

Emerald Coast Military Installation Resiliency Review

Florida State University

Department of Urban and Regional Planning

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Executive Summary

The Emerald Coast Florida Military Installation Resiliency Review (MIRR) is an initiative of the Emerald Coast Regional Council. Funded through the US Department of Defense, Local Office of Defense, Community Cooperation's Installation Resilience program, the intent of the initiative is to build resilience with and between communities and military installations in the Emerald Coast region. Jacobs, the full spectrum global consulting services firm, with offices throughout Florida and in the Panhandle, is the ECRC's lead contractor for the overall MIRR initiative. The Resilient Infrastructure & Disaster Response (RIDER) Center at the FAMU-FSU College of Engineering, and its affiliate, the Mark & Marianne Barnebey Planning and Development Lab in the FSU Department of Urban and Regional Planning (Barnebey Lab) are providing subcontractor support to Jacobs related to project Task 5, the development of an Opportunity Assessment Report.

The RIDER team is developing a cost benefit analysis of site-specific scenarios to improve regional coordination and sustainability as part of the project. For project Task 5, The Barnebey Lab led a process to identify opportunities for aligning Continuity of Operations Plan (COOP) missions and tasks across installations while also identifying other opportunities for enhancing regional coordination. This report documents that process, research findings, and provides preliminary recommendations to enhance coordination in support of regional resilience.

To understand existing conditions and opportunities for enhancing regional coordination, the Barnebey Lab employed a three-step research process, which included plan reviews, an expert survey, and follow-up interviews with stakeholders. The plan review focused on five categories: emergency operations, disaster recovery, infrastructure planning and maintenance, shared services, and housing. The survey was distributed to relevant emergency management, planning, utility, and military officials. It asked for further information in each of these areas. The findings of the plan review and survey

results were supplemented by interviews with area stakeholders representing both the military and civilian governments.

Broader, regionally relevant findings of this research include:

A history of good coordination: High levels of coordination currently exist between civilian governments and the military throughout the region. Some of the coordination is formal, such as through participation in regional planning frameworks (i.e., Transit Planning Organizations (TPO), Metropolitan Planning Organizations (MPO), Local Emergency Planning Committees (LEPC)) and some are more informal, including participation in ad hoc task forces.

More coordination happens than is recorded: Many of the coordination activities identified through the survey results and interviews were not well documented in the reviewed planning documents. When possible, plans should be updated to formalize existing coordination activities.

Opportunities for improvement: The results of the survey and the follow-up interviews suggested that stakeholders do not believe there are any critical gaps in coordination that would imperil the region's sustainability. However, most respondents provided input for improving coordination in each of the five research areas, suggesting that there are always opportunities for making marginal enhancements to exiting plans, procedures, and processes.

Varying levels of coordination: The consensus was that coordination is more robust in some areas, including emergency operations, disaster recovery and infrastructure planning and maintenance, while it is less evident in shared services. Housing was identified as an area where there was little to no cross-entity coordination.

Regional considerations: Several concerns dominated the follow-up interviews with both military and government leaders. The first was the acknowledgement that region and its residents are very vulnerable to natural hazard impacts, from coastal storms to wildfires. Also noted were the interconnected concerns about the availability of affordable housing and regional traffic congestion.

Introduction

The Military Installation Resiliency Review (MIRR), funded by the Department of Defense (DOD), Office of Local Defense Community Cooperation (OLDCC), is a process that analyzes and implements actions to improve the sustainability of military installations and communities. The MIRR focuses on resiliency risks, such as wildfires, drought, wind, and flooding, and resiliency impacts, such as wastewater, transportation, installation energy, storm water, and water availability. The goal of the MIRR is to develop strategies and an implementation plan to protect resources that enhance military installation resilience and community resilience.

The Emerald Coast Regional Council (ECRC), through the MIRR funding, is creating a comprehensive strategy in collaboration with area military installations to address and mitigate risks at the installation level and in the surrounding communities that may impair the operational utility of military missions, impact available resources, or create barriers to military-civilian government coordination. The ECRC region includes 7 counties in total. This project includes partners at the region's six military installations and five counties that host military bases within the region, as well as the 25 incorporated municipalities located therein. **Table 1** lists the five study area counties and the incorporated municipalities within their boundaries.

Table 1. Partner Counties and Municipalities for the MIRR

County	Municipalities
Escambia	The City of Pensacola and the Town of Century
Santa Rosa	The Cities of Gulf Breeze and Milton and the Town of Jay
Okaloosa	The Cities of Crestview, Destin, Fort Walton Beach, Laurel Hill, Mary Esther, Niceville, and Valparaiso, and the Towns of Cinco Bayou and Shalimar
Walton	The Cities of DeFuniak Springs and Freeport and the Town of Paxton
Bay	The Cities of Callaway, Lynn Haven, Mexico Beach, Panama City, Panama City Beach, Parker, and Springfield

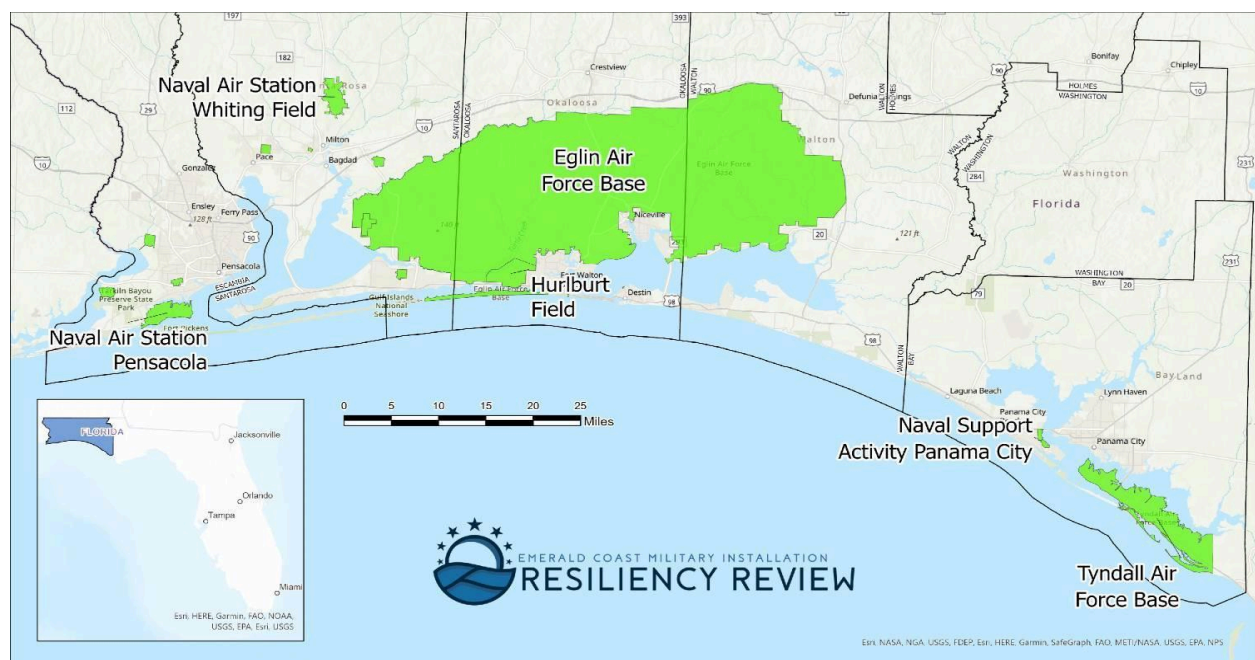
Table 2 lists each of the military installations and county or counties in which they are located.

Table 2. Partner Military Installations and Host Counties for the MIRR

Military Installations	Host County or Counties
Eglin Air Force Base	Santa Rosa, Okaloosa, Walton
Hurlburt Field	Okaloosa
Naval Air Station Pensacola	Escambia
Naval Air Station Whiting Field	Santa Rosa
Naval Support Activity Panama City	Bay
Tyndall Air Force Base	Bay

Additionally, **Figure 1** provides an overview of the project area from the ECRC. The six military installations are shaded in green over the five counties.

Figure 1. MIRR Project Area



Source: ECRC

The objective of the ECRC'S MIRR is to strengthen and preserve military readiness, capabilities, and operability for our region's military installations. This will be accomplished through four main activities, including:

1. A threat assessment
2. Identification of vulnerabilities
3. Prioritization of mitigation programs and projects
4. Plan implementation.

To support this project, the ECRC contracted with Jacobs, a full-service firm with a local presence in the region that specializes in planning, architecture, engineering, project and construction management, and data management. Jacobs partnered with the Resilient Infrastructure & Disaster Response Center (RIDER), a multi-disciplinary applied research function of the FAMU-FSU College of Engineering, to work on Task 5 of the project. The goal of Task 5 is to evaluate the feasibility of mutual support agreements among DOD installations and local governments. Task 5 is focused on the potential for agreements for mutual aid in short term disaster response or for long-term cooperation in mitigation and recovery.

Upon completion, Task 5 will provide a better understanding of existing planning gaps and opportunities for coordination between and within area government and military installations. Table 3 provides a breakdown of the six subtasks in Task 5.

Table 3. Task 5 Subtasks and Descriptions

Subtask	Description
5.1: Data Collection and Review	Collect and review previous studies, CIP, policies, and other relevant information for the study area.
5.2: Identify Synergies/Gaps for Resilience Support, Collaborations, and Potential Solutions Across the Region	Identify gaps and determine synergies for resilience support, collaborations, and potential solutions and will include a summary of these findings.
5.3: Identify Continuity of Operations Plan Missions	Identify mission/task alignment opportunities across and with regional partners.
5.4: Develop Cost-Benefit Analysis	Conduct a cost-benefit analysis of the mission/task opportunities and tie this to the justification of preliminary policy recommendations.
5.5: Preliminary Policy Recommendations	Provide a draft list of Preliminary Policy Recommendations across installations.
5.6: Site-Specific Solutions	Develop site-specific solutions to identify resiliency needs and appropriate implementation strategies.

The FSU, Department of Urban and Regional Planning (DURP), Mark and Marianne Barnebey Planning and Development Lab, a RIDER affiliate, addressed items 5.1, 5.2, and 5.3. This report documents the research and outreach process used to gather data, findings, and coordination specific recommendations. It is intended that this report will form the basis for a larger, complete Task 5 deliverable, however it can also serve as a standalone document.

Identification of Resilience Factors and Hazards

Initial meetings with the ECRC and Jacobs Engineering helped determine the best course of action for finding gaps in resiliency efforts between Northwest Florida counties and nearby military installations. To start this process, a plan review matrix to support content analysis for the purpose of identifying existing coordination activities was developed. Plans from Bay County, Walton County, Santa Rosa County, Okaloosa County, and Escambia County were compiled by the Jacobs team for further review by the FSU Mark & Marianne Barnebey Development Lab. The plans consisted of multiple levels including base specific, local government, county, and regional plans. Examples of plans include Energy Resilience Readiness Exercises at the base level, comprehensive plans at the local government level, Comprehensive Emergency Management Plans at the county level, and vulnerability assessments at the regional level.

