

Funding your vision



resource development
group

CONCEPT AUDIT REPORT

PREPARED FOR

THE ORLANDO
REGIONAL CHAMBER
OF COMMERCE

June 27, 2007

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ASSIGNMENT

Resource Development Group (RDG) was retained by The Orlando Regional Chamber of Commerce (ORC) for the following:

- A. Organizational Revenue Audit
- B. Funding and Engagement Model Development
- C. Regional Assessment, inclusive of a minimum of 75 leadership interviews and supplementing Focus Groups:
 - 1. Determine the depth of leadership consensus and commitment to ORC's program priorities and potential funding alternatives.
 - 2. Develop a consensus of leadership with respect to, and fully analyze the financial support for, an appropriate budget, which will best maximize opportunities for the success of ORC's agenda for the next three to five years (financial feasibility).
 - 3. Analyze ORC's present constituency base to determine the potential of this group for increased, future financial support.
 - 4. Identify new prospects for the ORC, both in terms of the upcoming funding initiative, as well as for longer-term cultivation for future support.
 - 5. Identify the prospective Campaign Leadership and campaign steering committee members.
 - 6. Determine an appropriate Campaign Target Goal.
 - 7. Complete Philanthropic Foundation Screen.



METHODOLOGY

Resource Development Group experience –

- Participation in formulation and budgetary funding of economic and community development organizations in over 100 markets throughout the United States. Collectively, these total more than \$500 million in operating capital and include chambers of commerce, economic development corporations and other organizations focused on promoting regional civic health and growth.
- Familiarity with numerous economic and community development programs throughout the United States.
- Educational foundations and background with expertise in economic and community development.

Background information provided by the staff and board leadership of the ORC.

Individual interviews and focus group sessions with strategically identified public and private sector leaders throughout the seven county Metro Orlando Region. See Appendix C--Leadership Interviews.

The Assessment (see Appendix A-Questionnaire and Pre-Case) focused on:

- Leadership perceptions of ORC's past success and future potential.
- Support for an enhanced, regionally focused program of work.
- Relative level of confidence in the ORC's ability to deliver.
- Key prerequisites to generating financial support.
- Support for a new engagement and investment model.
- Identification of leadership for a funding effort.
- Testing the viability of a funding campaign to raise sufficient funds for a multi-year budget.
- Possible impact of "outside" factors on the ability to successfully transition and transform.

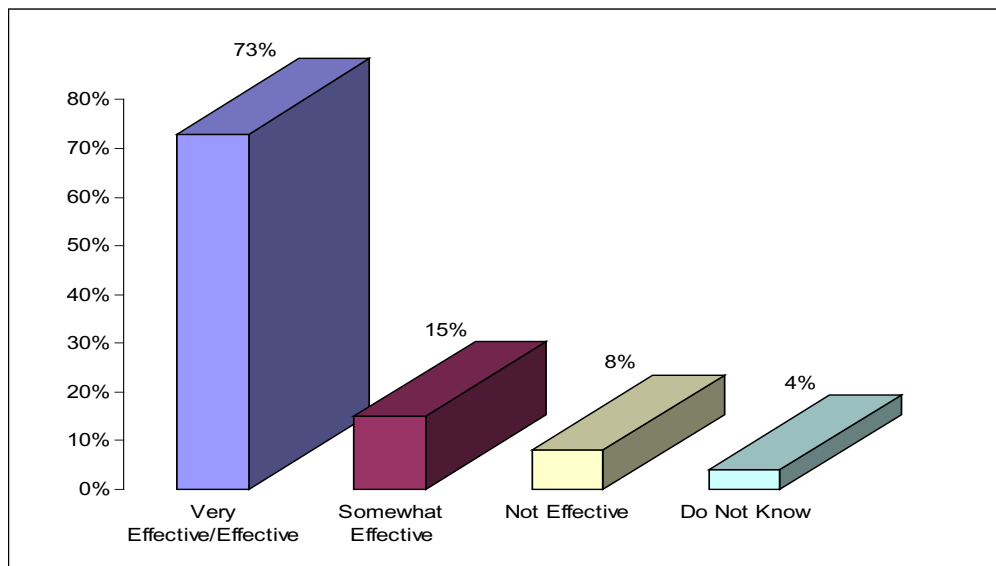


KEY FINDINGS

The ORC enjoys an excellent reputation in the regional marketplace as being inclusive, innovative and a strong convener and collaborator on key civic issues. This reputation has led to a strong platform for implementing public forums and events centered on creating excitement and energy around key regional “conversations”. Now, however, the ORC is being asked to do more. The adoption of a vision, mission and 1,000 Day Agenda with specific identified strategic initiatives has “raised the bar” for action, in addition to discussion.

RDG tested a “new model”, inclusive of a more detailed program of work and specific agenda, across over 100 confidential interviews with key stakeholders and individuals, and six Focus Groups. It is important to remember that anytime an organization is “exposed” for review, the natural tendency is to focus on areas of improvement. As our Findings are examined, the reader should not lose sight of the fact that the ORC is highly regarded in the marketplace and carries an excellent reputation as a “Civic Leader.” Here is what we heard:

- 1) 73% OF THOSE INTERVIEWED CITED THE ORC AS EITHER “VERY EFFECTIVE” OR “EFFECTIVE” AS AN ORGANIZATION RELATIVE TO THE AGENDA THEY HAVE BEEN ASKED TO IMPLEMENT HISTORICALLY. CONVENING, COLLABORATING AND INCLUSIVENESS WERE CITED MOST OFTEN AS THE ORC’S “GREATEST STRENGTH.”**



“the Chamber is great at spotting issues, and then creating energy and excitement around those issues”

“the Chamber is well-respected and Jacob is very fair”

“always positive, forward thinking and catalytic”

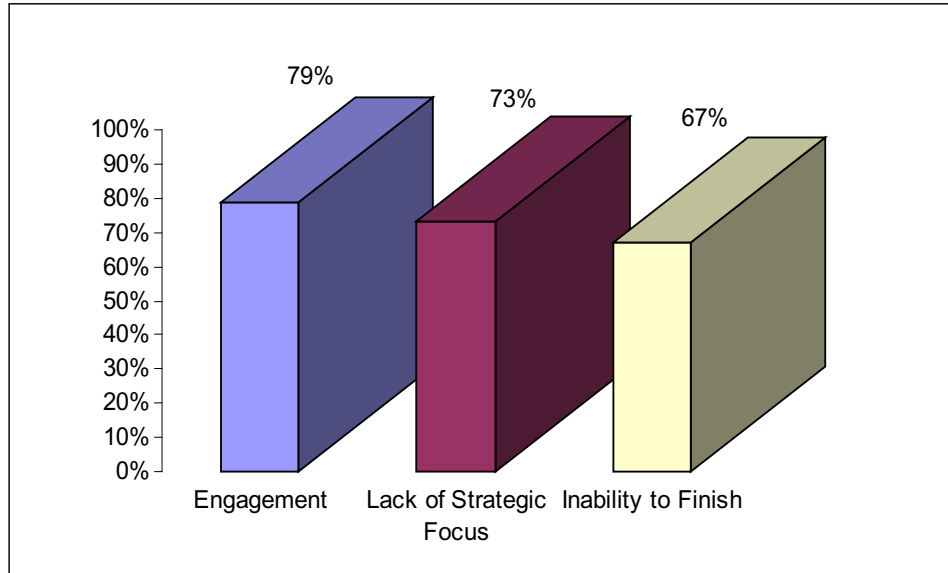
“best event producer in the region!”

“deliberately inclusive”

“not afraid to take risks”

“best organization for bringing people together to tackle big issues”

2) WHEN ASKED TO CITE PRIMARY AREAS IN NEED OF IMPROVEMENT, LACK OF SPECIFIC VOLUNTEER ENGAGEMENT, LACK OF STRATEGIC FOCUS, AND A PERCEIVED INABILITY TO “FINISH” WERE THE MOST FREQUENT RESPONSES.



It is important to fully understand and appreciate the depth and breadth of input on all three improvement areas identified above:

a. Engagement-There is a dichotomy that while the ORC receives high marks for being inclusive, there is also a growing sensitivity that this very inclusiveness may be leading to less focus and more confusion over roles, responsibilities and mission. There is also strong support for a structure that lends itself to more direct volunteer involvement in establishing and implementing the ORC agenda.

“are we pro-business or pro-community”

“we need to be on a business model”

“we need a committee structure that supports the agenda”

“the board environment is not conducive to dialog or decision-making”

“we need working committees to grow leadership and address issues”

“I don’t get the board.....don’t even know what the structure is.....it’s way too big”

“the Chamber has not engaged us”

“we now have this big board that doesn’t really do anything”

“there are too many boards and that moves people away from the main agenda”

“the Chamber is not taking full advantage of available time and talent”

“I love the meetings but it would be nice to actually do something”

“the board is so big I don’t know where I fit”

“no mechanism for involvement”

“why do we have so many boards?”

“trains run better with less cars”

b. Strategic Focus-While there is widespread acknowledgment that the ORC is being asked to “step into the void” of regional leadership, there is also a perception that we are not adept at staying focused on a specific agenda. This is relevant because implementation of a successful investment driven funding model will require confidence in organizational ability to implement a focused, mission driven action plan.

“we need a strategic, focused and meaningful agenda.”

“we need to operate more like a business”

“we need to shift from show to substance”

“the Chamber needs clarity in where it is headed”

“we need to be focused on the achievement of clear objectives”

“there is too much on our plate and we are not focused”

“we are more of a wave rider than a wave maker.....we need to be more of a wave maker”

c. Ability to Finish-The ability to “finish” projects in a meaningful fashion is directly connected to strategic focus and a mission driven and metric based action agenda. It is not surprising that lack of engagement and strategic focus, coupled with a perceived inability to finish projects were cited most frequently as they all go “hand in glove”. It is “engaged” volunteer leadership that develops and eventually oversees implementation of a strategically focused agenda. One without the other simply doesn’t work.

“we don’t get to the finish line”

“we start lots of great things but don’t get to the end”

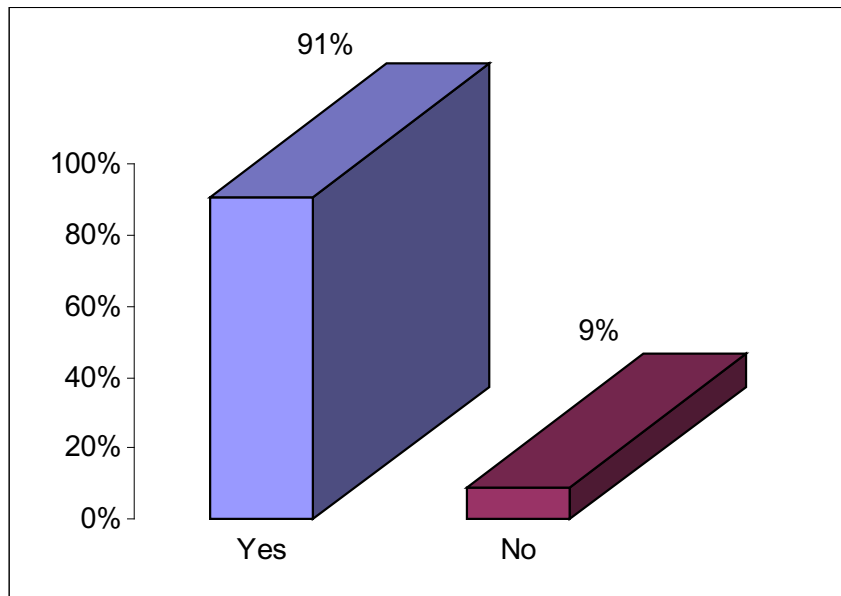
“we need to get away from the big productions that generate excitement but don’t accomplish anything”

“we are not great finishers.....but I’m not sure we have been asked to be”

“we have to move beyond convening to pulling together an action agenda with metrics and supporting committees”

“we need to transfer theory to practice.....ideas to action”

3) WHEN ASKED TO RESPOND TO THE OVERALL PROGRAM OF WORK AS PRESENTED IN THE CENTRAL FLORIDA PARTNERSHIP PRE-CASE, THE RESPONSE WAS OVERWHELMING SUPPORT IN SPITE OF HEALTHY SKEPTICISM RELATIVE TO THE ORC'S ABILITY TO IMPLEMENT. 91% EXPRESSED SUPPORT FOR THE PROPOSED DIRECTION AND THE NEED FOR A REGIONAL AGENDA OF ACTION ITEMS.



“Central Florida is ready to be big time”

“absolutely the right things”

“we want this region to be world class”

“we have to take control of our future by extending research to results”

“we need to cast a big vision”

“no one envisioned the Orlando of today”

“we have to manage the unintended consequences of growth”

“we need to move from networking to strategic”

“we have to break the mold”

“we need to be more about action and less about convening”

“the Chamber must step into the regional void”

“these challenges are all symptomatic of our growth”

It is important to note that while support is high, there is also concern that the agenda is “too big” and that anything we do should be grounded in a strategic vision with clear measures of success.....

“we need 5 metrics that make a difference”

“this needs to be focused on the achievement of clear objectives”

“I am glad the Chamber is moving to the reality of metrics”

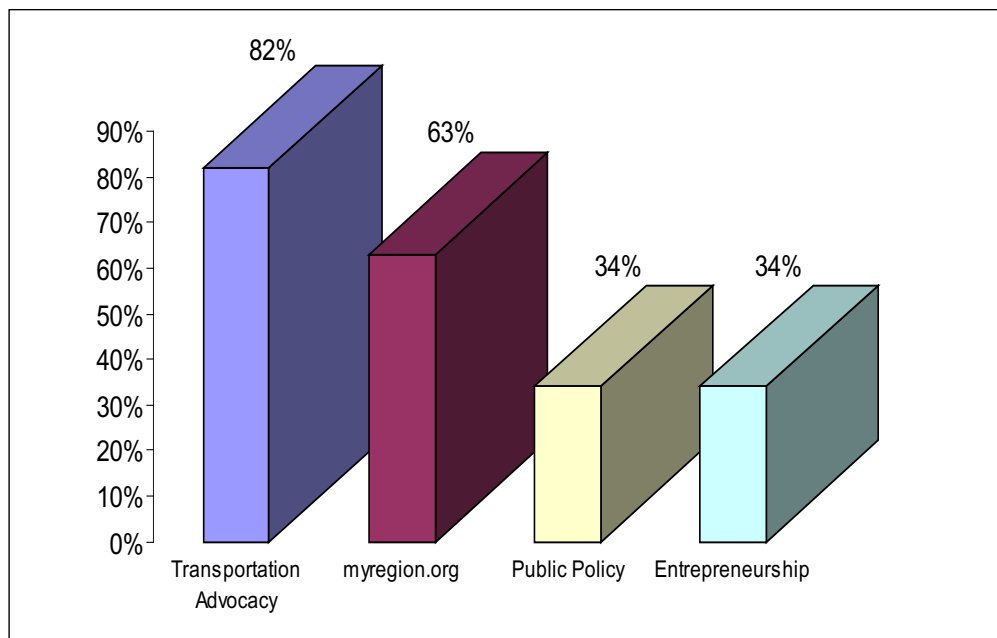
“we need to be careful about dealing with only topical issues”

“we need to pick 2 or 3 things and really focus”

“we have to have a strong deliverable for each area”

“we can do anything, but we can’t do everything”

Along these lines, respondents were asked to prioritize those agenda items identified in the Pre-Case. Interviewees were asked to identify the “three most important areas”. Some keyed off the eight strategic initiatives, others responded to the pie-chart pro-forma budget and still others viewed the menu collectively. Those that chose to “rate” clearly identified transportation advocacy and the continuation and enhancement of *myregion.org* as the top priorities. This is not to suggest that the other initiatives are not important, but it does identify priorities given the potential for limited resources and the need for clear focus. It should also be noted that the number one “mention” when asked “what’s missing” was crime. Following the graph are specific additional findings related to each of the six major areas of Public Policy, Transportation Advocacy, *myregion.org*, Entrepreneurship, International, and Chamber Infrastructure.



a. Public Policy-When interpreting these results it should be noted that a number of respondents recognized the overall need for a “strong public policy” platform and viewed this as a “foundational requirement” for anything the ORC tackles under the new model. Hence, many did not place it in their “top 3” because they viewed it as a “given.” There is a clear understanding that in many respects, this is the single most important component of the new platform and building capacity here should be one of the top priorities.

“Business Force should be the model for the “new” Chamber”

“someone has to force our political leadership to address these issues”

“all of the strategic initiatives will require a strong public policy component”

“future Fly-Ins need to have a community agenda”

“we need a stronger, unified and regional voice in Tallahassee”

Some specific comments reflected underlying concerns related to specific initiatives on the 1,000 Day Agenda.....

“I sometimes wonder if we are just “carrying water” for the latest, greatest idea of a major funder or political leader”

“we need to be strategic and long term, not topical and short term.”

“we need to serve the process (advocacy and public policy), not dictate”

“have to be careful to avoid the ‘drink of the day’ mentality”

b. Transportation Advocacy-A clear top priority for the region and the ORC moving forward with almost universal acknowledgment this is a “top 3” priority. We also received extensive input from key experts and stakeholders in this arena.....METROPLAN ORLANDO, GOAA, LYNX, Orange County Expressway Authority.....relative to specific strategies and tactics that can/should feed into an overall plan.

c. myregion.org-Also a clear priority for the region and the ORC moving forward. “How Shall We Grow” has generated both interest and enthusiasm for “what’s next” with *myregion.org*. There is a clear understanding that this initiative needs to continue because of the great promise it holds for our future. However, there is equal pressure to present a clear picture of what happens next and why.

“we have to take control of our future by extending research to results”

“I see myregion as a ‘think tank’ that should constantly be feeding our public policy agenda”

“it’s really exciting but my question is ‘what’s next?’”



There is also some concern about the large amount of public money currently flowing into *myregion.org*. This dialog became more apparent later in the assessment process as the state-wide discussion on tax reform and it's possible impact on local governments became more heated.

"I am not comfortable with government dollars"

"public money could compromise the integrity of our public policy positions and process"

"it's obvious we can't count on it (public money) so why build a model that relies on it?"

d. Entrepreneurship-As part of the Assessment, leaders from the Disney Entrepreneur Center, (DEC), the UCF Technology Incubator and the Center for Entrepreneurship at Rollins College were individually interviewed. In addition, a total of 4.5 hours was spent with leaders of the Small Business Chamber to gain input, advice and counsel on the ORC's appropriate future role. Finally, a separate Focus Group was conducted with representatives of 17 Chambers throughout the region, all with a large small business constituency. While it is clear there is pent-up demand for the ORC to continue its leadership by extending a "small business agenda", what that future role should be is not as apparent. RDG's observations from the Assessment are:

- DEC, the UCF Technology Incubator, and the Center for Entrepreneurship at Rollins College are not "well-known commodities" outside of the current respective constituencies they are servicing. All three could benefit from broader based marketing of their services.
- The ORC is currently using an "outdated" definition of small business.
- The ORC's current small business leadership wants to lead, provide direction and resources, and help the ORC drive it's overall agenda in a fully integrated fashion.
- Need to remove barriers between the current ORC and Small Business Chamber Boards.
- ORC Small Business members need to be better integrated and engaged
- We need a business model that supports entrepreneurship in a meaningful way that is fully integrated with the overall vision, mission and direction of the ORC.
- The Small Business Summit is widely viewed as an opportunity for the future.
- There is a need for better coordination of regional small business public policy priorities.
- In a separate focus group with the Leadership Alumni Board, many of the same points regarding a desire for better integration with ORC and more opportunities for "mission engagement" were articulated.

"we can't forget that Orlando is a 'small business market'"

"help us help you"

"we don't understand our role in the 1,000 Day Agenda"

"there is plenty of help in the market for 'new businesses'.....the best way the chamber could help is by driving business owners to available resources"

e. International-The proposed International agenda generated the most questions and seemed to create “mission confusion” among a number of respondents. Specifically, additional clarity over the Chamber’s specific role, and how that relates with International activities at the EDC, is required.

