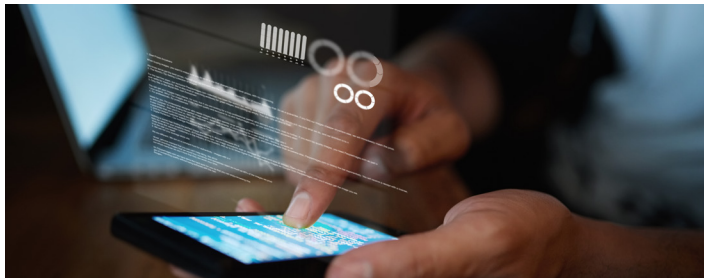


# FLORIDA 2030

THE BLUEPRINT TO SECURE FLORIDA'S FUTURE



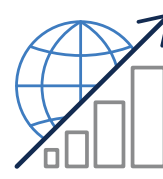
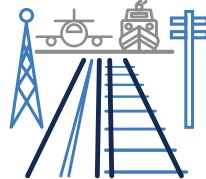
## KEY TARGETS & STRATEGIES

# FLORIDA'S SIX PILLARS

*Global Competitiveness*

*Prosperity & High Paying Jobs*

*Vibrant & Resilient Communities*



Talent  
Supply &  
Education

Innovation  
& Economic  
Development

Infrastructure  
& Growth  
Leadership

Business  
Climate &  
Competitiveness

Civic &  
Governance  
Systems

Quality of  
Life & Quality  
Places

*Improving Florida's  
talent pipeline for a  
better workforce*

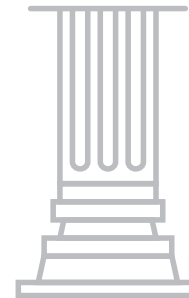
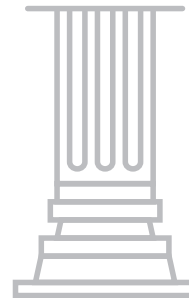
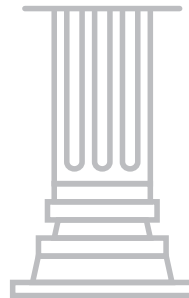
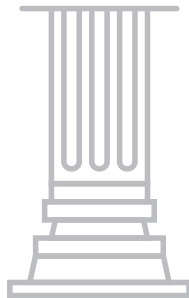
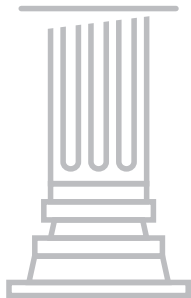
*Creating good jobs  
by diversifying  
Florida's economy*

*Preparing Florida's  
infrastructure for smart  
growth and development*

*Building the  
perfect climate  
for business*

*Making government  
and civics more  
efficient and effective*

*Championing  
Florida's quality  
of life*



Help secure Florida's future at  
[Florida2030.org](https://Florida2030.org)

Track Florida's progress at  
[TheFloridaScorecard.org](https://TheFloridaScorecard.org)

---

# INTRODUCTION

Florida is preparing for a time of unprecedented change. By 2030, we will be home to 26 million residents and one of the most diverse populations in the world. Technology and innovation are disrupting every industry and community. Our markets for goods, services, and ideas—and our competition for talent, customers, investment, and market share—are becoming global at an accelerated pace.

Florida can take advantage of these trends and become the leading U.S. state in the 21st century—a place marked by global competitiveness, prosperity, and vibrant and resilient communities. But to achieve that vision in just 12 years will require bold targets, thoughtful strategies, and a commitment to action.

**Florida 2030** offers a strategic blueprint for achieving Florida’s potential. It defines goals and strategies to guide private, public, and civic partners as they work together to shape Florida’s economic future. Led by the Florida Chamber Foundation and based on three years of research and input from more than 10,000 Floridians, this initiative lays out a path for the transformation of Florida into a top 10 global economy that attracts and retains talent at all ages and provides a path to prosperity for every community in the state.

This blueprint is organized around the Six Pillars of Florida’s Future Economy. It is designed to be bold, not incremental. The focus is on achieving targets that would transform Florida by 2030—such as ensuring all 3rd graders can read at grade level or providing connectivity to all residents of Florida. This blueprint identifies the state we want to be in 2030, and then explores strategies that will help us get there.

Our entire research team would like to thank the hundreds of civic, business, and research leaders, as well as the thousands of Floridians, who care enough about Florida’s future to leave their imprint on this blueprint.

September 2018

## TABLE OF CONTENTS

INTRODUCTION	1
WHERE DO WE WANT TO GO?	2
HOW DO WE GET THERE?	4
NEXT STEPS	16

***“Florida is changing.  
Our economics, our demographics,  
and our politics are all changing  
and these changes are both  
opportunities and challenges.”***

**Mark Wilson**  
President & CEO,  
Florida Chamber of Commerce

# WHERE DO WE WANT TO GO?

## 2030 Targets

### GOALS

Global Competitiveness

**Grow Florida into a top 10 global economy**

Prosperity & High Paying Jobs

**Create a path to prosperity for all zip codes in Florida**

Vibrant & Resilient Communities

**Position Florida among the top states for attracting and retaining talent and visitors of all ages**

**Improving Florida's talent pipeline for a better workforce**

**>80%** of Florida's workforce has essential **employability skills**

**>60%** of Floridians 25-64 have a high-value **postsecondary certificate, degree, or training experience**

**95%** of entering **high school students graduate within 4 years**

**100%** of Florida **8th graders read & perform math at or above grade level**

**100%** of Florida **3rd graders read at or above grade level**

**100%** of children are **ready for kindergarten**

**Creating good jobs by diversifying Florida's economy**

**Top** state for **gross domestic product** and **top quartile most diversified state economy**

**#1** state for **overseas visitors**

**Goods** exports **double** and **services** exports **triple**

**Top 5** state for **manufacturing jobs**

**Top 3** state for **technology jobs**

**#1** state for **business startups**

**Top 3** state for **venture capital investments**

**Top 3** state for **research and development funding** and **patents issued**

**Rural county** share of Florida gross domestic product **doubles**

**Preparing Florida's infrastructure for smart growth and development**

**Diverse, attainable housing** to meet future demand

Every resident has access to **public and private mobility services**

**All major population and economic centers connected** to regional, national, and global markets by **high-capacity corridors**

World's **most capable spaceport; top-tier airports, seaports, and surface transportation hubs** in U.S.