The FSU team then identified five key resilience categories:

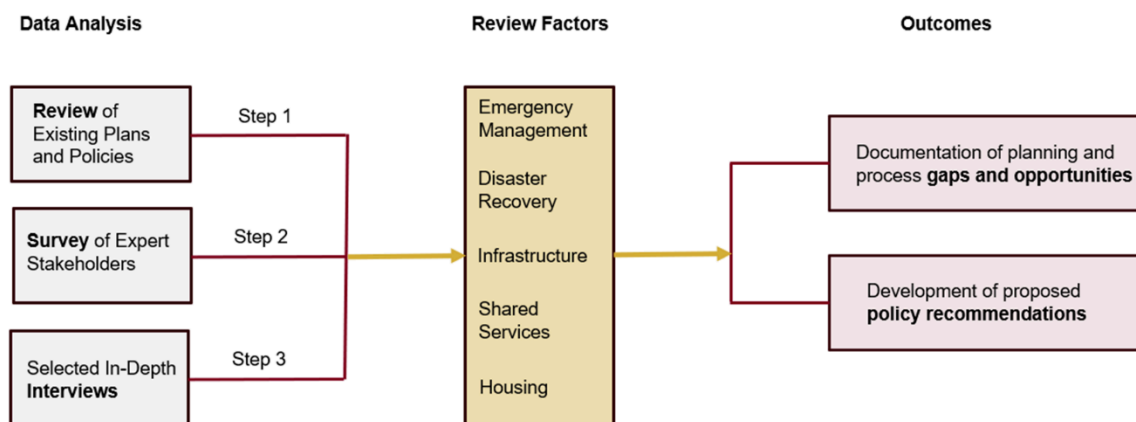
1. Emergency operations
2. Disaster recovery
3. Infrastructure
4. Shared services
5. Housing

These categories were chosen due to their relevance to emergency management and the goals of the MIRR. These categories also helped provide a framework for recording existing coordination activities, identifiable gaps, and opportunities for enhancement. The five topics structure was employed at each level of inquiry, from the plan review, through the expert survey, and the follow-up interview, in order to provide consistency of analysis.

Methodology and Data Analysis

The Barnebey Lab research team employed a three-step process to identify existing conditions, potential gaps in coordination, and opportunities for enhancing existing inter-governmental and cross military-civilian efforts related to regional resilience. The first step involved a review of existing plans and policies, document using a plan review matrix structured around five resilience factors, emergency management, disaster recovery, infrastructure, shared services, and housing. The second step incorporated the five resilience factors into a Qualtrics survey of government and military administrators, inquiring about existing coordination and areas for improvement. The data recorded from these first two steps was augmented in step three through in-depth follow-up interviews with key stakeholders from both the military and civilian government entities. **Figure 2**, below, details this stepwise research process.

Figure 2. Research Process



1. Plan Review

The plan review began in October 2023 and was completed by the Barnebey Lab in January 2024. It consisted of a spreadsheet of 49 plans and five tabs, one for each of the above resiliency categories. All categories were examined for shared resources and staffing as well as a statement of coordination. A copy of the plan review can be found in **Appendix A**. Plans were examined to determine if coordination / resiliency efforts pertaining to each category were mentioned. Each category had a separate list of questions:

- **Emergency Operations**
 - Is there any mention of base-specific military and civilian coordination?
 - Are there specific categories of emergencies cited?
- **Disaster Recovery**
 - Is there mention of coordinating mission assignments on and off base?
 - Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?
 - Are there specific categories for debris removal and emergency protective measures?
- **Infrastructure**
 - Is there anything specific to mobility and power?
 - Is there any discussion of waste and water facilities?
- **Shared Services**
 - Is there anything referring to law enforcement or right-of-way maintenance?
 - Is there anything referring to school buses or transit?
- **Housing**
 - Are there any special programs for service personnel?
 - Are there considerations regarding disaster vulnerability special programs?

Of the 49 plans analyzed, 36 were from city and county governments, 7 were from regional agencies (i.e., the ECRC or Northwest Florida Water Management), and 6 were from military bases. The team observed more references to coordination related to emergency operations, disaster recovery, and infrastructure planning and maintenance, fewer references to shared services, and even less for housing. Additionally, the team saw few instances of explicitly stated coordination between bases and local jurisdictions, especially regarding specific functions such as right-of-way maintenance, debris collection, law enforcement, and transit. Finally, we observed that documents produced off-base rarely mentioned the bases within their jurisdiction.

Our plan review suggests that coordination between bases and local governments is well documented for the three categories of emergency operations, disaster recovery, and infrastructure planning and maintenance. The plan review also suggests that more instances of coordination exist, in the other categories, though they are not well documented. Additionally, there are more instances of coordination that exist outside of what was observed in our plan review.

These results encouraged us to posit that coordination between bases and local governments exists, in a de facto sense, but not all coordination is included in official plans, or in a de jure sense. In short, the plan review suggests that there are gaps in the documentation of coordination, specifically for shared services and housing.

2. Stakeholder Survey

Using information derived from the plan review a digital survey was created. The Stakeholder Survey was opened in December 2023 and closed in February 2024. It was shared with Jacobs and the ECRC before being sent out to advisors and officials from regional city and county governments, regional agencies, and military bases. Different versions of the survey were given based on whether respondents selected whether they were military personnel or from a city, county, or regional agency. Survey questions and answers can be found in **Appendix B**. The stakeholder survey was directed towards emergency managers, planners, administrators, and other staff from the region's cities, counties and military installations. It was intended to provide depth to the research team's understanding of current and potential opportunities for intergovernmental coordination. The survey had ten questions, mirroring the five review factors of the plan review process. By the time of the initial survey end date 23 responses were received. The survey was pushed several times to allow for a larger sample size. The final day for responses was February 11, 2024. In total, the survey received 73 responses.

Figures 3 and 4 illustrate the frequency of respondent agencies and roles.

Figure 3. Frequency of Respondent Agencies

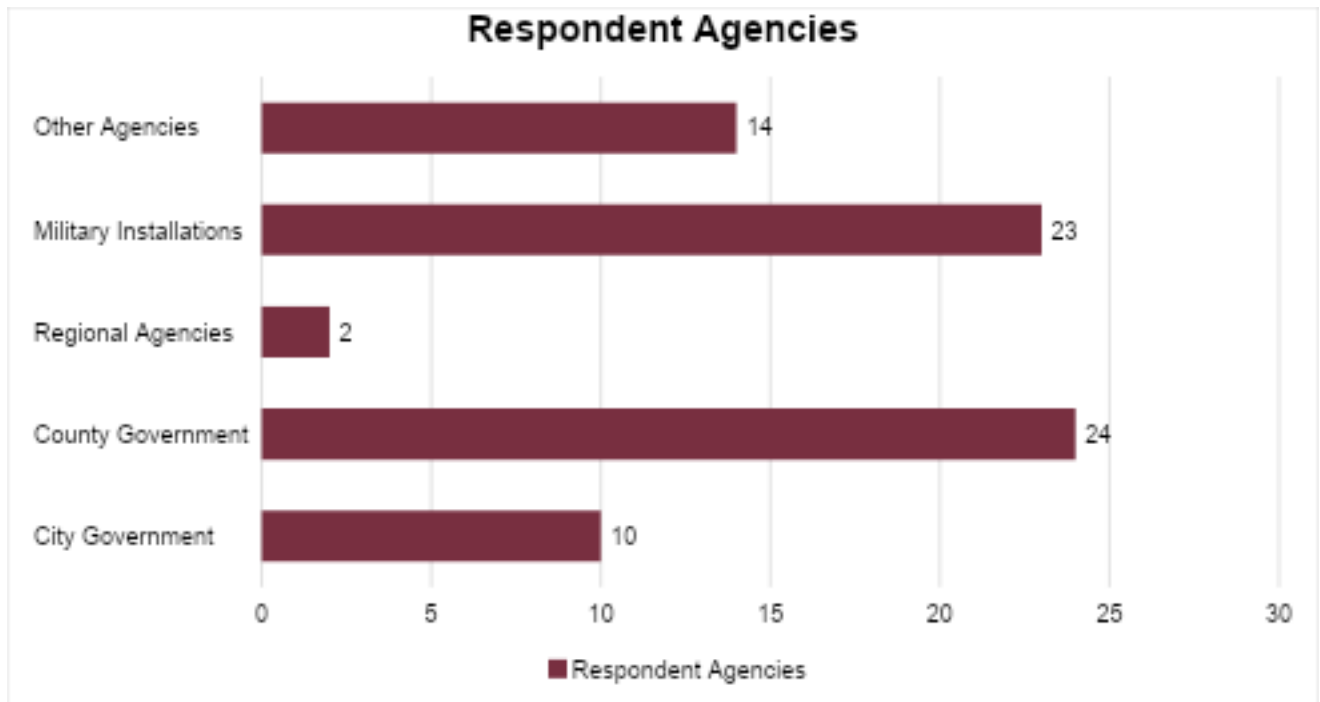
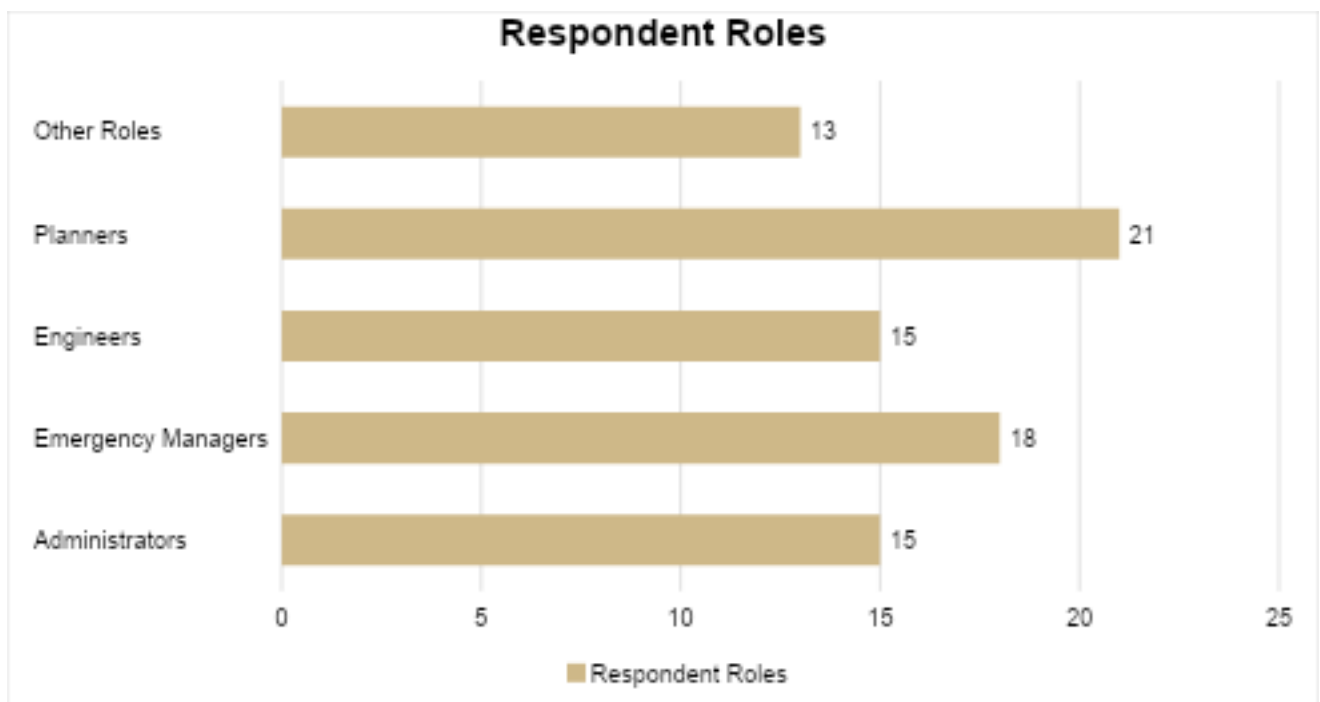


Figure 4. Frequency of Respondent Roles



In total, 72 responses were received including 17 emergency managers, 20 planners, 15 engineers, 14 administrators, and 14 individuals who identified with other roles. 10 worked with city government, 24 with county government, 2 with regional agencies, 23 with military installations, and 21 identified as working with other agencies. A few respondents stated that they worked with other agencies or in other roles, apart from those provided. Other agencies and roles included utility companies, housing coalitions, GIS professionals, housing managers, grant managers, and environmental resource managers.

