funding

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6. Develop a PreK strategy to introduce kids to business concepts (e.g., Florida Council for Economic Education programs)
7. Create summer training programs or externship opportunities for teachers in industry/business
8. Increase High School Graduate Rate and track GED completion
9. Identify best practices in career academies determined by industry
 - A. Encourage Executive Partnerships to implement model academies at the high school level, for example, the GULF Power PASS Academy in Bay County
10. Develop math/science projects to leverage grant opportunities
11. Expand the Banner Center system in Florida

Supporting Conditions:

- Businesses need to include for-profit and non-profit organizations
- Partners: Partnership to Advance School Success (PASS), Council for Educational Change, Florida Council of 100, Foundation for Florida's Future

GOAL: Align Workforce Retraining System to Job Growth

Strategy: Implement innovative workforce training solutions and resources to meet Florida's changing economy

Tactics:

1. Align training with national certifications
2. Establish partnerships with industries/businesses to determine future workforce needs

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- A. Capture specific data regarding future workforce needs statewide and regionally (revise Targeted Occupations List, capture new data, and coordinate with economic development)
3. Implement career mentorship programs (e.g., Career Technical Education Foundation (CTEF))
 - A. Increase the quality and availability of advising and counseling to students and parents
4. Identify and address obstacles related to industry/businesses participation in internship programs (e.g., liability or regulatory limitations)
5. Improve awareness and support of multiple education pathways to meet Florida's changing economy (e.g., vocation school certification programs)
6. Implement regional talent supply chain teams to meet the needs of regions in a sustainable manner (e.g., formalize integration/communication/meetings among all talent supply chain stakeholders)

Supporting Conditions:

- Partners: Enterprise Florida, Workforce Florida, The Florida Chamber of Commerce, The Florida Council of 100, Associated Industries of Florida
- Monthly assessment of data resources needed to gauge progress in meeting the needs of the business community and providing the appropriate talent for Florida

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PILLAR: Talent Supply and Education

Additional Goals for Development and Refinement

- High-quality Early Learning (0-5)
- Align Pre K-20 to Societal Needs

Additional Strategies for Development and Refinement

- Develop and implement a valid and reliable assessment of readiness linked to curricula
- Develop and implement a communications platform to raise awareness
- Develop and implement statewide quality rating system for early learning
- Incorporate workforce development in family support programs
- Support School Choice
- Align and integrate an improved strategic occupation list
- Implement Flexible Starts Enrollment and seamless transitions
- Minimize need for remediation
- Develop and implement curriculum integrity
- Increase post secondary degrees and industry credentials earned
- Increase and create apprenticeships as a best-practice model for the country
- Create a children's trust, bringing together public/private resources in a positive, productive manner

2011 Six Pillars Caucus System
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PILLAR: Innovation & Economic Development

VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL: Transition Florida to become a net importer, retainer and creator of talent

Strategy: Enable a systematic approach to staff and legislator education

Tactics:

1. Create and deliver educational opportunities to Legislators and staff by:
 - A. Educating candidates and stakeholders on the role that talent plays in economic development
 - B. Educating local and state delegations prior to each legislative session on the role talent plays in economic development
 - C. Delivering the case for support of Talent Supply and Education investment during committee hearings
 - D. Collaborating with Leadership Florida and other leadership development programs to incorporate information into programs that highlights the role talent plays in economic development
2. Create and distribute relevant white papers and education materials related to Talent Supply and Six Pillars to legislative staff during committee weeks preceding Legislative Session

Supporting Conditions:

- Florida Chamber, Enterprise Florida, Florida Economic Development Council, Florida Research Consortium, Florida Council of 100, Foundation for Florida's Future, Space Florida, BioFlorida and other business advocacy groups must collaborate on a common message and policy agenda

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PILLAR: Innovation & Economic Development

GOAL: Translate and commercialize innovations and ideas into viable business opportunities

Strategy 8: Develop and support university and industry collaborations focused on technology transfer and commercialization

Tactics:

1. Create a network of regional innovation centers covering the state of Florida (e.g. Ben Franklin Institute)
 - A. Inventory existing regional collaboration and partnerships to benchmark best practices
 - B. Identify potential regional collaborations and partnerships to leverage best practices for development
2. Develop funding programs to promote innovative collaborative environments
 - A. Champion the establishment of a statewide matching grant program modeled after the High Tech Corridor to encourage additional high-tech corridors/clusters throughout the state
 - B. Expand Research & Development tax credits to support innovation collaborations
 - C. Create and fund a statewide program for industry to interact with university students with an aim to turn innovation ideas into business opportunities (e.g., GatorNest/University of Florida, Venture Lab/University of Central Florida)
3. Establish an expert panel/investment analysis team, including manufacturing and marketing research professionals, for patent review to bi-annually produce a list of vetted commercialization opportunities