“why are we doing this”

“I am still not clear why we are going to China”

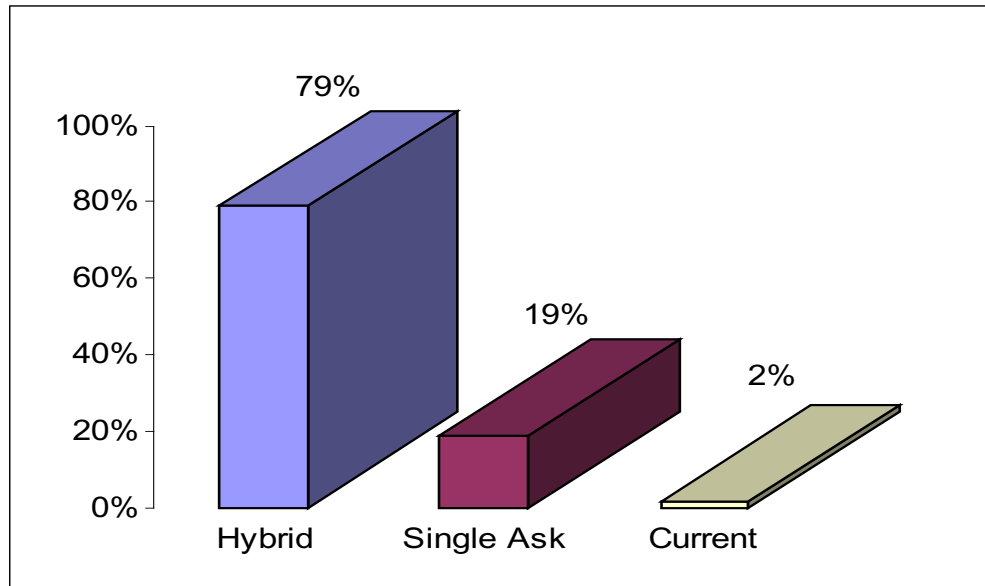
“I think all international activities should be centered in one location; otherwise we will confuse both ourselves and our international ‘targets’”

“I categorically reject any involvement with International. This should be the EDC’s territory”

f. Chamber Infrastructure-The vast majority of those who responded to the Physical Plant challenge felt the ORC needed to consider new facilities and that this issue should be separated from the overall staff and governance transformation required to implement the new agenda. In short, there is a strong feeling that it’s simply “too much” to try and tackle both at the same time under the same umbrella. That’s not to say this challenge is less important, but rather it is so important that it requires some independent, in-depth analysis of its own.



4) WHEN ASKED TO REACT TO A NEW INVESTMENT BASED REVENUE MODEL, THE RESPONSE WAS OVERWHELMINGLY POSITIVE. 98% OF RESPONDENTS SUPPORTED EITHER A “HYBRID” INVESTMENT MODEL, THAT INCLUDES A STREAMLINED MENU OF SPONSORSHIP OPPORTUNITIES, OR A “SINGLE ASK”. THERE WAS VERY LIMITED SUPPORT FOR CONTINUING THE CURRENT METHOD OF REVENUE GENERATION FOR THE ORC.



Currently, the ORC is devoting almost 30% of its resources to revenue generation for the organization, as opposed to 14% among the eight Peer Market organizations analyzed as part of RDG’s due diligence. Moreover, the minimum cost of servicing one member with the current menu of activities and benefits is \$1,134.00, while our minimum dues level is \$399.00, with a large number of members actually paying less. In fact, 1/2 of the total ORC membership is paying less than the minimum cost of servicing.

There is also a strong desire for a more meaningful, streamlined menu of events that is better aligned with the overall mission of the ORC. The current system is perceived as confusing and “crowded.”

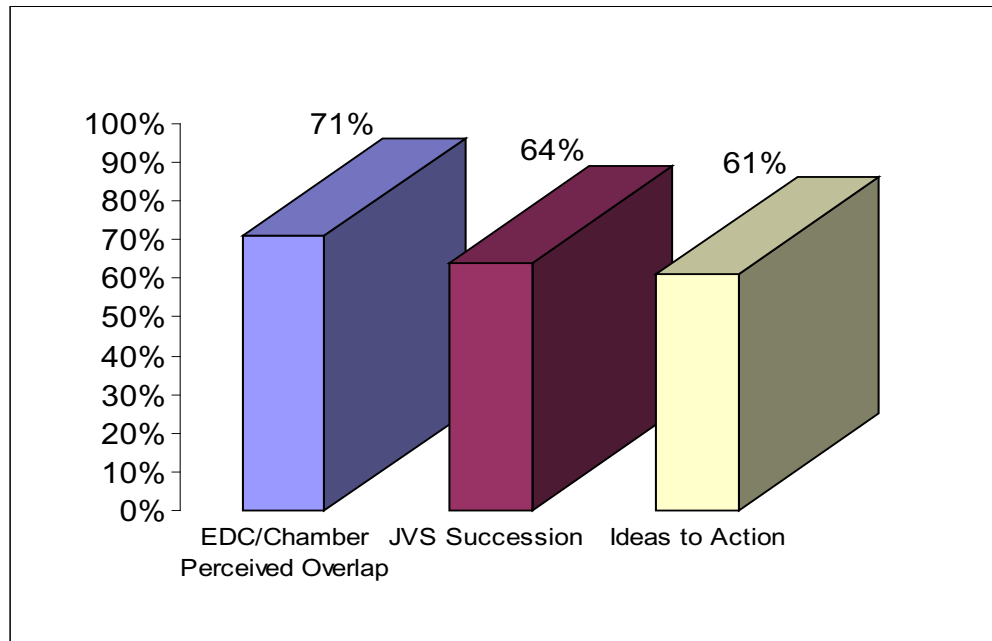
“there are too many ‘brands.’ I don’t really understand the difference between Trustees, RBA and everything else”

“it would be so much easier if you came to me one time instead of all this ala carte stuff”

“why do we do some of these events? The productions are great, but what purpose are we really advancing”

“we have to spend so much time and energy driving attendance that I feel we lose our real focus”

5) INTERVIEW RESPONDENTS WERE ASKED TO IDENTIFY CHALLENGES TO MOVING FORWARD.



a. EDC/Chamber Overlap-Cited as the number one challenge to moving forward, this should NOT be interpreted as a mandate for unification but rather a request for clarity. Clearly, there is confusion in the marketplace over roles and responsibilities that RDG believes will eventually impact the ability of BOTH organizations to maximize revenue for programming and operations. Thus, it is imperative we achieve mission clarity as part of this transformation process.

“if the two were one it would make things much easier”

“we have to stop operating in silos”

“the dysfunction between the EDC and Chamber is holding back our entire community”

“this relationship is not healthy”

“we need one team and one theme”

“we need closer collaboration with the EDC”

“this relationship is confusing”

“the EDC -Chamber split allows our politicians to divide and conquer when it comes to meaningful public policy”

“the tensions are great on the product improvement side of the equation”

“there is too much confusion between the EDC and Chamber.....and the community is not big enough to support both”

“Overlap is an issue and we need to improve efficiencies before we are comfortable making any future investments.”

b. JVS Succession-A large undercurrent swirls around the challenge of eventually needing to replace Jacob Stuart as President and CEO. While we need to avoid the temptation of allowing personalities to impact future direction, this is a unique situation. Many believe Jacob holds the key to success and correspondingly, the ORC cannot survive on its own as currently situated without his leadership.

“Jacob Stuart is the Chamber”

“he is a change agent and I am not sure this Chamber could survive without him”

“what happens ‘post Jacob?’”

c. Ideas to Action-This goes to the heart of the required internal transformation to affect the desired external transformation. Can we build a better engagement model? Can we make the requisite staff changes to build capacity in the appropriate areas? Can we make the transition from “convener” to “doer?” It is important to note the market is not indicting the current staff, but rather acknowledging they are being asked to perform new responsibilities for which the organization may not possess the requisite skill sets.

“this all sounds great but who’s really going to do it?”

“I will believe it when I see it?”

***“this Chamber is notorious for building excitement and then moving on.....
these issues require staying power”***

“we have to build the internal expertise to tackle this stuff.....I don’t think it’s there now”



RECOMMENDATIONS

The following recommendations are based on our Assessment Findings and are designed to advance the proposed ORC mission in a meaningful and pro-active fashion.

PROGRAM ADJUSTMENTS

Based on our Assessment Findings, it is our belief that the ORC can move forward with implementation of new programming in certain key areas, but others require additional discussion and development before Advancing. Specifically, we recommend taking the necessary steps to begin implementing program strategies, as follows:

1. **Transportation**—There is clear consensus that a consolidated, collaborative regional approach to transportation advocacy will be embraced. Support for the ORC to take the lead in this arena is also clear and we believe activities can and should commence during the last half of calendar year 2007. Our recommended agenda includes the following:
 - Foster regional transportation solutions that engage the private sector in new and innovative partnerships, by more effectively utilizing current “platforms” at the ORC:
 - produce a *Regional Leadership Forum*.
 - add regional transportation solutions as a topic to our *Chamber Leadership Retreat*.
 - include regional transportation solutions in a *Regional Leadership Survey*—themed around the public’s knowledge and support of public transportation.
 - Add regional transportation solutions to the *Leadership Orlando* curriculum.
 - Work cooperatively with the Central Florida MPO Alliance and its metropolitan planning organizations to assist in developing long-range and short-range transportation plans and setting regional transportation priorities that are consistent with the regional growth vision.
 - Rally public and private interests to generate support for legislative changes that need to take place in Washington and Tallahassee to improve our region’s transportation system.
 - Explore new funding opportunities for the region’s transportation system, especially for bus and rail transit.
 - Encourage businesses and employers to implement practices that reduce travel demand (especially during peak periods) and promote the use of alternatives to the single-occupant automobile.
 - Promote the importance of providing for the efficient movement of freight, goods and services as a critical component of our economy.

Action Required Now:

1. Hire or retain the services of a transportation research expert.
2. Consideration of additional support in the Public Policy area by year-end.

2. *myregion.org*-Support for moving forward with Phase III of *myregion.org* is equally clear. *myregion.org* received high marks for its crystallizing impact on the regional market and its potential for guiding future change. RDG believes the *myregion.org* template should form the corpus for future regional research that will drive the ORC's regional agenda. By "housing" the research component under *myregion.org*, the ORC is making a statement that future initiatives will be driven by regional needs and potential impact; thus, insulating the ORC from natural pressures to become involved in localized, temporary issues of the day and allowing the organization to focus on long-term systemic challenges.

Phase III goals for the next three years will include:

- Updating Regional Research.
- Coordinating the implementation of the "Shared Growth Vision for Central Florida."
- Annually directing a Central Florida Regional Leadership Academy based on a key regional issue.
- Initiating a Regional Social Services Council.
- Developing and implementing action plans for the six regional priorities, which are:
 - Economic Leadership
 - Education
 - Environment
 - Fragmentation and Branding
 - Quality of Life
 - Smart, Quality Growth



3. Small Business Advocacy/Entrepreneurship-It is abundantly clear that the marketplace demands a role for the ORC in the development and nurturing of small businesses. While there are clear challenges in carving the appropriate niche, RDG believes certain activities are clearly needed and it is very appropriate for the ORC to exercise leadership. It is equally clear that the governance model for the "small business" constituency needs adjustments. We recommend a simultaneous track of action items addressing both programming and governance with the following components:

Program

- Working with the DEC and other appropriate parties, the ORC will produce a Small Business Summit in calendar years 2008, 2009 and 2010 focused on:
 - The Power of Small Business
 - Global Connections
 - Minority Owned Businesses and Woman Owned Businesses
 - Entrepreneurship and Education
- Create "Community Partnerships" with DEC, The Center for Entrepreneurship at Rollins College and the UCF Technology Incubator to jointly promote product offerings from these entities. One component should be enhanced web presence on the ORC website highlighting entrepreneurship activities and available programming from these entities.

In our view, the market is not in need of additional entrepreneurial education and programming opportunities, but there is a need to more effectively "drive" participants to available offerings at all three of the primary service providers. Since the ORC is a "focal point" and is oftentimes the "first stop" for individuals and companies seeking assistance, this service can be a clear "value-add" for the small business market.

- Create *Regional Chamber Alliance for Advocacy*, a coordinating point for advocacy and public policy initiatives with Chambers throughout the seven county region.

There is strength in numbers and currently, Chambers in the Central Florida Region are not well organized on legislative and public policy agendas. The common ground between most Chambers will be the small business agenda. There is a clear need and demand for an entity to take responsibility for the on-going development and oversight of a coordinated legislative agenda for the region's small business community and this can be the domain of the ORC.

- Create and house the *Office of Global Connections*, which will have the following responsibilities:
 - Provide a resource for small businesses seeking outbound/export assistance.
 - Identify, advance and share market research.
 - Help coordinate, communicate and encourage existing educational opportunities.
 - Provide export information and assistance, including trade counseling, training, legal assistance, publications and other necessary resources.
 - Create, staff and coordinate the Central Florida International Chambers of Commerce Alliance— comprised of international, multi-national and bi-national Chambers of Commerce in the region.
 - Work closely with local, regional, and national organizations focused on global commerce.

Engagement

The engagement model for the entire ORC, including the Small Business Chamber needs to change. RDG will be making extensive recommendations related to governance later in this report. For purposes of this section, our recommendation is that the current Small Business Chamber have appropriate representation on the expanded Leadership Development Committee, which we suggest should have responsibility for consideration of our recommendations for engagement changes, including governance. We anticipate this process requiring four to six months to complete.

Action Required Now:

- 1. Adjust current ORC staff responsibilities to devote one FTE for small business/ entrepreneurship.**
- 2. Adjust current ORC staff responsibilities to devote one FTE to Office of Global Connections.**
- 3. Enhanced web presence for current Small Business Chamber, including emphasis on highlighting activities of DEC, Rollins and UCF entrepreneurial support programs.**
- 4. Take necessary steps to create Regional Chamber Alliance for Advocacy.**

4. Public Policy-RDG believes the regional market is demanding escalated activity centered on important regional challenges to growth and prosperity. We recommend the ORC “take on” responsibility for this role in the absence of any other likely entity. Under the new model, it is anticipated the ORC’s Public Policy capacity will require enhancement to deal with an expanded agenda. Many (most?) of the initiatives outlined in the Central Florida Partnership Pre-Case suggest a public policy component. Hence, the need for building capacity.

However, before we accept responsibility for an enhanced role, it is important to define the parameters of our involvement and to build an architecture for consideration of new agenda items. The nature of the 1,000 Day Agenda is that key strategies “roll on and roll off” as they are addressed and as new challenges emerge. Hence, it is important to have both a structure and capacity that allows for flexibility to deal with issues as they emerge. Also, as noted earlier, an enhanced Small Business Advocacy agenda will add increased pressure on the ORC’s Public Policy component over time. Finally, and in the overall context of enhanced Public Policy, the ORC needs to be more pro-active in all areas of Public Policy and Advocacy. One example would be a specific, pro-active regional agenda for the Tallahassee and Washington Fly-Ins.

While clarity exists on the importance of launching and continuing initiatives related to Transportation, *myregion.org* and Entrepreneurship (including the global commerce component), it is not as clear which of the remaining strategic initiatives on the current 1,000 Day Agenda require ORC leadership over the next three years. Of even more fundamental importance is the lack of any metric based system of benchmarking progress and success in each of these activities. It is RDG’s belief that only those initiatives for which the ORC retains primary responsibility should remain on the 1,000 Day Agenda and therefore form the foundation of future Public Policy strategies and tactics.

We believe a focused examination needs to occur over the next 90 to 120 days to identify ORC Public Policy priorities related to the 1,000 Day Agenda. Specifically, we need to determine:

- Where will the ORC have primary responsibility for implementing an action plan?
- What is the objective and intended outcomes?
- What is the timetable for success?
- Are there other challenges that need to be considered on the 1,000 Day Agenda?

Consideration needs to be given to each of the remaining strategic initiatives, including Medical School and Medical Community Development, Level One Trauma Center, Public Facilities and Venues, Workforce Housing, and Education (PRISM).

The goal of this review needs to be development of a “Dashboard” to guide ORC involvement in each of these areas. The Dashboard is a tool that allows for integration of all activities, measures of success, budgets, communications and workforce around key measures of success. In short, it is a constant reminder of why we are doing what we are doing and what needs to happen to be successful. Most importantly, it allows the organization to “manage expectations.” The Public Policy piece will form a primary driver of the overall Dashboard, but it should be noted that the Dashboard needs to cover all disciplines of the ORC.

Action Required Now:

- 1. Create Task Force of Board to review current 1,000 Day Strategic Initiatives to determine necessary current and future involvement by ORC.**
- 2. Task Force will also develop Dashboard for guiding and monitoring current and future initiatives, including Public Policy. This will become the ORC’s primary mechanism for identifying strategic priorities and measuring success.**
- 3. Build capacity and intellectual infrastructure on BusinessForce to formulate pro-active regional agendas for future Fly-Ins.**

5. Chamber Enterprise-The ORC’s current physical plant will not be adequate when considering the enhanced responsibilities under the new model. However, RDG does not feel enough time and attention has been afforded this specific area to make appropriate recommendations for future action. We feel the ORC board needs to consider alternatives that include:

- Enhancing existing space.
- Enhancing and upgrading technology capabilities.
- The possibility of new space.
- The possibility of partnering with other organizations for efficient space utilization.

Action Required Now:

- 1. Appoint Facilities Task Force of Board to review all space options and costs and make recommendations for future action to the ORC board by December, 2007.**
- 2. Set-aside a portion of anticipated revenue from the investment model (to be proposed later in recommendations) for initial costs of reviewing and considering new options ---architectural renderings, schematics and possible short-term technology upgrades.**

ENGAGEMENT/GOVERNANCE CHANGES

RDG believes that over the past decade, the proliferation of various boards, the escalation of total board memberships, and the reduction of individual “engagement” opportunities has served to marginalize both the “board experience” and the relative importance and meaning of the ORC Board itself. As a result, there is confusion over roles and responsibilities, and general frustration over the inability to “engage.” Moreover, the ORC is evolving to an organization that does not reflect the traditional definition of a “Chamber of Commerce,” even though the need for a traditional Chamber still exists. For all of the aforementioned reasons, RDG is recommending a new engagement and governance model that includes substantial changes to the current ORC governance structure.

Leadership organizations that are impacting change in a meaningful way throughout the United States share the following common characteristics:

- One policy making board
- Working committee structure
- Strong senior management team

RDG believes steps need to be taken in all three of these areas at the ORC to improve and enhance the engagement model. Specifically, we recommend moving toward a more unified, business based model of governance and engagement that vests policy responsibility in a “right-sized” and nimble working Executive Board, coupled with a strong working committee and task force structure that encourages broad based engagement from investors. Not only will this improve the overall ORC decision-making process, but also greatly enhance the available leadership and engagement experiences for all investors.

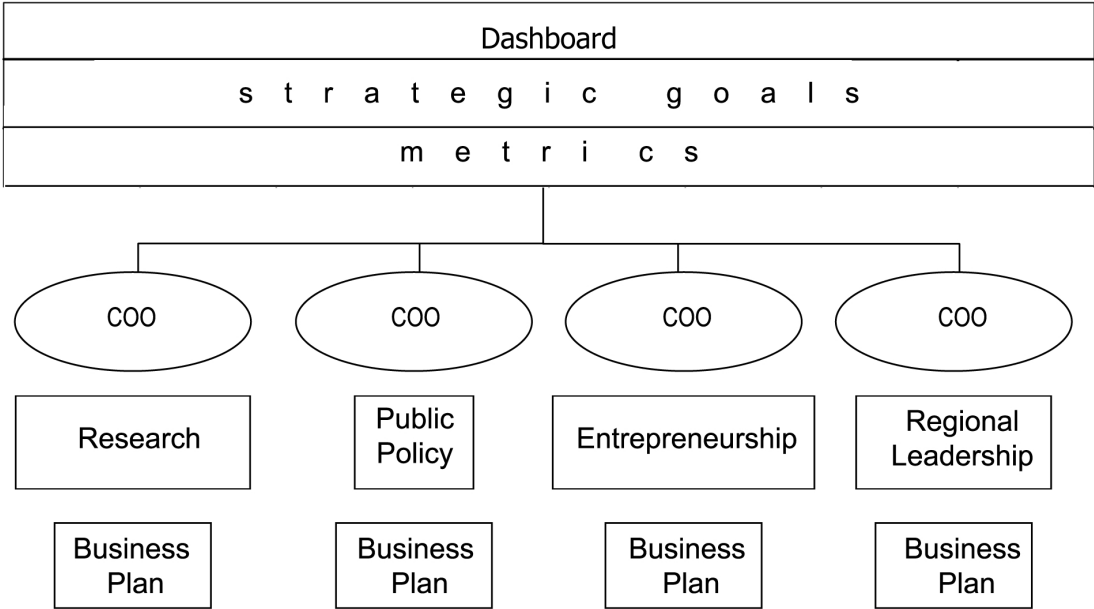
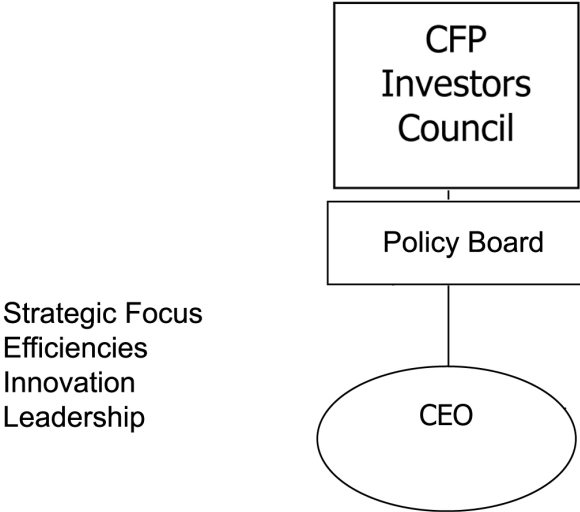
RDG is recommending moving forward with creation of the Central Florida Partnership (CFP) as a “holding company” for four current but enhanced implementing “business units.” The CFP will become the repository for policy making decisions and the “distributor” of tactical assignments. The CFP will be driven by the unified Dashboard and responsible for ensuring each individual business units’ progress toward strategic success, as determined by the success measures included in the Dashboard.