As intended, the stakeholder survey supplemented the team's understanding of existing coordination between bases and local governments in Northwest Florida. Respondents cited local emergency services, infrastructure, education, utilities, and community planning as current coordination activities. Commonly cited gaps in coordination included debris clean up, power restoration, and traffic management during disasters. Each review factor had a question asking respondents whether there were any related activities that they did not currently coordinate with a local jurisdictions on but could identify as beneficial. For each of the five review factors over 50% of the respondents replied that there were not any such activities.

3. Expert Interviews

Survey respondents were given the opportunity for a follow-up interview. Of the 72 respondents, 27 agreed to a follow-up interview. A list of these respondents can be found in **Appendix C**. Respondents were given the choice between short, 15 question phone interviews or self-guided written interviews. A copy of the written interview document can be found in **Appendix C**. Respondents were contacted by phone, then later by email, to set up their interviews.

Follow-up interviews were conducted between February 2024 and April 2024. They were intended to clarify and expand upon information received from the plan review and survey. In the end nine follow-up interviews were completed. Three were conducted over the phone and six were delivered as emails. 16 individuals were interviewed over the course of nine separate interviews. Specifically, there were 8 individual interviews and one group interview with 8 interviewees. Attendance for the group interview held on April 3rd, 2024, is available in **Appendix C**.

Interviewees from Hurlburt Field shared that they have an on-base hurricane team and a task force for disaster response. They suggested that there is a coordination gap in terms of labor. Specifically, they commented that internally they are prepared, but externally they are focused on life-saving measures and preventing property damage. Other officials shared that they struggle with communication gaps. One interviewee from Eglin disclosed that they had recently lost access to the state's Web Emergency Operations Center (WebEOC). The same interviewee stated that this has made the process of sharing and monitoring data even more difficult, especially with regards to future opportunities for coordination. On the other hand, other interviewees felt as though communication between on and off base EOCs is well coordinated and effective. Officials from several bases also shared their housing efforts. This included working with local governments to supply utilities to on base housing, advocating for affordable housing for members of the military and the public, and collaborating with grant funding agencies like the Florida Housing Coalition to build multifamily developments near military bases.

Similarly to the survey, most interviewees felt that there were little to no critical gaps in their coordination for any of the five key review factors, but that there are always opportunities for improvements around the edges. Respondents shared that there is a strong, long-standing, positive foundation formally, through participation in regional planning entities (MPO/TPOs, LEPCs), and informally, through task forces and working groups, for military base – civilian government coordination on a range of planning issues.

The most cited opportunities for collaboration were also like those stated in the survey: road infrastructure planning, traffic management, affordable housing, and wastewater management.

Recommendations for Joint Resilience Efforts

As has been noted throughout this report, there is more coordination happening among and between military installations and local governments than what is formally recorded in plans, policies, and procedures. Much of this coordination is de facto, relying on the goodwill of the partners, rather than de jure, proscribed based on plan or legal requirements. Overall, we recommend that these historically strong and positive interactions and examples of coordination that happen on the ground should be reflected in both military installation and civilian government plans. Our specific recommendations for each of the five resiliency topics are as follows:

Emergency Management:

Existing Conditions

There was a high level of coordination reported between the military and civilian governments as it relates to emergency management. Several survey respondents and interviewees affirmed the fact that there is positive coordination, established processes, and combined training and exercise opportunities between military installations and local governments in Northwest Florida.

Considerations

While the military reported having good access to civilian government during disasters (EOC's, briefings, etc.), some respondents noted that there are limits to civilian access to military base EOCs. Another concern was interoperability regarding computer systems and communication platforms. Finally, while mechanisms exist for coordination, some planning groups or task forces are better in terms of participation than others.

Recommendations

- Explore opportunities for enhancing data sharing between military installations and their local jurisdictions during disaster events.
- Examine the feasibility of re-establishing the military's connection to the state's WebEOC.
- Ensure military staff members consistently attend Local Emergency Planning Committee meetings.

Disaster Recovery:

Existing Conditions

The military has a primary duty to address recovery on base and the civilian authority for areas off base. Some very welcome support has been provided by the military post disaster (debris push, traffic management), but in a time limited manner (such as during the first 72 hours of a declared event).

Considerations

There was a desire expressed by some civilian authorities that the military provide more post-disaster assistance. The military does not have the authority to do this outside of the mission tasking through the state EOC. Additionally, to support regional economic recovery, it is important to allow pre-event contracts to be activated and engage the private sector in regional recovery when feasible.

Another significant consideration identified by the expert interview panel was base re-entry for off-base personnel, including service members and civilians, is a major concern. The general vulnerability of the on-base (and off-base) workforce, coupled with concerns regarding individual recovery needs, is worsened by unplanned and potentially inefficient base re-entry protocols.

Recommendations

- Formalize the understanding of what the military can and cannot do in support of civilian-led, off-base recovery efforts, including mission requests through the State Emergency Response Team (SERT). Document these limitations and opportunities and the process for requesting aid in the County Comprehensive Emergency Management Plans (CEMP).
- Initiate future collaborative efforts between military installations and local jurisdictions that focus on streamlining base re-entry. This should include regional disaster exercises, training, and revisions to County CEMPs as needed.

Infrastructure Planning and Maintenance:

Existing Conditions

The status of transportation infrastructure and the efficiency of the regional transportation network is important to military installations, local governments, and the regional economy under blue skies, as these conditions will directly impact disaster response and immediate recovery operations, as well as long-term economic recovery and resilience of the region. The military reports meaningful engagement with area MPOs/ TPOs and other planning entities LEPC with regards to infrastructure planning and maintenance.

Considerations

Because of the constraints in the local housing market, commute distances, travel times, and congestion for both the military and civilian populations are an area of concern. Some enlisted and civilian employees noted they need to drive over an hour to get to their base. Likewise, many local governments report longer commute times for their employees.

Recommendations

- Continue military personnel inclusion and engagement in local, county, and regional planning organizations that address transportation assets, including the region's TPOs/MPOs, the Local Mitigation Strategy (LMS) working groups, and ad hoc and emerging planning opportunities, like the MIRR Technical Advisory Committee (TAC) Meeting.
- Conduct benefit cost analysis of improvements to understand the value of ensuring consistent and efficient integration of military installations into the regional transportation network and to assist in the prioritization of maintenance (Resurfacing, Restoration, and Rehabilitation), disaster loss-reduction / hazard mitigation, and the development of new facilities.

Shared Services:

Existing Conditions

The provision of services on-base and off base is not well integrated, with little evidence of cooperative agreements. Most basic services, including water/wastewater, energy, and solid waste management, are handled independently. Some examples exist where a military installation and a local government are exploring cost sharing / shared use in the expansion of a water utility system.

Considerations

Improving shared services has the potential to be both a cost saving measure for the military and civilian governments, and, through making the provision of these services more efficient, an opportunity to enhance regional resilience. The stakeholder survey and follow-up interviews identified this as an area where both the military and civilian respondents felt there were opportunities for improvement.

Recommendations

- Continue the intergovernmental / military - civilian dialogue on areas for sharing services, with a goal of identifying and prioritizing these opportunities. Because solid waste collection was identified as a potential point for future collaboration, and it does not involve construction activities, this may be an area to explore first.
- Identify potential military and civilian government funding sources that could be used to expand, improve the redundancy of, or build new water / wastewater systems or other critical service infrastructure.

Housing:

Existing Conditions

The region, like the nation, is experiencing a crisis in the availability and affordability of housing. While all local governments must maintain a comprehensive growth management plan that includes a housing element, pursuant to Chapter 163, F.S., there was no mention of coordination between the military and local governments in these plans or any of the other plans that were reviewed. Regarding supporting residents and employees, unlike the local governments, as new personnel arrive at a military installation, they are provided with a housing packet that can help direct them to affordable housing and encourage them to obtain flood insurance. Some state-level entities, including the Florida Housing Finance Corporation, were cited as being helpful resources in identifying affordable, multi-family housing projects near military bases.

Considerations

Housing costs and policies affect where people live and work, as well as their ability to move or change jobs. Greater access to affordable housing can lead to increased tax generation, job creation, and economic development opportunities. Adequate housing can also facilitate labor mobility within an economy and help economies adjust to adverse shocks, making it a critical area of resilience. While this problem is bigger than the communities and the military installation in the region, even marginal improvements in coordination may help improve regional resilience.

Recommendations

- Continue working with entities like the Florida Housing Finance Corporation to provide resources on locating affordable housing.
- Identify potential military and civilian government funding sources that could be used to expand access to affordable housing in the region, from vouchers to new construction.