Strategy 9: Support and develop an entrepreneurial ecosystem such as university technology transfer offices, venture labs and incubators, by increasing private investments in innovation companies through angel, seed and early-stage venture capital

Tactics:

1. Provide an appropriate level of funding and program support to create a robust entrepreneurial ecosystem
 - A. Increase funding for the Florida Institute for the Commercialization of Public Research
 - B. Provide gap funding to test and validate new technologies
 - C. Expand the State University Research Commercialization Assistance Grant program (SURCAG)
 - D. Continue and expand the Small Business Innovation Research & Small Business Technology Transfer matching grant program
 - E. Renew state funding of the GrowFL program

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PILLAR: Innovation & Economic Development

- F. Create state funding program to match city and county funding of incubators
 - G. Create state funding of technology transfer offices at public universities
 - H. Create a private public partnership to provide seed funding, early stage capital, start-up capital
2. Develop a program to support statewide cluster specific or industry specific business plan competitions

GOAL: Enhance Florida's position as global hub

Strategy 18: Market Florida globally as an international trade hub

Tactics:

1. Expand funding for marketing Florida as a destination for international business
 - A. Brand and fund an adequate marketing program that promotes Florida's assets to the global community for exports and foreign direct investment
 - B. Include logistics and supply chain providers such as seaports, airports and rail in marketing Florida as destination for international business
 - C. Utilize social media to communicate to foreign buyers in their native language, while being sensitive to cultural differences and different business protocols
2. Expand the reach of current Enterprise Florida international programs
 - A. Increase funding for training local economic developers on what constitutes a qualified lead
 - B. Expand educational programs targeting local businesses about the benefits of exporting
 - C. Support the Governor's leadership role as the chief economic development officer for international trade
 - D. Maintain and expand Florida's international offices
3. Identify the prominent industries by region to demonstrate Florida as an international hub
4. Inventory existing hubs of international activity and benchmark best practices

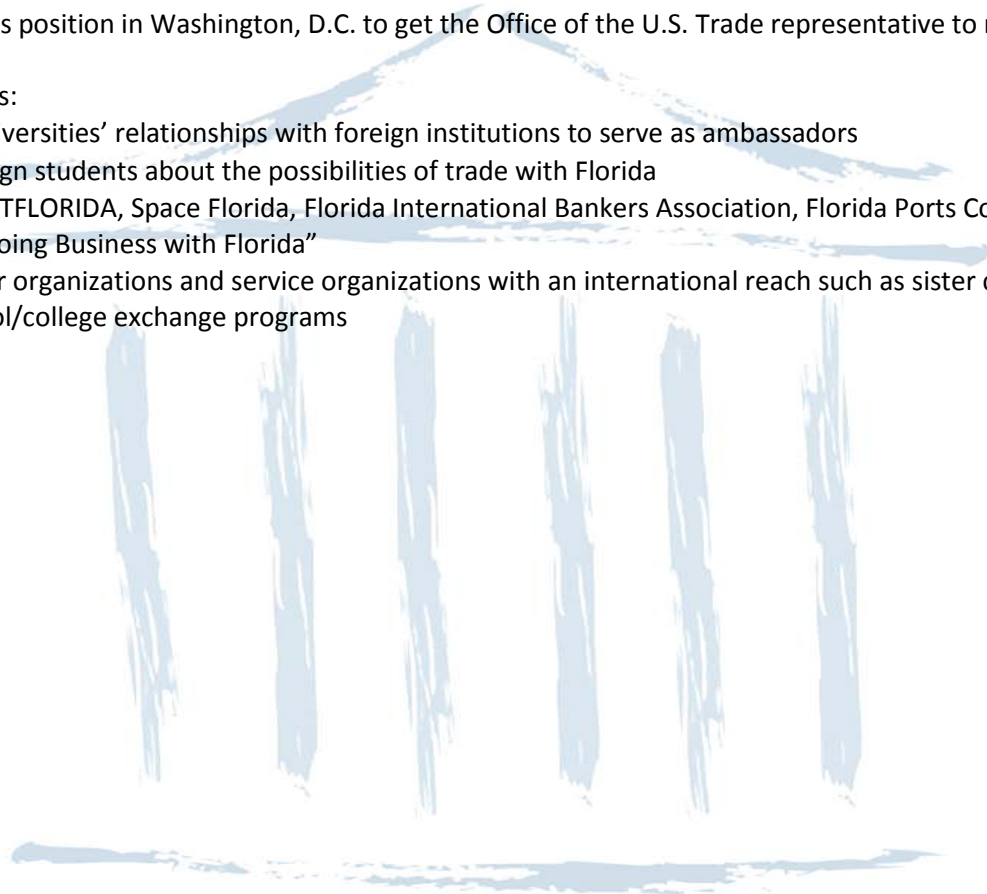
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PILLAR: Innovation & Economic Development