Each business unit will be guided by a strategic council/operating board with responsibility for ensuring tactical implementation of key objectives. Each operating business unit could also develop their own respective strategic initiatives as long as they are consistent with the overall Dashboard of the CFP. Each business unit will be “staffed” by a senior level executive expert in the particular discipline of the individual unit. Each unit will be responsible for developing and implementing a business plan that is consistent with and driven by the Dashboard.

The cornerstone of this model will be an active Investor’s Council comprised of any organization committing to the new investment model. It is anticipated this will include 125 to 200 total companies and organizations. The new structure accommodates the current, leadership driven evolution in ORC responsibilities, while retaining the traditional “Chamber of Commerce” functions.

Here’s what the new CFP structure COULD look like:

Central Florida Partnership



Action Required Now:

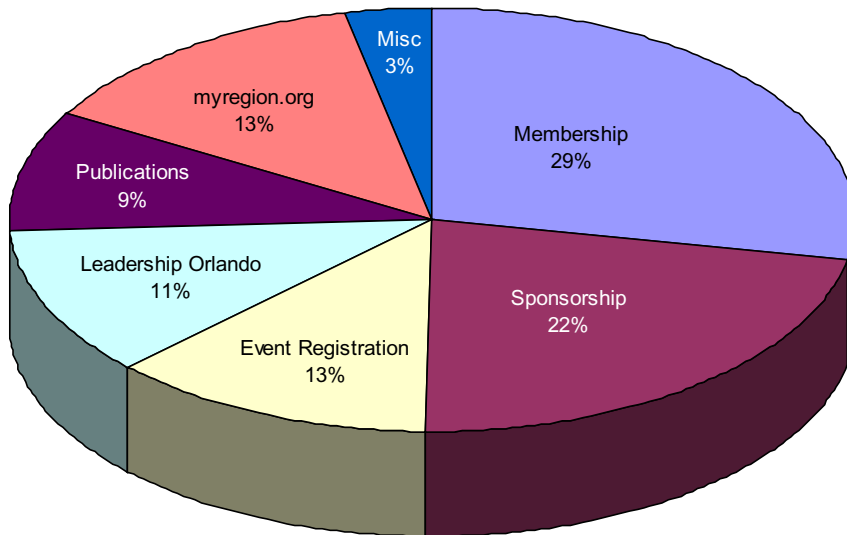
1. Authorize current Leadership Development Committee to review, consider and eventually recommend (by year end) a new engagement model based on the aforementioned recommendations.
2. Enhance membership of current LDC to ensure appropriate representation from all facets of current ORC member base.



INVESTMENT MODEL

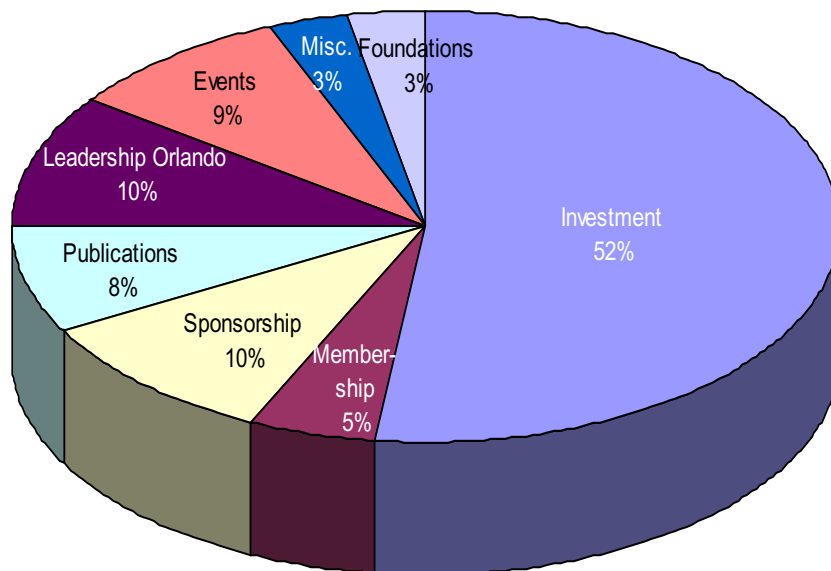
RDG is recommending a new investment based funding model for the ORC that will be phased in over the next 9 months. It will be a Hybrid model that combines base level membership investment opportunities, a streamlined event/sponsorship menu, and the cornerstone which will be nine available investment levels. It is anticipated that eventual revenue generation will approximate the following:

2006 REVENUE SOURCES



Total Revenue \$6.0 million

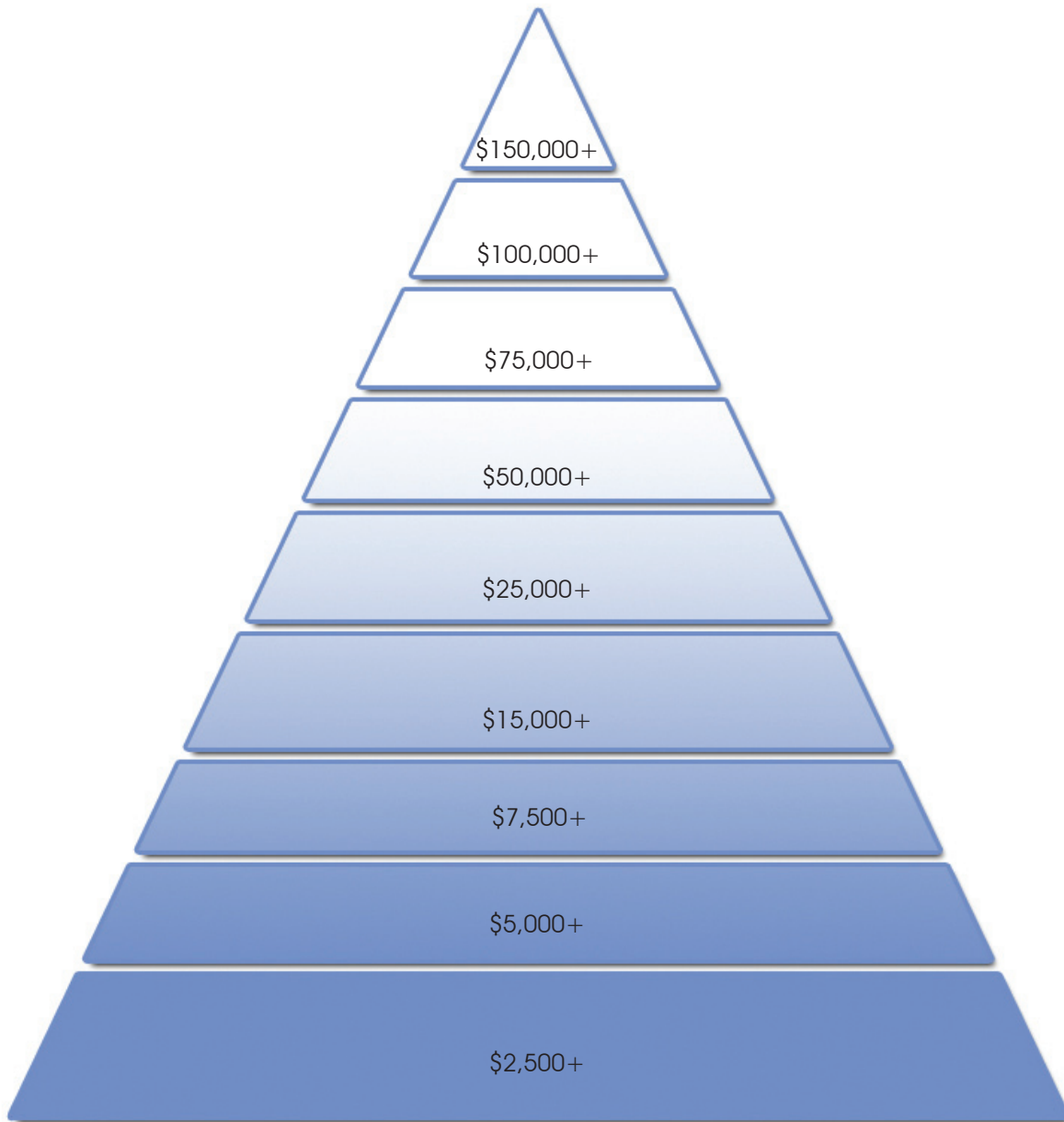
PROPOSED REVENUE MODEL



Total Revenue \$6.5 million

Key components of the new model are the following:

Anticipated Annual Investment Levels



Streamlined event and sponsorship menu that is aligned with mission and eliminates sponsorships related to non-essential offerings (board meetings, executive committee meetings, etc.)

Targeted Philanthropic Foundation support for specific program areas

Basic ORC Membership Investment

2008 -- \$500.00
2009 -- \$750.00
2010 -- \$1,000.00

The total revenue target under the new investment model will be \$3,350,000 per year for 2008, 2009 and 2010. It must be noted that this includes anticipated revenue from a number of public sector partners directed to *myregion.org*. It is possible that the current dialog at the state level regarding property tax reform and it's possible consequences on local governments could have a dramatic impact on this portion of the model. The ORC and *myregion.org* Boards need to be prepared to address this possible circumstance. In fact, RDG believes the ORC should begin now to reduce and eventually eliminate government funding from it's overall revenue model.

Action Required Now:

- 1. ORC Board agree to move forward with implementation of new investment levels and overall revenue generation model.**
- 2. Launch the Investment Campaign, which will begin with the Leadership Recruitment and Solicitation Phase (Full Campaign Calendar can be found at Appendix B, page 46)**



CAMPAIGN CHALLENGES

EDC/Chamber

The EDC and Chamber must display more collaboration and less overlap in the future or both will suffer financially. Whether the perception is, in fact, reality, is irrelevant at this stage. The belief is strong that there is too much overlap, duplication and inefficiency and neither is therefore maximizing resources--- both human and financial.

RDG believes it is in the best interests of both organizations to publicly display working progress toward a more collaborative model. As a first step, RDG recommends a Planning Retreat that includes board leadership from the ORC, EDC and CVB in January, 2008. This could take the place of the currently scheduled ORC Leadership retreat and form the catalyst for a truly unified regional effort to pro-actively address regional growth challenges and then market a stronger product to both the business and traveling world. A key objective could be adoption of a Dashboard for the region that can guide key strategies and tactics of all three organizations in the future.

Action Required Now:

- 1. ORC Board Chair extend invitation to Chairs of EDC and CVB to engage in planning and implementation of a Joint Planning Retreat in January, 2008.**
- 2. The first step should be appointment of a Joint Planning Task Force with equal representation from all three organizations to begin planning now.**
- 3. Also consider joint annual meeting with ORC, EDC and CVB.**

JVS Succession

Without question, the best way to address succession concerns is to build an architecture that fosters stability and sustainability into the future. RDG believes the engagement, capacity and governance changes recommended will allow the ORC to build a sustainable model that can not just survive, but actually strengthen the succession process once it comes time for that.

Ideas to Action

A certain element of regional leadership is simply saying "show me" to the challenge of whether the ORC can make the necessary internal adjustments to allow them to lead regional change in the future. RDG believes the best way to address this skepticism is to begin work now---in the second half of calendar year 2007 – before the new investment model is put in place and before most are asked to consider making financial commitments under the new model. This way, the ORC can objectively manifest a total commitment to the new model and show progress towards implementing key objectives.

SUMMARY/NEXT STEPS

JUNE 27

ORC Board approve moving forward with transformation.

Review and consider specific recommendations over next 30 days.

JULY 25

Appoint Three Task Forces of Board:

- Enhanced Leadership Development Committee to address engagement/governance recommendations.
- Board Task Force to review and consider future action related to current 1,000 Day Agenda and develop Dashboard for future.
- Facilities Task Force to consider future physical plant options.

ORC Board Chair extend invitation to Chairs of EDC and CVB to participate in Joint Planning Retreat in January, 2008. When appropriate, ORC Board Chair will appoint ORC Board representatives to Joint Task Force.

July, August, September

Recruit Campaign Leadership.

Secure lead investments.

Begin search for 4 new senior positions.

Begin search for transportation and global commerce staff positions.

Launch broad-based investment campaign.

November, December

Finalize engagement/governance model.

Consider and possibly approve Facilities strategy.

New team in place!

January, 2008

Joint regional planning retreat with leadership of ORC (new Central Florida Partnership), EDC and CVB.

March, 2008

Investment campaign complete.

APPENDIX: A

Questionnaire & Pre-case

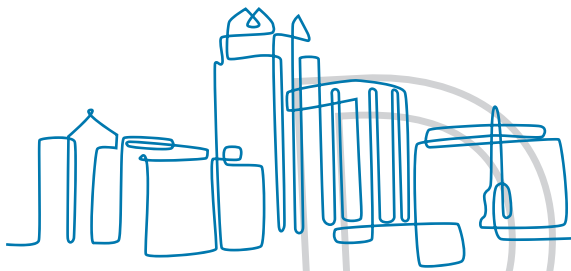


Orlando Regional Chamber of Commerce

CEO Discussion Guide

Listed below are the primary areas of discussion during your upcoming CEO Interview regarding the *Orlando Regional Chamber of Commerce*. Thank you for your assistance and support.

1. Your impressions of the *Orlando Regional Chamber of Commerce*? What do we do well? How can we improve?
2. Your impressions of our regional economy. Primary Strengths? Primary Weaknesses?
3. Please take a look at the Proposed *Plan of Work* and react to the following:
 - *Are these the right priorities for the region currently?*
 - *Which of these do you feel are most important?*
 - *How do you feel about the target budget? Too Little? Too Much? About Right? Don't Know?*
4. How would you measure success for each of these areas?
5. How do you feel about the current Board/Committee structure of the Chamber?
 - *Are there Too Many Boards? Not Enough? Just Right?*
 - *Does the Chamber need working committees?*
 - *How important is substantive involvement in your decision to invest?*
6. Who do you feel are the three (3) most influential private sector leaders in the region? Public?
7. Is there any reason the Chamber should not embark on a Funding Campaign to generate revenue for the aforementioned strategic initiatives at the current time?
8. What other advice do you have for us at the current time?



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STRATEGIC PRIORITIES

Medical School & Medical Community Development

Level One Trauma Center

Public Facilities & Venues

Workforce Housing

Transportation

Education (PRISM)

Regional Growth Visioning

Chamber Enterprise



WWW.ORLANDO.ORG

Charting a New Direction for the Orlando Regional Chamber of Commerce

It is Important Work

To develop strategies designed to take advantage of new opportunities and to achieve our lofty aspirations, we will continue to engage community leaders in thoughtful conversations. Transforming the Chamber will provide the tools necessary to bring about powerful and relevant solutions to some of the problems now facing the Central Florida Region.

It Will Prove to be Difficult

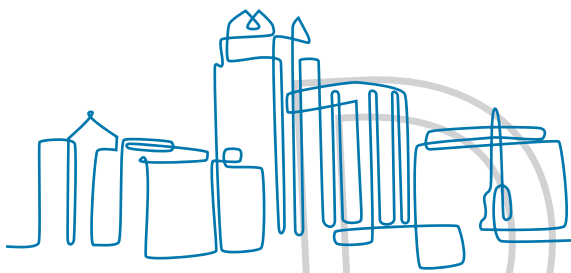
We cannot succeed if we "go it" alone. Natural resistance to change from our previous work will require that we continue to involve many other organizations, strengthening our collective cause because serving others through community partnerships is one of our "core competencies." Achieving our goals, using tested strategies, will require significant resources allocated over a longer period of time.

It Requires a Shared Vision

As we broaden our circle of influence, we will broaden our area of service. Since our work is not limited by traditional political boundaries, we will begin to attract new leaders and supporters around new themes, giving us a new vitality and uniting our work with common interests and shared commitments.

Working together to accelerate solutions to our region's most pressing problems, we will be better able to accomplish our Vision & Mission. With this in mind, the following is presented as a beginning point for community conversations on how we wish to proceed.





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TRANSPORTATION ADVOCACY (OFFICE OF REGIONAL MOBILITY)

To help solve regional transportation problems, the Orlando Regional Chamber of Commerce will create the Office of Regional Mobility to advocate and communicate the “community and business imperative” of a comprehensive, integrated multi-modal regional transportation system.

Working with city, county and state leaders, and following the lead of METROPLAN ORLANDO, the Community & Business Partnership for Better Transportation will:

- Establish, adopt, communicate and advocate a list of regional transportation priorities
- Work with LYNX to explore dedicated funding solutions to support expansion of the Central Florida Regional Transportation Authority (LYNX)
- Foster regional transportation solutions in concert with the Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority, Canaveral Port Authority and other members of the Central Florida Transportation Roundtable

Our region’s continued prosperity and favorable economic development are placing a burden on our regional transportation system. Against this reality, the Orlando Regional Chamber of Commerce must build on its proven record as an effective convener of public and private sector leaders across Central Florida to solve our transportation problems. Regional Collaboration is a “must.”



MYREGION.ORG

Led by a group of public, private and civic leaders, myregion.org is encouraging unprecedented cooperation among community leaders to create a coordinated, comprehensive plan for Central Florida’s future. By creating a collective vision for the region, we’re ensuring Central Florida’s place in the global economy and improving opportunities for generations to come.

Phase I Accomplishments:

- Publishing a Regional Agenda for Central Florida
- Identifying six “Key Priority Areas” and 10 “Regional Resolves” for building a better region
- Creating a regional Pre-K to 20 educational strategy to improve math and science programs
- Forming a regional environmental coalition to identify the key environmental assets in Central Florida

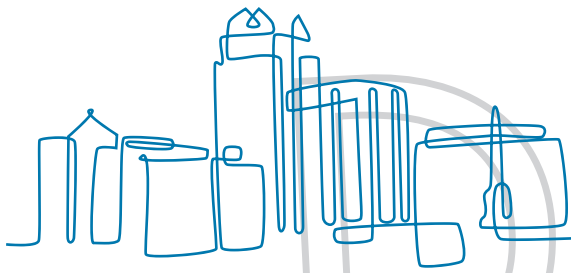
Phase II Accomplishments:

- Working with regional partners to compile Regional Research
- Establishing the Central Florida Regional Leadership Council, comprised of the leaders of the seven county commissions

- Establishing the Central Florida Council of Mayors
- Holding the first-ever Central Florida Regional Leadership Academy
- Engaging residents through more than 150 presentations and community meetings on the subject of “How Shall We Grow?”
- Listening to 7,319 residents as they chose their most preferred future by completing an online survey
- Developing a regional compact and policy framework for how communities will begin implementing the shared growth vision

Phase III Goals:

- Updating Regional Research
- Coordinating the implementation of the “Shared Growth Vision for Central Florida”
- Annually directing a Central Florida Regional Leadership Academy based around a key regional issue
- Initiating a Regional Social Services Council
- Developing and implementing action plans for the six regional priorities



Central Florida PARTNERSHIP

Charting a Course to be One of the Top 5 Regions in the United States to Live, Work and Play

INTERNATIONAL BUSINESS OPPORTUNITIES (OFFICE OF INTERNATIONAL BUSINESS INFORMATION)

To better serve the growing international needs of businesses in the Central Florida Region, the Orlando Regional Chamber of Commerce will create an Office of International Business Information building upon its successful and growing partnerships with the Florida Chamber of Commerce, U. S. Chamber of Commerce (TradeRoots), International Chamber of Commerce, and United States Council for International Business.

This initiative is guided by these facts from Enterprise Florida, Inc. (EFI):

- 15% of Florida's Gross Domestic Product (GDP) depends on international business
- Exports of Florida goods and services support nearly 584,000 jobs in our state (8% of all Florida jobs)
- The growing need for businesses in the Central Florida Region to more fully participate in the global marketplace

The Office of International Business Information will:

- Identify, advance and share critical areas of research
- Help coordinate, communicate and encourage existing educational opportunities
- Provide access to necessary market research
- Assist businesses in selecting their particular markets, services and products
- Provide export information and assistance, including trade counseling, training, legal assistance, publications and other necessary resources
- Create, staff and coordinate the Central Florida International Chambers of Commerce Alliance – comprised of international, multi-national and bi-national Chambers of Commerce in the region
- Encourage expanded international business opportunities in concert with local, regional, state and national organizations, associations and agencies focused on international trade

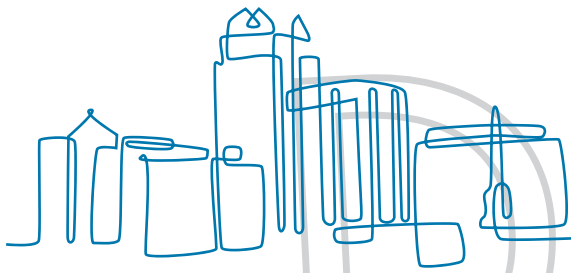
PERHAPS YOU HAVE KNOWN US BY ANOTHER NAME

Founded 1913, we have modified our name over the years to better reflect our changing leadership role in the community

For continued future success, we will build upon our powerful business initiatives and nurture our positive collaborative partnerships that benefit thousands of Member Businesses and residents in seven Central Florida counties - Brevard, Lake, Orange, Osceola, Polk, Seminole and Volusia.