Appendix A: Plan Review

A-1. Emergency Management Plan Review

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
St. Andrews Bay SWIM Plan	Yes (B11-B12, G1)	No	No	No	Shared land (B12)	No
Panama City Comprehensive Plan	Yes (pg. 15, 16, 53, 57)	No	Yes (pg. 15-16)	No	No	No
Bay County Strategic Plan 2022-2026	No	Not in relation to the bases	Yes (pg. 15, PZ task 3.1.1)	No	No	No
Bay County LMS Master Plan 2020	Yes (pg. 9, 14)	Hurricane damage (pg. 6)	No	No	Land, airspace	No
City of Lynn Haven Comprehensive Plan	No	No	No	No	No	No
Projects Considered by the Bay County Commissioner	No	No	No	No	No	No

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Eglin Air Force Base JLUS	Coordination in terms of meetings with city officials to address issues, specifically development along the Eglin AFB Boundary, lighting, noise, etc.	No	"Enhance land use compatibility within Santa Rosa, Okaloosa, and Walton Counties and its municipalities by coordinating, forming partnerships, and management initiatives to ensure long term viability of Eglin AFB's role" (28)	No	No	No
Florida-Alabama Transportation Planning Organization 2045 Long Range Plan	Yes, several projects are in the works related to evacuation routes and military access during emergencies. (127)	Focus is placed on areas in coastal high hazard areas. Public health emergencies, adverse effects of climate change (heavy rain, rising sea levels, intense hurricanes, heat waves, other extreme weather events. (128)	No	No	No	No
Pensacola Bay System Service Water Improvement and Management Plan	Yes, base is managed for habitat conservation and endangered species protection (B-11)	No	Six Rivers Cooperative Invasive Species Management Areas (B-11)	No	Legacy Program (B-11)	No
Pensacola and Perdido Bays Estuary System	Eglin Air Force Base Natural Resources Team (54) & Sentinel Landscape (80)	Watershed clean up	No	No	Sentinel Landscape	No
Pensacola Bay Living Shoreline Project Basis of Design Report	Defense Infrastructure Program (7)	Risk areas listed (pg. 11-12)	No	No	Yes, (Appendix C, pg. 57)	Yes, (Appendix C, pg. 57)
Escambia County Comprehensive Plan 2030	Yes, (CP2:2)	No, just references to their emergency management plan	Yes (CP7:11-CP7:12)	Yes, (CP2:1 & CP8:11)	Airfields (CP8:10)	Yes, (CP2:1 & CP8:11)

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Escambia County LMS	Yes (pg. 107, task 5)	Fires (pg. 47), aircrafts (pg. 68), terrorism (pg. 75)	No	No	No	No
City of Gulf Breeze 5 Year Strategic Plan	No	No	No	No	Land (pg. 35)	No
Response to Public Input for Pensacola Bay Living Shoreline	No	No	No	No	No	No
NASP East Enclave Overview Report	No	No	No	No	No	No
Coastal Vulnerability Assessment: Escambia County, Florida	No	No	No	No	No	No
Hurlburt Field ERRE SAME Brief May 2023	Yes, for a potential regional ERRE. They cite multiple bases, county governments, city governments, utilities, and businesses (19). Also mention the need "to understand impact to off-base residents" (20).	Heat waves, hurricanes, windstorms, and lightning. There are also mentions of preparation against criminal attacks, cyber-attacks, and protection against adversaries. (4)	Only a statement regarding future coordination.	No	Specifically mentions the ECRC MIRR as a resource. Only one to do so thus far.	No
Joint Land Use Studies for Military Installations	Yes. They list a technical advisory committee review, policy review, focus on public awareness through meetings, flyers, and websites. No focus on emergency or preparedness.	No	No	No	No	No

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
NAS Pensacola Compatible Use Study	Section 7.4 contains a Communications and Coordination section that details several projects, both completed and in progress, between military and civil actors. Several deals with emergency mitigation and resiliency including the continued implementation of the Pensacola Bay Living Shoreline.	Storm surges, drought, heat waves, hurricanes, tropical storms, flooding, and emergency plane landings.	Yes (P. 232-261)	Yes	"land, water, airspace, and infrastructure such as transportation networks" (22)	Yes
Air Installations Compatible Use Study	No	No	NOLF Saufley has been used in coordination with FEMA for past hurricane response efforts, including having been used as a temporary Logistical Staging Area (23) (31)	No	No	No
Perdido River and Bay SWIM Plan	No	Hurricanes, major storm systems, floods, oil spills	Gulf Coastal Plain Ecosystem Partnership (88)	No	No	No
Okaloosa-Walton Long Range Transportation Plan	Several projects relating to improvements to Eglin Parkway, nothing outside of that.	No	No	No	No	No
Okaloosa County Comprehensive Emergency Management Plan	Yes (about environmental protections, pages 6, 69, 242)	Not in relation to the bases	Yes (pg. 65, objective 1.3.B & pg. 310 section 9.3.1)	No	Yes, shared airspace (pg. 83)	No
Water and Sewer Enterprise Fund/Engineering (PBB FY2023)	No	No	No	No	Yes (land, pg3)	No

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Okaloosa Surtax Needs List	Yes (pg. 32, 42, 44)	Oil spills (pg. 54), terrorism (pg. 58), aircraft accidents (pg. 44)	No	No	Mutual aid (pg. 32), aircrafts (pg. 44)	No
Okaloosa Couty LMS Ranked Project Listing	No	Yes, these projects aim to mitigate a variety of emergencies. These include storm surge, flood, severe storms, tropical storms, hurricanes, heat wave, drought, wildfires, dam safety, and beach erosion.	No	No	No	No
2021 LMS Project List for Okaloosa	No	Hurricane, tropical storm, flood, storm surge	No	No	No	No
CH-2.13 Capital Improv with Adopted 5-Year Schedule	No	No	No	No	No	No
Airport Budget Packet	No	No	No	No	No	No
City of Valparaiso JLUS	No	No	No	No	No	No
2019 Region II Regional Water Management Plan - Northwest Florida Water Management District	Yes (pg. 80 & 169, section ESF13)	No	No	No	Yes (pg. 101)	No
Santa Rosa County Comprehensive Emergency Management Plan 2022	Mention of protecting military bases (B-2), endangered species on Eglin base (B-12)	Emergency Watershed Protection Program (60)	No	Yes (B1-B2)	Yes (B1-B2)	Yes (B1-B2)

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Santa Rosa County Comprehensive Plan Through 2040	No	No	No	No	Yes (pg. 2)	No
Land Acquisition Study for the Santa Rosa Board of County Commissioners	Program is meant to evaluate existing and future land uses as they relate to military operations (11)	No	No	No	No	No
Florida Community Resiliency Initiative Pilot Project	No	No	No	No	No	No
Choctawhatchee River and Bay Surface Water Improvement and Management Plan	No	No	No	No	No	No
Walton County Emergency Management Plan 2020	According to ESF 13, Eglin Air Force Base and USAF Site C6 will serve as support agencies during or after disasters.	Yes, ESF 13	Yes. ESF 13 Military Support addresses the coordination of military resources during or after a disaster. (43)	No	Yes, ESF 13	ESF 13 names Florida National Guard, USAF Site C6, and Eglin Air Force Base
Walton County Local Mitigation Strategy	No	Yes, 3.3.1 detail federal disaster declarations, the emergency and disaster declarations for Walton since 1975. (20)	No	No	No	No
Walton County Comprehensive Plan (Infrastructure Element)	No	No	No	Water conservation (pg. 3)	No	No
Walton County Comprehensive Plan (Future Land Use Element)	No	There is only a mention of wildfire hazards. (28)	No	No	No	No

Plan Name	Is there any mention of base specific military and civilian coordination?	Are there specific categories of emergency cited? List all.	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Walton County Comprehensive Plan (Capital Improvements Element)	No	Only examples of planned funding for various emergencies including tropical storms and hurricanes.	No	No	No	No
Walton County Comprehensive Plan (Transportation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Recreation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Property Rights Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Intergovernmental Coordination Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Housing Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Conservation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Coastal Management Element)	No	No	No	No	No	No

A-2. Disaster Recovery Plan Review

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
2019 Region II Regional Water Management Plan - Northwest Florida Water Management District	No	pg. 11	No	The District has supported cooperative efforts to evaluate alternatives, funding options, and site plans with Okaloosa County and project partners that have included Eglin AFB and the U.S. Army Corps of Engineers (11)	pg. 11	pg. 11	pg. 11
2021 LMS Project List for Okaloosa	No	No	No	No	No	No	No
Air Installations Compatible Use Study	No	No	No	No	No	No	No
Airport Budget Packet	No	No	No	No	No	No	No
Bay County LMS Master Plan 2020	No	No	Some mention of natural disasters carrying debris from bases into county	No	No	Land, airspace	No
Bay County Strategic Plan 2022-2026	Coordinate proposed new developments with area bases to support compatible growth that sustains military mission capability (pg. 15)	No	No	Yes (pg. 15, PZ task 3.1.1)	No	No	No

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
CH-2.13 Capital Improv with Adopted 5-Year Schedule	No	No	Nothing specific to emergencies, though there are improvements to sewers, road surfaces, storm water management that could be considered emergency protective measures.	No	No	No	No
Choctawhatchee River and Bay Surface Water Improvement and Management Plan	No	No	Emergency Watershed Protection Program to remove debris from streams and other water sources (69).	Natural Resource Management on Department of Defense Lands. (92)	No	No	No
City of Gulf Breeze 5 Year Strategic Plan	No	No	Yes, but not in relation to base	No	No	Land (pg. 35)	No
City of Lynn Haven Comprehensive Plan	No	No	No	No	No	No	No
City of Valparaiso JLUS	No	No	No	No	No	No	No
Coastal Vulnerability Assessment: Escambia County, Florida	No	No	Yes, but not in relation to base	No	No	No	No
Eglin Air Force Base JLUS	Same as previous sheet	No	No	No	No	No	No
Escambia County Comprehensive Plan 2030	Military rep. is on the planning board (pg. CP2:1) and supports their missions (CP7:11)		Yes, but not in relation to base	Yes (CP7:11-CP7:12)	No	Airfields (CP8:10)	Yes, (CP8:11)

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Escambia County LMS	Annually meet with representatives of local military bases to explore potential mitigation opportunities (107)		Yes, but not in relation to base	No	No	No	No
Florida Community Resiliency Initiative Pilot Project	No	No	No	No	No	No	No
Florida-Alabama Transportation Planning Organization 2045 Long Range Plan	Not specific to disaster recovery.	Federal expectations include consultation of agencies responsible for natural disaster risk reduction (32) Also the ability to recover from natural disasters is detailing 6.4.9 Natural Disaster Risk Reduction and Resiliency (126)	No	Objective A.3 ensures a regional transportation system that can support recovery efforts. (41)	No	No	No
Hurlburt Field ERRE SAME Brief May 2023	Recommendation for future regional efforts.	No	No	No	No	No	No
Joint Land Use Studies for Military Installations	JLUS was conducted to address encroachment of the base, not coordination regarding disasters/emergencies	No	No	No	No	No	No
Land Acquisition Study for the Santa Rosa	No	No	No	No	No	No	No

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Board of County Commissioners							
NAS Pensacola Compatible Use Study	Purpose of the CUS is to identify opportunities for coordination	Mention of the importance of the Port of Pensacola when it comes to disaster recovery efforts. (167)	No	Yes	Yes	Yes	Yes
NASP East Enclave Overview Report	No	No	No	No	No	No	No
Okaloosa County Comprehensive Emergency Management Plan	No	Military may request aid from the county & vice versa (32)	Military retains control in emergencies (29), also discusses susceptibility to flooding, terrorism, and oil spills	Pg 29 & 32	Pg 29 & 32	Pg 29 & 32	Pg 29 & 32
Okaloosa County LMS Ranked Project Listing	No	No	No	No	No	No	No
Okaloosa Surtax Needs List	No	No	No	No	No	No	No
Okaloosa-Walt on Long Range Transportation Plan	No	No	No	No	No	No	No
Panama City Comprehensive Plan	Yes (pg. 16, objective 1.15)	Ex-officio member is allowed on planning board (pg. 53)	Yes, but not in relation to base	Yes (pg. 15-16)	No	No	No
Pensacola and Perdido Bays Estuary System	Eglin Air Force Base Natural Resources Team (54)	No	Yes, but not in relation to base	No (discussion of conservation but no true statement)	No	Yes (54)	Yes (54)
Pensacola Bay Living Shoreline Project Basis of Design Report	Defense Infrastructure Program (7), goals of project PowerPoint slide states that county aims to protect	No	Risk areas listed (pg. 11-12)	No	No	Yes, (Appendix C, pg. 57)	Yes, (Appendix C, pg. 57)

