

**Tri-County Community Partnership Initiative
Advisory Board Strategic Planning Session
Northwest Florida State College, Student Services Building**

September 24, 2024

Nathan Sparks, One Okaloosa EDC Executive Director and John Schuliger, TCPI facilitator provided opening comments. Advisory Board members and respective representatives were welcomed.

Planning Session agenda overviewed.

TCPI Overview

96th Test Wing Priorities

- Mr. Dale Marks, 96th Test Wing Executive Director overviewed the 96TW priority slides. BGen Massaro's three focus areas are mission, people and partners.
- The three main threats are,
 - Aging workforce: 37% of Egin's workforce can retire today; the local workforce marketplace is not enough to replace existing talent; there are insufficient pipelines for skilled workers
 - Natural disasters: There is a high risk for infrastructure and environmental damage; the Egin installation is too expensive to replace; over 4k facilities are over 70 years old
 - Domestic Adversaries: The installation no longer has sanctuary status within surrounding communities; there is a need for effective integrated deterrence; people are watching
- The top three needs include,
 - Training pipeline: Autonomy, UAS
 - Manufacturing: Attract prime contractors
 - Homeless Camps: Negative mission impact on the range; \$100K to clean up one camp
- Case models overviewed
 - Huntsville, AL
 - TrueNorth Commons, USAF Academy, CO
 - Warrior Fitness Center, Nellis AFB, NV

1st Special Operations Wing Priorities

- Mr. Rick Masters, 1SOW Director of Staff overviewed priority slides.
- 1SOW is a national alert mission. Commander Colonel Dierig's top three priorities include,
 - Highway 98 traffic congestion: traffic congestion west of Hurlburt Field impacts quality of life, safety and mission readiness. Current projects include the Okaloosa County Collector Road, widening Hwy 98 to six lanes, Santa Rosa County connector roads, a new west gate and improvement of the main gate Force Protection.
 - Affordable housing: Hurlburt Field has a 1,455 housing shortfall. Efforts include an additional 432 on-base units, private sector development of Santa Rosa Mall, and Egin EUL. Need community support.
 - Child care: There is currently a 169 shortfall. The #1 MILCON priority for the base is to replace the CDC main facility. Incentives are being offered to attract and retain workforce. Need staff training certification courses (NWFSC?).

TCPI Strategy Review

TCPI History

- TCPI timeline since 2013 overviewed to include the original 2015 EDC-Eglin-Hurlburt CPP Charter execution and the 2022 EHCPP charter reinstatement.
- Nineteen successful partnerships were highlighted.
- The TCPI framework serves as an incubator for partnership opportunities.

TCPI Structure

- The TCPI volunteer Advisory Board structure was overviewed to include the three lines of efforts, LOE Champions, work groups and work group co-chairs. Responsibilities for each were outlined.
- Lines of Effort include,
 - Education and Training
 - Infrastructure
 - Quality of Life
 - Enabling/Oversight
- With the recent change of commands, new military leadership and champions are onboard.
- Formal work groups are not required to identify a potential solution. Relationships have been forged and conversations result in partnerships.
- While work groups are intended to be long-term, tasks forces can also be utilized for short term focus groups.

TCPI Strategy Survey

- The first four questions of the strategy, pertaining to demographics and logistics, were overviewed.
 - Q1 Time with TCPI; the majority have been involved with TCPI for 1-3 years
 - Q2 Representation; the majority represent the military
 - Q3 Understanding of TCPI Purpose; the majority understand TCPI's charter
 - Q4 Meeting Frequency; the majority feel the frequency is just right

TCPI Strategy Development

Board Structure

- The Advisory Board roster provided and overviewed. The Board provides guidance and support to LOE champions and work group co-chairs. The structure was mirrored after the 2013 Okaloosa RESTORE Act Committee.
- The year that each current Board member started with TCPI provided; several have been on board since the inception. The Board composition is based on the community organization identified to be represented on the Board. Each organization appoints their respective representative.
- The idea of term limits was presented and discussed. With the military participants there is an organic turn over. It was suggested not to automatically term people off.