5. Identify potential international trade hubs and businesses to leverage best practices for development
6. Advocate Florida's position in Washington, D.C. to get the Office of the U.S. Trade representative to make Florida a priority

Supporting Conditions:

- Leverage Universities' relationships with foreign institutions to serve as ambassadors
- Educate foreign students about the possibilities of trade with Florida
- Leverage VISITFLORIDA, Space Florida, Florida International Bankers Association, Florida Ports Council and Enterprise Florida to expand "Doing Business with Florida"
- Include other organizations and service organizations with an international reach such as sister cities' relationships and Rotary International's high school/college exchange programs



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PILLAR: Innovation & Economic Development

Additional Goals for Development and Refinement

- Double Exports by 2015
Note: The Florida Trade and Logistics Study was released in December 2010, discussions surrounding this goal will be informed by the study.
- Grow, Attract, Retain Innovation-based Companies in Florida
- Increase Research & Development in Florida to the number four position in the U.S.

Additional Strategies for Development and Refinement

- Evaluate and adjust incentives toolkit tied to 2030 economy
- Increase exports of both traditional and high-value good and services
- Invest in training and education
- Connect state's educational system to the growth of targeted and emerging clusters
- Accelerate the development of targeted and emerging industry clusters necessary to attract and grow talent
- Double the number of Florida Ph.D. scientists and engineers in clusters of strategic excellence with a critical mass sufficient to be meaningful
- Base state Research & Development infrastructure investments (facilities, equipment, talent) on Return on Investment models, in focused areas supporting desired business clusters, building on existing capacity and leveraging non-state funding; where practical, make awards competitive, or contingent upon a competitive process
- Improve Small Business Research Innovation/Small Business Technology Transfer award and success rates
- Enhance Florida's global connections with federal advocacy
- Ensure Florida's multimodal infrastructure for global commerce
- Implement a matching grants research program as contained in Governor's plan for economic development

2011 Six Pillars Caucus System
Project 2030 Strategic Plan Outline

PILLAR: Infrastructure & Growth Leadership

VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL: Reliable, Competitively Priced, Clean Energy System

Strategy: Identify incentives and regulations tool box focused on energy

Tactics:

1. Recommend a state energy policy
 - A. Create clean energy specific guidelines, incentives and regulations to encourage innovation
 - B. Create incentives and determine appropriate regulations to support policy directives
 - C. Link policy to economic development efforts
 - D. Encourage maintenance and enhancement of energy infrastructure to ensure safe and reliable distribution
2. Develop a strategy for incentivizing use of Florida energy sources
3. Conduct research to develop appropriate policies for Florida that fit natural resources, current infrastructure and university capabilities
 - A. Assess impact of existing Florida policies and regulations on the energy industry
4. Develop communication and education plan supportive of policy directives

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Project 2030 Strategic Plan Outline

PILLAR: Infrastructure & Growth Leadership

5. Achieve designation for Florida as a Center of Excellence in energy innovation

Supporting Conditions:

- Partner: Department of Economic Opportunity, Department of Agriculture and Consumer Services, Florida Energy Systems Consortium, Florida Energy Commission, Public Service Commission, Renewable organizations, oil and gas industries, Florida Petroleum Council, Associated Industries, Manufacturers Association of Florida, local governments, Florida Association of Counties, Florida League of Cities, Enterprise Florida, regional & local Economic Development Organizations, Workforce Florida, Florida Department of Environmental Protection

GOAL: Integrated Multi-modal Transportation System (i.e. passengers and freight)

Strategy: Identify incentives portfolio focused on modernized transportation infrastructure

Tactics:

1. Implement 2060 Florida Transportation Plan and Strategic Intermodal System plan
2. Develop an integrated multimodal freight policy statewide to address incentives and regulations
3. Provide incentives for consolidation of transit systems on a regional basis
 - A. Establish regional /multi county Metropolitan Planning Organizations and align with Economic Development regions
 - B. Establish regional transportation authorities to support regional economic development plans and projects for multimodal transportation systems
 - C. Integrate economic development and transportation planning