**100%** of Florida residents have access to **high-speed communications connectivity**

**Diverse and reliable energy, water, and waste management resources** to meet future demand

**All Florida residents** protected by **resiliency plans**

# WHERE DO WE WANT TO GO?

## 2030 Targets

### GOALS

Global Competitiveness

**Grow Florida into a top 10 global economy**

Prosperity & High Paying Jobs

**Create a path to prosperity for all zip codes in Florida**

Vibrant & Resilient Communities

**Position Florida among the top states for attracting and retaining talent and visitors of all ages**

#### **Building the perfect climate for business**

Actuarially sound **property insurance** rates based on **actual risk and competition**

**#1 business tax climate** in the nation

**Regulatory, labor, and operating risk environments** rated among **top 5** in the nation

**Environmental permitting and local land use** processes rated among **top quartile in the nation**

**Occupational licensing laws** rated among **top 5 in the nation**

**Legal climate** improves to **top quartile in the nation**

#### **Making government and civics more efficient and effective**

**100%** of **state agencies** aligned with Florida 2030 goals

**100%** of **regional economic development plans** aligned with Florida 2030 goals

**100%** of Florida residents covered by **regional visioning processes**

**Increased** size and impact of **nonprofit and philanthropic sectors**

**Doubling** the rate of Floridians who **volunteer and participate in civic and public service**, moving us from the bottom to the **top quartile**

#### **Championing Florida's quality of life**

**Top 5** state for **overall well being**

Florida's brand and reputation as **best place to live, work, raise a family, visit, learn, play, relocate, and compete** remains **top in the nation**

**<10%** of Florida children **live in poverty** and **100%** have a **pathway out**

**< 10%** of Florida residents live in **housing-cost burdened households**

**Crime rates** rank among the **lowest 10 states**

Florida **protects and enhances** the value of its **arts, culture, heritage, and sense of place**

# HOW DO WE GET THERE?

## Talent Supply and Education

*Create an integrated talent system to provide a sustainable, skilled workforce that ensures the current and future prosperity of Florida employers, employees, and communities.*

### Skilled and Prepared Workforce

- Foster opportunities for targeted skill development that are responsive to the shifting needs of a global economy.
- Expand access and reduce barriers so all Floridians have an opportunity to enroll in high quality training programs.
- Provide anytime/anyplace training that allows workers to continually develop skills.
- Adopt a data-driven approach to meeting Florida's needs for a 21st century workforce that employers and educators use as part of Florida's talent supply "system."

### Market-Relevant Postsecondary Education and Training

- Deepen and expand cross-sector collaboration to align higher education programs with targeted industry needs.
- Shift education programs to more digital learning and simulation combined with hands-on, real-world experience.
- Cultivate essential 21st century skills such as creativity, communications, cultural literacy, and critical thinking.
- Adopt targeted strategies to increase certifications and degrees for all populations with attention to at-risk groups, low-income populations, and older workers.



# HOW DO WE GET THERE?

## Talent Supply and Education

### Improving Florida's Talent Pipeline for a Better Workforce

#### High Quality Pre-K to 12 Education

- Provide all learners with opportunities to engage in real world workforce experiences, including apprenticeships, internships, externships, and other workplace-training models.
- Streamline transitions between high school, postsecondary training and education, and workforce.
- Improve statewide career awareness and counseling for middle and high school students.
- Increase the number and percentage of students who earn market-relevant certifications valued by industry while still in high school.
- Ensure that all students can read at grade level.

#### Access to High Quality Early Learning

- Improve the quality, quantity, and efficacy of outreach and services to families with children from birth to age 3.
- Ensure a multi-generational perspective for addressing family and child development.
- Improve the quality and quantity of training programs for persons working in early learning settings.
- Strengthen the accountability system for all of Florida's early learning providers.

#### Connections to Six Pillars Framework

Pillar	Opportunity
<b>Innovation &amp; Economic Development</b>	• Develop, attract, and retain talent needed to support development of a value-added, innovation economy.
<b>Infrastructure &amp; Growth Leadership</b>	• Provide better connectivity (transportation and/or high-speed communications) to increase access to training, jobs, and markets from all communities.
<b>Business Climate &amp; Competitiveness</b>	• Streamline occupational licensing and other regulations to make Florida more attractive to employees and employers.
<b>Civic &amp; Governance Systems</b>	• Build partnerships between the private, public, and civic sectors to develop and deliver future workforce and education programs.
<b>Quality of Life &amp; Quality Places</b>	• Attract and retain talent by providing quality places and choices to live, learn, work, play, and run a business.

# HOW DO WE GET THERE?

## *Innovation & Economic Development*

*Be a global leader in research, business formation, commerce, and investment, with opportunities statewide.*

### **Value-Added Innovation Economy**

- Create, foster, and recruit innovative companies that provide value-added jobs.
- Regularly reexamine Florida's list of targeted industries based on existing strengths as well as emerging technologies and market trends.
- Pursue high-value niche industries that leverage existing Florida strengths and market opportunities (e.g., advanced manufacturing and agriculture, life sciences, commercial space, battery technology, data centers).
- Pursue innovative solutions for providing food, water, housing, health care, mobility, energy, and other services to a growing and diverse population.
- Strengthen Florida's military, defense, and homeland security operations and leverage the talent and innovation within them.
- Create a welcoming environment for leaders in research, technology, and innovation from other states to locate and expand in Florida.

### **Global Hub**

- Move more goods, people, and services through Florida's international gateways.
- Make more goods, services, innovations, and ideas for export to international markets.
- Multiply the impact of international trade across Florida's economy by increasing emphasis on supply chains and trade-related services.
- Position Florida for the next wave of growth in global commerce: emerging markets; travel and tourism; digital trade; and health, education, and related services.
- Leverage Florida's competitive advantage as a platform for doing business throughout the Hemisphere to attract foreign direct investment.

### **Forward-Looking Research and Development**

- Create superclusters of university research in key sectors such as aviation and aerospace, agriculture, logistics, advanced manufacturing, and environmental sustainability.
- Ensure innovations in Florida's universities and research institutes stay in Florida by increasing commercialization through licensing, reduced barriers, and access to capital.





# HOW DO WE GET THERE?

## Innovation & Economic Development

*Creating Good Jobs by  
Diversifying Florida's Economy*

### *Flourishing Entrepreneurial Environment*

- Strengthen Florida's network of entrepreneurs and investors supporting business formation and early stage growth.
- Increase emphasis on business formation, the creative economy, and the gig economy in regional and local economic development strategies.
- Enhance the availability of risk, venture, and working capital to energize the expansion of existing businesses, both small and large, and to promote the formation of next-generation enterprises.

### *Focused Opportunities in Rural and Inland Florida*

- Advance economic development opportunities that build on the assets of rural and inland Florida.
- Support development of manufacturing and logistics clusters along inland corridors such as the I-10 and U.S. 27 corridors.
- Strengthen the effectiveness of Florida's Rural Areas of Opportunity and other targeted rural development programs and increase capacity for implementation at the regional and local levels.

### *Next-Generation Economic Development Models*

- Calibrate Florida's statewide and regional economic development structure to strengthen statewide leadership, enhance regional collaboration, ensure effective service delivery and, above all, tie to Florida's goal of being a global top 10 economy.
- Research, develop, implement, and nurture next-generation private/public collaboration models for Florida's local, regional, and state economic development and entrepreneurial growth ventures.
- Develop, implement, and invest in dedicated economic and business growth ventures supporting Florida's small- and mid-sized enterprises.