- Orlando Board of Trade
- Orlando Chamber of Commerce
- Orlando Area Chamber of Commerce
- Greater Orlando Chamber of Commerce
- Orlando Regional Chamber of Commerce





Central Florida PARTNERSHIP

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EXPANDED ROLE IN PUBLIC POLICY

Strategic Priorities for the Central Florida Region identified by the Board of Governors of the Orlando Regional Chamber of Commerce as benchmarks in its 1,000-Day Agenda require an expanded public policy role. This expanded Office of Public Policy will coordinate its efforts with other community institutions, business organizations and governmental jurisdictions.

A “primary tool” to champion our causes and to advance our goals will be the

introduction of a Regional Leadership Survey. Produced and presented quarterly, with specific themes, the Orlando Regional Chamber of Commerce will use this instrument to properly advance Public Policy and to spotlight topics of regional concern. Plus, the Orlando Regional Chamber of Commerce will continue its use of Chamber Trustees Community Luncheons and Regional Leadership Forums to focus the attention of the region on the following areas of importance.

MEDICAL SCHOOL

Medical School - Understanding the “powerful and positive” benefits of a Medical School at the University of Central Florida, the Orlando Regional Chamber of Commerce will continue to

- Advocate for its adequate funding
- Work to secure continued and proper governmental and community support from the State of Florida and from the Central Florida Region
- Work to support the activities of the Life Sciences Council (BioOrlando), through community collaboration, strategic partnerships and community advocacy

TRAUMA CENTER

Trauma Center - Knowing the importance of a Level One Trauma Center at Orlando Regional Healthcare, and understanding its important role in the Central Florida Region, the Orlando Regional Chamber of Commerce will:

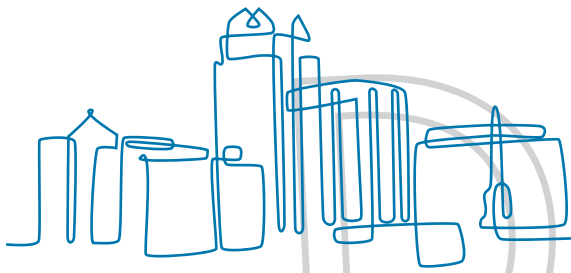
- Work to secure long-term funding so as to guarantee the continuation of this “life saving regional asset”— one of only seven (7) Level One Trauma Centers in Florida
- Work with Orange, Osceola, Seminole, Lake and Sumter Counties to evaluate issues of oversight and accountability of any public funds
- Examine viable local, regional and state mechanisms to generate adequate funding to support its sustainability in the future

WORKFORCE HOUSING

Workforce Housing - Workforce Housing is an important topic for the nation, for the state and especially for the Central Florida Region where strong job growth and a rapid population growth have resulted in an increased demand for housing making affordable housing a challenge for many of the region’s workers. The Orlando Regional Chamber of Commerce will:

- Advance the recommendations of the Mayor’s Task Force on Workforce Housing, in partnership and collaboration with employers, and local, regional and state organizations and agencies
- Work closely with the cities, counties and the State Legislature to successfully advance legislative or governmental “action items” associated with helping to solve this growing problem.





Central Florida PARTNERSHIP

Charting a Course to be One of the Top 5 Regions in the United States to Live, Work and Play

EXPANDED ROLE IN PUBLIC POLICY

HOMELESSNESS

Homelessness — The growing problem of homelessness is a growing regional problem and needs to be addressed with regional solutions. Along with government, businesses must be involved, working “hand-in-hand” with community organizations, and local, regional, state and national associations and agencies.

Using as a starting point the recently announced “Regional Task Force,” launched by Orlando Mayor Buddy Dyer and Orange County Mayor Rich Crotty, the Orlando Regional Chamber of Commerce will:

- Work to support these important efforts and successfully advance their recommendations, in partnership and collaboration with employers, and local, regional and state organizations and agencies
- Help champion, communicate and implement regional solutions to this growing problem

EDUCATION

Education — PRISM is a collaborative organization engaging the business, civic and educational communities throughout the Central Florida Region to enhance the K-12 science and math curriculum for our children, causing the Central Florida Region to become a global leader in science and math by providing dynamic and supportive leadership to participating school districts.

Understanding that PRISM is governed by a sovereign Board of Directors with an independent Program of Work, the Orlando

Regional Chamber of Commerce will use its communication tools, to advance the work of PRISM and encourage businesses to participate in one of its five (5) Working Committees:

- Public Relations & Marketing
- Fundraising
- K-12 Teacher Programs
- K-12 Student Programs
- External Liaison

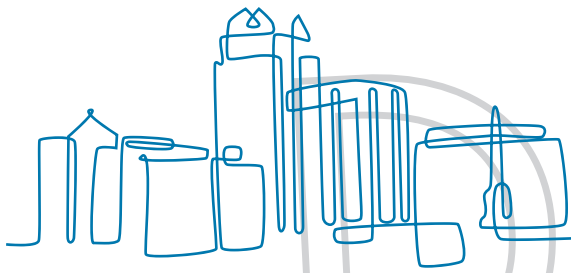
PROJECT HOMETOWN

Project Hometown — Project Hometown recognizes and supports a “new” Events Center, a “new” Performing Arts Center and a “renovated” Citrus Bowl as one visionary initiative for Central Florida. Great regions have great venues for world-class arts, first-rate entertainment and championship sporting events. And Project Hometown is designed to support this goal.

As these community projects move from “discussion” to “planning” to “construction” there will continue to be a need for an organized “grass roots” effort to support this important community effort —an important leadership role for Project Hometown:

- Helping to share timely and accurate information
- Rallying behind our elected officials
- Being a “go to place” for questions, concerns, ideas and suggestions





Central Florida PARTNERSHIP

Charting a Course to be One of the Top 5 Regions in the United States to Live, Work and Play

SMALL BUSINESS ADVOCACY (OFFICE OF ENTREPRENEURSHIP)

Understanding the significance entrepreneurs and small businesses play in the successful economic development of the Central Florida Region, the Orlando Regional Chamber of Commerce will plan and produce a regional Small Business Summit in 2008, 2009 and 2010 focusing on:

- The Power of Small Business
- Global Connections
- Minority Owned Businesses and Women Owned Businesses, and
- Entrepreneurship and Education

Plus, the Small Business Summit will showcase the concept of “Economic Gardening” focusing on key ingredients of success: Infrastructure—building and supporting the community assets essential to commerce and overall quality of life,

Connectivity—improving the interaction and exchange among business owners and critical resource providers, and Market Information—accessing competitive intelligence on markets, customers and competitors.

In support of the Small Business Summit, the Orlando Regional Chamber of Commerce will create the Office of Entrepreneurship to advance and share critical areas of research, coordinate and encourage educational opportunities, create and coordinate the Central Florida Chambers of Commerce Alliance. Working closely with other local, regional, state and national trade associations, business organizations, educational resources and institutions, the Office of Entrepreneurship will work to share timely information, seminars and educational forums designed to serve the special needs of entrepreneurs and small businesses.



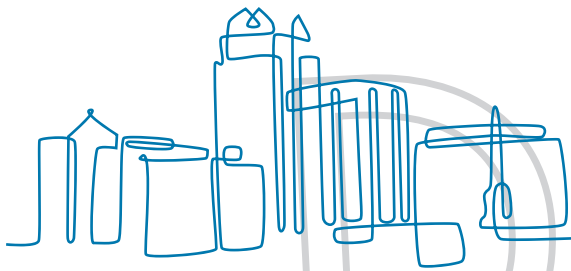
CHAMBER INFRASTRUCTURE

Chamber Enterprise – The world has changed, and so should our role in it. The way we do business has morphed more in the last 25 years than it did in the last 100. In the area of technology alone, computers, facsimile machines, cellular telephones, the Internet, and Blackberries have made it possible to conduct the business of business in more ways and more places than ever before.

As the premier pro-business organization in the Central Florida region, the Orlando Regional Chamber of Commerce must upgrade its infrastructure systems to adequately and appropriately reflect today’s business community. These improvements should include:

- Upgrading its Technology
- Enhancing its Board Room
- Elevating its Business Presence

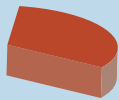
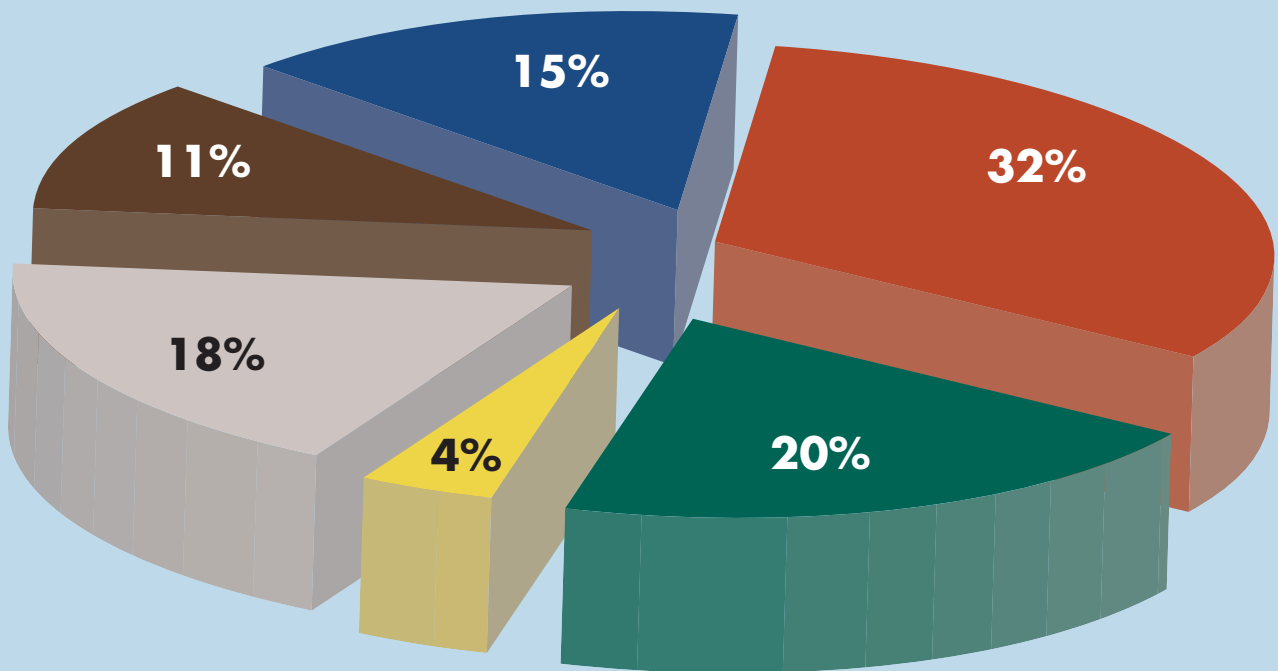
By providing 21st century technologies and facilities, the organization will reflect a 21st century “Gateway” to all that the region represents.



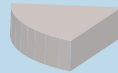
Central Florida PARTNERSHIP

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3-YEAR \$19.5 MILLION TARGET INVESTMENT GOAL



Public Policy - 32%



myregion.org - 18%



Transportation Advocacy - 20%



Entrepreneurship - 11%



Chamber Infrastructure - 4%



International - 15%

Charting a “New” Direction



**Orlando Regional
Chamber of Commerce**

INDEX

Charting a “New” Direction Orlando Regional Chamber of Commerce *

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Preface

Charting a “new” direction for the Chamber is important work, since, when our transformation is complete, it will give us the tools necessary to bring about powerful and relevant solutions to some of the problems now facing the Central Florida Region. Working with others from across our region, the Orlando Regional Chamber of Commerce will continue to provide opportunities for community leaders to engage in thoughtful conversations—conversations that will lead to strategies designed to meet our growing challenges and to achieve our lofty aspirations.

Charting a “new” direction for the Chamber will prove to be difficult, and will be different from our previous work. Obviously, we cannot succeed if we “go it” alone. That’s why everything we will do will involve other organizations. Linking our important work with other important organizations will strengthen our collective cause—serving others through community partnerships is one of our “core competencies.” Achieving our goals will require the allocation of significant resources—resources spent in a purposeful way over a longer period of time using tested strategies. Our collective work will require collaboration. And we must establish specific priorities that will help us align our resources around our chosen “plan of action.”

Charting a “new” direction for the Chamber calls to others in our community to support a shared vision. And when this begins to happen, others to commit to our work. As we broaden our circle of influence we also will broaden our area of service. Since our work is not limited by traditional political boundaries, we will begin to attract new leaders and supporters around new themes. This will give us a new vitality and will unite our work with shared interests and common commitments.

Working in this way should accelerate solutions to our most pressing problems—so we will be better able to accomplish our Vision & Mission. With this in mind, the following is presented as a beginning point for our conversations as to how we may wish to proceed.

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Encourage Expanded International Business Opportunities (Office of International Business Information) *

Using our successful and growing partnerships with the *Florida Chamber of Commerce*, *U.S. Chamber of Commerce (TradeRoots)*, the *International Chamber of Commerce* and the *United States Council for International Business* as a “springboard,” the *Orlando Regional Chamber of Commerce* is now better able to serve the growing needs of many growing businesses in the *Central Florida Region*.

Today, according to Enterprise Florida, Inc. (EFI), 15% of Florida’s Gross Domestic Product (GDP) depends on international business and, just as important; jobs associated with exporting enjoy higher salaries. Altogether, exports of Florida goods and services support nearly 584,000 jobs in our state, or about 8% of all jobs in Florida. Businesses in the *Central Florida Region* want to fully participate in the growing global marketplace. This can be accelerated and enhanced by providing practical information to help businesses select their particular markets, and introduce the best services and products. They need access to necessary market research and export information and assistance, including trade counseling, training, legal assistance, publications and other critical resources.

To better serve the growing international needs of businesses in the *Central Florida Region*, the *Orlando Regional Chamber of Commerce* will create an Office of International Business Information. Led by a Chamber Vice President and provided with proper Support Staff, the Office of International Business Information will identify, advance and share critical areas of research. In addition, it will help coordinate, communicate and encourage existing educational opportunities.

The office will also create, staff and coordinate the *Central Florida International Chambers of Commerce Alliance*—made up of International, Multi-National and Bi-National Chambers of Commerce in the seven (7) county *Central Florida Region*.

Working closely with the *Metro Orlando Economic Development Commission (EDC)*, *U.S. Department of Commerce*, *World Trade Center Orlando (WTCO)*, the *Canaveral Port Authority*, the *Greater Orlando Aviation Authority*, the *District Export Council*, and other local, regional, state and national organizations, associations and agencies focused on international business—the *Orlando Regional Chamber of Commerce* will encourage expanded international business opportunities across the *Central Florida Region*.

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Small Business Advocacy **(Office of Entrepreneurship) ***

Understanding the significance Small Business plays in the successful economic development of the Central Florida Region, the Orlando Regional Chamber of Commerce will plan and produce a regional Small Business Summit in 2008, 2009 and 2010. Focusing on “The Power of Small Business,” working with fifty (50) Community Partners from across the Central Florida Region, the Small Business Summit will encourage “Global Connections,” encourage the creation and success of Minority Owned Businesses and Women Owned Businesses, and explore the “positive linkage” between Entrepreneurship and Education.

Plus, the Small Business Summit will advance the concept of “Economic Gardening.” Showcasing key ingredients of success, historically available in larger firms—infrastructure, connectivity and market information. Infrastructure—building and supporting the community assets essential to commerce and overall quality of life. Connectivity—improving the interaction and exchange among business owners and critical resource providers. Market information—accessing competitive intelligence on markets, customers and competitors.

In support of the Small Business Summit, the Orlando Regional Chamber of Commerce will continue its very successful “Business at Breakfast” series, a bi-monthly program designed to focus on issues and ideas important to Small Businesses. Plus, the Orlando Regional Chamber of Commerce will create the Office of Entrepreneurship. Lead by a Chamber Vice President and provided with proper Support Staff, the Office of Entrepreneurship will advance and share critical areas of research, coordinate and encourage educational opportunities, create and coordinate the Central Florida Chambers of Commerce Alliance.

In addition, working closely with the U.S. Chamber of Commerce, Florida Chamber of Commerce, National Entrepreneurial Center (NEC), Small Business Administration (SBA), the University of Central Florida, the Rollins College Center For Entrepreneurship and the Central Florida Higher Education Alliance, along with other local, regional, state and national trade associations, business organizations, educational resources and institutions, the Office of Entrepreneurship will work to share timely information, seminars and educational forums designed to serve the special needs of Small Businesses.

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Transportation Advocacy **(Office of Regional Mobility) ***

Because of our region's continued prosperity, favorable economic development is "on the move"—yet our growing number of residents and visitors places an even greater and greater burden on our regional transportation system. In fact, gridlock chokes our highways and frustrates our business and residential communities. Left unchecked, traffic will get worse and worse and will signal a decline in our quality of life.

Against this reality, the work of the *Orlando Regional Chamber of Commerce* is critical—we must build on our proven record as an organization uniquely capable of bringing together leaders from across the *Central Florida Region*. It will take enormous cooperation, close coordination and massive resources to tackle the "big issue" of transportation. Population is up, tourism is up, congested roadways are up, and vehicle miles and hours traveled per capita are up—to solve our transportation problems, regional collaboration is a "must." Road and highway improvements, new and expanded bus service, the addition of commuter rail, expanded air and sea ports, bike and pedestrian facilities—all contribute to our quality of life and all are essential ingredients in creating a comprehensive, integrated multi-modal regional transportation system.

To help solve our regional transportation problems, the *Orlando Regional Chamber of Commerce* will create the Office of Regional Mobility. Lead by a Chamber Vice President and provided with proper Support Staff, the Office of Regional Mobility will help advocate and communicate the "community and business imperative" of a comprehensive, integrated multi-modal regional transportation system. By creating and coordinating a *Community & Business Coalition for Better Transportation*, aimed at advancing this important matter, the *Orlando Regional Chamber of Commerce* will work closely with city, county and state leaders to encourage a regional solution to our transportation problems.

Using traditional research methods to drive "public policy," and following the lead of METROPLAN ORLANDO, the *Community & Business Partnership for Better Transportation* will establish, adopt, communicate and advocate a list of regional transportation priorities, working in close concert with other businesses, agencies, organizations and associations.

In addition, the *Community & Business Partnership for Better Transportation* will work with LYNX to explore the possibility of some sort of dedicated funding to support the expansion of the *Central Florida Regional Transportation Authority* (LYNX).

Finally, the *Community & Business Partnership for Better Transportation* will work the *Orlando-Orange County Expressway Authority*, the *Greater Orlando Aviation Authority*, the *Canaveral Port Authority* and other members of the *Central Florida Transportation Roundtable* to foster regional transportation solutions.

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Expanded Role in Public Policy *

Medical School *

Understanding the “powerful and positive” benefits of a Medical School at the *University of Central Florida*, the *Orlando Regional Chamber of Commerce* will continue to advocate for its adequate funding and work to secure continued and proper governmental and community support from the State of Florida and from the *Central Florida Region*.

Our Medical School will help address Florida’s critical shortage of doctors. Plus, our Medical School will bring in valuable federal research funding—it will immediately pump \$750 million to \$1 billion into the regional economy and nearly \$3 billion a year once it’s fully operational. And, too, it will add thousands of high-paying jobs to the region—the national average annual salary for medical school employees is \$98,000.

Since our Medical School will also help to anchor a Medical Community, its success is of significant regional importance—accelerating the growth of the bio-life sciences, biotechnology, and pharmaceutical companies as well as their supportive industries. Along these lines, working with the *Metropolitan Orlando Economic Development Commission*, the *University of Central Florida* and other regional economic development agencies and organizations, the *Orlando Regional Chamber of Commerce* will work to support the activities of the Life Sciences Council (BioOrlando), through community collaboration, strategic partnerships and community advocacy.

Trauma Center *

Knowing, too, of the importance of a *Level One Trauma Center* at *Orlando Regional Healthcare*, and understanding its important role, relative to our quality of life, the *Orlando Regional Chamber of Commerce* will work to secure long-term funding so as to guarantee the continuation of this “life saving regional asset”—one of only seven (7) Level One Trauma Centers in Florida.