Supporting Conditions:

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Project 2030 Strategic Plan Outline

PILLAR: Infrastructure & Growth Leadership

- Partners: Metropolitan Planning Organizations, regional & local Economic Development Organizations, Enterprise Florida, Department of Economic Opportunity, Regional Planning Councils, Florida Department of Transportation, Floridians for Better Transportation, independent transportation authorities
- Infrastructure investments should support and be driven by the state's economic development needs and projects

Strategy: Protect and expand public and private investment in transportation infrastructure systems

Tactics:

1. Develop a system for flexible and rapid decision-making on public/private projects
2. Develop Florida's public private partnership (P3) capacity with matching funds from both state and federal governments
3. Establish a plan for better collaboration between federal and state partners
4. Diversify sources of transportation funding beyond the fuel tax
5. Prioritize and fund backlog projects that support state and regional economic development
6. Protect Transportation Trust Funds

Supporting Conditions:

- Partners: Florida Department of Transportation, Governor's Office, Congressional delegation, Federal Executive Branch, Metropolitan Planning Organization Advisory Council, Floridians for Better Transportation

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Project 2030 Strategic Plan Outline

PILLAR: Infrastructure & Growth Leadership

GOAL: Facilitate Collaborative Growth Leadership

Strategy: Create a business-friendly climate and streamline regulations

Tactics:

1. Streamline permit requirements and timeframes including the purpose and number of permits necessary, the agencies involved and issues that are regulated, and align with economic development goals
 - A. Evaluate and eliminate existing regulations based upon their current effectiveness and use (i.e. legacy issues)
 - B. Consolidate the agencies involved in permitting and eliminate redundant processes
 - C. Create a business permit process that is a one-page form, understood by an average person, available online, completed in one day, through one office and one contact with a government official
 - D. Apply standardization and process review at state, regional and local levels
2. Make government as measurable as possible and hold bureaucrats accountable to time limits for growth management, land use, business permitting, and development review
 - A. Develop agency scorecard to evaluate the extent to which agency performance supports, enhances or impedes economic development, with reward and recognition
3. Promote greater collaboration between state and local chambers of commerce with government to foster a more business friendly climate

Supporting Conditions:

- Partners: Florida Chamber of Commerce, Department of Economic Opportunity, Florida Land Council, Association of Florida Community Developers, Florida Home Builders Association, Florida Realtors, Florida League of Cities, Florida Association of Counties, Florida Department of Revenue

2011 Six Pillars Caucus System
Project 2030 Strategic Plan Outline

PILLAR: Infrastructure & Growth Leadership

GOAL: Ensure Clean and Available Water

Strategy: Develop a comprehensive and integrated water policy

Tactics:

1. Create a comprehensive and integrated water resource plan with priorities for development and identified funding sources
 - A. Create incentives and determine appropriate regulations to support policy directives
 - B. Incentivize best management practices, encourage innovative techniques by providing tangible incentives and flexibility
2. Assess water supply quantities and varying consumption rates by region as part of the research to develop a policy
 - A. Coordinate water policies and plans among and between regions; Encourage the Department of Environmental Protection implement consistency between Water Management Districts regulations to ensure greater accountability
 - B. Develop regional consortia for water exploration, sourcing, cost sharing and monitoring
3. Develop public private partnerships to leverage limited resources to expand existing systems, create opportunities for storage on private property, and provide new systems
4. Develop communication and education plans including state, regional and local levels

Supporting Conditions:

- Partners: Water Management Districts, Florida Department of Environmental Protection, Florida Chamber, Association of Florida Community Developers, Florida Realtors, Florida Farm Bureau, Florida Citrus Mutual, Florida Department of Agriculture and Consumer Services, 1000 Friends of Florida

2011 Six Pillars Caucus System
Project 2030 Strategic Plan Outline

PILLAR: Infrastructure & Growth Leadership

Additional Goals for Development and Refinement

- Preserve/Enhance Natural Environment

Additional Strategies for Development and Refinement

- Increase reliability and efficiency
- Leverage federal transportation funding and policy
- Identify incentives and regulations tool box focused on environmental preservation/enhancement
- Balance the protection of the natural environment while pursuing economic development
- Restructure growth management process/governance
- Create a customer-driven incentives tool box
- Promote and support regionalism and regional coalitions
- Secure funding for potable water, sanitary sewer, and flood control
- Improve water quality and supply in cost-effective manner