### *Connections to Six Pillars Framework*

<b><i>Pillar</i></b>	<b><i>Opportunity</i></b>
<b>Talent Supply &amp; Education</b>	<ul style="list-style-type: none"> <li>• Align workforce and education programs to support Florida's value-added industry opportunities, such as emphasis on digital literacy and expertise for K-12 students.</li> </ul>
<b>Infrastructure &amp; Growth Leadership</b>	<ul style="list-style-type: none"> <li>• Continue to expand the capacity and connectivity of Florida's air, sea, surface, and digital gateways to other states and nations.</li> <li>• Deliver and maintain reliable and efficient communications and multimodal transportation connectivity to all regions of Florida.</li> </ul>
<b>Business Climate &amp; Competitiveness</b>	<ul style="list-style-type: none"> <li>• Ensure tax and regulatory systems support Florida's value-added industry opportunities.</li> </ul>
<b>Civic &amp; Governance Systems</b>	<ul style="list-style-type: none"> <li>• Facilitate economic development partnerships between the private, public, and civic sectors, particularly at the regional scale.</li> </ul>
<b>Quality of Life &amp; Quality Places</b>	<ul style="list-style-type: none"> <li>• Sustain great spaces and places that attract talent and visitors to Florida.</li> <li>• Leverage Florida's arts, culture, historic, and recreational resources as economic development tools.</li> </ul>

# HOW DO WE GET THERE?

## Infrastructure & Growth Leadership

*Connect Florida's communities to one another and to global markets; support continued economic growth while preserving Florida's essential environmental and community assets.*

### **Efficient and Connected Transportation Systems**

- Provide high levels of passenger connectivity options within and between Florida's regions, including rural to urban connections.
- Position Florida's airports, seaports, and spaceports to accommodate growth in demand for trade and visitors.
- Link Florida's trade and visitor gateways to inland corridors to enable efficient global supply chains and delivery networks.
- Transform Florida's major transportation corridors to accommodate multiple modes of transportation and multiple types of infrastructure.
- Support growing demand for a wide range of mobility options – from walking and bicycling to transit and shared vehicles/services.
- Continue to be a leader in research and deployment of emerging transportation technologies including autonomous, connected, shared, and electric vehicles.
- Continue to develop private/public partnerships to invest in future transportation infrastructure.
- Address growing investment needs in transportation as traditional revenue sources erode.

### **Forward-Looking Land Use and Design Decisions**

- Promote sustainable urban and rural development practices that make more efficient use of land and infrastructure and protect natural resources.
- Invest in land preservation efforts to ensure protection of essential habitat, water resources, recreational, agricultural, forestry, and other resource lands.
- Encourage communities and regions to participate in long-range visioning activities that link economic development, land use, infrastructure, community planning, and environmental stewardship decisions.

### **Resilient Communities and Infrastructure**

- Support and incentivize communities to complete vulnerability assessments and develop resilient redesign efforts.
- Identify and implement actions to improve Adaptation Action Areas throughout Florida for coastal communities at risk.
- Encourage and incentivize communities to enter the Community Rating System (CRS) program and reduce their CRS score, making them less vulnerable and reducing flood insurance costs for property owners.
- Make science-based decisions about how to protect, increase responsiveness, and invest in regions and communities at risk from extreme weather, coastal flooding, and other dangers.

# HOW DO WE GET THERE?

## Infrastructure & Growth Leadership

*Preparing Florida's Infrastructure for Smart Growth and Development*

### *Efficient and Connected Communications Systems*

- Ensure all Floridians and visitors have access to high-speed internet, state of the art mobile technologies, and other communications advancements.
- Ensure high-speed connectivity to key global markets.
- Introduce and develop Internet of Things, artificial intelligence, and other emerging technology within state, regional, and local infrastructure.
- Initiate private/public partnerships to maintain and enhance Florida's communications infrastructure.

### *Diverse and Reliable Energy Systems*

- Diversify energy sources and expand energy capacity to meet future demand.
- Continue to grow and enhance the efficiency and reliability of the energy grid.
- Plan for adoption of electric vehicles, connected homes and businesses, and supporting infrastructure.
- Support and enact regulatory reform to address grid modernization and access, storage and distributed generation, and energy efficiency.

### *High Quality and Well Managed Water Resources*

- Preserve the quality of waterbodies, fisheries, and aquifers that support tourism, agriculture and economic development.
- Improve wastewater infrastructure and minimize health and environmental/economic impacts.
- Invest in private and public water, wastewater, and stormwater infrastructure improvements.
- Incentivize water conservation, reuse, and innovative technologies to limit depletion of Florida's aquifers.
- Build new infrastructure projects and diversify water sources to meet growing demand through greater use of reclaimed water, desalination, and other strategies.

## *Connections to Six Pillars Framework*

<b><i>Pillar</i></b>	<b><i>Opportunity</i></b>
<b>Talent Supply &amp; Education</b>	<ul style="list-style-type: none"> <li>• Ensure transportation and communications systems provide access for Florida residents to jobs and lifelong learning opportunities.</li> </ul>
<b>Innovation &amp; Economic Development</b>	<ul style="list-style-type: none"> <li>• Support development of innovations and new business models for meeting future mobility, water, energy, and other infrastructure needs.</li> </ul>
<b>Business Climate &amp; Competitiveness</b>	<ul style="list-style-type: none"> <li>• Ensure land use and environmental permitting processes allow essential, well-planned infrastructure projects and development initiatives to move forward in a timely manner, while protecting the human and built environment.</li> </ul>
<b>Civic &amp; Governance Systems</b>	<ul style="list-style-type: none"> <li>• Encourage infrastructure and development partnerships between the private, public, and civic sectors.</li> </ul>
<b>Quality of Life &amp; Quality Places</b>	<ul style="list-style-type: none"> <li>• Provide a variety of quality choices for Floridians to live, work, raise a family, learn, play, and grow a business.</li> </ul>

# HOW DO WE GET THERE?

## Business Climate & Competitiveness

*Ensure a competitive business climate that creates world-class opportunities for companies, entrepreneurs, and employees; a pathway to prosperity for all residents; and adequate resources and investments for the institutions and communities that serve them.*

### Competitive Commercial Insurance System

- Implement insurance regulations based on actuarially sound assessment of risk.
- Uphold equitable insurance treatment of traditional and start-up firms.
- Reduce property insurance rates by improving the assignment of benefits laws to reduce property scams by certain trial lawyers and contractors.
- Ensure low, reasonable taxes on reinsurance in order to maintain a competitive and accessible global marketplace and reduce harmful impacts to Florida consumers.

### Competitive Tax Structure

- Improve Florida's status as one of the most pro-jobs tax climates.
- Maintain Florida's advantage of no personal income tax.
- Ensure tax revenue systems adapt to changing business models and eliminate arcane taxes that make Florida less competitive, like the Business Rent Tax.
- Review state tax structure to ensure alignment with Florida's economic goals.

### Effective and Efficient Regulatory and Permitting Systems

- Continue to increase the predictability and efficiency of statewide regulations and permitting.
- Craft a permitting structure and digital regulatory taxonomy that is consistent across jurisdictions within Florida.
- Create a statewide regulatory data sharing system.
- Ensure existing regulations do not inhibit innovative and evolving business models.
- Reduce obsolete occupational licensing requirements while maintaining focus on safety and welfare.