Using as its guideline, the “Final Report” of the *Central Florida Trauma Center Taskforce*, the *Orlando Regional Chamber of Commerce* will work with Orange, Osceola, Seminole, Lake and Sumter Counties to evaluate issues of oversight and accountability of any public funds. And, too, will examine viable local, regional and state mechanisms to generate adequate funding to support its sustainability in the future.

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Expanded Role in Public Policy * (Continued . . .)

Workforce Housing *

Workforce Housing is an important topic for the nation, for the state and for the *Central Florida Region*. Interest in promoting Workforce Housing is being fueled by the recognition that an economically diverse population is important to the region's economic vitality and quality of life. Especially in the *Central Florida Region*, strong job growth and a rapid population growth have resulted in an increased demand for housing. At the same time, soaring real estate prices have made finding affordable housing a challenge for many of the region's workers, including teachers, police officers, firefighters, health care workers, retail clerks, administrative personnel and others, all of whom are essential to the economic vitality of the region and the success of its businesses, community organizations and governmental agencies.

Using as its guideline, the "Final Report" of the *Mayor's Task Force on Workforce Housing*, to be published later this year, the *Orlando Regional Chamber of Commerce* will work to advance their recommendations, in partnership and collaboration with employers, and local, regional and state organizations and agencies. Plus, the *Orlando Regional Chamber of Commerce*, working closely with the cities and counties of the *Central Florida Region* and the State Legislature to successfully advance those legislative or governmental "action items" associated with helping to solve this growing problem.

Homelessness *

For sure, the growing problem of homelessness is not limited to one or two cities in the *Central Florida Region*—it's a growing regional problem—touching every city and every county—and it needs to be addressed with regional solutions. Across the nation, the strategies with the most momentum are those built with support and input from a broad range of partners. Along with government, businesses must be involved, working "hand-in-hand" with community organizations, and local, regional, state and national associations and agencies. Closing the front door to homelessness through prevention programs, and opening the back door out of homeless by rapidly re-housing individuals and families is a first step for the *Central Florida Region*.

Using as a starting point, the recently announced "Regional Task Force," launched by Orlando Mayor Buddy Dyer and Orange County Mayor Rich Crotty, the *Orlando Regional Chamber of Commerce* will work to support these important efforts and to successfully advance their recommendations, in partnership and collaboration with employers, and local, regional and state organizations and agencies. Plus, the *Orlando Regional Chamber of Commerce*, working closely with all of the cities and all of the counties of the *Central Florida Region* will help champion, communicate and implement regional solutions to this growing problem.

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Expanded Role in Public Policy * (Continued . . .)

Project Hometown *

Project Hometown is a citizens committee comprised of everyday people, public and private entities, businesses, and community partners, from all walks of life who believe that the *Central Florida Region* is a great place to visit and a great place to live – and that the time is now for us to build an even better “family of communities.” *Project Hometown* recognizes and supports all three (3) venues as one visionary initiative—a “new” Events Center, a “new” Performing Arts Center and a “renovated” Citrus Bowl. Many share this vision, and this is why *Project Hometown* is working to encourage “Everyone Who Calls Central Florida Home” to rally in support of this important community effort. Great regions have great venues for world-class arts, first-rate entertainment and championship sporting events. And *Project Hometown* is designed to support this goal.

Understanding that the agreement for advancing these projects may be close to completion—in the future, there will still be an important leadership role for *Project Hometown*. As these community projects move from “discussion” to “planning” to “construction” there continue to be a need for an organized “grass roots” effort to support this important community effort. Helping to share timely and accurate information, rallying behind our elected officials, being a “go to place” for questions, concerns, ideas and suggestions—will be an important leadership role for *Project Hometown* between now and the completion of each of the three (3) venues—a “new” Events Center, a “new” Performing Arts Center and a “renovated” Citrus Bowl.

Education (The Prism Project) *

PRISM is a collaborative organization engaging the business, civic and educational communities throughout the *Central Florida Region*. Its purpose is to enhance the K-12 science and math curriculum for our children. This vision of PRISM is to cause the *Central Florida Region* to become a global leader in science and math—by providing dynamic and supportive leadership to participating school districts. PRISM strives to enhance teaching and learning and promotes related business development, career opportunities and a higher quality of life for all of our children.

Understanding that PRISM is governed by a sovereign Board of Directors with an independent Program of Work, the *Orlando Regional Chamber of Commerce* will use its communication tools, to advance the work of PRISM. By encouraging businesses to show their support by participating in one of the five (5) Working Committees of PRISM—Public Relations & Marketing, Fundraising, K-12 Teacher Programs, K-12 Student Programs, and External Liaison—the *Orlando Regional Chamber of Commerce* will work support this important regional effort.

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Expanded Role in Public Policy * (Continued . . .)

Opportunities *

To accomplish such a wide variety of tasks, the *Orlando Regional Chamber of Commerce* will expand its role in Public Policy. Lead by a Chamber Vice President and supported with additional Professional Staff and Support Staff, the expanded Office of Public Policy will coordinate its efforts with other community institutions, business organizations and governmental jurisdictions.

A “primary tool” for use to champion our causes and to advance our goals will be the introduction of a *Regional Leadership Survey*. Produced and presented quarterly, with specific themes, the *Orlando Regional Chamber of Commerce* will use this instrument to properly advance Public Policy and to spotlight topics of regional concern. Plus, the *Orlando Regional Chamber of Commerce* will continue its use of *Chamber Trustees Community Luncheons* and *Regional Leadership Forums* to focus the attention of the region on areas of importance.

The primary goals of an expanded role in Public Policy will be to make sure the Medical School at the *University of Central Florida* and the *Level One Trauma Center* at *Orlando Regional Healthcare* receive continued and strong support from the State of Florida and from the *Central Florida Region*. In addition, by expanding its role in Public Policy, the *Orlando Regional Chamber of Commerce* will be better able to advance the “Final Report” of the *Mayor’s Task Force on Workforce Housing*, and will be better able to provide the resources necessary to support the “Regional Task Force,” launched by Orlando Mayor Buddy Dyer and Orange County Mayor Rich Crotty designed to seek “regional solutions” to the regional problems of Homelessness. By expanding its role in Public Policy, the *Orlando Regional Chamber of Commerce* will be better able to continue its support of *Project Hometown*—between now and until the completion of each of the three (3) venues—a “new” Events Center, a “new” Performing Arts Center and a “renovated” Citrus Bowl. Finally, the *Orlando Regional Chamber of Commerce* will encourage businesses in the *Central Florida Region* to support the important work of PRISM.

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Regional Cooperation, Coordination and Communications **(myregion.org – A Regional Development Program) ***

To provide a sound future for Central Floridians, we must develop a collaborative plan to maximize regional resources based upon expanded research, collective goals and mutual understanding. Led by a group of public, private and civic leaders, *myregion.org* is encouraging unprecedented cooperation among community leaders to create a coordinated, comprehensive plan for Central Florida's future. By creating a collective vision for the region, we're ensuring Central Florida's place in the global economy and improving opportunities for generations to come.

In Phase One of *myregion.org*, more than 3,000 citizens and leaders from across Central Florida identified the key issues facing the region and then began crafting strategies for how to make a positive impact on the future. The accomplishments include: Publishing a Regional Agenda for Central Florida; Identifying six "Key Priority Areas" and 10 "Regional Resolves" for building a better region; Creating a regional Pre-K to 20 educational strategy to improve math and science programs; Forming a regional environmental coalition to identify the key environmental assets in Central Florida

In Phase Two, after identifying the key issues facing Central Florida, it became clear that we needed baseline data about the region: our strengths, weaknesses, values, demographics and future population growth. This wealth of knowledge has been used to educate and engage over 10,000 regional residents in a 15-month dialogue on *How Shall We Grow?* with the goal of "Creating a Shared Vision for Central Florida." The accomplishments include:

Working with regional partners to compile Regional Research; Establishing the Central Florida Regional Leadership Council, comprised of the leaders of the seven county commissions; Establishing the Central Florida Council of Mayors; Holding the first-ever Central Florida Regional Leadership Academy; Engaging residents through more than 150 presentations and community meetings on the subject of *How Shall We Grow?*; 7,319 residents choosing their most preferred future by completing an online survey; Developing a regional compact and policy framework for how communities will begin implementing the shared growth vision

In Phase Three, we will continue our work as we connect leaders and citizens from across Central Florida, refocus efforts on implementing the regional priorities and strategies and continue to forge new ways to build a strong and vibrant regional economy. What lies ahead:

Updating Regional Research; Coordinating the implementation of the "Shared Growth Vision for Central Florida"; Annually directing a Central Florida Regional Leadership Academy based around a key regional issue; Initiating a Regional Social Services Council Developing and implementing action plans for the six regional priorities

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APPENDIX: B

Campaign Calendar



resource development
group

Chamber Enterprise Process for Transformation

The **WHAT**

The **HOW**

CHAMBER LEADERSHIP RETREAT
JANUARY 19-21, 2007

1. Identify/confirm issues/ action items
2. Charge Chamber with responsibility
3. Build ownership

REGIONAL DUE DILIGENCE ANALYSIS

1. Regional Dialog to determine:
 - What are the issues?
 - Who does what?
 - How much will it cost?
 - What is the proper architecture?

INTERNAL REVIEW OF CHAMBER ENTERPRISE

1. Are we structured for tackling "Big Issues"?
2. How can we improve?
3. How much will it cost?
4. Design model to:
 - maximize resources
 - engage volunteers
 - Implement BHAGs

ASSESSMENT PHASE

1. Develop Pre-case
2. 60+ Leadership interviews
3. 3 to 5 focus groups
4. Position Chamber Enterprise and Marketplace for major funding initiative

PREPARATION PHASE

1. Finalize Case Statement
2. Finalize Campaign Theme
3. Recruit Campaign Leadership
4. Develop Correspondence and Demonstration Packet
5. Develop Master Prospect List
6. Complete Prospect Research
7. Implement Administrative Systems
8. Finalize program of work, metrics and budget based on Regional Assessment feedback

LEADERSHIP PHASE

1. Board of Directors
2. First-Tier Investors/Prospects
3. Community, State, and National Foundations
4. Other trade groups

PUBLIC PHASE

1. Public Information and Public Relations
2. Campaign kick-off
3. Second-Tier Prospects
4. Third-Tier Prospects
5. Broad-based general phase

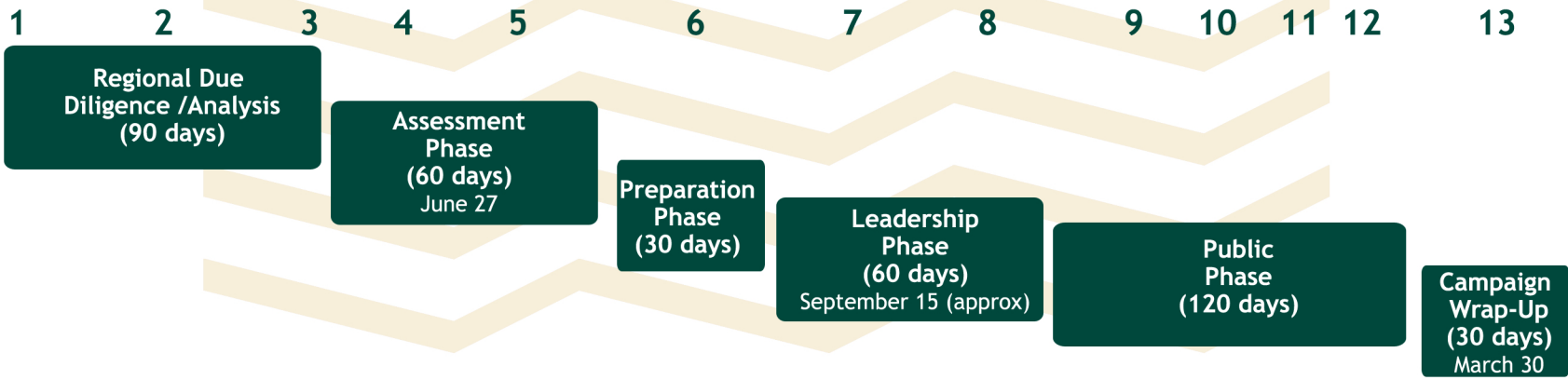
CAMPAIGN WRAP-UP

1. Pledge redemption/ Accounting System
2. Campaign Celebration Event
3. Investor Recognition/ Relations

Campaign Timetable

MONTH

Chamber Leadership Retreat
January 19-21, 2007



APPENDIX: C

Foundation Screening



Orlando Regional Chamber of Commerce Foundation Search

Based on the programmatic areas of the Orlando Regional Chamber of Commerce, as defined in the "Charting A New Direction" brochure, the following twenty (20) foundations have been identified as potential prospects for the indicated programs.

1) Compass Bank Foundation

In 2004, this foundation gave \$80,000 to the Economic Development Partnership of Alabama Foundation and has also given significant dollars to colleges of business. Economic development is not one of their stated areas of focus, but given their past support of ED related organizations and programs, and their stated interest in public policy and policy research, they may be interested in supporting the Prism Project or any one of the other new or expanded public policy program areas. Specifically, any project that requires collaboration between several entities in the community and offers an innovative way at tackling a problem, such as the Workforce Housing initiative or the Regional Task Force on Homelessness. Most gifts range between \$25,000 and \$100,000, but they have given amounts upwards of half a million. Contact must be made with the foundation prior to requesting an application.

Compass Bank Foundation

(formerly Central Bank Foundation)

P.O. Box 10566, M.C. AL/BI/CH/ACT

Birmingham, AL 35296

Contact: Jerry W. Powell, Tr.

Application address: 15 S. 20th St., Birmingham, AL 35233, tel.: (205) 297-3960

Donor(s): Compass Bank.

Type of grantmaker: Company-sponsored foundation.

Background: Established in 1981 in AL.

Purpose and activities: The foundation supports organizations involved with arts and culture, higher education, and public policy.

Fields of interest: American Red Cross; Arts; Federated giving programs; Higher education; Performing arts, opera; Performing arts, orchestra (symphony); Public policy, research.

Geographic focus: Alabama; Arizona; Colorado; Florida; New Mexico; Texas

Types of support: Annual campaigns; Employee-related scholarships; General/operating support; Matching/challenge support; Program development; Scholarship funds; Sponsorships.

Limitations: Giving primarily in AL, AZ, CO, FL, NM, and TX. No support for religious organizations. No grants to individuals (except for employee-related scholarships).

Application information:

Initial approach: Contact foundation for application information

Officer and Trustees:* Garrett R. Hegel, Pres.; D. Paul Jones, Jr.; Jerry W. Powell.

Financial data: (yr. ended 12/31/05): Assets, \$6,823,686 (M); gifts received, \$3,406,789; expenditures, \$3,411,294; total giving, \$3,409,694; qualifying distributions, \$3,409,694; giving activities include \$3,409,694 for 447 grants (high: \$666,000; low: \$25).

EIN: 630823545

Selected grants: The following grants were reported in 2004.

\$334,000 to University of Houston-University Park, Bauer College of Business, Houston, TX.
\$100,000 to University of Alabama, Birmingham, AL for 2 grants: \$50,000 each.
\$80,000 to Economic Development Partnership of Alabama Foundation, Birmingham, AL.
\$60,000 to Alabama Symphony Orchestra, Birmingham, AL.
\$50,000 to Houston Grand Opera, Houston, TX.
\$25,000 to American Red Cross, National Headquarters, DC.
\$25,000 to Museum of Fine Arts, Houston, Houston, TX.
\$25,000 to University of North Florida, Coggin College of Business, Jacksonville, FL.
\$22,000 to Schultz Center for Teaching and Leadership, Jacksonville, FL.

Sponsoring company information:

Compass Bank

15 20th St., S.
Birmingham, AL 35233-2000
(205) 297-3000

Establishment information: Established in 1964.

Company type: Subsidiary of a public company

Business activities: Operates commercial bank.

Business type (SIC): Banks/commercial

Corporate officers: D. Paul Jones, Jr., C.E.O.; Garrett R. Hegel, C.F.O.; Charles B. Bretz, Exec. V.P., Mktg.; E. Lee Harris, Jr., Exec. V.P., Human Resources; Jerry W. Powell, Genl. Counsel and Secy.

Affiliated grantmaker(s): Compass Bank Foundation

2) Jessie Ball DuPont Fund

This foundation has a stated interest in Economic Development, but has little history of giving to ED organizations. However, last year they gave \$172,904 to Goucher College in Baltimore, MD, for a pilot Economic Opportunity Program for disadvantaged students through a variety of enrichment and support activities. So they may be interested in supporting The Prism Project. Because they identified economic development as one of their fields of interest, they may be willing to fund the organization's general operations and/or specific public policy programs. This foundation has specific grant-making programs, each with criteria grant applications must meet before consideration, in addition to accepting applications that don't 'fit' into these established categories. Contact the staff initially to determine interest prior to submitting application.

Jessie Ball DuPont Fund

(formerly Jessie Ball DuPont Religious, Charitable and Educational Fund)

1 Independent Dr., Ste. 1400

Jacksonville, FL 32202-5011

Telephone: (800) 252-3452

Contact: Sherry P. Magill Ph.D., Pres.

FAX: (904) 353-3870

E-mail: contactus@dupontfund.org

Additional tel.: (800) 252-3452

Additional e-mails: smagill@dupontfund.org (for Sherry P. Magill), jbennett@dupontfund.org (for Jo Ann P. Bennett), sdouglass@dupontfund.org (for Sally Douglass), ekingjr.@dupontfund.org (for Edward King), sgreene@dupontfund.org (for Sharon Greene) and DSawyer@dupontfund.org (for Davena Sawyer)

URL: <http://www.dupontfund.org/>

Donor(s): Jessie Ball duPont‡.

Type of grantmaker: Independent foundation.

Background: Trust established in 1976 in FL.

Purpose and activities: The Jessie Ball duPont Fund invests in organizations and communities that were important to Jessie Ball duPont.

Program area(s): The grantmaker has identified the following area(s) of interest:

Competitive Grants: The fund's competitive grantmaking program responds to individual proposals initiated by the eligible organizations. This program funds, on a competitive basis, the very best ideas that come forward. The objective of the proposal is determined by the applying organization. Quality of the idea, relevance to the organization's constituency and community, and consistency with the grantmaking goals of the fund are the principal criteria that inform the trustee's grantmaking.

Feasibility Grants: The fund recognizes that programmatic excellence is defined both by an organization's vision and by its capacity to accomplish that vision. Feasibility grants, by providing limited, short-term funding, allow eligible organizations to ask and answer two fundamental questions: 1) Is it feasible for the organization to develop and implement a program to meet a given community or societal need; and 2) What is the best program idea that can be developed to meet that need. The typical feasibility grant ranges from \$2,000-\$5,000.

Independent School Initiative: The fund supports eighteen independent, pre-collegiate schools and has established two programs under this initiative: 1) Independent School Discretionary Fund - Each school receives \$10,000 of discretionary funding every other year; and 2) Independent School Technical Assistance - This program allows schools to apply for funding to support technology needs, training or consultation to improve organizational operations.

Nonprofit Initiative: The program provides organizational capacity building resources to duPont Fund eligible nonprofit organizations in three ways: 1) Executive Director's Discretionary Fund - Grants of \$10,000 are awarded to one third of the eligible nonprofits each year on a rotating basis; 2) Nonprofit Technical Assistance - Eligible nonprofits may seek support once every three years for technology needs, training or consultation to improve organizational operations; and 3) Jessie Ball duPont Fund Executive Institute - Grants are awarded to support training for executives, board and staff through the institute.

Recognizing Excellence Awards: The fund bestows three awards recognizing excellence on the part of individuals and institutions: 1) Jessie Ball duPont Fund Award - The award honors selected individuals chosen for vision, courage, integrity, creativity, perseverance and compassion, whose life work focuses on promoting justice, equality and compassion in their communities; 2) Jessie Ball duPont Fund Turnaround Award - Recognizes the critical difference one individual can make in the health and relevance of an institution; 3) Jessie Ball duPont Fund Making A Difference Award - Recognizes an individual, group or institution for creating a program that meets a critical societal need.

Relief Grants: The trustees occasionally make, on an unsolicited basis, relief grants in response to disasters or other extraordinary events, such as hurricanes and tsunamis. Examples of grant recipients in affected areas are: American Red Cross, Salvation Army, universities and archdioceses.

Religion Initiative: The 94 religious organizations eligible for fund support include religious judicatories, a synagogue and churches ranging from small rural congregations to large urban cathedrals. The fund supports these institutions through five grantmaking areas: 1) People in Need grants are made to eligible organizations, primarily churches, for relief to the poorest members of society - the homeless, the hungry, and the sick - institutions redistribute 100 percent of the awards into their communities; 2) Repair and Restoration grants- Provide much needed capital improvement dollars for church buildings. The fund recognizes that a church's greatest and most urgent need often can be to maintain and repair the buildings that provide the place for ministry to happen. Through this focus area, churches can receive up to \$50,000 from the fund to renovate or repair their buildings. All dollars will

be matched on a two-to-one basis by the fund; 3) Clergy Enrichment Funds- This area allows clergy to attend conferences, take sabbaticals, subscribe to theological journals or periodicals, or begin/complete studies in an accredited degree program; 4) Diocesan Enrichment Funds - Support professional development opportunities for clergy in the seven Episcopal Dioceses and one Catholic Archdiocese that are eligible for receiving funds; and 5) Technical Assistance grants- Support purchase of computers, communications and office equipment and organizational management training.