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PILLAR: Business Climate and Competitiveness

VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL: Leadership of Growth in Targeted Industries

Strategy: Leverage intellectual capital to transition to a knowledge-based economy

Tactics:

1. Re-evaluate target industries every five years to account for emerging industries
2. Determine what degrees, certifications and skills are needed to support the knowledge-based economy and identify post-secondary institutions for partnership
3. Raise tuition in order to support universities, but implement need-based scholarships to broaden access in recognition that the cost of education may impact the transition to a knowledge-based economy
4. Maintain/increase Research & Development funding for technology related programs at universities and colleges
 - A. Identify and support opportunities for technology transfer
 - B. Encourage comprehensive incubator programs affiliated with universities
5. Incentivize Small Business Development Centers to address needs of technology entrepreneurs

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Project 2030 Strategic Plan Outline

PILLAR: Business Climate and Competitiveness

Supporting Conditions:

- Partners: Enterprise Florida, Board of Governors, Florida College System, Independent Colleges and Universities of Florida, Higher Education Coordinating Council, University Technology Transfer offices

Strategy: Leverage the intermodal transportation network to improve manufacturing capabilities

Tactics:

1. Increase priority of manufacturing capabilities within the intermodal network
2. Provide greater accessibility and connectivity between existing intermodal hubs and networks
 - A. Expand the use of rail as a means of highlighting Florida's status as a port of entry for international products
3. Inventory available industrial property
4. Inventory existing port structures and capabilities to accommodate future shifts in global logistics (e.g., widening of the Panama Canal)
 - A. Include existing businesses and manufacturers in developing intermodal infrastructure plans
5. Lower freight costs by encouraging the consolidation of shipments with other companies
 - A. Consider lowering the requirements to increase access to the transportation networks for smaller businesses

Supporting Conditions:

- Partners: Economic Development Organizations, Florida Department of Transportation, Enterprise Florida, Manufacturers Association of Florida, Floridians for Better Transportation

2011 Six Pillars Caucus System
Project 2030 Strategic Plan Outline

PILLAR: Business Climate and Competitiveness

GOAL: Prioritize existing programs and ensure adequate funding

Strategy: Develop healthcare policy that enables business growth

Tactics:

1. Identify drivers of growth in healthcare costs for businesses
 - A. Address components that contribute to increasing healthcare costs to the end user (e.g., malpractice reform and rate of uninsured)
 - B. Create efficiencies of scale within healthcare
 - C. Identify and adopt best practices to align healthcare costs and services to be globally competitive
2. Perform research and grow businesses that inject innovation in healthcare service delivery
3. Incentivize carriers to implement wellness programs and discounts while encouraging end users to improve wellness
4. Encourage the use of electronic health records and health information exchange
5. Increase healthcare accessibility and availability for employees

Supporting Conditions:

- Partners: Insurance Carriers, Agency for Health Care Administration, Department of Health, Florida Justice Reform Institute, Florida Health Care Association, Florida Hospital Association, Florida Medical Association, Florida Association of Insurance Agents

Strategy: Develop a tax structure that clearly supports the state's priority towards business development and growth

Tactics:

1. Identify the effective business tax rate for Florida and our competitor states

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Project 2030 Strategic Plan Outline**

PILLAR: Business Climate and Competitiveness

- A. Identify effective business tax rates by county and city
 - B. Compare and make recommendations regarding incentive programs across industries
2. Tweak assessment caps for non-homestead properties compared to homestead properties (i.e., Save Our Homes)
 3. Lower the tangible tax on small businesses
 4. Institute a tax holiday policy for struggling small businesses
 5. Keep the tax base broad so as to be able to keep the tax rate low and simultaneously eliminate tax loopholes
 6. Stop taxing business profits based on installed capital and labor; examine using a single factor apportionment on sales
 7. Require minimum or sliding scale capital investment for relocating firms to qualify for additional credits and incentives
 - A. Provide credits and incentives to existing businesses that meet capital investment or hiring growth targets

Supporting Conditions:

- Partners: The LeRoy Collins Institute, TaxWatch, Department of Economic Opportunity, Enterprise Florida, James Madison Institute, Council on State Taxation, Florida Realtors, Florida Retail Federation, Florida TaxWatch, Florida Department of Revenue

