

FLORIDA DEFENSE ALLIANCE

Strategic Plan

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Adopted By:
Enterprise Florida, Inc.



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FLORIDA DEFENSE ALLIANCE

Enterprise Florida, Incorporated created the Florida Defense Alliance (FDA) in 1998 as a non-profit partnership between the Governor, State Officials, Florida's Federal Delegation, Florida's State Legislators, Base Commanders, Community Leaders, and Business Executives to increase military value, reduce base inefficiencies, and promote multi-service synergies for Florida's military bases. Florida's military bases stretch from Pensacola to Jacksonville and through Florida's high-tech corridor to Miami and Key West. The bases / installations, long recognized as true national and state assets, stimulate in excess of \$44 billion dollars annually to the Florida economy, as a result of bases salaries and services ⁽¹⁾, defense industries, retirees, and federal educational programs. The high-tech nature of the bases and their defense industries has launched much of Florida's businesses involving aviation, aerospace, photonics, lasers, and modeling and simulation.

Florida Defense Alliance's strategic plan is designed to partner with communities, develop economic diversification and promote base efficiencies in the State of Florida. This Alliance supports local groups that work to enhance their military bases and defense industries. Locally administered, strategic plans will be bolstered through state assistance, i.e., financial, legal, and political.

Mission

- Foster the military presence in the State of Florida in support of National Defense.
- Preserve test, training, and staging areas suitable for maneuver by ground, naval or air forces to guarantee future availability of such areas to ensure the readiness of the Armed Forces conducting operations in Florida.
- To expand defense related industries.
- To ensure that both active and retired soldiers, marines, sailors, airman, guard, reserves and their dependents receive continual improvement to their quality of life.
- Support local efforts in valuing military installations in the present and future.



References

- ⁽¹⁾ Florida Defense Industry Economic Impact Analysis – 2003, The Haas Center for Business Research and Economic Development, University of West Florida, 2003.

Goals & Objectives

1. Enhance the military value of Florida's bases / installations.

1.1 Action items to include:

- Involve local, state, and federal governments.
- Assist communities in the analysis of their economic reliance on expenditures and the formulation of specific plans to respond to the nation's Defense priorities.
- Support the bases' decisions involving privatization.
- Promote regional partnerships between the bases and their communities.
- Support defense related industries.
- Expand tech-transfer partnerships between educational institutions, military research and development offices, and industry.
- Establish working groups, as required to mitigate issues involving encroachment, infrastructure, family transition, spousal employment & opportunities, marketing and quality of life.

1.2 Administer Community Defense Grants and Defense Infrastructure Grants, as authorized by the Florida Legislature and overseen by the Office of Tourism, Trade & Economic Development (OTTED) and Enterprise Florida.

1.3 Identify and assess opportunities for state and local government to respond to base/installation needs, through complimentary funding and state, regional, and local assistance programs that increase military value.

1.4 Influence potential developments, which might negatively impact the military's ability to test and train, in order to reach a mutually compatible co-existence.

1.5 Develop alliances with other communities outside of the State that are dependent on Florida's military presence.

1.6 Create opportunities to accept closed oversea military missions and collocate homeland security offices at select Florida military installations.

1.7 Actively seek opportunities to support and recruit future military missions.

2. Strengthen the role of the State of Florida, the Florida Legislature, Office of the Governor and State Agencies in enhancing the military value of the state's bases and installations.

2.1 Coordinate actions and recommendations with other advisory bodies working on behalf of defense related industries in Florida.

- 2.2 Continue funding efforts for Community Defense and Infrastructure Grants and identify, prioritize and fund those projects that are of mutual benefit to communities and military bases/installations.
- 2.3 Promote the sustained establishment of standing committees on military affairs in the Florida House of Representatives and the Florida Senate.
- 2.4 Support local, state and federal compatible growth management to include land, air and sea use initiatives.
 - 2.3 Inform and facilitate base/installation visits by state leaders to increase awareness and seek support for legislation that supports Florida’s military bases/installations and defense industries.
 - 2.4 Seek appropriate legislation and administrative action to support quality of life issues for military service members, their families and their communities.
 - 2.5 Encourage state agency liaisons’ participation in the Florida Defense Alliance.

3. Establish a working partnership with the Florida Congressional Delegation

- 3.1 Develop close working relationships with the offices of the Florida Congressional Delegation to ensure that national defense needs within Florida are met to include force structure, base structure, defense industries, and quality of life.
- 3.2 Educate congressional staffers on unique opportunities to increase the military value of Florida’s bases and installations.
 - 3.2.1 Establish a Florida Defense Alliance “watch list” of federally funded programs that are key to national defense needs in Florida.
 - 3.2.2 Identify legislative initiatives for consideration by our Florida congressional members.
 - 3.2.3 Assess and influence the congressional authorization and appropriations process to positively impact Florida’s bases and installations.
- 3.3 Conduct visits to the Office of the Secretary of Defense and the Military Services to explore ways for the state to assist the Department of Defense in their efforts in transformation. Invite national leaders to see firsthand the value of Florida’s bases and installations and meet with local leadership.
- 3.4 Cultivate government, defense, industry and academic alliances at regional and national levels.