Small Liberal Arts Colleges Initiative: The fund considers the small private liberal arts college to be among the nation's most vital assets. To support these institutions the fund created three programs: 1) President's Discretionary Fund provides dollars - \$10,000 to each institution every two years - to be used at the discretion of the institution's president to support institutional needs; 2) Sabbatical Program provides grants to support sabbatical leave at the National Humanities Center in North Carolina; and 3) Jessie Ball duPont Fund/National Humanities Center Institute is a three-week summer institute held each June.

Fields of interest: AIDS, people with; Arts; Children, day care; Community development; Crime/violence prevention; Economic development; Economically disadvantaged; Education; Health care; Higher education; Historic preservation/historical societies; Homeless; Human services; Religion; Secondary school/education; Youth, services.

Geographic focus: Delaware; Florida; Virginia

Types of support: Conferences/seminars; Consulting services; Curriculum development; Equipment; General/operating support; Management development/capacity building; Matching/challenge support; Professorships; Program development; Program evaluation; Program-related investments/loans; Publication; Research; Seed money; Technical assistance.

Limitations: Giving primarily in the South, especially DE, FL, and VA. No support for organizations other than those awarded gifts by the donor from 1960-1964. No grants to individuals, or generally for capital campaigns or endowments.

Publications: Annual report (including application guidelines); Financial statement; Grants list; Informational brochure; Occasional report.

Application information: First-time applicants must submit proof with initial application that a contribution was received from the donor between 1960 and 1964. Application form required.

Applicants should submit the following:

- 1) timetable for implementation and evaluation of project
- 2) site description
- 3) signature and title of chief executive officer
- 4) qualifications of key personnel
- 5) brief history of organization and description of its mission
- 6) copy of most recent annual report/audited financial statement/990
- 7) how project's results will be evaluated or measured
- 8) listing of board of directors, trustees, officers and other key people and their affiliations
- 9) detailed description of project and amount of funding requested
- 10) copy of current year's organizational budget and/or project budget
- 11) additional materials/documentation

Fund acknowledges receipt of proposals and may arrange a conference call or site visit after review.

Initial approach: Brief proposal or telephone call to program staff

Copies of proposal: 1

Board meeting date(s): Quarterly, beginning in Feb.

Deadline(s): None

Final notification: Approximately 1 month

Officers and Trustees:* Mary K. Phillips,* Chair.; Leroy Davis,* Vice-Chair.; Sherry P. Magill, Ph.D., Pres.; Rt. Rev. Stephen H. Jecko, Clerical Tr.; Thomas Jeavons; Audrey McKibbin Moran;

Robert M. Franklin

Corporate Trustees: Stephen A. Lynch III; Northern Trust Bank of Florida, N.A.

Number of staff: 4 full-time professional; 3 full-time support.

Memberships: Council on Foundations; Donors Forum of South Florida; Florida Philanthropic Network; Grantmakers for Effective Organizations; Grantmakers In the Arts; Neighborhood Funders Group; Southeastern Council of Foundations.

Financial data: (yr. ended 12/31/05): Assets, \$293,833,036 (M); gifts received, \$78,477; expenditures, \$16,528,013; total giving, \$12,732,685; qualifying distributions, \$15,266,503; giving activities include \$12,732,685 for 504 grants (high: \$500,000; low: \$1,240; average: \$5,000-\$100,000), \$525,147 for 6 foundation-administered programs and \$45,000 for 2 loans to individuals.

Grantmaker's financial estimates: (yr. ended 12/31/06): Estimated assets, \$290,000,000; estimated total giving, \$13,000,000.

EIN: 596368632

Selected grants: The following grants were reported in 2006.

\$795,000 to Community Foundation, Jacksonville, FL, For Community Building Fund, payable over 3 years.

\$414,071 to United Way of Delaware, Wilmington, DE, For partnership between United Way, University of Pennsylvania, and University of North Carolina at Greensboro to conduct research and analysis of activities of Wilmington-based religious congregations, payable over 2 years.

\$325,294 to Georgetown University, DC, To study effects of Medicaid reform pilot phase on Duval and Broward Counties, payable over 2 years.

\$300,000 to Alfred I. duPont Awards Foundation, Jacksonville, FL, For Alfred I. duPont - Columbia University Awards in Broadcast Journalism.

\$227,813 to Child Welfare League of America, DC, To partner with Florida Children's Campaign to improve connection between Florida's child welfare and juvenile justice systems to improve services to children and to promote continued public policy work.

\$179,279 to Temple University, Philadelphia, PA, To provide training to philanthropy area non-profits to engage older volunteers in meaningful community service, payable over 2 years.

\$172,904 to Goucher College, Baltimore, MD, To pilot Economic Opportunity Program for disadvantaged students through variety of enrichment and support activities, payable over 4 years.

\$10,000 to Episcopal Church Diocese of Delaware, Wilmington, DE, For diocesan discretionary fund.

\$10,000 to Mountain Mission School, Grundy, VA, For Independent School Discretionary Fund grant.

\$7,500 to Shiloh Baptist Church, Montross, VA, For people in need funds.

3) Comerica Charitable Foundation and Corporate Giving Program

There are several programmatic areas of the Orlando Regional Chamber of Commerce that may be appropriate partners for this foundation, including the Office of Entrepreneurship, the Office of International Business Information, and Public Policy efforts surrounding workforce housing and homelessness. The Foundation has determined several giving priorities which coincide with ORC's program of work, including, as stated on their website, 1) "Economic Self-Sufficiency for low- and moderate-income individuals and families, including: Financial literacy, Job readiness, Job creation and retention, Small Business training and development, Transitional and supportive housing;" and 2) "Neighborhood Revitalization, including: Affordable housing, Neighborhood business development." The Website has complete information regarding application process, and application review for Florida requests occurs within 60 days.

Comerica Incorporated Corporate Giving Program

P.O. Box 75000, M.C. 3390

Detroit, MI 48275

Telephone: (313) 222-3571

Contact: Caroline Chambers, V.P.

FAX: (313) 222-5555

E-mail: caroline_chambers@comerica.com

URL: [http://www.comerica.com/vgn-ext-](http://www.comerica.com/vgn-ext-templating/v/index.jsp?vgnextoid=25fa788635bd2010VgnVCM1000004302a8c0RCRD)

[templating/v/index.jsp?vgnextoid=25fa788635bd2010VgnVCM1000004302a8c0RCRD](http://www.comerica.com/vgn-ext-templating/v/index.jsp?vgnextoid=25fa788635bd2010VgnVCM1000004302a8c0RCRD)

Sponsoring company: Comerica Incorporated

Type of grantmaker: Corporate giving program.

Purpose and activities: As a complement to its foundation, Comerica also makes charitable contributions to nonprofit organizations directly. Support is given primarily in areas of company operations.

Fields of interest: Arts; Community development; Economic development; Health care; Health organizations; Housing/shelter; Human services; Public affairs.

Geographic focus: California; Florida; Michigan; Texas

Types of support: Employee volunteer services; General/operating support; Sponsorships; Technical assistance.

Limitations: Giving primarily in areas of company operations, with emphasis on CA, FL, MI, and TX.

Sponsoring company information:

Comerica Incorporated

Comerica Tower at Detroit Ctr., 500 Woodward Ave., M.C. 3391

Detroit, MI 48226

(313) 222-6317

Company URL: <http://www.comerica.com>

Establishment information: Established in 1849.

Company type: Public company

Company ticker symbol and exchange: CMA/NYSE

Business activities: Operates bank holding company; operates commercial bank.

Business type (SIC): Banks/commercial; holding company

Financial profile for 2005: Number of employees, 11,343; assets, \$53,013,000,000; sales volume, \$3,668,000,000; pre-tax net income, \$1,279,000,000; expenses, \$2,436,000,000; liabilities, \$47,945,000,000

Fortune 1000 ranking: 2005-524th in revenues, 205th in profits, and 77th in assets

Board of directors: Ralph W. Babb, Jr., Chair.; Lillian Bauder; Joseph J. Buttigieg; James F. Cordes; Roger A. Cregg; Peter D. Cummings; Kevin T. DeNicola; Anthony F. Earley; Roger Fridholm; Alfred A. Piergallini; Robert S. Taubman; Reginald M. Turner; William P. Vititoe; Gail L. Warden; Kenneth L. Way.

Corporate officers: Ralph W. Babb, Jr., Chair., Pres., and C.E.O.; John D. Lewis, Vice-Chair.; Elizabeth S. Acton, Exec. V.P. and C.F.O.; John Beran, Exec. V.P. and C.I.O.; Jon Bilstrom, Exec. V.P. and Secy.; Jacquelyn H. Wolf, Exec. V.P., Corp. Human Resources; Marvin Elenbaas, Sr. V.P., Cont., and C.A.O.; Robert D. McDermott, Sr. V.P., Finance; Paul E. Burdiss, Treas.

Subsidiaries and/or Divisions: Comerica Bank, Detroit, MI; Comerica Bank & Trust, N.A., Ann Arbor, MI; Comerica Insurance Services, Inc., Southfield, MI; Comerica Leasing Corp., Southfield, MI; Comerica Securities, Inc., Detroit, MI; Comerica West Inc., Las Vegas, NV; Imperial Management, Inc., City of Industry, CA; Munder Capital Management, Birmingham, MI; Professional Life Underwriters Services, Inc., Southfield, MI; Wilson, Kemp & Associates, Inc., Detroit, MI.

International operations: Bermuda; Brazil; Cayman Islands; Hong Kong; Luxembourg; Mexico.

Historic mergers: Imperial Bancorp (January 29, 2001)

Affiliated grantmaker(s): Comerica Charitable Foundation; Comerica Incorporated Corporate Giving Program

Company EIN: 381998421

4) Focardi-Great Bay Foundation

This foundation may be interested in supporting the Orlando Regional Chamber of Commerce's Public Policy efforts on behalf of the University of Central Florida Medical School and the Level One Trauma Center at Orlando Regional Healthcare. The application is simply a letter stating the request amount and its intended purpose and there is no deadline for submission.

Focardi-Great Bay Foundation

2310 Starkey Rd.

Largo, FL 33771

Telephone: (813) 584-8626

Contact: Ronald R. Petrini, Tr.

Donor(s): Claude C. Focardi; Nina M. Focardi.

Type of grantmaker: Independent foundation.

Background: Established around 1986.

Purpose and activities: Giving for cancer research and services, the arts and children's health.

Fields of interest: Arts; Cancer; Health organizations; Higher education; Hospitals (general); Housing/shelter; Human services; Youth development.

Geographic focus: Florida

Limitations: Giving primarily in FL.

Application information: Applicants should submit the following:

1) detailed description of project and amount of funding requested

Initial approach: Letter

Deadline(s): None

Trustees: Nina M. Focardi; Ronald R. Petrini; Claudia Sokolowski.

Financial data: (yr. ended 12/31/05): Assets, \$318,372 (M); expenditures, \$55,164; total giving, \$50,000; qualifying distributions, \$50,000; giving activities include \$50,000 for grants.

EIN: 592752893

5) The Marmot Foundation

This foundation may be interested in supporting the Orlando Regional Chamber of Commerce's Public Policy efforts on behalf of the Level One Trauma Center at Orlando Regional Healthcare. Deadline for submission of application letter is October 31st in Florida, with board decision following in late November.

The Marmot Foundation

100 W. 10th St., Ste. 1109

Wilmington, DE 19801-1694

Contact: Charles F. Gummey, Jr., Secy. (for DE organizations)

Application address for FL organizations: P.O. Box 2468, Palm Beach, FL 33480

Donor(s): Margaret F. duPont Trust.

Type of grantmaker: Independent foundation.

Background: Established in 1968 in DE.

Purpose and activities: Support for hospitals, health, higher and secondary education, (including libraries), community funds, cultural programs, (including museums), youth agencies, social services, literacy programs, and environmental and ecological organizations.

Fields of interest: Adult education--literacy, basic skills & GED; Arts; Children/youth, services; Education, reading; Environment; Environment, natural resources; Health care; Health organizations; Higher education; Homeless; Hospitals (general); Housing/shelter, development; Human services; Libraries/library science; Museums; Reproductive health, family planning; Residential/custodial care, hospices; Secondary school/education.

Geographic focus: Delaware; Florida

Types of support: Building/renovation; Capital campaigns; Equipment; Land acquisition; Matching/challenge support; Research.

Limitations: Giving primarily in DE and FL. No support for political or religious organizations. No grants to individuals, or for operating budgets, endowments or scholarships; no loans.

Publications: Application guidelines.

Application information: Application form not required.

Initial approach: Letter

Copies of proposal: 1

Board meeting date(s): Late May and late Nov. in DE and late Nov. in FL.

Deadline(s): Apr. 30 and Oct. 31 for DE and Oct. 31 for FL.

Final notification: 2 weeks after board meeting

Officers and Trustees:* Willis H. duPont,* Chair.; Charles F. Gummey, Secy.; Lamot Joseph duPont; Miren duPont; Miren duPont Sanchez.

Number of staff: 1 part-time professional; 1 part-time support.

Financial data: (yr. ended 12/31/03): Assets, \$31,691,697 (M); expenditures, \$1,658,487; total giving, \$1,500,000; qualifying distributions, \$1,516,891; giving activities include \$1,500,000 for 108 grants (high: \$60,000; low: \$2,250).

EIN: 516022487

6) Oocea Foundation, Inc.

This foundation may be interested in supporting the Office of Regional Mobility, as well as Public Policy efforts on homelessness and workforce housing. Grants are comparatively small, but foundations giving to transportation issues are few, so they may be a valuable partner.

Oocea Foundation, Inc.

525 S. Magnolia Ave.

Orlando, FL 32801-4414

Telephone: (407) 316-3800

Contact: Terri Slack, Pres.

Type of grantmaker: Public charity.

Purpose and activities: The foundation provides scholarships to local students, and provides charitable contributions to local charitable organizations, with a focus on homelessness and women's

issues, on behalf of the Orlando/Orange County Expressway Authority.

Fields of interest: Education; Housing/shelter, homeless; Women.

Geographic focus: Florida

Types of support: Scholarships--to individuals.

Limitations: Giving primarily in FL.

Officers: Terri Slack, Pres.; Ed Stull, Vice-Chair.; Darleen Mazzillo, Secy.; Norman Pellegrini, Treas.

Financial data: (yr. ended 12/31/05): Revenue, \$30,052; assets, \$39,744 (M); expenditures, \$9,540; total giving, \$9,200; program services expenses, \$9,200; giving activities include \$9,200 for grants.

EIN: 593262247

7) The Prudential Foundation

This foundation has a broad focus on economic development, with programs supporting a three-pronged approach to ED: affordable housing, job creation, and workforce development. They may be interested in generally supporting the organization through a grant for operating expenses or funding specific programs which meet their particular criteria, such as the Office of Entrepreneurship or the Office of International Business Information. However, within the state of Florida, the foundation gives primarily to Jacksonville, FL. There may be an opportunity to establish contact with the foundation in order to help it expand its operations in new geographic regions in Florida. Contact the foundation to discuss this opportunity prior to submitting an application.

The Prudential Foundation

Prudential Plz.

751 Broad St., 15th Fl.

Newark, NJ 07102-3777

Telephone: (973) 802-4791

Contact: Lata N. Reddy, V.P. and Secy.

E-mail: community.resources@prudential.com

URL: <http://www.prudential.com/view/page/12373>

Donor(s): The Prudential Insurance Co. of America.

Type of grantmaker: Company-sponsored foundation.

Background: Incorporated in 1977 in NJ.

Purpose and activities: The foundation supports organizations involved with arts and culture, employment, housing, youth development, human services, community development, and civic affairs. Special emphasis is directed toward programs designed to promote education and economic development.

Program area(s): The grantmaker has identified the following area(s) of interest:

Economic Development - Decent, Affordable Housing: The foundation supports programs designed to promote decent, affordable housing through housing strategies, including investment and grant partnerships with Prudential's Social Investment Program, community development financial institutions, and community development corporations; and through neighborhood-based development activities including community organizing, neighborhood strategic planning, and leadership development.

Economic Development - Job-creation: The foundation supports programs designed to create jobs through business development including access to capital, nonprofit/for profit ventures, and adult and youth entrepreneurship.

Economic Development - Workforce Development: The foundation supports programs designed to provide job training in demand occupations.

Education - Educational Leadership: The foundation supports programs designed to promote reform in public education and positive transformation of schools. Special emphasis is directed toward programs designed to improve leadership skills for administrators, principals, teachers, parents, community residents, and students to empower stakeholders at all levels.

Education - Parental Support and Advocacy: The foundation supports programs designed to ensure that parents and caregivers have access to the resources and skills necessary to support the development of their children.

Education - Youth Development: The foundation supports programs designed to foster skills and competencies for young people to function and contribute in life. Special emphasis is directed towards programs designed to expand arts education opportunities for young people; and promote after-school and extended-day initiatives and summer programs that effectively address the summer learning-loss issue.

Employee Matching Gifts: The foundation matches contributions made by full-time employees, retirees, agents, and directors of Prudential and its subsidiaries to nonprofit organizations on a two-for-one basis from \$25 to \$100 and on a one-for-one basis from \$100 to \$5,000 per employee, per year.

Prudential CARES Volunteer Grants: The foundation awards grants to nonprofit organizations with which employees, retirees, and agents of Prudential volunteer at least 40 hours per year.

Fields of interest: Arts; Arts education; Business/industry; Children/youth, services; Community development; Economic development; Education; Education, services; Elementary/secondary education; Employment; Employment, services; Employment, training; Family services; Family services, parent education; Higher education; Housing/shelter; Human services; Leadership development; Public affairs; Youth development.

Geographic focus: Arizona; California; Connecticut; Florida; Illinois; Iowa; Minnesota; New Jersey; Pennsylvania; Texas

Types of support: Curriculum development; Employee matching gifts; Employee volunteer services; General/operating support; Program development; Program-related investments/loans.

Limitations: Giving primarily in areas of company operations, with emphasis on Phoenix, AZ, Los Angeles, CA, Hartford, CT, Jacksonville, FL, Dubuque, IA, Chicago, IL, Minneapolis, MN, Newark, NJ, Philadelphia and Scranton, PA, and Dallas and Houston, TX. No support for veterans', labor, religious, fraternal, or athletic organizations. No grants to individuals, or for advertising, fundraising, or disease-specific general operating support; no capital campaigns, annual fund drives, or endowments.

Publications: Annual report (including application guidelines); Application guidelines; Corporate giving report; Financial statement; Informational brochure; Program policy statement.

Application information: The New York Area Common Application Form is accepted. Additional information may be requested at a later date. Video submissions are not encouraged. Application form required.

Initial approach: Download application form and mail to foundation

Board meeting date(s): Feb., June, and Oct.

Deadline(s): None

Final notification: Within 60 days

Officers and Trustees:* Sharon C. Taylor, * Chair.; Gabriella E. Morris, Pres.; Lata N. Reddy, V.P. and Secy.; Charles E. Chaplin, Treas.; Dennis G. Sullivan, Compt.; Gilbert F. Casellas; Robert C. Golden; Jon F. Hanson; Constance J. Horner; Arthur F. Ryan; Ida F. S. Schmertz; John R. Strangfeld, Jr.

Number of staff: 5 full-time professional; 4 full-time support.

Memberships: Council of New Jersey Grantmakers; Council on Foundations; Funders Concerned About AIDS; Grantmakers for Education; Grantmakers for Effective Organizations; Independent Sector; Neighborhood Funders Group.

Financial data: (yr. ended 12/31/05): Assets, \$109,501,374 (M); gifts received, \$26,819,776;

expenditures, \$27,519,338; total giving, \$26,018,724; qualifying distributions, \$36,778,393; giving activities include \$16,546,968 for 1,261 grants (high: \$500,000; low: \$250), \$9,471,756 for 9,307 employee matching gifts and \$10,311,227 for 20 loans/program-related investments.

EIN: 222175290

Selected grants: The following grants were reported in 2005.

\$1,000,000 to New Jersey Performing Arts Center, Newark, NJ, For endowment and arts education program.

\$600,000 to Association for Enterprise Opportunity, Arlington, VA, For Prudential Young Entrepreneur Program, which encourages entrepreneurship and business development among young people between ages of 18 and 30.

\$500,000 to National Governors Association Center for Best Practices, DC, For five to ten states to develop and implement comprehensive plans to redesign high schools.

\$450,000 to Child Welfare League of America, DC, For renewed funding for Prudential Positive Parenting Program.