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
	military missions						
Pensacola Bay System Service Water Improvement and Management Plan	Six Rivers Cooperative Invasive Species Management Areas (B-11)	No	Debris removal in streams (not related to base)	Six Rivers Cooperative Invasive Species Management Areas (B-11)	No	Legacy Program	Legacy Program
Perdido River and Bay SWIM Plan	No	No	No	No	No	No	No
Projects Considered by the Bay County Commissioner	No	No	No	No	No	No	No
Response to Public Input for Pensacola Bay Living Shoreline	No	No	No	No	No	No	No
Santa Rosa County Comprehensive Emergency Management Plan 2022	No	Federal govt. assists bases (45), ESF13 Plan (80, 169)	Yes, but not in relation to base	The purpose of ESF 13 is to provide military support coordination during disasters in Santa Rosa County (80, 169)	No	Pg 80, 101	Pg 80
Santa Rosa County Comprehensive Plan Through 2040	No	Base preservation (14, 64, 65)	No	Foster meaningful intergovernmental coordination between the County, the military and the Federal Aviation Administration to ensure that land use decisions are not in conflict with military operations or federal aviation standards, and that such decisions promote the health and	The Local Planning Board will include, as ex-officio members, appropriate local Department of Defense representatives (65)	(64-65)	(64-64)

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
				safety of the County's public (65)			
St. Andrews Bay SWIM Plan	No	No	Yes, but not in relation to base	No	No	Shared land (B12)	No
Walton County Comprehensive Plan (Capital Improvements Element)	No	No	No	No	No	No	No
Walton County Comprehensive Plan (Coastal Management Element)	No	No, closest would-be Policy CM-2.4.2 which details short term recovery efforts but does not mention coordination. 11	Policy CM-2.4.4 specifies windborne debris.12	No	No	No	No
Walton County Comprehensive Plan (Conservation Element)	No	No	No	No	No	No	No
Walton County Comprehensive Plan (Future Land Use Element)	No	No	No	No	No	No	No
Walton County Comprehensive Plan (Housing Element)	No	No	No	No	No	No	No
Walton County Comprehensive Plan (Infrastructure Element)	No	No	No	No	Water conservation (pg. 3)	No	No
Walton County Comprehensive Plan (Intergovernmental Coordination Element)	No	No	No	No	No	No	No
Walton County Comprehensive Plan (Property Rights Element)	No	No	No	No	No	No	No
Walton County Comprehensive Plan	No	No	No	No	No	No	No

Plan Name	Is there any mention of coordinating mission assignments on and off base?	Is there any statement regarding the coordination of recovery planning (i.e., plan has been shared and reviewed by)?	Are there specific categories for debris removal and emergency protective measures?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
(Recreation Element)							
Walton County Comprehensive Plan (Transportation Element)	No	No	No	No	No	No	No
Walton County Emergency Management Plan 2020	No	Coordination of recovery activities will be handled by all municipalities and the county (73)	Yes. ESF 3 covers the coordination of debris removal, including on private property. It provides steps for the prioritization of debris removal in all municipalities in Walton County. (83)	Coordination, staffing, resources, and planning between county and municipalities only.	No	No	No
Walton County Local Mitigation Strategy	Only off base and not in coordination with the base.	No	No	No	No	No	No

A-3. Infrastructure Planning and Maintenance Plan Review

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
2019 Region II Regional Water Management Plan - Northwest Florida Water Management District	No	Entire document (but not really in relation to base)	The District has supported cooperative efforts to evaluate alternatives, funding options, and site plans with Okaloosa County and project partners that have included Eglin AFB and the U.S. Army Corps of Engineers (11)	pg. 11	pg. 11	pg. 11
2021 LMS Project List for Okaloosa	Past plans included emergency generators, as well as generators for wastewater treatment plants, lift stations, wells, and booster stations.	Past plans focused on mitigating stormwater runoff and flooding, stormwater swales and retention areas, etc.	No	No	No	No
Air Installations Compatible Use Study	No	No	No	No	No	No
Airport Budget Packet	No	No	No	No	No	No
Bay County LMS Master Plan 2020	No	Not in relation to base	No	No	No	No
Bay County Strategic Plan 2022-2026	No	Not in relation to base	No	No	No	No
CH-2.13 Capital Improv with Adopted 5-Year Schedule	Several transportation projects from OCWS. These range from roadbed installation to lane improvements. Nothing specific to bases.	Yes, OCWS projects through 2027. Starting on p. 7 these projects range from small sewer system upgrades to reclaiming water main to Niceville/Eglin. Also, the only mention of a base.	No	No	No	No
Choctawhatchee River and Bay Surface Water Improvement and Management Plan	No	Yes, starting on p. 43 section 4.1.3 details wastewater management and improvements. Specifically, there are projects relating to stormwater management and improvement (43), septic tank abatement (44), and advanced onsite treatment plans (45). This document has the most information for Walton's wastewater facilities and current and past projects.	No	No	No	No
City of Gulf Breeze 5 Year Strategic Plan	No	Eglin leased land to the county to connect wastewater systems (35)	No	No	No	No

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
City of Lynn Haven Comprehensive Plan	Not in relation to base	Not in relation to base	No	No	No	No
City of Valparaiso JLUS	No	No	No	No	No	No
Coastal Vulnerability Assessment: Escambia County, Florida	No	Figure 37 (pg. 49)	No	No	No	No
Eglin Air Force Base JLUS	Mentions in power with respect to the base's usage and existing impediments and nuisances for residents, nothing related to emergencies.	No	No	No	No	No
Escambia County Comprehensive Plan 2030	No	Not in relation to base	Military rep. is on the planning board (pg. CP2:1) and supports their missions (CP7:11)	No	No	No
Escambia County LMS	Outages related to natural disasters	Waste material spills	No	No	No	No
Florida Community Resiliency Initiative Pilot Project	No	Project to constructed a reclaimed water main to Niceville/Eglin	No	No	No	No
Florida-Alabama Transportation Planning Organization 2045 Long Range Plan	Yes, one of the necessary evaluations for 2045 includes Goal A, Safety and Security. Among its objectives is Intermodal access for the military. (43)	23 CF 450.306(b)(9): "Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation", not specific to the military though. (29)	Statement regarding coordination if a planning area includes Federal Lands: "Military representatives were also actively involved in the Steering Committee to make recommendations on project affecting the several area military bases" (205)	No	No	No

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Hurlburt Field ERRE SAME Brief May 2023	Major focus on on-base power and capability of back up systems. "Testing the ability of the backup systems to start, transfer the load, and carry the load until commercial power is restored" (3). Generators were said to have a small problem with water in fuel (18).	Yes, water systems will still be pressurized but they warn against generating wastewater during power outages/disasters (14). Wastewater was also cited as a gap in Hurlburt's infrastructure (18).	No	No	No	No
Joint Land Use Studies for Military Installations	No	No	No	No	No	No
Land Acquisition Study for the Santa Rosa Board of County Commissioners	No	No	Coordination regarding land acquisition between County Attorney's Office, property owner, and the Navy (19)	No	No	No
NAS Pensacola Compatible Use Study	There is a section dedicated to roadway capacity (202) and several mentions of utility services throughout the paper.	Comprehensive Environmental Response, Compensation, and Liability Act supports the cleanup of sites with hazardous waste (123), the DCIP addresses waste and wastewater management, and there are several sections dedicated to water and water quality.	"The Defense Community Infrastructure Pilot (DCIP) Program is designed to address deficiencies in community infrastructure supportive of a military installation to enhance military value, installation resilience, and military family quality of life. (126)	Yes	"Pensacola also provides services in natural resource extraction, utilities, and professional, scientific, and technical services." (81)	Yes
NASP East Enclave Overview Report	No	No	No	No	No	No
Okaloosa County Comprehensive Emergency Management Plan	Not in relation to base	No	Pg 29 & 32	Pg 29 & 33	Pg 29 & 34	Pg 29 & 35

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Okaloosa County LMS Ranked Project Listing	Yes. Several projects installed generators including 3d, 3f, 11d, 12a, 13a, and 14a. 14a provides "a post-storm power source for traffic signals to move traffic and free up emergency personnel for other efforts". Others focus simply on providing emergency power sources.	Yes, 3d stipulates generators for wastewater treatment facilities. Also 2 refers to a Master Drainage Plan.	No	No	No	No
Okaloosa Surtax Needs List	No	Stormwater improvements	No	No	No	No
Okaloosa-Walton Long Range Transportation Plan	The goal of this plan is "to provide a high quality, safe, efficient, reliable, and cost-effective multimodal transportation system that enhances economic vitality, military missions, and quality of life while protecting the environment and promoting efficient system management and operation". (3)	No	No	No	No	No
Panama City Comprehensive Plan	Not in relation to base	NSA Panama City Land Use/Water Interface Military Influence Area (15)	Ex-officio member is allowed on planning board (pg. 53) & statement of coordination on pg. 15, but not necessarily related to waste/water/power	No	No	No
Pensacola and Perdido Bays Estuary System	No	Not in relation to base	No	No	No	No
Pensacola Bay Living Shoreline Project Basis of Design Report	No	Not in relation to base	Defense Infrastructure Program (7)	No	Appendix C (pg. 57) discusses cooperation regarding airfields (related to power)	
Pensacola Bay System Service Water Improvement and Management Plan	No	Six Rivers Cooperative Invasive Species Management Areas & Legacy Program (B-11)	No	No	No	No

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Perdido River and Bay SWIM Plan	No	4.1.3 details wastewater management and treatment improvements. (38) Additionally, there are objectives for water quality improvements that include upgrades to infrastructure and constriction best management practices (42)	No	No	No	No
Projects Considered by the Bay County Commissioner	No	No	No	No	No	No
Response to Public Input for Pensacola Bay Living Shoreline	No	No	No	No	No	No
Santa Rosa County Comprehensive Emergency Management Plan 2022	ESF 12 (pg. 79)	Yes, but not in relation to base	The purpose of ESF 13 is to provide military support coordination during disasters in Santa Rosa County (80, 169)	No	Pg 80, 101	Pg 80
Santa Rosa County Comprehensive Plan Through 2040	Yes, but not in relation to base	Not much in relation to military but there is a flood vulnerability map on pg. 211	Foster meaningful intergovernmental coordination between the County, the military and the Federal Aviation Administration to ensure that land use decisions are not in conflict with military operations or federal aviation standards, and that such decisions promote the health and safety of the County's public (65)	The Local Planning Board will include, as ex-officio members, appropriate local Department of Defense representatives (65)	(64-65)	(64-64)
St. Andrews Bay SWIM Plan	No	Reduce discharge through military facility (35),	Natural resource management program (B-8 & B-11)	No	Legacy Program	No