# HOW DO WE GET THERE?

## Business Climate & Competitiveness

*Building the Perfect Climate for Business*

### Strong Protection of Property Rights

- Maintain Florida’s reputation as a staunch defender of individual property rights.
- Balance property rights with the need for vital infrastructure projects such as pipelines or transportation networks.
- Ensure intellectual property is protected.
- Ensure personal privacy and data are protected from government intrusion.

### Strong and Balanced Legal Climate

- Ensure courts are fair, balanced, modernized, and consider the interests of job creators in processes and proceedings.
- Fix Florida’s broken lawsuit abuse climate and restore fairness to local businesses.
- Ensure Florida’s legal climate is among the best in the nation and positions Florida to be even more competitive.

### Supportive Environment for Employers

- Limit new laws and regulations that may inhibit emerging technology and business models.
- Ensure Florida does not impose new burdensome and uncompetitive workplace mandates.
- Protect Florida’s right-to-work status and monitor changes in other states to assess the impact to Florida’s business climate.
- Ensure the 1099 workforce and telecommuter workforce have clear guidelines for workplace mandates and liabilities.

### Connections to Six Pillars Framework

<b>Pillar</b>	<b>Opportunity</b>
<b>Talent Supply &amp; Education</b>	<ul style="list-style-type: none"> <li>• Ensure Florida is an attractive state for entrepreneurs, highly mobile skilled workers, capital, and businesses.</li> </ul>
<b>Innovation &amp; Economic Development</b>	<ul style="list-style-type: none"> <li>• Support development of new innovations and new business models.</li> </ul>
<b>Infrastructure &amp; Growth Leadership</b>	<ul style="list-style-type: none"> <li>• Enable essential infrastructure projects and development plans to advance in an efficient manner, balancing economic development opportunities with protection of environmental and community resources.</li> </ul>
<b>Civic &amp; Governance Systems</b>	<ul style="list-style-type: none"> <li>• Facilitate partnerships between the private, public, and civic sectors.</li> </ul>
<b>Quality of Life &amp; Quality Places</b>	<ul style="list-style-type: none"> <li>• Eliminate regulatory or programmatic barriers that limit access to opportunity for Floridians.</li> </ul>

# HOW DO WE GET THERE?

## Civic & Governance Systems

*Align and leverage private, public, and civic partners to accomplish Florida's economic competitiveness, prosperity, and quality of life goals.*

### Aligned Governance

- Align public, private, and civic partners at the state, regional, and local scales around a shared economic vision for Florida, using the Six Pillars as a framework.
- Facilitate changes to public and civic partnerships that address economic development, education, infrastructure, and other long-term challenges.
- Develop long-term investment strategies for statewide and regional economic development priorities.
- Improve the efficiency and effectiveness of government agencies at all levels.
- Lead the United States in the use of technology and data to govern more effectively.

### Regional Stewardship

- Strengthen regional partnerships focused on future competitiveness and prosperity for all residents.
- Facilitate regional and multi-jurisdictional planning that matches the scale at which the economy functions.
- Streamline coordination between layers of government to focus on responsiveness and strategic planning.
- Mentor and develop the next generation of leaders, with emphasis on including diverse perspectives and backgrounds.



# HOW DO WE GET THERE?

## Civic & Governance Systems

*Making Government and Civics  
More Efficient and Effective*

### Philanthropy

- Create executive level coordinating processes to align public, private, and nonprofit funders around a cohesive state strategy.
- Enlist new donors to expand the resources and networks available to nonprofit funders.
- Retain more of Florida's philanthropic wealth in the state and direct it toward statewide needs and priorities.
- Launch coordinated series of pilot programs to advance novel private, public, and civic solutions.
- Identify areas for program consolidation and efficiency improvement.
- Create a state level advisory board to advise the Governor and Cabinet on ways to protect Florida nonprofits and maximize the impact of the voluntary and philanthropic sectors.

### Civic Engagement

- Increase the number of residents who volunteer their time and expertise in public, community, and civil service.
- Ensure Floridians are educated about the challenges facing Florida's future and how to be engaged in advancing productive long-range solutions.

### Connections to Six Pillars Framework

#### Pillar

#### Opportunity

#### Talent Supply & Education

- Develop new models for delivery of education and lifelong learning to all Floridians.

#### Innovation & Economic Development

- Promote innovative approaches to governance and civic engagement.

#### Infrastructure & Growth Leadership

- Coordinate economic development, land use, environmental stewardship, and infrastructure decisions at a regional scale.

#### Business Climate & Competitiveness

- Ensure an efficient and predictable regulatory and tax structure for Florida's residents.

#### Quality of Life & Quality Places

- Explore new models for delivering health care and other services.
- Build partnerships to combat generational poverty and create a path to prosperity for all zip codes in Florida.

# HOW DO WE GET THERE?

## Quality of Life & Quality Places

*Create and sustain quality places for people to live, work, raise a family, learn, play, and grow a business.*

### Wellness and Health for All Residents

- Provide convenient, accessible, and affordable healthcare and wellness options for all residents, with continuing focus on cost shifts, quality outcomes, and care.
- Create targeted strategies to address areas with shortages of health professionals, including expanding medical education and provider practices and implementing innovations such as telemedicine and robotics.
- Demonstrate meaningful improvements in maternal and child health.
- Help more Floridians achieve healthy weight by improving access to fresh food, nutrition habits, education, and access to and participation in physical activities.
- Develop targeted strategies for improving mental health, reducing substance abuse with emphasis on opioid use disorders, and preventing suicide and violent crimes.
- Increase cross-sector collaboration for the prevention, early detection, treatment, and management of chronic diseases and conditions.

### Sense of Safety and Security

- Continue and enhance actions proven to help reduce the crime and recidivism rates.
- Help create a safer Florida by expanding data-driven approaches to identifying and responding to potential safety and security risks.
- Strengthen cross-sector collaboration to detect, mitigate, prepare for, and respond to emergencies and security risks.





# HOW DO WE GET THERE?

## Quality of Life & Quality Places

Championing Florida's  
Quality of Life & Quality Places

### Path to Economic Prosperity for all Zip Codes

- Continue cross-sector partnerships committed to breaking the cycle of generational poverty.
- Strengthen cross-sector collaboration to ensure efficient supply of attainable housing for varying populations—especially families, young professionals, retirees, and essential workers—and to reduce homelessness.
- Enhance coordination of land use, transportation, and economic development decisions to improve access to jobs and to reduce the combined cost of transportation and housing.
- Improve access to education, health care, transportation, and other services for traditionally underserved residents.

### Florida's Brand and Culture

- Strengthen Florida's brand as a place to start a career, raise a family, and grow a business, in addition to being a great place to visit and retire.
- Continue to support growth in Florida's visitor industry, including maintaining the integrity of diverse visitor experiences and assets statewide.
- Continue to protect and strengthen Florida's position as a place for diversity, inclusion, and the ability for all populations and ages to prosper.
- Preserve, enhance, and grow the value of Florida's natural, artistic, cultural, and historically significant resources, leveraging them as world-class differentiators.