2011 Six Pillars Caucus System
Project 2030 Strategic Plan Outline

PILLAR: Business Climate and Competitiveness

Additional Goals for Development and Refinement

- Right-sized Regulation and Enforcement in Targeted Industries

Additional Strategies for Development and Refinement

- Re-align incentives to achieve strategically targeted competitiveness
- Develop a plan to implement uniform regulations and enforcement
- Develop a state energy policy that supports business growth and development
- Identify key issues that help or impede growth in targeted industries **(Note: This was a strategy of initial focus with no identified tactics, so it was moved to the Additional Strategies section for future refinement)*

2011 Six Pillars Caucus System
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PILLAR: Civic and Governance Systems

VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL: Improve Cooperation among All Levels of Government

Strategy: Convene a commission of state and local officials as well as inform existing legislative bodies as to common problems and opportunities

Tactics:

1. Research and publish findings on the impact of enhanced technology such as uniform standards, common software, and shared services between state and local governments
2. Identify funding incentives to inspire cooperation amongst governmental entities
3. Identify best practice benchmarks to judge efficiency and effectiveness in providing and measuring municipal services and financial capacity

Strategy: Implement Six Pillars Caucus System executive education program to bring together state and local leadership to identify and address common problems and opportunities

Tactics:

1. Incorporate or cooperate with existing education and professional development programs

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PILLAR: Civic and Governance Systems

2. Encourage “visioning” groups to collaboratively use Six Pillars as a common language and template
3. Inventory existing visioning programs and indicator dashboards
4. Expand “speakers/trainers bureau” to assist in the implementation of the Six Pillars Program

Supporting Conditions:

- Partners: Leadership Florida and local leadership programs, The Collins Center, Southeast Regional Partnership, MyRegion.org, Tampa Bay Partnership, Healthy Communities, Florida League of Cities, Florida Association of Counties, Florida Regional Planning Councils

GOAL: Modernize State Government

Strategy: Propose Constitutional Amendment Reform

Tactics:

1. Compare Florida’s Constitutional amendment process to other states and identify the process which is most desirable
2. Study constitutional amendment approaches, including costs associated with the current system and alternative approaches, such as statute creation by ballot initiative

Strategy: Streamline government practices to eliminate redundancy

Tactics:

1. Re-establish the Legislative Commission on Intergovernmental Relations with balanced representation of state and local government representatives and add private sector representation

**2011 Six Pillars Caucus System
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PILLAR: Civic and Governance Systems

2. Inventory and evaluate the number of boards and/or commissions which are appointed by the Executive level and legislative leadership; identify overlap missions and eliminate inactive, ineffective and duplicate boards
 - A. Apply same process to local and regional governments
3. Identify regulatory state agencies which overlap in mission and function; consolidate duplicate functions
 - A. Apply same process to local and regional governments
4. Publicize best practices to demonstrate successful initiatives i.e. Privatization, Shared Services, and Consolidation
5. Use practices such as Zero Based Budgeting to identify and eliminate unnecessary programs
6. Implement change management processes within state & local government and provide incentives to operate efficiently and increase productivity. i.e. Reengineering, Continuous Improvement, Six Sigma, ISO-ANSI, Total Quality Management/Sterling

GOAL: Revise Tax Structure to Balance Fundamental Services with Economic Growth

Strategy: Evaluate state's tax structure

Tactics:

1. Review "Save Our Homes" and other property (ad valorem) tax provisions
2. Review sales tax structure (to include possible application of tax to internet purchases) and possible implementation of service sector sales tax
3. Model the impact of a personal income tax
 - A. Assess alternative revenue sources
4. Determine the comparative advantages of having low corporate taxes as an inducement to relocating or remaining in Florida

