



December 5, 2017

Military/Defense Strategic Plan
2017-2018

- 1. Introduction.** This is a one year Strategic Plan for the Missouri Military Preparedness and Enhancement Commission (MMPEC) that was adopted by the MMPEC Commissioners in their meeting on December 6, 2016 and amended at their meeting on June 6, 2017. It is a clear statement of why MMPEC was created by the state legislature, what goals it is trying to reach, how it is working, and whether it is achieving its desired outcomes. This Strategic Plan satisfies the provision of Section 41.101.6 (8) that requires MMPEC to:

Prepare a biennial strategic plan that:

- a) Fosters the enhancement of military value of the contributions of Missouri military installations to national defense strategies;
- b) Considers all current and anticipated base realignment and closure criteria; and
- c) Develops strategies to protect the state's existing military missions and positions the state to be competitive for new and expanded military missions and defense industries

- 2. Purpose.** This Strategic Plan is intended to guide the actions of MMPEC and the Office of the Military Advocate in achieving their legislative mandates and its policies. It is also intended to communicate its plans and actions to the General Assembly, the Governor and the stakeholders around the state.

- 3. Process.** On behalf of MMPEC, the Military Advocate and the Hawthorn Foundation sponsored a series of regional public meetings to gather key stakeholder input on how Missouri could best prepare for an uncertain future affecting our military bases and defense agencies, our defense procurement businesses, and defense-related research and innovation. The meetings brought together community and civic leaders, chambers of commerce and economic developers, installation support organizations, defense businesses, educators and researchers to provide input in developing Missouri's first ever strategic plan for protecting and enhancing the state's military and defense industry, an important sector that provides jobs to more than 183,000, \$32 Billion in economic activity, and includes over \$10 Billion in direct personal earnings.

- 4. Background.** Established in 2005 by the Missouri General Assembly, the Missouri Military Preparedness and Enhancement Commission ("MMPEC") is a nine-member commission

whose statutory charge is to preserve and expand the military's presence and success in Missouri. MMPEC is governed by Section 41.1010 RSMo.

As defined by Missouri law and adopted policies, MMPEC's responsibility is to:

- a) Ensure that Missouri is seen as a military friendly state by the Department of Defense; all branches of the military; the Department of Homeland Security; and related agencies and organizations;
- b) Promote economic development related to military issues in Missouri by fostering the development of defense related industries;
- c) Position Missouri to retain its existing military installations and facilities and to acquire additional missions for our military installations;
- d) Function as an informative clearinghouse by providing military installation information and recommendations to enhance the military value of Missouri defense installations to the Governor, Legislature, Congressional Delegation, and state and federal government officials;
- e) Further educate Missourians and public officials on the missions and responsibilities of the Missouri military armed forces and citizen soldiers, and the significance and the crucial economic impact of the military installations and defense industries located in the state;
- f) Assist communities by preparing them for Base Realignment and Closure ("BRAC") or other Department of Defense ("DoD") actions, and provided needed assistance to those communities negatively affected by those actions;
- g) Assist communities in retaining and recruiting defense-related businesses;
- h) Improve the lives of military families in Missouri; and
- i) Increase employment opportunities for former members of the military.

5. Vision.

To make Missouri the preferred location for national defense-related installations, missions, agencies and businesses, and the destination of choice for Service members and retirees.

6. Mission.

MMPEC's mission is to provide leadership in the state's efforts to preserve and enhance military installations, missions and agencies, to encourage the growth of defense businesses, and create a supportive environment for Service members, their families, and retirees.

MMPEC's mission statement is consistent with Missouri law, which provides that MMPEC should advise the governor and the general assembly on military issues and economic and industrial development related to military issues; make specific recommendations to policy makers regarding a broad range of military and defense challenges and opportunities in Missouri; provide information and assistance to communities and other stakeholders; foster strategic regional alliances that may extend over state lines; and encourage economic development by fostering the development of industries related to defense affairs.

7. Values.

- We value our responsibility as the state's leader in making Missouri the best possible place for the U.S. Department of Defense and its Service, and other defense-related entities to carry on their work in defending our Nation.
- We value our role in ensuring that Missourians have good jobs because defense-related companies can prosper in our state.
- We work in a true collaboration with local, regional, state and federal partners and stakeholders.
- We conduct our work with the highest ethical standards, and our actions are transparent.

8. Goals

Three overarching strategic goals are established that will focus MMPEC's efforts in the performance of its mission. Each goal has a number of priority strategies that describe the approach MMPEC will use to achieve the goal. Each strategy will also have a set of specific actions with timelines and measures of success attached in an action plan. It is the position of MMPEC that if each of these goals is accomplished, MMPEC and the Military Advocate will be fully successful in achieving their shared vision.

Goal #1: (Bases) Retain and grow Missouri's military installations and missions, and defense agencies

Missouri should work in a coordinated and determined way to protect and enhance its current military and defense assets, and attract new missions and opportunities.

Desired outcomes:

- 1) Increase number of jobs and economic impact attributed to defense spending on military installations, missions and agencies;

Outcome measures:

- 1) The jobs and economic impact attributed to military installations, missions and agencies.