### Connections to Six Pillars Framework

Pillar	Opportunity
Talent Supply & Education	<ul style="list-style-type: none"> <li>• Promote quality places that attract and retain talented workers.</li> </ul>
Innovation & Economic Development	<ul style="list-style-type: none"> <li>• Apply innovation and technology to help provide and enhance housing, transportation, energy, water resources, health care, food security, and other services and needs important or essential to a growing and diverse population.</li> </ul>
Infrastructure & Growth Leadership	<ul style="list-style-type: none"> <li>• Strengthen regional and community visioning and coordination of economic development, land use, environmental stewardship, and community planning, readiness, and resiliency decisions.</li> </ul>
Business Climate & Competitiveness	<ul style="list-style-type: none"> <li>• Ensure accessible and affordable healthcare by focusing on wellness; quality care and outcomes; controlling cost shifts; addressing provider shortages; supporting innovations in health and wellness practices; and reducing fraud, waste, and abuse.</li> </ul>
Civic & Governance Systems	<ul style="list-style-type: none"> <li>• Strengthen partnerships between the private, public, and civic sectors.</li> </ul>

# NEXT STEPS

*Help us secure Florida's future at [www.Florida2030.org](http://www.Florida2030.org)*

The **Florida 2030** blueprint is the culmination of three years of research, collaboration, and strategic planning. But it also is the beginning of 12 years of action to prepare Florida for the year 2030. This implementation begins now and it requires your engagement.

The focus of implementation will be on achieving the goals of global competitiveness, prosperity, and vibrant and resilient communities, including the specific targets outlined in the **Florida 2030** reports. This vision for 2030 must remain our focus during the multiple business and electoral cycles we will experience over the next 12 years.

The strategies outlined in the report are a starting point for collaborative action by state, regional, and local partners in the private, public, and civic sectors. We fully recognize that some of these strategies can be implemented immediately; others may need additional refinement. As opportunities, risks, and uncertainties arise during the next 12 years, the right combination of strategies is likely to change. What's most important is not that we implement this plan as written today, but rather that we continue to collaborate at the speed of opportunity and continually refine and enhance our strategies so we can remain focused on the end goal.

To initiate **Florida 2030** implementation, the Florida Chamber Foundation remains committed to the following key actions:

- Continuing to convene committed partners through pillar-specific caucuses and working groups to review evolving trends and challenges and identify opportunities for action.
- Convening rollout events around Florida to share the findings and recommendations of **Florida 2030** and assist regional and local partners in identifying which strategies are most important in their regions and communities.
- Continuing to coordinate with the Florida Department of Economic Opportunity (DEO) so that the **Florida 2030** blueprint informs the implementation of the Florida Strategic Plan for Economic Development and the plans of other state agencies and commissions.
- Coordinating with local and regional chambers, economic development and planning organizations, statewide associations, and others committed to securing Florida's future.
- Tracking progress toward the Florida 2030 goal and targets through **TheFloridaScorecard.org**.

**The year 2030 is approaching quickly. Today's 1st graders will graduate from high school in 2030. These students should enjoy a state with a **top 10 global economy**, a path to **prosperity for every zip code** in Florida, and a range of **great places to live, work, raise a family, learn, play, and grow a business.****

*Help secure Florida's future at*  
**Florida2030.org**



*Track Florida's progress at*  
**TheFloridaScorecard.org**

---

# A NOTE OF THANKS

The Florida Chamber Foundation wishes to thank everyone who shared their expertise, ideas, and resources to make the launch of **Florida 2030** possible.

This executive summary highlights the targets and strategies identified through the three-year research process, but it does not capture all our work. You can go to [www.Florida2030.org](http://www.Florida2030.org) for more information on background research, town hall results, indicators, and other supporting information—and keep visiting this page for progress on the implementation. If you have an idea, please share it.

While it probably goes without saying, a few things are still worth noting.

**First**, the names of the individuals and companies listed on the following pages are not intended to imply endorsement of every element of this blueprint. Thank you to the people and partners listed here, who have provided varying levels of support, guidance, needed criticism, and leadership during the development of **Florida 2030**. We list many of them here to acknowledge their contributions and to thank them for their efforts to secure Florida's future.

**Second**, time has taught us that we will have missed some names. Please accept our apologies. With more than 10,000 Floridians engaged in this effort, we hope you understand it's not hard to do.

**Finally**, we did not always agree on every single target and recommendation—but we think that's a sign of the complexity of the task ahead and the diversity of our very unique state. We will continue to work with current and future Floridians to move this blueprint into results.

One thing is certain, we can all agree on what's most important: Florida is—and should remain—one of the best places in the world to live, work, raise a family, learn, play, and grow a business.



# FLORIDA CHAMBER OF COMMERCE FOUNDATION

## *Board of Trustees Members, 2016, 2017, or 2018*

Jane Adams, University of Florida

Vance Aloupis, The Children's Movement of Florida

John Attaway, Publix Super Markets, Inc.

Kay Ayers, AvMed Health Plans

Laura Bailet, Ph.D., Nemours Children's Health System

Elise Banister, AT&T

Carolyn Bermudez, Florida City Gas

Randy Berridge, Florida High Tech Corridor Council

Brittany Birken, Ph.D., Florida Children's Services Council

Rachael Bjorklund, HCA-Hospital Corporation of America

Randy Blass, Ph.D., Jim Moran Institute for Global Entrepreneurship

Monesia Brown, Wal-Mart

William Carlson, Tucker/Hall, Inc.

Christopher Carmody, GrayRobinson

Diane Carr, Johnson & Blanton

Kevin Carr, FloridaMakes

Jennifer Chapman, Fidelity Investments

Robert Coker, United States Sugar Corporation

Laura Crouch, Tampa Electric & Peoples Gas Systems

Deborah Curry, CPA, Florida Institute of CPAs

Bill Dagnall, Navy Federal Credit Union

Pam Dana, Ph.D., Florida Institute for Human & Machine Cognition

Doug Davidson, Bank of America Merrill Lynch

Michael DeBock, Economic Council of Palm Beach County

Joseph Debs, RS&H

Michelle Dennard, CareerSource Florida

Ryan Duffy, United States Sugar Corporation

Julie Edwards, All Aboard Florida

Eric Eikenberg, Everglades Foundation

Rudy Fernandez, University of Miami

Chris Flack, Duke Energy

Jim Fletcher, Gulf Power Company

Jay Galbraith, Valencia College

James Gilmore, Infinity Global Solutions

Chris Hart IV, Florida Court Clerks & Comptrollers

John Hartnett III, Endoscopy Replacement Parts

Felicia Harvey, Amgen

Adam Hasner, GEO Group, Inc.

Jillian Hasner, Take Stock In Children

Charles Hokanson, Helios Education Foundation

Kim Holland, RS&H

Susanne Homant, Able Trust

John Hoy, Utilities, Inc. of Florida

John Hrabusa, Publix Super Markets, Inc.