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Walton County Comprehensive Plan (Capital Improvements Element)	No	Policy CI-1.3.3 dictates a minimum level of service for wastewater and potable water services. (1)	No	No	No	No
Walton County Comprehensive Plan (Coastal Management Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Conservation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Future Land Use Element)	Mobility is mentioned in Policy BW-1.5.5 though not in a recovery context. (51)	OBJECTIVE L-1.4 is the closest mention of water/waste in a disaster context. The county will not allow new developments in floodplains or other vulnerable areas.	No	No	No	No
Walton County Comprehensive Plan (Housing Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Infrastructure Element)	No	Entire document (but not really in relation to base)	No	Water conservation (pg. 3)	No	No
Walton County Comprehensive Plan (Intergovernmental Coordination Element)	No	No	Yes, coordination and shared resources between Walton and Eglin regarding land uses. (6)	No	No	No
Walton County Comprehensive Plan (Property Rights Element)	No	No	No	No	No	No

Plan Name	Is there anything specific to mobility or power?	Is there anything specific to water/waste?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Walton County Comprehensive Plan (Recreation Element)						
Walton County Comprehensive Plan (Transportation Element)	Goal T-2 provides multi modal transit to improve access to car alternatives as well as quality of life. Nothing related to mobility or power in a recovery sense. (5)	Policy T-2.3.1 to reduce water runoff in certain areas. Nothing related to recovery.	No	No	No	No
Walton County Emergency Management Plan 2020	ESF 3 prioritizes the removal of debris for roadways, but nothing else for mobility. In terms of power, ESF 12 monitors/reports on/assesses power restoration.	ESF 12 also monitors the restoration of wastewater treatment and sewage.	Public works and municipalities for restoration of potable water supply. (65)	No	No	No
Walton County Local Mitigation Strategy	As of 2020, Walton had a pending mobility plan. It is shown in Appendix A. Policy BW-1.5.5 entails improvements to access and mobility. (314, 317) Section 3.5.13 details utility outages. Specifically, there is a vulnerability and impact assessment. (148-152)	3.4.2 lists the wastewater facility as a critical facility. (23) Attention is also given to the possibility of a dam failure. Lastly, 77% of respondents to question 17 of their survey said they would like to see improvements to the damage resistance of existing utilities. (514)	No	No	No	No
Water and Sewer Enterprise Fund/Engineering (PBB FY2023)	No	Entire document (but not really in relation to base)	No	No	No	No

A-4. Shared Services Plan Review

Plan Name	Is there anything referring to law enforcement or right-of-way maintenance?	Is there anything referring to school buses or transit?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Walton County Emergency Management Plan 2020	Nothing for right of way maintenance outside of debris removal for disaster recovery. ESF 16 refers to Law Enforcement. (53)	ESF 1 coordinates emergency transportation in response to / recovery from disaster. (50)	ESF 1 lists Walton County School District, Walton County Fire Rescue, South Walton Fire Rescue, and Tri-County Community Council.	ESF dictates that law enforcement agencies will work with the EOC/ Are Command Incident Action Plan and the Emergency Services Branch Director and Operations Section Chief. These law enforcement agencies include Walton County's Sheriff's Office, City of DeFuniak Springs Police Department, Florida Highway Patrol (FHP), Florida Fish and Wildlife Commission, and Florida National Guard.	No	No
Walton County Local Mitigation Strategy	No	Policy BW-1.1.4 D aims to provide an enhanced transportation network for Walton County. (312) Policy BW-1.6.5 seeks to provide pedestrian and bicycle facilities to supplement car travel. (313) Nothing on school buses.	Not with the base, for transit there is coordination between Bay Town Trolley, Walton County, and Okaloosa County Transit. (313)	No	No	No
Walton County Comprehensive Plan (Transportation Element)	Policy T-1.6.4-8 refers to right of ways, though not in a recovery sense. Policy T-1.6.4 and Policy T-1.6.5 cover right of way protections, though there is no mention of law enforcement or recovery.	Again, related to Goal T-2. Nothing for recovery or relating specifically to school buses.	No	No	No	No

Plan Name	Is there anything referring to law enforcement or right-of-way maintenance?	Is there anything referring to school buses or transit?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Walton County Comprehensive Plan (Recreation Element)	No	Policy C-1.6.2 states that the county will promote multi modal transport, no reference to transit in a recovery context. (7)	No	No	No	No
Okaloosa-Walton Long Range Transportation Plan	One planned right of way acquisition, not on base for A-026. (8)	No	No	No	No	No
Santa Rosa County Comprehensive Emergency Management Plan 2022	No	There are 52 transit projects planned till 2045. (4) There is also some speculation regarding future demand for public transit and shared-use vehicles. (8)	No	No	No	No
Santa Rosa County Comprehensive Plan Through 2040	104 & 193 (not related to base)	Public transit services in Santa Rosa County are limited to the following: door to door transit services and an express bus route from downtown Pensacola to Pensacola Beach along US98 with several stops in the City of Gulf Breeze (34, 80, 98)	Foster meaningful intergovernmental coordination between the County, the military and the Federal Aviation Administration to ensure that land use decisions are not in conflict with military operations or federal aviation standards, and that such decisions promote the health and safety of the County's public (65)	The Local Planning Board will include, as ex-officio members, appropriate local Department of Defense representatives (65)	(64-65)	(64-65)
Okaloosa County Comprehensive Emergency Management Plan	34 (not related to base)	Public Safety Department may request school buses and drivers from the Okaloosa School Board (102)	No	No	No	No

Plan Name	Is there anything referring to law enforcement or right-of-way maintenance?	Is there anything referring to school buses or transit?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Okaloosa County LMS Ranked Project Listing	There are two projects concerned with right of way erosion on specific corridors. These are projects 13i and 13j.	No	No	No	No	No
Hurlburt Field ERRE SAME Brief May 2023	No	Cites potential impacts to transportation including loss of traffic control devices, loss of the ability to refuel (for EVs and gas) (20).	No	No	No	No
CH-2.13 Capital Improv with Adopted 5-Year Schedule	No law enforcement but there are suggested improvements for various roads starting on p. 9.	No	No	No	No	No
Escambia County Comprehensive Plan 2030	States to refer to LMS (CP11:7), right-of-way mentioned (CP8:5)	Transit goals mentioned several times starting on CP8:5	Yes (CP7:11-CP7:12)	No	No	No
Escambia County LMS	Very briefly mentioned (80, 104)	No	No	No	No	No
City of Gulf Breeze 5 Year Strategic Plan	No	Multi-modal pathway created (37)	No	No	No	No
Florida-Alabama Transportation Planning Organization 2045 Long Range Plan	Nothing specific aside from Goal A.	Yes, included in the 2045 Adopted Needs Planned Transit Projects are two Express Buses for enhanced military buses. These include buses to NAS Transit and Eglin/Hurlburt. (85)	Objective E.3: "Implement projects that will support the military's ability to carry out its missions at the region's installations" (43)	No aside from the Steering Committee.	Plans include GIS layers of relevant military bases for environmental cost analysis, needs assessments, and project maintenance. (63)	Steering Committee allowed relevant bases to be involved in the planning process alongside other necessary organizations/ the public.

Plan Name	Is there anything referring to law enforcement or right-of-way maintenance?	Is there anything referring to school buses or transit?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Panama City Comprehensive Plan	Right-of-way plans mentioned (7, 11, 19, 51)	Focus on density in relation to transit modes	Pg 15-16	No	No	No
City of Lynn Haven Comprehensive Plan	Right-of-way improvements (22, 24)	Goal to promote walking, biking, and public transit along with right-of-way	No	No	No	No
Bay County Strategic Plan 2022-2026	Law enforcement works with EM services in disasters	TD Action 3.5 (and entirety of pg. 11)	No	No	No	No
Bay County LMS Master Plan 2020	No	Pg 35 discusses transit	No	No	No	No
NAS Pensacola Compatible Use Study	Mention of law enforcement support through Memoranda of Understanding (MOU) (131-132). There are mentions of right-of-way takings to enhance specific highways but not for the explicit purpose of emergency management or resiliency.	PS-3A "Seek partnerships or developers to improve the area, remove unsafe areas, and address blight" (243)	Table 5-2 provides goals and policies related to military coordination from the Escambia County Comprehensive Plan (137)	Yes	Yes	Yes
Walton County Comprehensive Plan (Property Rights Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Intergovernmental Coordination Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Infrastructure Element)	Not in relation to base	No	No	No	No	No
Walton County Comprehensive Plan (Housing Element)	No	No	No	No	No	No

Plan Name	Is there anything referring to law enforcement or right-of-way maintenance?	Is there anything referring to school buses or transit?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Walton County Comprehensive Plan (Future Land Use Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Conservation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Coastal Management Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Capital Improvements Element)	No	No	No	No	No	No
Choctawhatchee River and Bay Surface Water Improvement and Management Plan	No	No	No	No	No	No
2019 Region II Regional Water Management Plan - Northwest Florida Water Management District	No	No	No	No	No	No
Water and Sewer Enterprise Fund/Engineering (PBB FY2023)	No	No	No	No	No	No
Okaloosa Surtax Needs List	No	No	No	No	No	No
Airport Budget Packet	No	No	No	No	No	No
2021 LMS Project List for Okaloosa	No	No	No	No	No	No
Perdido River and Bay SWIM Plan	No	No	No	No	No	No
Response to Public Input for Pensacola Bay Living Shoreline	No	No	No	No	No	No
Pensacola Bay System Service Water Improvement and	No	No	No	No	No	No

Plan Name	Is there anything referring to law enforcement or right-of-way maintenance?	Is there anything referring to school buses or transit?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Management Plan						
Pensacola and Perdido Bays Estuary System	No	No	No	No	No	No
Pensacola Bay Living Shoreline Project Basis of Design Report	No	No	No	No	No	No
NASP East Enclave Overview Report	No	No	No	No	No	No
Coastal Vulnerability Assessment: Escambia County, Florida	No	No	No	No	No	No
Florida Community Resiliency Initiative Pilot Project	No	No	No	No	No	No
St. Andrews Bay SWIM Plan	No	No	No	No	No	No
Projects Considered by the Bay County Commissioner	No	No	No	No	No	No
City of Valparaiso JLUS	No	No	No	No	No	No
Air Installations Compatible Use Study	No	No	No	No	No	No
Joint Land Use Studies for Military Installations	No	No	No	No	No	No
Land Acquisition Study for the Santa Rosa Board of County Commissioners	No	No	No	No	No	No
Eglin Air Force Base JLUS	No	No	No	No	No	No