\$150,000 to Episcopal Community Development, YouthBuild Newark, Newark, NJ, For support for YouthBuild Newark to offer job training, education, counseling and leadership development opportunities to unemployed, out-of-school youth and young adults.

\$60,000 to Northside Residents Redevelopment Council, Minneapolis, MN, For general operating support for continuation of existing programs.

\$40,000 to Princeton-Blairstown Center, Princeton, NJ, For High Quest Program, providing summer and year-round outdoor adventure and educational experiences for Newark and Essex County youth.

\$35,000 to Goodwill Industries Easter Seal Society of Minnesota, Saint Paul, MN, For continued support for Bank Skills Training Program.

\$25,000 to City Without Walls, Newark, NJ, For general operating support and arts education programming.

\$25,000 to Womens Center of Jacksonville, Jacksonville, FL, For Community Builders program, designed to assist women and families in Sable Palms achieve better health outcomes for themselves and their families, increase self-esteem and foster self-sufficiency and empowerment.

Sponsoring company information:

The Prudential Insurance Company of America

751 Broad St.

Newark, NJ 07102-3777

(973) 802-6000

Company URL: <http://www.prudential.com>

Company type: Subsidiary of a public company

Business activities: Sells life insurance.

Business type (SIC): Insurance/life; insurance/accident and health

Corporate officers: Arthur F. Ryan, Chair. and C.E.O.; Vivian L. Banta, Vice-Chair.; Mark B. Grier, Vice-Chair.; John R. Strangfeld, Vice-Chair.; Rodger A. Lawson, Exec. V.P., Mktg.; Sharon C. Taylor, Sr. V.P., Corp. Human Resources; Charles E. Chaplin, V.P. and Treas.; John M. Liftin, Genl. Counsel.

Subsidiaries and/or Divisions: 745 Property Investments, Boston, MA; Pruco Life Insurance Co., Newark, NJ.

Affiliated grantmaker(s): The Prudential Foundation; The Prudential Insurance Company of America Corporate Giving Program

8) Robert E. Schneider Foundation

This foundation may be interested in financially supporting the University of Central Florida

Medical School or the Level One Trauma Center at Orlando Regional Healthcare, given its recent history of giving to such organizations. Its gifts to medical schools and centers have ranged from \$10,000 to \$50,000. However, the foundation pre-selects its grant recipients, so a relationship with the foundation would need to be established well before seeking a grant.

Robert E. Schneider Foundation

P.O. Box 11452
Chicago, IL 60611-0452

Donor(s): Phyllis Schneider; Melvin Schneider.

Type of grantmaker: Independent foundation.

Background: Established in 1968 in IL.

Fields of interest: Boys & girls clubs; Children/youth, services; Education; Environment, water resources; Higher education, university; Hospitals (general); Housing/shelter, development; Medical research.

Geographic focus: Florida; Illinois

Limitations: Applications not accepted. Giving primarily in FL and IL. No grants to individuals.

Application information: Contributes only to pre-selected organizations.

Officers and Directors:* Richard Schneider,* Pres.; Claudia Schneider,* V.P.; Frederic Schneider,* V.P.; Marilyn R. Moss,* Secy.-Treas.

Financial data: (yr. ended 12/31/05): Assets, \$4,097,427 (M); gifts received, \$391,394; expenditures, \$205,270; total giving, \$175,000; qualifying distributions, \$199,940; giving activities include \$175,000 for 25 grants (high: \$35,000; low: \$1,000).

EIN: 366212061

Selected grants: The following grants were reported in 2004.

\$50,000 to Children's Hospital of Southwest Florida, Fort Myers, FL.

\$30,000 to Children's Memorial Foundation, Chicago, IL.

\$28,000 to Sanibel-Captiva Conservation Foundation, Sanibel, FL.

\$13,000 to Clinic for the Rehabilitation of Wildlife (CROW), Sanibel, FL.

\$10,000 to Cancer Prevention Coalition, Chicago, IL.

\$10,000 to Children's Hospital Los Angeles, Los Angeles, CA.

\$10,000 to Northwestern University, Weinberg School of Medicine, Evanston, IL.

\$5,000 to Dominican University, River Forest, IL, For College Preparedness Program.

\$4,000 to American Dental Association Health Foundation, Chicago, IL.

\$3,000 to Alliance for the Mentally Ill of Greater Chicago, Chicago, IL.

9) Gordon J. Barnett Foundation Trust

This foundation may be interested in supporting the University of Central Florida Medical School. Email the Foundation Director for an application form, which is due September 1st. Support usually ranges from \$25,000 to \$45,000.

Gordon J. Barnett Foundation Trust

c/o SunTrust Bank
P.O. Box 620005
Orlando, FL 32862-0005

Telephone: (407) 237-4485

Contact: Melanie Cianciotto

E-mail: melanie.cianciotto@suntrust.com

Type of grantmaker: Public charity.

Background: Established in 1980; supporting organization of the Audubon of Florida, Rollins College, First Unitarian Church of Orlando, and the UCF Foundation, Inc.

Purpose and activities: The organization provides financial support to various charitable organizations and universities.

Fields of interest: Health care; Higher education, university; Medical school/education; Religion; YM/YWCAs & YM/YWHAs; Youth development, centers/clubs.

Geographic focus: Florida; New York

Limitations: Giving limited to FL and NY.

Application information: Application form required.

Deadline(s): Sept. 1

Trustee: SunTrust Bank.

Financial data: (yr. ended 06/30/06): Revenue, \$110,819; assets, \$2,335,564 (M); expenditures, \$145,000; total giving, \$145,000; program services expenses, \$145,000; giving activities include \$145,000 for 5 grants (high: \$45,000; low: \$25,000).

EIN: 237418085

10) Dr. Harry J. Heeb Foundation

This foundation may be interested in supporting the University of Central Florida Medical School. Applications are due March 15th and decisions are made in May.

Dr. Harry J. Heeb Foundation

c/o SunTrust Bank

P.O. Box 620005

Orlando, FL 32862-0005

Telephone: (407) 237-4354

Contact: Candace R. Marshall, V.P., SunTrust Bank

Type of grantmaker: Independent foundation.

Background: Established in 1977 in FL.

Purpose and activities: Giving primarily for education and youth services.

Fields of interest: Disabilities, people with; Higher education; Medical school/education; Nursing care; Youth, services.

Geographic focus: Florida

Limitations: Giving primarily in FL. No grants to individuals.

Application information: Application form required. Applicants should submit the following:

1) copy of IRS Determination Letter

Initial approach: Letter

Copies of proposal: 1

Board meeting date(s): May

Deadline(s): Mar. 15

Trustees: Diane S. Purse; SunTrust Bank.

Financial data: (yr. ended 05/31/03): Assets, \$2,221,356 (M); expenditures, \$103,446; total giving, \$65,744; qualifying distributions, \$85,554; giving activities include \$65,744 for 10 grants (high: \$10,000; low: \$2,500).

Grantmaker's financial estimates: (yr. ended 5/31/04): Estimated assets, \$2,241,793; estimated total giving, \$86,800.

EIN: 596618905

11) Susan O. Rasmussen Trust

This foundation may be interested in supporting the University of Central Florida Medical School. Send an approach letter to the Foundation Director to establish eligibility and interest. Historically gives to University of Florida Medical School, but may be interested in broadening their scope of giving to other medical schools as well. Or, they may be willing to fund a collaborative effort between the medical schools.

Susan O. Rasmussen Trust

c/o SunTrust Bank

P.O. Box 1908

Orlando, FL 32802-1908

Contact: Teresa Borcheck

Application address: c/o SunTrust Bank, P.O. Box 3838, Orlando, FL 32802

Donor(s): Susan O. Rasmussen†.

Type of grantmaker: Independent foundation.

Purpose and activities: Giving to the University of Florida, School of Medicine, for its scholarship fund.

Fields of interest: Medical school/education.

Geographic focus: Florida

Types of support: Scholarship funds.

Limitations: Giving limited to FL. No grants to individuals.

Application information:

Initial approach: Letter

Deadline(s): None

Trustee: SunTrust Bank.

Financial data: (yr. ended 06/30/04): Assets, \$337,520 (M); expenditures, \$24,087; total giving, \$24,087; qualifying distributions, \$24,021; giving activities include \$24,087 for grants.

EIN: 596521640

12) Orlando Regional Healthcare Foundation, Inc.

This foundation more than likely already supports the University of Central Florida Medical School and the Level One Trauma Center at Orlando Regional Healthcare, but they may be interested in also supporting public policy initiatives via the Chamber on behalf of health care issues.

Orlando Regional Healthcare Foundation, Inc.

3160 Southgate Commerce Blvd., Ste. 50

Orlando, FL 32806-0000

URL: <http://www.foundation.orlandoregional.org>

Type of grantmaker: Public charity.

Fields of interest: Health care; Medical care, community health systems.

Geographic focus: Florida

Limitations: Applications not accepted. Giving limited to Orlando, FL. No grants to individuals.

Application information: Contributes only to pre-selected organizations.

Officers and Directors:* George Alexander, M.D.,* Chair.; Kathy Johnson,* Vice-Chair.; John W. Bozard,* Pres.; Kenneth M. Smith,* Secy.; Philip W. Rich,* Treas.; Don R. Ammerman; James P. Caruso; Roger Chapin; Kenneth M. Clayton; Phillips A. Easterling; and 27 additional directors.

Financial data: (yr. ended 09/30/05): Revenue, \$14,775,688; assets, \$58,311,764 (M); gifts received, \$12,068,032; expenditures, \$6,738,713; total giving, \$6,413,570; program services expenses, \$6,413,570; giving activities include \$6,413,570 for 2 grants (high: \$5,608,588; low: \$804,982).

EIN: 592244943

13) Souder Family Foundation

This foundation may be interested in supporting the University of Central Florida Medical School. No deadline, no application form. Send letter of interest to establish contact with the foundation.

Souder Family Foundation

c/o The Northern Trust Bank of FL

P.O. Box 803878

Chicago, IL 60680

Application address: c/o The Northern Trust Bank of FL, 700 Brickell Ave., Miami, FL 33131

Donor(s): William F. Souder, Jr. Charitable Lead Trust; Susanna J. Souder.

Type of grantmaker: Independent foundation.

Background: Established in 1986 in FL.

Purpose and activities: Giving primarily for education and health care, and to Protestant organizations, particularly to a Presbyterian church.

Fields of interest: Aquariums; Children/youth, services; Education; Health care; Higher education; Historic preservation/historical societies; Hospitals (general); Human services; Medical school/education; Museums (children's); Protestant agencies & churches; Zoos/zoological societies.

Geographic focus: Florida; Illinois; Michigan; Wisconsin

Types of support: Annual campaigns; Building/renovation; General/operating support.

Limitations: Giving primarily in FL, IL, MI, and WI. No grants to individuals.

Application information: Application form not required.

Deadline(s): None

Directors: Paul Schwab; Susanna J. Souder; William F. Souder, Jr.

Financial data: (yr. ended 12/31/04): Assets, \$12,728,098 (M); gifts received, \$565,513; expenditures, \$629,445; total giving, \$556,271; qualifying distributions, \$558,101; giving activities include \$556,271 for 37 grants (high: \$115,000; low: \$500).

EIN: 391560019

14) Roy M. Speer Foundation

This foundation may be interested in supporting the University of Central Florida Medical School. No deadline for applications, and proposal simply consists of an approach letter. There is a wide range of grant award amounts, from \$5000, to \$650,000.

Roy M. Speer Foundation

2535 Success Dr.

Odessa, FL 33556

Telephone: (727) 372-8808

Contact: Richard W. Baker, Tr.

Donor(s): Richard W. Baker.

Type of grantmaker: Independent foundation.

Background: Established in 1986 in FL.

Purpose and activities: Giving primarily to a Christian federated giving program, as well as for medical education and research, and to a Baptist church.

Fields of interest: Cancer research; Hospitals (general); Medical school/education; Protestant agencies & churches; Religious federated giving programs.

Geographic focus: Florida

Limitations: Giving primarily in FL. No grants to individuals.

Application information: Applicants should submit the following:

1) detailed description of project and amount of funding requested

Initial approach: Letter

Deadline(s): None

Trustee: Richard W. Baker.

Financial data: (yr. ended 06/30/05): Assets, \$15,780,103 (M); expenditures, \$871,176; total giving, \$748,000; qualifying distributions, \$748,891; giving activities include \$748,000 for 6 grants (high: \$632,000; low: \$5,000).

EIN: 592785945

Selected grants: The following grants were reported in 2005.

\$632,000 to Practical Christianity Foundation, Odessa, FL.

\$36,000 to First Baptist Church, Elfers, FL.

\$25,000 to Memorial Sloan-Kettering Cancer Center, New York, NY.

\$25,000 to University of Florida, College of Medicine, Gainesville, FL.

\$25,000 to University of Florida, Shands Cancer Center, Gainesville, FL.

\$5,000 to Salvation Army, Lutz, FL.

15) Elsie Vinik Trust

This foundation may be interested in supporting the University of Central Florida Medical School. Grants historically range between \$25,000 to \$80,000, based on their reported Form 990 information.

Elsie Vinik Trust

c/o Wachovia Bank, N.A.
100 N. Main St., 13th Fl.
Winston-Salem, NC 27150-0001

Type of grantmaker: Independent foundation.

Background: Established in FL.

Fields of interest: Higher education, university; Medical school/education.

Geographic focus: Florida; New York

Limitations: Giving primarily in FL and NY.

Trustee: Wachovia Bank, N.A.

Financial data: (yr. ended 03/31/06): Assets, \$2,919,567 (M); expenditures, \$175,803; total giving, \$146,280; qualifying distributions, \$146,280; giving activities include \$146,280 for 3 grants (high: \$73,140; low: \$36,570).

EIN: 586449087

16) Joseph Weintraub Family Foundation, Inc.

This foundation has a history of giving to universities and may be interested in supporting the University of Central Florida Medical School. Grants have been awarded up to \$250,000. No application form is needed and there are no deadlines.

Joseph Weintraub Family Foundation, Inc.

(formerly Weintraub-Landfield Charity Foundation, Inc.)

801 Brickell Ave., Ste. 2470

Miami, FL 33131

Telephone: (305) 377-6942

Contact: Michael Weintraub, Pres.

Donor(s): Joseph Weintraub.

Type of grantmaker: Independent foundation.

Background: Established in 1949 in FL.

Purpose and activities: Support primarily for higher education, social services, health associations, and hospitals, including cancer research.

Fields of interest: Animal welfare; Cancer; Cancer research; Children/youth, services; Health organizations; Heart & circulatory research; Higher education; Hospitals (general); Human services; Jewish agencies & temples; Jewish federated giving programs; Law school/education; Medical school/education.

Geographic focus: Florida

Limitations: Giving primarily in FL. No grants to individuals.

Application information: Application form not required. Applicants should submit the following:

- 1) detailed description of project and amount of funding requested
- 2) name, address and phone number of organization

Initial approach: Letter

Deadline(s): None

Officers and Trustees:* Michael Weintraub,* Pres.; Sandra S. Spooner, V.P. and Secy.-Treas.; Miles Gauntt; Barbara A. Weintraub.

Membership: Donors Forum of South Florida.

Financial data: (yr. ended 10/31/05): Assets, \$9,652,423 (M); expenditures, \$527,273; total giving, \$489,150; qualifying distributions, \$489,150; giving activities include \$489,150 for 19 grants (high: \$250,000; low: \$100).

EIN: 590975815

Selected grants: The following grants were reported in 2004.

\$120,000 to University of Miami, Coral Gables, FL, For unrestricted support.

\$100,000 to University of Virginia, School of Law, Charlottesville, VA, For unrestricted support.

\$50,500 to Barry University, Miami Shores, FL.

\$50,000 to Mayo Foundation, Rochester, MN, For unrestricted support.

\$35,000 to United Way of Miami-Dade, Miami, FL, For unrestricted support.

\$22,600 to Temple Israel of Greater Miami, Miami, FL, For unrestricted support.

\$10,000 to Humane Society of Greater Miami, Miami, FL, For unrestricted support.

\$10,000 to University of Miami, Sylvester Cancer Center, Miami, FL, For unrestricted support.

\$10,000 to Watauga Medical Center, Boone, NC, For unrestricted support.

\$5,000 to Broward House, Fort Lauderdale, FL, For unrestricted support.

17) 1923 Fund

This foundation may be interested in supporting the University of Central Florida Medical School and the Level One Trauma Center at Orlando Regional Healthcare.

1923 Fund

c/o U.S. Bank, N.A.

P.O. Box 2043

Milwaukee, WI 53201-9668

Donor(s): David A. Cofrin; Mary Ann Cofrin.

Type of grantmaker: Independent foundation.

Background: Established in 1994 in IL.

Purpose and activities: Giving primarily for education and hospitals.

Fields of interest: Higher education; Hospitals (general); Medical school/education.

Geographic focus: Florida; New York; Wisconsin

Limitations: Applications not accepted. Giving primarily in FL, NY and WI. No grants to individuals.

Application information: Contributes only to pre-selected organizations.

Trustee: U.S. Bank, N.A.

Advisors: David A. Cofrin, Chief Advisor; Steven P. Dhein, Exec. Co-Advisor.

Financial data: (yr. ended 12/31/05): Assets, \$51,081,113 (M); expenditures, \$2,045,062; total giving, \$1,930,440; qualifying distributions, \$1,981,027; giving activities include

\$1,930,440 for 11 grants (high: \$400,000; low: \$10,000; average: \$10,000-\$200,000).

EIN: 367070455

18) Beckwith Family Foundation

This foundation may be interested in supporting the University of Central Florida Medical School. No deadline for proposals, and application requirements are below.

Beckwith Family Foundation

c/o J.P. Morgan Svcs., Inc.

P.O. Box 6089

Newark, DE 19714-6089

Application address: c/o John E. Trabucco, Arch Street Mgmt., LLC, 2790 Mosside Blvd., Ste. 610, Monroeville, PA 15146

Donor(s): Virginia P. Beckwith‡.

Type of grantmaker: Independent foundation.

Background: Established in 1999 in PA.

Fields of interest: Botanical gardens; Children, services; Education; Human services; Medical school/education; Reproductive health, family planning; YM/YWCAs & YM/YWHAs.

Geographic focus: Connecticut; Florida; Pennsylvania; Rhode Island

Limitations: Giving primarily in CT, FL, PA, and RI. No grants to individuals.

Application information: Applicants should submit the following:

- 1) detailed description of project and amount of funding requested
- 2) copy of IRS Determination Letter
- 3) descriptive literature about organization

Initial approach: Proposal

Deadline(s): None

Officers and Trustee:* G. Nicholas Beckwith III, Pres.; John E. Trabucco, Secy.; James S. Beckwith III,* Treas.

Membership: Grantmakers of Western Pennsylvania.

Financial data: (yr. ended 09/30/05): Assets, \$8,626,691 (M); expenditures, \$445,444; total giving, \$402,012; qualifying distributions, \$406,223; giving activities include \$402,012 for 25 grants (high: \$115,000; low: \$12).

EIN: 311607888

Selected grants: The following grants were reported in 2005.

\$50,000 to Chatham College, Pittsburgh, PA.

\$50,000 to Naples Botanical Garden, Naples, FL.

\$30,000 to Allegheny Conference on Community Development, Pittsburgh, PA.

\$25,000 to Andy Warhol Museum, Pittsburgh, PA.

\$15,000 to Family Guidance, Sewickley, PA.

\$10,000 to Homewood Cemetery Historical Fund, Pittsburgh, PA.

\$10,000 to Western Pennsylvania Conservancy, Pittsburgh, PA.

\$10,000 to Womens Center and Shelter of Greater Pittsburgh, Pittsburgh, PA.

\$7,500 to North Hills Community Outreach, Allison Park, PA.

\$4,000 to Hill School, Pottstown, PA.

19) The Cowles Charitable Trust

This foundation may be interested in supporting several of the program areas of the Orlando Regional Chamber of Commerce, including its Minority and Women in Business programs, its public policy and funding efforts on behalf of the Prism Project, the University of Central Florida Medical School, the Level One Trauma Center at Orlando Regional Healthcare, and Workforce Housing and homelessness. Applications can only be submitted once per organization per year, even if it is to fund separate programs. There are 4 submission deadlines per year and application parameters are below.

The Cowles Charitable Trust

P.O. Box 219

Rumson, NJ 07760

Telephone: (732) 936-9826

Contact: Gardner Cowles, III, Pres.

Donor(s): Gardner Cowles‡.

Type of grantmaker: Independent foundation.

Background: Trust established in 1948 in NY.

Purpose and activities: Grants largely for arts and culture, including museums and the performing arts, education, including early childhood, higher, and secondary, hospitals and AIDS programs, social services, including family planning, and community funds.