Patty Jackson, State Farm Insurance Companies

Michele Jacobs, Economic Council of Palm Beach County

Ed Jimenez, UF Health Shands Hospital

Don Kiselewski, Florida Power & Light Company

Todd Kocourek, Florida First Capital Finance Corporation

Scott Koons, North Central Florida Regional Planning Council

William Law, Jr., St. Petersburg College

Ken Lawson, VISIT FLORIDA

Brooke Lewis, Hopping Green & Sams, P.A.

Rick Mahler, JPMorgan Chase

Carlos Mallol, Stantec

Ann McGee, Ph.D., Seminole State College of Florida

Mia McKown, Holland & Knight LLP

Ergetu Merete, Wells Fargo Bank, N.A.

Jon Miller, Keiser University

Ed Moore, Ph.D., Independent Colleges and Universities of Florida

Karen Moore, PhRMA

Ken Morefield, PE, HNTB Corporation

Mark Morton, United States Sugar Corporation

Jim Murdaugh, Ph.D., Tallahassee Community College

Michael Myhre, Florida Small Business Development Center

David Norton, Ph.D., University of Florida

Peter Nowak, Nowak Enterprises Inc

Cynthia O'Connell, Florida Prepaid College Foundation

David Odahowski, Edyth Bush Charitable Foundation

Kristin Oliver, Chico's FAS

Carrie O'Rourke, Florida Realtors®

William Perry, Gunster, P.A.

Todd Powell, Weyerhaeuser Company

Ananth Prasad, HNTB Corporation

Michael Preston, Ed.D., Florida Consortium of Metropolitan Research Universities

Mark Pritchett, Ph.D., Gulf Coast Community Foundation

John Provenzano, Publix Super Markets, Inc.

Rick Qualman, IBM Corporation

Pamela Rauch, Florida Power & Light Company

Casey Reed, AT&T Florida

Al Reynolds, Stantec

Joe Rooney, Economic Council of Palm Beach County, Inc.

Ronald Sachs, Sachs Media Group

Justin Sayfie, Sayfie Law Firm

Edward Schons, Florida High Tech Corridor Council

J. William Seccombe, VISIT FLORIDA

Julie Sharenow, Brightline

Ryan Sladek, PNC Bank

Nadine Smith, Equality Florida

Jack Sullivan, Florida Research Consortium

Edward Tancer, Gunster, P.A.

Bentina Terry, Gulf Power Company

Sharnese Thompson, Fidelity Investments

Susan Towler, Florida Blue

Tonjua Williams, Ph.D., St. Petersburg College

Mark Wilson, Florida Chamber of Commerce

---

# FLORIDA CHAMBER OF COMMERCE

## *Board of Directors Members, 2016, 2017, or 2018*

Paul Anderson, Port Tampa Bay  
John Attaway, Jr., Publix Super Markets, Inc.  
Chas Bailes III, ABC Fine Wine & Spirits  
Robert Bennett, Merrill Lynch, Pierce, Fenner & Smith, Inc.  
Jesse Biter, Biter Enterprises  
Mike Bjorklund, Florida Electric Cooperatives Association  
Kevin Bowyer, Warren Averett  
Cressman Bronson, PNC Bank  
Debbie Calder, Navy Federal Credit Union  
David Call, Fifth Third Bank of Florida  
Scott Cathcart, SunTrust Bank  
Charley Caulkins, Fisher Phillips  
Michael Cohen, RenaissanceRe Holdings, Ltd.  
Stan Connally, Gulf Power Company  
Anthony Connelly, Disney Cruise Line  
Susan Connelly, Darden Restaurants, Inc.  
Lori Costantino-Brown, Bridges International  
Brett Couch, Regions Bank  
Carol Craig, Craig Technologies  
Marshall Criser III, State University System of Florida  
Husein Cumber, Florida East Coast Industries  
Kevin Darrenkamp, Lockheed Martin Corporation  
Doug Davidson, Bank of America Merrill Lynch  
Paulee Day, Marinemax, Inc.  
Fred Donovan, Jr., Baskerville-Donovan, Inc.  
Dan Doyle, Jr., DEX Imaging  
Kevin Doyle, Consumer Energy Alliance of Florida  
Tracy Duda Chapman, A. Duda and Sons, Inc.  
Coleman Edmunds, AutoNation, Inc.  
Jon Ferrando, AutoNation, Inc.  
Tami Fitzpatrick, Entropy Technology Designs, Inc.

David Fuller, SunTrust Bank  
Danny Gaekwad, NDS InfoTech/MGM Hotels  
Mike Gallagher, SantaFe HealthCare, Inc.  
Todd Gates, GATES  
Gordon Gillette, Early Learning Coalition of Hillsborough County  
Alex Glenn, Duke Energy Corporation  
Tim Goldfarb, UF Health Shands Hospital  
Jorge Gonzalez, St. Joe Company  
Robert Grammig, Holland & Knight, LLP  
Jonathan Hage, Charter Schools USA, Inc.  
Fred Hames, Skanska USA Building, Inc.  
Dave Hammer, SeaWorld Parks and Entertainment  
Debra Harvey, Ron Jon Surf Shop of Fla., Inc.  
Charles Hinson, TECO Energy  
Glenda Hood, triSect, LLC  
Bill Horne, Laser Spine Institute  
Lars Houmann, Adventist Health System  
John Hrabusa, Publix Super Markets, Inc.  
Leerie Jenkins, RS&H, Inc.  
Ed Jimenez, UF Health Shands Hospital  
Dana Jones, Putnam County Chamber of Commerce  
Nancy Keefer, Daytona Regional Chamber of Commerce  
Belinda Keiser, Keiser University  
Quintin Kendall, CSX Transportation  
John Kenning, G4S North America  
Beth Kigel, Palm Beach North Chamber of Commerce  
Syd Kitson, Kitson & Partners  
Steve Knopik, Bealls, Inc.  
Rena Langley, Walt Disney Parks and Resorts, U.S.  
Charles Lydecker, Halifax Insurance Partners, LLC  
Allen McGlynn, State Farm Insurance Companies

John Medina, First Commerce Credit Union  
Ergetu Merete, Wells Fargo Bank, N.A.  
Carlos Migoya, Jackson Health System  
Scott Mikuen, Harris Corporation  
Michael Minton, Dean Mead Law Firm  
David Ottati, Adventist Health System / Florida Hospital  
Trey Paris III, General Electric Company  
Todd Powell, Weyerhaeuser Company  
Pamela Rauch, Florida Power & Light Company  
Dean Ridings, Florida Press Association  
Lee Sandler, Sandler, Travis & Rosenberg, P.A.  
Jackson Sasser, Santa Fe College  
Mike Sheely, Allstate Insurance Company  
Steve Short, Tampa General Hospital  
Harry Sideris, Duke Energy Florida  
Eric Silagy, Florida Power & Light Company  
Catherine Stempien, Duke Energy Florida  
David Strong, Orlando Health  
David Sweeney, RS&H, Inc.  
T.J. Szelistowski, Tampa Electric & Peoples Gas Systems  
Brian Taylor, JAXport  
Jon Urbanek, Florida Blue  
Jeff Wahlen, Ausley & McMullen, P.A.  
Rick Walsh, Knob Hill Companies  
Will Weatherford, Weatherford Capital  
Stephen Weinstein, RenaissanceRe Holdings, Ltd.  
Robert White, Jr., Doctors Company - FPIC Insurance Group, Inc.  
Mark Wilson, Florida Chamber of Commerce  
Joseph York, AT&T Florida