A-5. Housing Plan Review

Plan Name	Are there any special programs for service personnel?	Are there considerations regarding disaster vulnerability special programs?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
St. Andrews Bay SWIM Plan	No	No	No	No	No	No
Panama City Comprehensive Plan	Several housing programs but nonspecific to service personnel	No	No	No	No	No
City of Lynn Haven Comprehensive Plan	Several housing programs but nonspecific to service personnel	No	No	No	No	No
Projects Considered by the Bay County Commissioner	No	No	No	No	No	No
Eglin Air Force Base JLUS	No	No	No	No	No	No
Florida-Alabama Transportation Planning Organization 2045 Long Range Plan	No	No	No	No	No	No
Response to Public Input for Pensacola Bay Living Shoreline	No	No	No	No	No	No
Pensacola and Perdido Bays Estuary System	No	No	No	No	No	No
NASP East Enclave Overview Report	No	No	No	No	No	No
Escambia County Comprehensive Plan 2030	Several housing programs but nonspecific to service personnel (CP9:1 and on)	No	No	No	No	No
Escambia County LMS	A few housing programs mentioned but nonspecific to service personnel	No	No	No	No	No
Coastal Vulnerability Assessment: Escambia County, Florida	No	No	No	No	No	No
City of Gulf Breeze 5 Year Strategic Plan	No	No	No	No	No	No
Joint Land Use Studies for Military Installations	No	No	No	No	No	No
Okaloosa-Walton Long Range Transportation Plan	No	No	No	No	No	No
Okaloosa County Comprehensive	Housing options mentioned but nothing	No	No	No	No	No

Plan Name	Are there any special programs for service personnel?	Are there considerations regarding disaster vulnerability special programs?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Emergency Management Plan	specific to service personnel					
Water and Sewer Enterprise Fund/Engineering (PBB FY2023)						
Okaloosa Surtax Needs List	No	No	No	No	No	No
Okaloosa Couty LMS Ranked Project Listing	No	No	No	No	No	No
Airport Budget Packet	No	No	No	No	No	No
2021 LMS Project List for Okaloosa	No	No	No	No	No	No
City of Valparaiso JLUS	No	No	No	No	No	No
2019 Region II Regional Water Management Plan - Northwest Florida Water Management District	No	No	No	No	No	No
Santa Rosa County Comprehensive Plan Through 2040	Housing options mentioned but nothing specific to service personnel	No	No	No	No	No
Land Acquisition Study for the Santa Rosa Board of County Commissioners	No	No	No	No	No	No
Florida Community Resiliency Initiative Pilot Project	No	No	No	No	No	No
Walton County Comprehensive Plan (Transportation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Recreation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Property Rights Element)	No	No	No	No	No	No
Walton County Comprehensive Plan	No	No	No	No	No	No

Plan Name	Are there any special programs for service personnel?	Are there considerations regarding disaster vulnerability special programs?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
(Infrastructure Element)						
Walton County Comprehensive Plan (Housing Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Future Land Use Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Conservation Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Coastal Management Element)	No	No	No	No	No	No
Walton County Comprehensive Plan (Capital Improvements Element)	No	No	No	No	No	No
Bay County Strategic Plan 2022-2026	Veterans' services (12)	No	No	No	No	No
Bay County LMS Master Plan 2020	Not a special program but Mexico Beach anticipates potential expansion to the west end of the city to meet local housing demand, including Tyndall Air Force Base (12), there is also a veteran's home in the county	No	No	No	No	No
Pensacola Bay System Service Water Improvement and Management Plan	Navy Commissary and Exchange and Housing (G-3)	No	No	No	No	No
Pensacola Bay Living Shoreline Project Basis of Design Report	Infrastructure projects to be funded under the Defense Infrastructure Grant Agreement include housing (7)	No	No	No	No	No

Plan Name	Are there any special programs for service personnel?	Are there considerations regarding disaster vulnerability special programs?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Hurlburt Field ERRE SAME Brief May 2023	This entire document relates to service personnel.	No, but there are considerations towards on and off base housing. This document refers to the impact of on base power outages, either in times of disaster or no, and outlines plans for on and off base personnel.	No	No	No	No
NAS Pensacola Compatible Use Study	There are Basic Allowances for Housing (BAHs) which account for increased rent prices off base.	FEMA's Building Resilient Infrastructure and Communities program is mentioned on p.126 as well as the DCIP.	Coordination between bases and communities to provide housing	No	Yes	Yes
Air Installations Compatible Use Study	No	No	In the section "Responsibility for Compatible Land Uses" they state that one of their goals is to "develop properties in a manner that appropriately protects the health, safety, and welfare of the civilian population" (20)	NAS Pensacola staffs 23,000 military and civilian personnel (50)	No	No
Perdido River and Bay SWIM Plan	No	Project from NOAA Coastal Resilience Grant funding to reduce vulnerability of coastal communities to "extreme weather events and climate-related hazards" (67)	No	No	No	No
CH-2.13 Capital Improv with Adopted 5-Year Schedule	No	No	No	No	No	No
Santa Rosa County Comprehensive Emergency Management Plan 2022	Housing discussed on 167 but not technically in relation to base	No	No	No	No	No

Plan Name	Are there any special programs for service personnel?	Are there considerations regarding disaster vulnerability special programs?	Statement of Coordination	Shared Staffing	Shared Resources	Shared Planning
Choctawhatchee River and Bay Surface Water Improvement and Management Plan	No	Habitat restoration to decrease vulnerability of coastal communities. (67)	No	No	No	No
Walton County Emergency Management Plan 2020	No	Cites LMS as responsible for addressing vulnerabilities.	No	No	No	No
Walton County Local Mitigation Strategy	No	Not for service personnel. Vulnerability and impact assessment refers to individuals with medical needs and complications from loss of power.	No	No	No	No
Walton County Comprehensive Plan (Intergovernmental Coordination Element)	No	Consideration towards historical flood plains but no specific programs. See Policy IC 1.4.5. (3)	No	No	No	No

Appendix B: Survey Questionnaire

B-1. Military Personnel Question Set

Survey responses have been lightly edited for consistency.

Question 1: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your installation and a local jurisdiction on shared service operations/response?

Shared service operations/ response activities	Jurisdictions coordinated with
Emergency Response, Infrastructure, Quality of Life and Education	Transportation Planning Organizations, Tri-County Partnership/ Community Partnership Programs, and Florida Defense Task Force
Any Tyndall asset that impacts the local community (i.e., aircraft crash)	Eglin Air Force Base, Hurlburt and Duke Field
All incidents (manufactured or natural) that may impact the County and Tyndall AFB.	Eglin Air Force Base, Hurlburt Field, Naval Support Activity Panama City, MacDill, Patrick, Naval Air Station Pensacola, and Naval Air Station Jacksonville.
MOU/MOA with local Fire and Police	Naval Support Activity Panama City
Destin/Ft Walton Beach Airport, Arbennie Pritchett Water Reclamation Facility, Okaloosa County School District (Eglin Elementary), Solid Waste Collection at Eglin AFB Beach	Eglin Air Force Base
Community Planning & Liaising	Community-Military Partnering Collaboratives, IGSAs, Encroachment Partnering and Mutual Aide Agreements

Question 2: Are there shared service operations/response activities that you do not currently coordinate with a local jurisdiction on, but can identify as beneficial?

Shared service operations/response activities	Jurisdictions you would benefit from coordinating with
Public transportation	ECAT
Public transportation	Escambia County
Street light maintenance	Escambia county
Storm Water Drainage Improvement Projects to enhance flooding mitigations/responses.	Santa Rosa County

Question 3: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your installation and a local jurisdiction on infrastructure operations?

Infrastructure operations/response activities	Jurisdictions coordinated with
Increase traffic capacity, safety through highway improvements and look at flooding issues near the base.	Okaloosa and Santa Rosa Planning teams, Transportation Planning Organization, FDOT and Elected officials.
Review of Emergency Operations Plan	Bay County Emergency Operations Center
Water, Sewer, and Power	Bay County
Living Shoreline	Escambia County, FDEP, Pensacola City
5G, Transportation Corridors, Wastewater	Santa Rosa County

Question 4: Are there infrastructure operations/response activities that you do not currently coordinate with a local jurisdiction on, but can identify as beneficial?

Infrastructure operations/response activities	Jurisdictions you would benefit from coordinating with
Road maintenance, storm water conveyance, fence maintenance	Escambia County
Road maintenance	Escambia County

Question 5: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your installation and a local jurisdiction on emergency management operations/response?

Emergency management operations/response activities	Jurisdictions coordinated with
Exercises, real-world response, and review of emergency operations plans	Bay County Emergency Operations Center
Fire and police mutual aid	Escambia County
Police and fire mutual aid	Escambia County
Bay County Emergency Operations Center	Emergency Operations Center (EOC)
Funeral escorting	Local Sherriff
Use of Bay County EOC for Naval Support Activity Panama City COOP location	Bay County
Mutual Aide Responses (Fire & Emergency)	Santa Rosa County

Question 6: Are there emergency management operations/response activities that you do not currently coordinate with a local jurisdiction on, but can identify as beneficial?

Emergency management operations/response activities	Jurisdictions you would benefit from coordinating with
Not directly sure	Escambia/Pensacola

Question 7: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your installation and a local jurisdiction on disaster recovery operations/response?

Disaster recovery operations/response activities	Jurisdictions coordinated with
Disaster Recovery Operations	Bay County Emergency Operations Center
All activities that impact Tyndall.	Emergency Operations Center
Emergency response	Pensacola emergency response entities
Stage and Resourcing of Power and Light Recovery teams; EOC stakeholder engagement	Santa Rosa County

Question 8: Are there disaster recovery operations/response activities that you do not currently coordinate with a local jurisdiction on, but can identify as beneficial?

Disaster recovery operations/response activities	Jurisdictions to coordinate with
Debris clearing	Escambia County
Debris clearing	Escambia County
N/A	Emergency Operations Center

Question 9: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your installation and a local jurisdiction on post-disaster housing operations/response?

Post-disaster housing operations/response activities	Jurisdictions coordinated with
Pre-storm sheltering and post-storm housing	Bay County Emergency Operations Center
Off-base housing during emergencies	Emergency Operations Center
Use of shelters after disastrous event	Bay County
Post-disaster staging	Chelco

Question 10: Are there post-disaster housing operations/response activities that you do not currently coordinate with a local jurisdiction on, but can identify as beneficial?

Post-disaster housing operations/response activities	Jurisdictions to coordinate with
N/A	Emergency Operations Center

B-2. City, County, and Regional Governments Question Set

Question 1: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your jurisdiction and a military base on shared service operations/response?