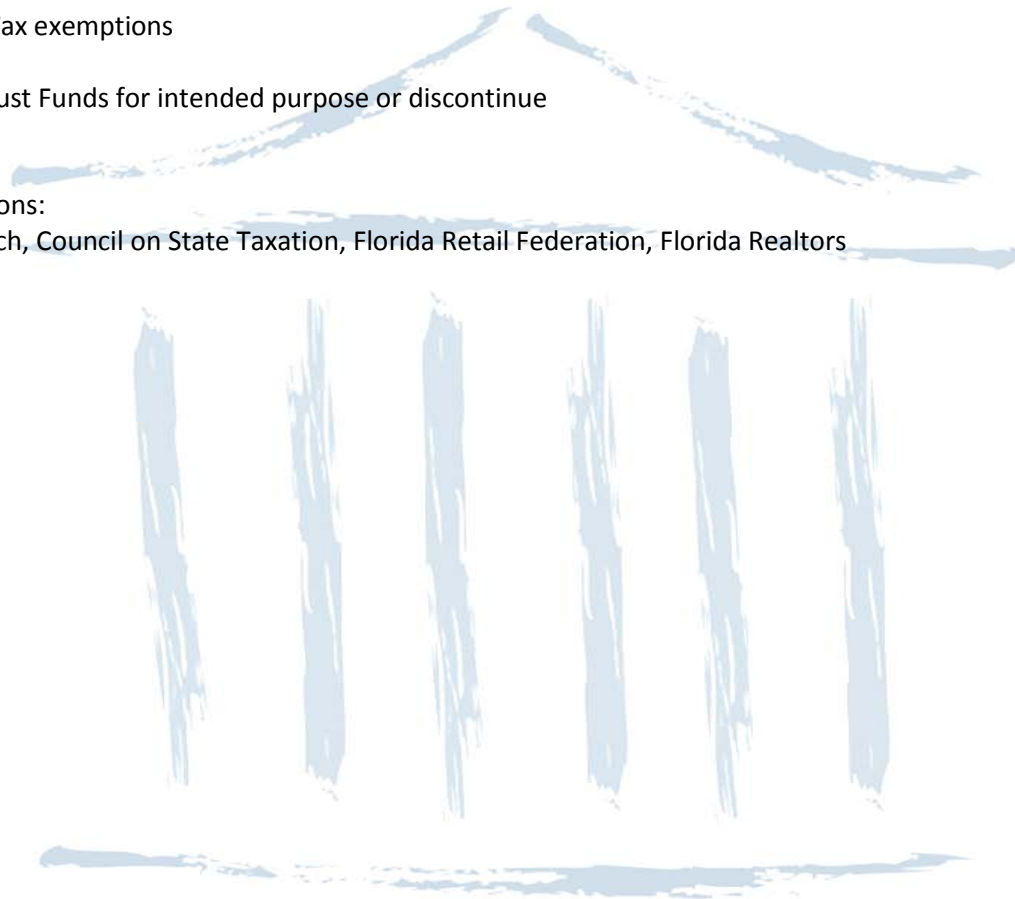
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PILLAR: Civic and Governance Systems

5. Assess the demographic composition of residents as a factor in tax revenue capability
6. Review Sales Tax exemptions
7. Utilize State Trust Funds for intended purpose or discontinue

Supporting Conditions:

-Partners: TaxWatch, Council on State Taxation, Florida Retail Federation, Florida Realtors



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PILLAR: Civic and Governance Systems

Additional Goals for Development and Refinement

- Increased Informed Participation and Transparency

Additional Strategies for Development and Refinement

- Implement election reform
- Reform Committees of Continuing Existence
- Broaden inclusiveness to include diverse voices and interests
- Further restrict the ability to impose unfunded mandates
- Examine the impact of strengthening the Executive branch, e.g. appointed Cabinet
- Strengthen enforcement of laws related to government fraud
- Digitize government processes, records and systems
- Implement existing internet tax

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PILLAR: Quality of Life and Quality Places

VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL: Grow Jobs through Support of Creative Industries

Strategy: Identify Florida's brand and then promote and develop these assets

Tactics:

1. Improve Florida's national and international reputation as a welcoming and inclusive place to live, work and visit
2. Determine current brand perception of Florida and compare it to brand aspirations
3. Develop a market-based inventory of creative assets that seeks to identify and develop local brands
 - A. Integrate local communities with regional perspectives related to creative industry resources
 - B. Partner with advertising agencies to develop a statewide promotional campaign built around Florida's assets as it relates to creative industries and local talent
 - C. Develop a state-level strategy that provides support and development for existing and emerging industries that communicates to internal and external target audiences
4. Incentivize creative industries to grow or relocate in the state by establishing mixed use live-work environments

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PILLAR: Quality of Life and Quality Places

Supporting Conditions:

- Utilize existing entities such as Arts Councils, Business Development Board, Visitor and Convention Bureaus, Tourist Development Councils, Economic Development Councils, VISITFLORIDA
- Utilize associations by creative industry to promote communities and industries

Strategy: Leverage Florida's natural and cultural assets in a sustainable manner

Tactics:

1. Focus on ecological, heritage and medical tourism
2. Define and develop an inventory of natural and cultural assets to establish baseline
3. Create guidelines and incentives for quality, sustainable development that preserves natural and cultural assets
4. Enforce current legislation that protects our natural and cultural assets

Supporting Conditions:

- Partners: Department of State, VISIT FLORIDA, Florida Cultural Alliance, Local Arts Council, Tourist Development Councils, 1000 Friends of Florida, Department of Environmental Protection, Florida Wildlife Commission, various Friends of Parks groups, local heritage organizations, Native American tribes, Economic Development Councils, Department of Economic Opportunity, state and national trade organizations, Developers, Planning Councils, Ocean Conservancy, Urban Land Institute, local preservation groups such as the Choctawhatchee Bay Alliance, Water Management Districts, Nature Conservancy, Florida Legislature, Florida Philanthropic Network

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PILLAR: Quality of Life and Quality Places

GOAL: Create a Culture of Civic Engagement

Strategy: Promote the case and benefits of civic engagement

Tactics:

1. Increase philanthropy within Florida by promoting outcomes associated with charitable giving and volunteering
 - A. Engage charitable organizations to conduct outreach to generate enthusiasm for volunteerism; facilitate volunteer centers for programs to organize volunteer opportunities
 - B. Promote philanthropy as the economic legacy of successful entrepreneurs and businesses that help create quality of life and quality of places
2. Implement face to face and virtual civic education program in schools while involving public and private employers
 - A. Consider incentives for community service requirement as part of graduation for high school and college
3. Identify employer based programs encouraging volunteerism
 - A. Create statewide recognition program for Florida based companies that give a certain percentage of profits (e.g. 1% or 5%) to charities, civic and/or community organizations
 - B. Provide a forum for communicating best practices and civic/community services (individuals and organizations) that promotes exchange of ideas and healthy competition
4. Start early with programs such as 'service learning' and 'giving' within schools
5. Leverage existing conferences and meeting agendas to expand discussions of quality of life issues
6. Formalize a process to engage the retired residents in an organized fashion to provide volunteer support for local programs
7. Create outreach strategy for seasonal residents to be encouraged to participate in civic involvement in Florida
8. Utilize scheduling technology to provide volunteer opportunities for all levels of participation

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PILLAR: Quality of Life and Quality Places

9. Determine if technology can improve voter participation and engagement in a safe/secure manner

Supporting Conditions:

- Partners: Elder Affairs, Florida Philanthropic Network, Volunteer Florida

GOAL: Achieve Nationally Recognized Levels of Health and Wellness for Florida Citizens

Strategy: Support community-based health initiatives

Tactics:

1. Provide private and public organizations the tools and education to create their own customized and targeted culture change to promote health and wellness
 - A. Research and select a handful of metrics on public health and wellness that can be compared by state across the U.S.
2. Identify incentives to health care plans that meet healthy criteria
 - A. Measure outcomes of community based health programs and recognize best practices by creating a prestigious designation/certification for a healthy workplace and communities
 - B. Develop a legislative strategy that is based on evaluating program effectiveness to achieve improved results and adoption
3. Encourage hospitals to collaborate with life science research organizations such as Scripps and Sanford-Burnham on ways to bring healthcare and science together to improve the health of the entire state

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PILLAR: Quality of Life and Quality Places

Supporting Conditions:

- Partners: Health providers, Health insurers; Private Industry, Trade Associations, Florida Department of Health, County Health Agencies, Business Owners, Florida Legislature, Health Planning Councils, national certification organization (TBD); Florida Philanthropic Network

Strategy: Promote economic rationale for health and wellness practices

Tactics:

1. Conduct research to assess the effect of good health and wellness practices on work productivity and reduced employment costs
2. Identify and recognize organizations with successful health and wellness programs; share best practices and a create statewide recognition program
3. Create, train and encourage Health & Wellness Managers within HR departments and develop tools to track success
 - A. Identify best Health & Wellness practices and use content experts to deliver the message
4. Integrate research findings from universities and health organizations in health and wellness promotion programs

Supporting Conditions:

- Partners: Florida Chamber, Florida Chamber Foundation, Florida Department of Health, Health Planning Councils, Insurers, Actuarial Firms, Local Chambers, Marketing/Public Relations Firms; Florida Philanthropic Network

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Project 2030 Strategic Plan Outline

PILLAR: Quality of Life and Quality Places

Additional Goals for Development and Refinement

- Florida Earns Reputation as Inclusive/Diverse Culture
- Preserve and Build Authentic 'Must See' Communities

Additional Strategies for Development and Refinement

- Implement diversity education program for business and elected leaders
- Build economic case for diversity
- Work to promote adoption of statewide non-discrimination policies
- Revitalize communities
- Strengthen the role of community-based development organizations
- Encourage communities to plan for sustainable living
- Incentivize creative organizations, individuals and industries
- Promote civil discourse
- Convene opportunities for civil engagement
- Incentivize wellness
- Encourage sustainable health standards