4. Increase public awareness of the social, economic, and military value of Florida's bases/installations and defense related industries to our communities, state and nation.

- 4.1 Determine the social and economic impact to individual communities as well as to the entire state.
- 4.2 Implement comprehensive media plan for the Florida Defense Alliance and its members.
- 4.3 Increase awareness of economic impact for those Florida counties that have no military and Defense presence.

Military Photographers (clockwise) are: Brad Marshal (Andrews Air Force Base, 1991), Carol Guzy (Haiti, 1994), Joe Rosenthal (Iwo Jim, 1945) and Christopher Morris (Kuwait, 1991).



STRUCTURE AND MEMBERSHIP

Two U.S. Senators and 15 U.S. Congressmen and their military aides

120 State Legislators and 40 State Senators and their legislative aides

State of Florida Washington, D.C. Office

19 Community Representatives, one from each Florida County, which hosts U.S. military bases / installations, and one representative for each county dealing with a base reuse program.

Bay	Monroe	Clay	Brevard
Okaloosa	Duval (2)	Orange (2)	Walton
Escambia	Palm Beach	Highlands	Pinellas
Hillsborough	Santa Rosa	Polk	Miami-Dade (2)

Representatives of statewide business and defense-related organizations, including:

- Enterprise Florida Board of Directors
- Florida Aviation & Aerospace Alliance
- Florida Chamber of Commerce
- Florida Council of 100
- Florida Economic Development Council
- Florida Small Business Development Center
- Florida Advisory Council on Military Education
- Workforce Florida, Inc

Representatives of Florida's State Agencies and other Organizations

- Governor's Office of Tourism, Trade & Economic Development
- Agency for Workforce Innovation
- Florida Space Authority
- Florida Department of Community Affairs
- Florida Department of Management Services
- Florida Department of Environmental Protection
- Florida Department of Corrections
- Florida Department of Juvenile Justice
- Florida Department of Health Care Administration
- Florida Department of Insurance
- Florida Department of Law Enforcement
- Florida Department of Military Affairs
- Florida Department of Veterans' Affairs
- Florida Department of Fish and Wildlife Conservation
- Florida Department of Transportation
- Florida Department of Agriculture and Consumer Services
- Florida Department of Education
- State Historical Preservation Office
- Florida Housing Finance Corporation

Representatives of Florida Private Sector

31 Military Leaders act as liaisons to the Alliance. (*Commands that are led by a flag officer are shown with asterisks. Subordinate commands are indented beneath their higher command.*)

Joint Commands

Commander in Chief, U.S. Central Command, MacDill Air Force Base ****
Commander in Chief, U.S. Special Operations Command, MacDill Air Force Base ****
Commander in Chief, U.S. Southern Command, Miami ****
*Commander, Joint Interagency Task Force – South, Key West ***

U.S. Army

Adjutant General of Florida (U.S. Army and U.S. Air Force National Guard), St. Augustine **
Commander, U.S. Army, Program Executive Office-Simulation, Training, & Instrumentation, Orlando *
Commander, 143rd Transportation Command, U.S. Army Reserves *
Commander, Camp Blanding Joint Training Center, Starke/Clay County
U.S. Corp of Army Engineers

U.S. Marine Corps

Commanding Officer, U.S.M.C. Blount Island, Jacksonville
Program Manager, Training Systems, Marine Corps Systems Command, Orlando

U.S. Navy

Chief, Naval Education and Training, Pensacola ***

Commander, Navy Region Southeast, Jacksonville **
Commanding Officer, NAS Jacksonville
Commanding Officer, NAS Key West
Commanding Officer, Naval Station Mayport
Commanding Officer, Naval Aviation Depot / Jacksonville
Commanding Officer, NAS Pensacola
Commanding Officer, NAS Whiting Field, Milton
Commanding Officer, Naval Support Activity/Navair, Orlando
Commanding Officer, Naval Support Activity, Panama City
Commanding Officer, Naval Surface Warfare Center/Dahlgren Division
Commanding Officer, Naval Ordnance Test Unit, Cape Canaveral

U.S. Air Force

Commander, Air Force Special Operations Command, Hurlburt Field ***
Commander, First Air Force, Tyndall Air Force Base **
Commander, U.S.A.F. Air Armament Center, Eglin Air Force Base **
Commander, 6th Air Refueling Wing, MacDill Air Force Base *
Commander, Wing Commander, 325th Fighter Wing, Tyndall Air Force Base *
Commander, 45th Space Wing Commander, Patrick Air Force Base *
Commander, 482nd Fighter Wing, Homestead Air Force Base *

Commander, Detachment 1, 347th Wing, Avon Park
Commander, Air Force Agency for Modeling and Simulation, Orlando

U.S. Coast Guard

Commander, 7th Coast Guard District, Miami **
Commander, U.S. Coast Guard Integrated Support Command, Miami **

The Alliance will be chaired by one of its business organization members, from Enterprise Florida Inc. or another economic development organization.

The Florida Defense Alliance will assemble working groups to address issues that are of concern to the military community. Points of contact for Alliance activities to include tracking issues or designating working groups are as follows:

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