# FLORIDA 2030 SPONSORS

A. Duda and Sons, Inc.  
Able Trust Charitable Foundation  
AT&T Florida  
AutoNation, Inc.  
Bank of America Merrill Lynch  
Bealls, Inc.  
CareerSource Florida  
Central Pinellas Chamber of Commerce  
Chamber of Commerce of the Palm Beaches  
Charlotte County Chamber of Commerce  
Dean Mead Law Firm  
Duke Energy Florida  
Edyth Bush Charitable Foundation  
Fifth Third Bank of Florida  
Fisher Phillips

Florida Blue Foundation  
Florida College System Foundation  
Florida Crystals Corporation  
Florida High Tech Corridor Council  
Florida Natural Gas Association  
Florida Power & Light Company  
Florida Realtors®  
Florida Small Business Development Center  
GEO Group, Inc.  
Great Lakes Dredge & Dock Corporation  
Gulf Coast Community Foundation  
Gulf Power Company  
Helios Education Foundation  
HNTB Corporation  
Holland & Knight, LLP

JAX Chamber  
JM Family Enterprises, Inc.  
Keiser University  
Kitson & Partners  
Lockheed Martin Corporation  
Mark Wilson  
Moore Communications Group  
Orlando Economic Partnership  
PhRMA  
PNC Bank  
Publix Super Markets Charities, Inc.  
Regions Bank  
Ron Jon Surf Shop of Fla., Inc.  
RS&H, Inc.  
Sachs Media Group

Stantec  
State Farm Insurance Companies  
Tallahassee Community College  
Tampa Electric & Peoples Gas Systems  
Tony Carvajal  
UF Health Shands Hospital  
United States Sugar Corporation  
University of Florida  
Utilities, Inc. of Florida  
Vecellio Group, Inc.  
Wells Fargo Bank, N.A.  
Weyerhaeuser Company

*\*As of 9.1.18*



# VOICES OF FLORIDA 2030

*Thank you for your leadership, counsel, and advice*

Jane Adams, University of Florida  
Tunde Afolabi, Duke Energy Florida  
Mike Aller, Energy Florida  
Maria Alonso, United Way of Miami-Dade  
Vance Aloupis, The Children's Movement of Florida  
Susan Amat, Launch Pad  
Sheldon Anderson, Northern Trust Bank of Florida  
Peter Antonacci, Enterprise Florida  
Ken Armstrong, Florida Trucking Association  
John Attaway, Publix Super Markets, Inc.  
Kay Ayers, AvMed Health Plans  
Adam Babington, Walt Disney Parks and Resorts, U.S.  
Lisa Bacot, Florida Public Transportation Association  
Laura Baille, Ph.D., Nemours Children's Health System  
Kyle Baltuch, Florida TaxWatch Research Institute  
Elise Banister, AT&T  
Courtney Barnard, Florida Apartment Association  
Stephanie Barnes, Duke Energy Florida  
Ernie Barnett, Florida Land Council, Inc.  
Chistine Barney, rbb Communications  
Adam Basford, Florida Farm Bureau Federation  
Richard Bauer, Southeast Food Distribution  
Heather Beaven, Florida Endowment Foundation for Florida's Graduates  
Carolyn Bermudez, Florida City Gas  
Frank Bernardino, Anfield Consulting  
Brittany Birken, Ph.D., Florida Children's Services Council  
Steven Birnholz, Florida Council of 100  
Mike Bjorklund, Florida Electric Cooperatives Association  
Rachael Bjorklund, HCA-Hospital Corporation of America  
Rich Blaser, Infinite Energy, Inc.  
Randy Blass, Ph.D., Jim Moran Institute for Global Entrepreneurship  
Ben Borsch, Duke Energy Florida  
Kareen Boutros-Vani, Broward Workshop  
David Boyd, Florida Council on Economic Education  
Norman Braman, Braman Motors  
Charlotte Brand Audie, Florida Outdoor Advertising Association  
Mark Brewer, Community Foundation of Central Florida  
Cressman Bronson, PNC Bank  
Audrey Brown, Florida Association of Health Plans, Inc.  
Brian Brown, AvMed, Inc.  
French Brown IV, Dean Mead  
Monesia Brown, Wal-Mart Stores, Inc.  
Fabiola Brumley, Bank of America  
Nancy Bryan, BioFlorida  
Peg Buchan, Port Everglades  
Robert Buker, United States Sugar Corporation  
Robert Buesing, Trenam Law  
Robert Burleson, Florida Transportation Builders Association  
Dominic Calabro, Florida TaxWatch Research Institute  
Jaime Caldwell, South Florida Hospital & Healthcare Association  
Butch Calhoun, Florida Fruit & Vegetable Assn  
Dale Calhoun, Florida Natural Gas Association  
David Call, Fifth Third Bank of Florida  
Dean Cannon, GrayRobinson  
Roberto Carbonell, Veterans Florida  
Michael Carlson, Personal Insurance Federation of Florida

William Carlson, Tucker/Hall  
Christopher Carmody, GrayRobinson  
Kevin Carr, FloridaMakes  
Charley Caulkins, Fisher Phillips  
Tim Center, Council For Sustainable Florida  
Mary Chance, Consortium of Florida Education Foundations  
Jennifer Chapman, Fidelity Investments  
Gary Chartrand, Acosta Inc  
David Christian, Regions Bank  
Frank Cicone, Florida Association of Mortgage Professionals  
Sara Clements, Step Up for Students  
Scott Coble, Wells Fargo Bank, N.A.  
Robert Coker, United States Sugar Corporation  
Gary Colbert, Florida Venture Forum  
Braulio Colón, Helios Education Foundation  
Doug Conkey, Clay County Chamber of Commerce  
Stan Connally, Gulf Power Company  
Jim Cordero, Asphalt Contractors Association of Florida  
Andra Cornelius, CareerSource Florida  
Andy Corty, Florida Trend  
Isabel Cosio Carballo, South Florida Regional Planning Council  
Marshall Criser III, State University System of Florida  
Eric Criss, Beer Industry of Florida, Inc.  
Laura Crouch, Tampa Electric & Peoples Gas Systems  
Frank Crum, FrankCrum  
Yu Ling Cui, Mountain River Resources  
Husein Cumber, Florida East Coast Industries  
Deborah Curry, Florida Institute of C.P.A.S  
Edward Dadez, Saint Leo University  
Pam Dana, Ph.D., Florida Institute for Human & Machine Cognition  
Kevin Darrenkamp, Lockheed Martin Corporation  
Susan Davenport, Gainesville Area Chamber of Commerce  
Doug Davidson, Bank of America Merrill Lynch  
Daniel Davis, JAX Chamber  
Jaret Davis, Greenberg Traurig LLP  
Susan Davis, Sacred Heart Health Service  
David Day, Southeast Bio  
Joseph Debs, RS&H, Inc.  
Ginger Delegal, Florida Association of Counties  
Sean DeMartino, Balfour Beatty  
Michelle Dennard, CareerSource Florida  
David Denor, Florida Trend  
Jennings DePriest, Strategos Group  
Brandi DeRuiter, Bay County Chamber of Commerce  
Liz DeWitt, Florida Beverage Association  
Ernie Diaz, TD Bank  
Frank DiBello, Space Florida  
Dana Dittmar, Sun City Center Area Chamber of Commerce  
Fred Donovan, Sr., Baskerville-Donovan, Inc.  
Allen Douglas, Florida Institute of Consulting Engineers  
Carol Dover, Florida Restaurant and Lodging Association  
Kevin Doyle, Consumer Energy Alliance of Florida  
Jim Dragseth, Whitticar Boat Works, Inc.  
Charles Drake, Tetra Tech, Inc.  
Ron Drew, Greater Fort Lauderdale Alliance  
Tracy Duda Chapman, A. Duda and Sons, Inc.