Priority Strategies:

- 1.1. Maintain a strong and aggressive outreach to Members of Congress, military leaders, policy organizations and others who can influence decisions about Missouri's military installations, agencies, and missions, and defense-related procurement in Missouri
- 1.2. Create a program to provide technical and other assistance to installation support organizations and local governments that can help prepare for a BRAC or other future force reductions, and for opportunities for mission expansion
- 1.3. Encourage and enable the Governor, leaders of the General Assembly, and other state leaders to be active in promoting Missouri military/defense installations and agencies in Washington, D.C.
- 1.4. Produce and periodically update the state's economic impact analysis of Missouri's military/defense sector
- 1.5. Increase communications and interactions between military/defense leaders and Missouri's governmental leaders
- 1.6. Produce and share a database of best practices information that can facilitate successful interactions between installations/agencies and communities
- 1.7. Investigate and act on methods for installations and communities to more easily share resources to better support military mission success, such as public-public partnerships
- 1.8. Provide mechanisms that would allow state and local economic development funding to be used to enhance military/defense facilities, including installations

Secondary Strategies:

- 1.9. Work the Congress, military leaders and the state to establish a military or federal laboratory or Program Management office to Missouri
- 1.10. Allow military service members and veterans to receive credit for verified military service, training or education toward obtaining professional licenses
- 1.11. Allow reciprocal licensing from other states for military spouses with professional certifications

Goal #2: (People) Improve services and quality of life for Service members and their families, veterans, and military retirees

Missouri should work to develop and support initiatives that improve quality of life for Missouri military personnel and their families, and attract military retirees to live in Missouri. The impact of these initiatives will be to increase the chances that Service members will choose to serve at Missouri's installations and military retirees will choose to live in Missouri in greater numbers.

Desired outcomes:

- 1) Increase the number of Service members who choose to stay in Missouri after separation from the military;
- 2) Increase the number of military retirees and veterans who live in other states who move to Missouri

Outcome measures:

- 1) The economic impact attributed to veterans and military retirees who live in Missouri.

Priority Strategies:

- 2.1. Examine and improve the services, preferences, exemptions, etc. that are provided to Service members and families and provide for better and easier access.
- 2.2. Expand the number and rigor of Advanced Placement and Dual Credit courses, especially in STEM-related subjects, available for military-connected students in Missouri K-12 schools
- 2.3. Improve alignment between military transition process and available Missouri jobs by participating earlier in the Transition Assistance Program (TAP)
- 2.4. Allow military service members and veterans to receive credit or certifications for verified military service, training or education toward obtaining professional licenses and certificates

Secondary Strategies:

- 2.5. Support legislation to allow active duty, Reserve and National Guard Service members to receive preferential income tax treatment in Missouri
- 2.6. Create a military Ombudsman program for active, reserve and National Guard service members and their families at the state level
- 2.7. Allow greater freedom for military-connected students to enroll in a K-12 school of their choice without regard to school district boundaries
- 2.8. Increase opportunities for active duty, reserve and National Guard service members and spouses to pursue affordable, quality higher education, such as providing in-state tuition at Missouri colleges and universities for them and their spouses

- 2.9. Allow reciprocal licensing from other states for military spouses with professional certifications
- 2.10. Identify and assist defense-related employers and industries to enable them to grow and prosper
- 2.11. Actively market the state to military personnel regarding state and regional attractions and services that is based on a question-based marketing plan
- 2.12. Improve the ease of use, quality and choice quality of veterans health care services and facilities, especially in rural areas

Goal #3: (Businesses) Support the success of Missouri businesses that provide services or products for defense and national security

Defense spending in Missouri totals about \$14 billion (12th among states), with more than 60% of the total going to contracts with Missouri-based companies. Additional economic development opportunities exist for the strengthening and expansion of these defense companies that support our national defense interests and Missouri installations and agencies.

Desired outcomes:

- 1) Increase the number of defense and national security companies in Missouri, and the jobs and economic impact they support

Outcome measures:

- 1) The jobs and economic impact attributed to defense businesses in Missouri.

Primary Strategies:

- 3.1. Develop and maintain a defense supply chain map that can be used by businesses and economic developers to create new opportunities for defense and national security-related business
- 3.2. Create a defense contractors network, which would be a formal system to leverage connections among Missouri's defense contractors
- 3.3. Provide mechanisms that would allow state and local economic development funding to be used to enhance military/defense facilities, including facilities on installations
- 3.4. Define, promote, connect and exploit defense-related business clusters that exist in Missouri
- 3.5. Create a defense/military focused education, talent recruiting and marketing effort that would advocate high need careers and skills and promote to late high school and early college students

Secondary Strategies:

- 3.6. Encourage opportunities for greater private sector investment and economic development initiatives that benefit military installations/defense agencies
- 3.7. Develop and implement military and military family entrepreneurship programs to increase military-related company formation and growth
- 3.8. Work with existing programs and create Regional Advanced Manufacturing programs to help businesses explore additional defense-related products and services
- 3.9. Create secure facilities at innovation centers/incubators in innovation districts that expose entrepreneurs/researchers to defense business opportunities
- 3.10. Create a defense business mentorship program that would allow entrepreneurs and small business leaders to intern with large defense contractors
- 3.11. Expand STEM courses in high schools, especially by creating teams that could work with defense contractors and the military on robotics, engineering and related projects
- 3.12. Catalog and market existing patents and technologies at Missouri universities and companies that have potential defense-related uses
- 3.13. Better assist small defense businesses with paperwork and compliance issues through private and non-profit networks and the MO PTAC centers