• Consensus was to maintain the Board at no more than 30 members; currently at 25.

- Colonel Fred Brooks, SAF/IEIM AF CPP leadership team participated via an invitation by 96TW. Col Brooks stated that the current board structure is considered large in comparison to others across the nation.
- Advisory Board meetings are open to the public.

- It was suggested to send each Board organization a letter each year outlining TCPI charter and member expectations. At this time, they can verify who represents them.
- With the high focus of workforce pipeline needs, it was suggested to invite the Santa Rosa County and Walton County School Districts to participate.

Work Group Structure

- Current Lines of Effort and work groups under each overviewed along with each work group’s three respective co-chairs; Eglin, Hurlburt and community.
- There are currently five work groups
 - Education and Training LOE
 - Career Readiness
 - Infrastructure LOE
 - Traffic and Road Capacity
 - Quality of Life LOE
 - Childcare
 - Housing
 - Enabling LOE
 - Grant Funding Opportunities

- It was suggested to limit work groups to no more than ten individuals; in addition to the co-chairs.
- It was determined to refocus the Childcare WG to focus on the needed talent pipeline.
- It was determined to refocus the Housing WG to focus on community housing projects.
- It was also requested to restructure the Housing WG participants to focus on rental and density options.
- It was requested to identify a new Housing WG community co-chair from the real estate community.
- It was suggested that the Traffic WG had evolved beyond the intent of the WG charter. Out-briefs and updates are now needed.
- With the Emerald Coast Regional Council Military Installation Resiliency Review process completed, a MIRR implementation work group is needed. It was suggested to stand up a new MIRR/Land Use Work Group, to include zoning, under the Infrastructure LOE.
- While the Career Readiness WG focuses on the transitioning service member, a new work group was requested to focus on building the skilled labor pipeline; a STEM Talent WG.

Survey Analysis

- Each work group has its own respective charter identifying the need to be addressed, goals and objectives.
- The survey questions pertaining to work groups and their respective answers overviewed.
 - Q7 Are any other Work Groups Needed?
 - New Work Groups and reconfiguration addressed above
 - Q8 What else could the TCPI do to facilitate new military-community partnerships?
 - As reported by Mr. Marks, the 96TW top needs include training pipeline, manufacturing, and homeless camps
 - As reported by Mr. Masters, the 1SOW top needs include traffic, housing and childcare
- Okaloosa County recently adopted an ordinance prohibiting public camping and sleeping on county property, including buildings, grounds, rights-of-way, and sidewalks. The ordinance, aims to comply with recently passed state legislation (Chapter No. 2024-11, Laws of Florida) that makes it impermissible for counties and municipalities to authorize or allow public camping or sleeping on public property, except in specific circumstances such as designated recreational uses recreational uses. A duplication of efforts is not desired. An out brief was suggested for the December Advisory Board meeting.
- The idea of a “blanket” IGSA with Okaloosa County was suggested.
- The pending ECRC MIRR study report will address possible IGSA shared services.
- 1SOW is planning a focus group in November to discuss potential IGSA options.

- It was suggested that IGSA be added to the Enabling Grant WG and rename the WG to Enabling Tools and expand its charter.

Conclusion

Final Comments

- The idea of rotating meeting locations was presented. Virtual meetings conducted during the pandemic did not provide desired results and will not be ideal for utilization. Consensus was to explore the option of a different location one meeting per year.
- It was reiterated that the TCPI focus is to support industry and services that support Eglin AFB and Hurlburt Field. Unification on strategy is required.
- The TCPI EHCPP framework provides a direct line of communication to the commanders on the Eglin-Hurlburt CPP.
- The results of this strategic planning process will be reported at the November 12 CPP meeting and the TCPI Advisory Board meeting on December 10.

Meeting adjourned.