Shared service operations/response activities	Bases coordinated with
Right of way management	Eglin Air Force Base
EMS, Fire, Airport and many other MOUs, MOAS, and Mutual Aid agreements. As well as a DSCA process.	Eglin Air Force Base, Hurlburt Field, Duke Field, 7th group
Air Traffic and Land use	Eglin Air Force Base
County departments and divisions work directly with the military bases in Bay County.	Tyndall Air Force Base
Traffic Signal Maintenance, Utilities, coordination of base adjacent efforts.	Eglin Air Force Base including Hurlburt and Duke Fields
N/A	Naval Air Station Pensacola
Power supply and maintenance	Eglin Air Force Base, Hurlburt, Cape San Blas, Duke Fields
N/A	Eglin Air Force Base
Traffic Signal maintenance, occasional acquisition of goods.	Eglin Air Force Base /Hurlburt Field/Duke Field
Mutual Air, NAFD, Loner ARFF Vehicle	Naval Air Station Pensacola
Provide electricity to area base.	Eglin Air Force Base
Electric Utility Outage Response prior to, during and after storm or other events.	Eglin Air Force Base
power restoration	Eglin Air Force Base
Environmental Project Planning	Naval Air Station Pensacola
Mutual aid agreements and Command Staff positions on EOC team	Tyndall Air Force Base and Naval Support Activity Panama City

Question 2: Are there shared service operations/response activities that you do not currently coordinate with a military partner on, but can identify as beneficial?

Shared service operations/response activities	Bases you would benefit from coordinating with
Disaster recovery	Eglin Air Force Base
N/A	Tyndall Air Force Base
N/A	Naval Air Station Pensacola
Procurement	Naval Air Station Pensacola, Naval Air Station Whiting Field
Joint training exercises	Any
Coordination of resources (personnel, equipment, and other resources).	Tyndall Air Force Base

Question 3: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your jurisdiction and a military base on infrastructure operations/response?

Infrastructure operations/response activities	Bases coordinated with
Road closures	Eglin Air Force Base
Bay County Public Works can identify these activities.	Tyndall Air Force Base
Constant communication regarding traffic on state arterial roadways, base access, and response times.	Eglin including Hurlburt Field and Duke Field
N/A	Naval Air Station Pensacola
Water/Sewer	Naval Air Station Whiting Field
Power Restoration, Utility equipment storage	Eglin Air Force Base
Anything to do with roadways that cross the base and are around the base.	Eglin Air Force Base / Hurlburt Field / Duke Field
Provide electricity on base.	Eglin Air Force Base
CHELCO supplies Eglin AFB and is the Utilities Privatization System Owner for the electrical distribution system at Eglin AFB. Likewise, Gulf Coast Electric Cooperative is the System Owner at Tyndall AFB. CHELCO supported GCEC at Tyndall AFB during restoration activities associated with hurricane Michael. CHELCO responds to electrical system concerns as required, also.	Tyndall Air Force Base, Naval Support Activity Panama City

Infrastructure operations/response activities	Bases coordinated with
Power delivery	Eglin Air Force Base
Road improvements	Tyndall Air Force Base
Water/Sewer services, Joint Land Use Planning, Fire services, Law Enforcement, E911 system	Tyndall Air Force Base and Naval Support Activity Panama City

Question 4: Are there infrastructure operations/response activities that you do not currently coordinate with a military partner on, but can identify as beneficial?

Infrastructure operations/response activities	Bases you would benefit from coordinating with
I assume there are mutual benefits to be discovered	Naval Air Station Pensacola
Metering	Eglin Air Force Base
Procurement	Naval Air Station Pensacola, Naval Air Station Whiting Field

Question 5: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your jurisdiction and a military base on emergency management operations/response?

Emergency management operations/response activities	Bases coordinated with
Storm water management	Hurlburt Field
Cross communication regarding needs	Eglin Air Force Base, Hurlburt Field
Bay County Emergency Operations can identify these activities.	Tyndall Air Force Base
Power restoration	Eglin Air Force Base, Hurlburt Field, Cape San Blas, Duke Field
Coordination during weather/emergency events	Eglin Air Force Base / Hurlburt Field / Duke Field
Live Emergency Drill	Naval Air Station Pensacola
Electrical system restoration planning and reporting. CHELCO personnel interact with various entities on base (Leadership, EOC, Base Civil Engineering) to disseminate information, respond to requests and support the base as required during events.	Electrical system restoration planning and reporting. CHELCO personnel interact with various entities on base (Leadership, EOC, Base Civil Engineering) to disseminate information, respond to requests and support the base as required during events.
Power delivery/restoration	Eglin Air Force Base

EOC Operations, alternate EOC	Tyndall Air Force Base and Naval Support Activity Panama City
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Question 6: Are there emergency management operations/response activities that you do not currently coordinate with a military partner on, but can identify as beneficial?

Emergency management operations/response activities	Bases you would benefit from coordinating with
Hurricane/Natural Disaster Response	Naval Air Station Whiting Field
Live Emergency Drill	Coast Guard
Shared mutual air recourses in the event of a large-scale incident.	Naval Air Station Pensacola

Question 7: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your jurisdiction and a military base on disaster recovery operations/response?

Disaster recovery operations/response activities	Bases coordinated with
Cross communication, space for staging, representation in EOC	Eglin Air Force Base
Bay County Emergency Operations can identify these activities.	Tyndall Air Force Base
Coordination in evacuation and response efforts through the EOC.	Eglin Air Force Base, including Hurlburt Field and Duke Field.
N/A	Naval Air Station Pensacola
Power restoration	Eglin Air Force Base, Hurlburt, Cape San Blas, Duke
Coordination during recovery of roads accessing the base.	Eglin Air Force Base / Hurlburt Field / Duke Field
Electrical system restoration and public safety surrounding downed power lines or other electrical system equipment.	Eglin Air Force Base
Power Restoration, staging areas	Eglin Air Force Base
Post disaster temporary housing, community recovery	Tyndall Air Force Base and Naval Support Activity Panama City

Question 8: Are there disaster recovery operations/response activities that you do not currently coordinate with a military partner on, but can identify as beneficial?

Disaster recovery operations/response activities	Bases you would benefit from coordinating with
Reentry procedures, area control	Eglin Air Force Base and Hurlburt Field
I assume there are mutual benefits to be discovered	Naval Air Station Pensacola
Flood/Hurricane response	Naval Air Station Whiting Field
Hurricane Response	Naval Air Station Pensacola

Question 9: As an administrator, planner, operations leader, emergency manager, or other staff, are you aware of coordination activities between your jurisdiction and a military base on post-disaster housing operations/response?

Post-disaster housing operations/response activities	Bases coordinated with
Bay County Housing coordinates with officials at all the cities, Tyndall and local realtors for planning and data collection, such as Tom Neubauer with the Bay Defense Alliance, Inc., and Kathy Ferguson with the Roosevelt Group.	Tyndall Air Force Base
Temporary housing	Tyndall Air Force Base and Naval Support Activity Panama City

Question 10: Are there post-disaster housing operations/response activities that you do not currently coordinate with a military partner on, but can identify as beneficial?

Post-disaster housing operations/response activities	Bases you would benefit from coordinating with
Special services for veterans	Eglin Air Force Base and Hurlburt Field
Mass Sheltering.	Naval Air Station Pensacola
FL state programs	Any
Temporary crew housing and support services	Eglin Air Force Base
Yes	Traffic and transportation

B-3. Both Groups: End of Survey Question Set

Question 1: Are there any types of coordination activities or collaboration not listed above that you feel would be beneficial?

Yes, but all based on existing DSCA policies and Flow via appropriate channels thru state to federal
I believe so, but they have not been discovered yet
Military Housing, Economic Development, Utility Services Annexations to bring the City Boundary closer to the base for economic development/planning/utility services purposes

Question 2: Is there anything else you would like to share with us?

The federal process can often make great ideas too difficult to execute.
We are interested in further coordination with our Military partners.
I have routine meetings with Base staff on how to coordinate ongoing infrastructure efforts. This communication enables both parties to be as efficient as possible with our limited resources.

Appendix C: Interview Respondents and Questions

C-1. Interviewee Contact List

Name	Address	City/State	Postal Code	Email
Scott Davidson	BLDG 90053 Independence Rd	Hurlburt / FL	32544	scott.davidson.8@us.af.mil
Ryan Prince	90 College Blvd E	Niceville/ FL	32578	Rprince@myokaloosa.com
Steve O'Connor	4100 Indian Bayou Trail	Destin, FL	32541	soconnor@cityofdestin.com
Randy McDaniel	Building 670, Iverness Road	Eglin AFB, FL	32542	randy.mcdaniel@us.af.mil
Tammy Harris	Bay County Housing Services	Panama City	32401	tharris@baycountyfl.gov
Conor Grace	310 John Towers Rd	Pensacola, FL	32508	N/A
Jason Autrey	1759 S Ferdon Blvd	Crestview, FL	32536	jautrey@myokaloosa.com
Doug Hirsch	11000 University Parkway Bldg. 90, Room 109	Pensacola	32526	dhirsch@uwf.edu
Jacob Hullett	6738 Dixon St	Milton	32570	jhullett@miltonfl.org
Amy Honish	655 US-331	DeFuniak Springs	32433	ahonish@chelco.com
Trish Bond	201 DeLeon Rd	Eglin AFB	32542	tbond@chelco.com
Jared Cobb	195 Christobal Road, North	Mary Esther	32569	jcobb@cityofmaryesther.com
Roy Remington	2430 Airport Blvd	Pensacola	32504	rremington@cityofpensacola.com
Justin Hoard	5430 Airport Blvd	Pensacola/F L	32504	jhoard@cityofpensacola.com
Susan Wilkinson	P O Box 512	DeFuniak Springs, FL	32435	swilkinson@chelco.com
Marty Spikes	335 Suwannee Ave	Tyndall AFB, FL	32403	maurice.spikes@us.af.mil

Name	Address	City/State	Postal Code	Email
Rocky Hudson	102 DeLeon Rd	EGLIN AFB	32542	rhudson@chelco.com
Robert C Smith	101 Vernon Ave Bldg. 308	Panama City/FL	32407	robert.c.smith251.civ@us.navy.mil
Matt Rushing	655 US-331 North	DeFuniak Springs/Fl	32435	mrushing@chelco.com
Karen Taporco	501 DeLeon St	Eglin AFB, FL	32542	karen.taporco@us.af.mil
Ryan Kirby	223 Palafox Pl	Pensacola, FL	32502	rhkirby@myescambia.com
Bob Majka	840 W 11th St	Panama City, FL	32401	bmajka@baycountyfl.gov
Randy Roy	7550 USS ESSEX St	Milton, Florida	32570	randy.r.roy.civ@us.navy.mil

*Gold highlighting designates survey respondents who completed follow-up interviews.

C-2. Attendees of April 3rd, 2024, Meeting with Hurlburt Field's 1st Special Operations Wing, 1st Special Operations Engineering Squadron (SOCES)

Name	Position
Chief Master Sergeant Skipper Valentincruzado	Chief Enlisted
Matt Vera	Engineering Flight Chief
Veronica Brieno Rankin	Housing and Environmental Flight Chief
Randy Frederick	Readiness & Emergency Management Fight Chief
Kieth Cutshaw	Engineer, Space Utilization Manager
Alexis Throckmorton	Environmental and Real Property Chief
Lieutenant Ryan Adolacion	Deputy Engineering Flight Chief
Scott Davidson	Community Planner for Hurlburt Field.