Fields of interest: Adult education--literacy, basic skills & GED; Adult/continuing education; Aging; Aging, centers/services; AIDS; AIDS research; Animal welfare; Arts; Cancer; Cancer research; Child development, education; Child development, services; Children/youth, services; Civil rights; Civil rights, race/intergroup relations; Disabilities, people with; Education; Education, early childhood education; Education, reading; Environment; Environment, natural resources; Family services; Federated giving programs; Food services; General charitable giving; Health care; Health organizations; Higher education; Historic preservation/historical societies; Homeless; Homeless, human services; Hospitals (general); Human services; Leadership development; Libraries/library science; Medical research; Medical school/education; Mental health/crisis services; Minorities; Minorities/immigrants, centers/services; Museums; Performing arts; Performing arts, dance; Performing arts, music; Performing arts, theater; Population studies; Reproductive health, family planning; Residential/custodial care, hospices; Secondary school/education; Substance abuse, services; Visual arts; Women; Women, centers/services; Youth development, services.

Geographic focus: Florida; New York

Types of support: Annual campaigns; Building/renovation; Capital campaigns; Continuing support; Emergency funds; Endowments; Equipment; General/operating support; Matching/challenge support; Professorships; Program development; Seed money.

Limitations: Giving primarily along the Eastern Seaboard, with emphasis on FL and NY. No grants to individuals; no loans.

Publications: Annual report; Application guidelines.

Application information: Applications from any organizations submitted more than once every 12 months not considered. Telephone inquiries are not considered. Proposals must be sent by USPS First Class or Priority Mail. Application form required. Applicants should submit the following:

- 1) timetable for implementation and evaluation of project
- 2) signature and title of chief executive officer

- 3) statement of problem project will address
- 4) copy of IRS Determination Letter
- 5) brief history of organization and description of its mission
- 6) copy of most recent annual report/audited financial statement/990
- 7) listing of board of directors, trustees, officers and other key people and their affiliations
- 8) detailed description of project and amount of funding requested
- 9) contact person
- 10) copy of current year's organizational budget and/or project budget
- 11) listing of additional sources and amount of support
- 12) additional materials/documentation

Initial approach: Letter requesting proposal cover sheet and guidelines

Copies of proposal: 8

Board meeting date(s): Jan., Apr., July, and Oct.

Deadline(s): Dec. 1, Mar. 1, June 1, and Sept. 1

Final notification: Within 2 weeks of board meeting

Officers and Trustees:* Gardner Cowles III,* Pres.; Mary Croft, Secy.-Treas.; Charles Cowles; Jan Cowles; Lois Cowles Harrison; Lois Eleanor Harrison; Kate Cowles Nichols; Virginia Cowles Schroth.

Number of staff: 1 full-time professional.

Financial data: (yr. ended 12/31/04): Assets, \$22,323,584 (M); expenditures, \$1,351,353; total giving, \$1,088,000; qualifying distributions, \$1,164,256; giving activities include \$1,088,000 for 155 grants (high: \$40,000; low: \$500).

EIN: 136090295

20) AMR Corporation Contributions Program

This foundation gives in-kind flight services to non-profit organizations within it's flight schedule, including Florida, and for its intended interest areas, including economic development. Contact the sponsoring company to determine potential support and logistics.

AMR Corporation Contributions Program

4333 Amon Carter Blvd.

Fort Worth, TX 76155

URL: <http://www.aa.com/content/amrcorp/corporateInformation/facts/amrfoundation.jhtml>

Sponsoring company: AMR Corporation

Type of grantmaker: Corporate giving program.

Purpose and activities: AMR makes charitable contributions of air transportation to nonprofit organizations involved with arts and culture, education, environmental education, health, human services, intergroup and race relations, community development, and minorities. Support is given primarily in areas of company operations.

Program area(s): The grantmaker has identified the following area(s) of interest:

Arts and Culture: AMR supports programs designed to exemplify excellence in the visual and/or performing arts; promote a higher level of understanding of visual and performing arts from countries where AMR has a presence; and highlight the world's diversity of cultures, ethnic backgrounds, and national origins.

Community Development: AMR supports programs designed to increase awareness and involvement in recycling and other environmental protection activities; and promote economic development in AMR communities.

Education: AMR supports programs designed to provide higher education and business career training opportunities to minorities; support the company's existing national partnership with the United Negro College

Fund; create greater understanding and cooperation between ethnic groups; and improve educational output.

Fields of interest: Arts; Arts, cultural/ethnic awareness; Business school/education; Civil rights, race/intergroup relations; Community development; Economic development; Education; Environment; Environmental education; Health care; Higher education; Human services; Minorities; Performing arts; Visual arts.

Geographic focus: Florida; Illinois; Puerto Rico; Texas

Types of support: Donated products; Employee volunteer services.

Limitations: Giving primarily in areas of company operations, with emphasis on Miami, FL, Chicago, IL, San Juan, PR, and Dallas and Fort Worth, TX; giving also to regional and national organizations. No support for discriminatory organizations, religious, fraternal, social, or veterans' organizations, political or partisan organizations or candidates, or lobbying organizations. No transportation contributions to individuals.

Sponsoring company information:

AMR Corporation

4333 Amon Carter Blvd.

Fort Worth, TX 76155-2605

(817) 963-1234

Company URL: <http://www.aa.com>

Establishment information: Established in 1982.

Company type: Public company

Company ticker symbol and exchange: AMR/NYSE

Business activities: Operates holding company; provides air transportation services.

Business type (SIC): Transportation/scheduled air

Financial profile for 2005: Number of employees, 88,400; assets, \$29,495,000,000; sales volume, \$20,712,000,000; expenses, \$20,805,000,000; liabilities, \$30,973,000,000

Fortune 1000 ranking: 2005-105th in revenues, 985th in profits, and 141st in assets

Forbes 2000 ranking: 2005-264th in sales, 1962nd in profits, and 447th in assets

Board of directors: Gerard J. Arpey, Chair.; John W. Bachmann; David L. Boren; Edward A. Brennan; Armando M. Codina; Earl G. Graves; Ann McLaughlin Korologos; Michael A. Miles; Philip J. Purcell; Ray M. Robinson; Joe M. Rodgers; Judith Rodin; Matthew Rose; Roger T. Staubach.

Corporate officers: Gerard J. Arpey, Chair., Pres., and C.E.O.; Thomas W. Horton, Exec. V.P., Finance, and C.F.O.; Monte E. Ford, Sr. V.P. and C.I.O.; Michael J. Durham, Sr. V.P. and Treas.; Thomas J. Kiernan, Sr. V.P., Human Resources.

Subsidiaries and/or Divisions: American Airlines, Inc., Fort Worth, TX.

Affiliated grantmaker(s): AMR Corporation Contributions Program

Company EIN: 751825172

APPENDIX: D

Leadership Interviews



Orlando Regional Chamber of Commerce

Focus Groups Participants

Mr. Ricardo Aguilar

President
K.D.R. Photo System

Mr. Ed Alexander

East Orlando Chamber of Commerce

Ms. Tobitha L. Allen

Manager, Community Relations
Lockheed Martin

Colonel Walter H. Augustin

Program Manager
Marine Corps System Command

Ms. Leesa A. Bainbridge

*Director of Communications
& Public Affairs*
Orange County Clerk of Courts

Mr. Harold W. Barley

Executive Director
METROPLAN ORLANDO

Mr. Lonnie C. Bell

Executive Director
African American Chamber of Commerce
of Central Florida

Mr. Michael Bittman

Board Certified, Health Lawyer
GrayRobinson, P.A.

Mr. Gary R. Blanchette

President
Junior Achievement of Central Florida, Inc.

Ms. Susan Bodner Levine

President & CEO
Jewish Federation of Greater Orlando

Mr. R. Van Bogan

Chairman & Chief Executive Officer
Florida Bank of Commerce

Mr. Anthony Boni

General Manager
Saxon Business Systems
of Central Florida

Mr. Mark Brewer

President/CEO
Community Foundation
of Central Florida, Inc.

Mr. James B. Brown

Chairman 1982

Derek C. Burke, P.E.

President
WBQ Design & Engineering, Inc.

Mr. Robert L. Burns

President/CEO
R.L. Burns, Inc.

Mr. Gary W. Cain

President
Boys & Girls Clubs of Central Florida, Inc.

Mr. William C. Clements

District Manager
Administaff, Inc.

Ms. Cari H. Coats

Owner
C2 Advisors

Saralyn Collins, CPC

*Executive Director of
Training & Development*
eWomen Network

Ms. Vicki S. Cribbs

Senior Vice President - Manager,
Florida Corporate Banking
Old Southern Bank

Ms. Betsy Culpepper

Public Relations and Marketing Director
Junior League of Greater Orlando

Mr. Jesse D. Davis

State Sales Manager
Beacon Benefits Consulting

Ms. Shelly Davis

Manager, Employer Relations & Outreach
DeVry University

Mr. Thomas W. Davis

General Manager
T.W. Ruff

Mr. Dwain M. DeVille

Navigant
Watermark International, Inc.

Mr. Ralph DiSciullo

Director of Sales
EXPRESS SIGNS & GRAPHICS

Ms. Stina D'Uva

President
West Orange Chamber of Commerce

Mr. José A. Fajardo

President and Chief Executive Officer
WMFE-TV/FM

Mr. Robert A. Fein

*Vice President/Station Manager
& Director of Sales*
WESH TV - The CW18

Mr. James W. Ferber

President/CEO
Central Florida YMCA

Ms. Penney Fox

Owner
Fox Interactive Consultants

Mr. John S. Fremstad

*Vice President of Technology
Industry Development*
Metro Orlando Economic
Development Commission

Mr. Bob E. Gernert, Jr.

Executive Director
Greater Winter Haven
Chamber of Commerce

Mr. Raymond Gilley

President & CEO
Metro Orlando Economic
Development Commission

Mr. Kenneth S. Gluckman

President/CEO
Law Offices of America

Mr. Tyler V. Grady

*Executive Vice President -
Chief Marketing Officer*
LSQ Funding Group, L.C.

Mr. Jeff Griesemer

President/CEO
Child Rescue Network

Ms. Kathryn Hardage

President
Up-A-Tree Interiorscaping, Inc.

Mr. Joel W. Hass

Chief Executive Officer
American Red Cross of Central Florida

Mr. Marion F. Hatcher, III

President
Hatcher Insurance, Inc.

Mr. David P. Hathaway

Shareholders
Dean Mead

Ms. Pat Hicks

Executive Director
Sanford/Seminole County
Chamber of Commerce

Mr. Steve Hogan

Executive Director
Florida Citrus Sports

Orlando Regional Chamber of Commerce

Focus Groups Participants

Mr. Mike Horner

President/CEO
Kissimmee/Osceola County
Chamber of Commerce

Guy R. Houk, Ph.D.

Mr. Kirk D. Howard

*Senior Director of Catering
& Convention Services*
Hyatt Regency Grand Cypress

Mr. Alberto Hoyos

Director
Rhythmic Harmony Productions, Inc.

Ms. Colleen Hufford

Casselberry Chamber Economic
Development Committee

Mimi Hull, Ph.D.

President
Hull & Associates

Ms. Sara Isaac

Sentinel Staff Writer - Small Business
Orlando Sentinel

Mr. Rich Jaeckle

Chairman Elect
SCORE

Paul E. James, CPSM

*Business Development
& Community Relations*
Harvard Jolly, Inc.

Ms. M. Victoria Jaramillo

Director of Marketing
Greater Orlando Aviation Authority

Belton E. Jennings, III, APR RCE CAE

CEO
Orlando Regional REALTOR Association

Ms. Misty N. Johantgen

*Vice President of Member
Services & Publications*
Orlando/Orange County
Convention & Visitors Bureau, Inc.

Dan Kirby, Jr., AIA, AICP

Director of Development
Boyken International, Inc.

Mr. Fred R. Kittinger, Jr.

*Associate Vice President for
University Relations & Director,
State & Local Government*
University of Central Florida

Ms. Margot H. Knight

President/CEO
United Arts of Central Florida, Inc.

Mr. Francis T. Korosec

Principal
North Highland

Wendy Kurtz, APR, CPRC

President
Elizabeth Charles & Associates, LLC

Mr. David C. Lane

President
St. Cloud Greater Osceola
Chamber of Commerce

Mr. Frank LaTorre

Mr. Phil Laurien

Executive Director
East Central Florida
Regional Planning Council

Mr. James B. Leahy, Jr.

Buck Leahy Consulting
& Communications

Mr. Roland M. Lee

Past Chair 1981

Ms. Missie Lopez

Publisher
Maverick Magazine

Ms. Keri Lowe

Vice President
Eagle Productions, Inc.

Ms. Julie Matthews

Assistant Director
Disney/SBA National Entrepreneur Center

Dr. E. Lance McCarthy

President/CEO
Metropolitan Orlando Urban League

Mr. Sherman G. Miller

President
Multicom, Inc.

Ms. Grace M. Mills

*Law Library Director
& Associate Professor of Law*
Florida A&M University College of Law

Ms. Virginia Mundy

Advantage Services Group, LLC

Mr. Robert G. Neel

Past Chair 1968

Mr. David A. Odahowski

President
Edyth Bush Charitable Foundation, Inc.

Christian R. Oleck, MBA, Ph.D.

Economic Development Manager
City of Orlando

Mr. Robert M. O'Malley

Managing Director - Orlando
Ron Sachs Communications

Peter K. Partlow, P.E.

President
E Sciences, Inc.

Dr. Isabel Perry

President
TheSafetyDoctor.Com, Inc.

Mr. Craig E. Polejes

President
Florida Bank of Commerce

Mr. Courtney Powell

Director of Technology
CNL

Ms. Patti Rader

Director of Admissions
The Geneva School

Ms. Katherine W. Ramsberger

Orlando Performing Arts Center

Ms. Mary Recchia Brown

President
The Recchia Group, Inc.

Mr. John O. Riggle

Past Chair 1989
Smith Barney

Mr. Jerry Ross

Director
Disney/SBA National Entrepreneur Center

Mr. John P. Saboor

President/CEO
Central Florida Sports Commission

Mr. Gary C. Sain

President
Orlando/Orange County
Convention & Visitors Bureau, Inc.

Ms. Betty R. Salvas

Corporate Relations Representative
Darden Restaurants, Inc.

Orlando Regional Chamber of Commerce

Focus Groups Participants

Mr. Ray San Fratello

Executive Director
South Lake Chamber of Commerce

Mr. J. Sanchez

Chief Executive Officer
The Fireball Run Racing Circuits, LLC

Mr. Mark D. Scheinblum

Partner
Lowndes, Drosdick, Doster,
Kantor & Reed, P.A.

Ms. Jennifer Seck

Business Development Manager
Rhodes + Brito Architects Inc.

Mr. Jaime Segura

General Manager
El Nuevo Día Orlando, Inc.

Ms. Sharron Semento

Executive Director
Lake Eustis Area Chamber of Commerce

Rahul Shah, M.D.

M.D.
Jewett Orthopaedic Clinic, P.A.

Mr. Bob Shephard

District Director, Northern Florida District
SCORE

Ms. Mary Ann Sigurdson

Casselberry Chamber of Commerce

Ms. Pat Smith

Administrative Assistant
SCORE

Ms. Robin Smythe

Vice President & General Manager
Central Florida News 13

Mr. Marc Stanakis

President
The Jobs Partnership of Florida, Inc.

Mr. Curtis H. Stanton

Past Chair 1965

Mr. Hans W. Tews

Past Chair 1983

Ms. Maria Triscari

Executive Director
International Drive Resort
Area Chamber of Commerce

Mr. Rod Vargas

President
Apex Environmental
Engineering & Compliance, Inc.

Ms. Carmen E. Velázquez

Division Manager
Biohazard Response, Inc.

Mr. John Ward

Chief Operating Officer
BusinessWorks, LLC

Ms. Linda S. Watson

Chief Executive Officer
LYNX

Mr. Mike Wells

Financial Services Associate
New England Financial

Ms. Maureen A. West

President
MWest & Associates

Barbara M. Wetzler, SPHR

Executive Director
SPCA of Central Florida d/b/a
The Orlando Humane Society, Inc.

Ms. Linda S. White

President/CEO
Chamber of Commerce of West Volusia

Ms. Annetta Wilson

President
Annetta Wilson Media
Training and Success Coaching

Wayne C. Wolfson, D.C.

Chiropractor Physician
Regional Chiropractic Group

Mr. Mark P. Wylie

President/CEO
Associated Builders & Contractors, Inc.

Ms. Monique R. Yeager

*Director of Corporate
Catering & Public Relations*
Sonny's Franchise Company

Ms. Jan Zacharchuk

Publisher & Executive Director
Leesburg Area Chamber of Commerce

Orlando Regional Chamber of Commerce

Interview Participants

Mr. Ron D. Abbott

Executive Vice President
Lockheed Martin Missiles
and Fire Control - Orlando

Mr. Richard Anderson

Chief Operating Officer
Apopka Area Chamber of Commerce

Mr. James D. Atchison

*Executive Vice President
& General Manager*
SeaWorld Adventure Parks

Mr. G. Thomas Ball

Managing Partner
Baker Hostetler

Mr. Harold W. Barley

Executive Director
METROPLAN ORLANDO

Mr. John R. Berner

Executive Vice President
Brown & Brown, Inc.

Mr. Randolph E. Berridge

President
Florida High Tech Corridor Council, Inc.

Mr. William F. Billingsley, III

Director of Economic Development
City of Orlando

Ms. Laura M. Boisvert

Regional Vice President
Progress Energy

Mr. Rich Bradley

Vice President, BVC Sports
Buena Vista Corporation

Mr. Charles T. Brumback, Jr.

Managing Shareholder
Akerman Senterfitt

Mr. John H. Bultema, III

President & CEO, Central Florida Affiliate
Fifth Third Bank

The Honorable Welton G. Cadwell, Jr.

Commissioner - District 5
Lake County Commission

Ms. Anne K. Chinoda

President & CEO
Florida's Blood Centers, Inc.

James B. Cross, CPA

Managing Director
Cross, Fernandez & Riley LLP

The Honorable Richard T. Crotty

Orange County Mayor
Orange County

Des Cummings, Jr., Ph.D.

Executive Vice President
Florida Hospital

Mr. Scott E. Damon

Partner
Baker Hostetler

Mr. Randy D. Davis

Chairman
iplacement, Inc.

Ms. Mary L. Demetree

President
Demetree Builders, Inc.

Mr. James M. DeSimone

Vice President - Corporate Affairs
Darden Restaurants, Inc.

Mr. Richard J. Dvorak

President
Workscapes, Inc.

The Honorable Buddy Dyer

Mayor
City of Orlando

Ms. Patricia J. Engfer

General Manager
Hyatt Regency Orlando
International Airport

Mr. J. Christian Fenger

President, Central Florida Division
Bright House Networks

Ms. Gemma N. Filliben

Vice President, Business Development
iplacement, Inc.

Mr. Richard T. Florell

*Senior Vice President and General
Manager of Resort Revenue Operations*
Universal Orlando Resort

Mr. Richard T. Fulton

Partner
Baker Hostetler

Mr. Steve Gardner

Executive Director
Greater Orlando Aviation Authority

Deborah C. German, M.D.

*Dean, University of Central Florida
College of Medicine*
University of Central Florida

Ms. Elizabeth A. Gianini

Chief of Staff
Orange County

Mr. Raymond Gilley

President & CEO
Metro Orlando Economic
Development Commission

Ms. Carolyn Gosselin

*Senior Vice President/Chief
Communications Officer*
CNL

Mr. Suresh K. Gupta

CEO
Park Square Enterprises, Inc.

Mr. Franz S. Hanning

President/CEO
Wyndham Vacation Ownership, Inc.

The Honorable Carlton D. Henley, Sr.

Commissioner - District 4
Seminole County Commission

Ms. Cheryl Henry

Vice President - Corporate Affairs
Ruth's Chris Steak House

Mr. Joshua High

President/CEO
Enterprise Technology Partners, LLC

Mr. John Hillenmeyer

President/CEO
Orlando Regional Healthcare

John C. Hitt, Ph.D.

President
University of Central Florida

Mr. Steve Hogan

Executive Director
Florida Citrus Sports

Ms. Leigh Ann Horton

Vice President
CFO Strategic Partners

Ms. Janet Horvath-Pino

Executive Vice President
Dynetech Corporation

C.T. Hsu, AIA

President
C.T. Hsu Group

Mr. Steven A. Jamieson

General Manager
Mall at Millenia

Orlando Regional Chamber of Commerce

Interview Participants

Mr. James E. Jardon, II

President/CEO
JHT, Inc.

Mr. Tony Jenkins

Market President
Blue Cross and Blue Shield of Florida

Belton E. Jennings, III, APR RCE CAE

CEO
Orlando Regional REALTOR Association

Mr. Jeffery Q. Jonasen

Partner
Baker Hostetler

Mr. Beat Kahli

President/CEO
Avalon Park Group

Mr. Hal H. Kantor

Shareholder
Lowndes, Drosdick, Doster,
Kantor & Reed, P.A.

Mr. Lawrence B. Katz

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