Coleman Edmunds, AutoNation, Inc.  
Julie Edwards, All Aboard Florida  
Eric Eikenberg, Everglades Foundation  
Johnathon Ellen, Johns Hopkins All Children's Hospital  
Chuck Fallon, FirstService Residential  
Maryann Ferenc, Mise en Place  
John Fischetti, Sikorsky Aircraft  
Rudy Fernandez, University of Miami  
Renee Finley, Florida Blue  
Barbara Fitos, Community Foundation of Ocala Marion County  
Chris Flack, Duke Energy  
Jim Fletcher, Gulf Power Company  
Michael Finney, Miami-Dade Beacon Council  
Barbara Foster, Florida Department of Economic Opportunity  
Don Fox, Firehouse Subs  
Eugene Franklin, Florida Black Chamber of Commerce  
Jay Galbraith, Valencia College  
Michael Gallagher, SantaFe HealthCare, Inc.  
Michael Gardner, Gardner Capital Development  
Tiffany Garling, Jackson County Chamber of Commerce  
Michael Georgiopoulos, University of Central Florida  
James Gilmore, Infinity Global Solutions  
Tim Giuliani, Orlando Economic Partnership  
Shan Goff, Foundation for Excellence In Education  
Dennis Grady, Chamber of Commerce of The Palm Beaches  
Jeffrey Grady, Florida Association of Insurance Agents  
Robert Grammig, Holland & Knight LLP  
Ted Granger, United Way of Florida  
Adriane Grant, CareerSource Florida  
Eric Green, Jaxport  
Mark Griffiths, Newleaf Training & Development  
Jennifer Grove, Gulf Power Company  
Virginia Hall, St. Vincent's HealthCare  
Jim Handley, Florida Cattlemen's Association  
Joe Anne Hart, Florida Dental Association  
John Hartnett III, Endoscopy Replacement Parts  
Mary Hartney, FFAA-Florida Fertilizer & Agrichemical Association  
Debra Harvey, Ron Jon Surf Shop of Fla., Inc.  
Adam Hasner, GEO Group, Inc.  
Jillian Hasner, Take Stock in Children  
Jeff Hayward, Heart of Florida United Way  
Marshall Heard, Florida Aviation & Aerospace Alliance  
Don Hearing, Cotleur & Hearing  
Robert Henderson, USAA  
Bill Herrle, National Federation Of Independent Business  
Shelley Hirsch, Nassau County Economic Development Board  
Marc Hoenstine, Duke Energy Florida  
Charles Hokanson, Helios Education Foundation  
Rick Homans, Tampa Bay Partnership  
Susanne Homant, Able Trust  
Oscar Horton, Sun State International  
Forough Hosseini, ICI Homes  
Lars Houmann, Adventist Health System  
Mark Howard, Florida Trend  
John Hoy, Utilities, Inc. of Florida  
Paul Hsu, HSU Enterprise Group

Wayne Huizenga Jr., Rybovich  
 Bill Hunter, Association of Florida Community Developers  
 Paige Ippolito, American Consulting Engineers of Florida  
 Doug Izzo, Tampa Bay Beaches Chamber of Commerce  
 Jeff Jackson, PGT Innovations  
 Patty Jackson, State Farm Insurance Companies  
 Ed Jimenez, UF Health Shands Hospital  
 Jeff Johnson, AARP  
 Dana Jones, Florida Biofuels & BioEnergy Association  
 Robert Jones, Florida SouthWestern State College Foundation  
 Peter Kaldes, Impact Broward  
 Christine Kefauver, HDR Engineering, Inc.  
 Tisha Keller, Florida Trucking Association  
 Kim Kelling, Florida Public Radio - WFSU  
 Quintin Kendall, CSX Transportation  
 Kevin Kieft, Lake Wales Area Chamber of Commerce  
 Beth Kigel, Palm Beach North Chamber of Commerce  
 Robin King, Center for Business Excellence  
 Cheryl Kirby, Florida Small Business Development Center  
 Beth Kirkland, CECD, Gadsden County Development Council  
 John Kirtley, KLH Capital  
 Don Kiselewski, Florida Power & Light Company  
 Syd Kitson, Kitson & Partners  
 Steve Knopik, Bealls, Inc.  
 Keith Koenig, City Furniture  
 Scott Koons, North Central Florida Regional Planning Council  
 Tim Kuebler, Titan America LLC  
 Glenn Ladwig, Saliwanchik, Lloyd & Eisenschenk  
 William Large, Florida Justice Reform Institute  
 Mitchel Laskey, FAN Fund  
 Shelley Lauten, Central Florida Commission on Homelessness  
 William Law, St. Petersburg College  
 David Lawrence, Jr., The Children's Movement of Florida  
 Ken Lawson, VISIT FLORIDA  
 Josh Lazar, Community Legal Services of Mid-FL  
 Robert Ledoux, Florida East Coast Railway  
 Bill Lennox, Saint Leo University  
 Patricia Levesque, Foundation for Excellence In Education  
 Jack Levine, 4Generations Institute  
 Brooke Lewis, Hopping Green & Sams, P.A.  
 Alan List, H. Lee Moffitt Cancer Center  
 Jeff Littlejohn, Littlejohn, Mann & Associates  
 Dave Long, Orange Theory Fitness  
 Vicki Long, AIA Florida/Chapter of the American Institute of Architects  
 Jessica Lowe-Minor, Institute for Nonprofit Innovation and Excellence  
 Bill Lupfer, Florida Attractions Association, Inc.  
 Scott MacLaren, Stiles Corporation  
 Rick Mahler, JPMorgan Chase  
 Marcia Malia, Saint Leo University  
 Carlos Mallol, Stantec  
 Lisette Mariner, Florida Independent Automobile Dealers Association  
 Bill Martin, Florida Realtors®  
 Bob McClure III, James Madison Institute  
 Robert McFalls, Florida Philanthropic Network  
 Allen McGlynn, State Farm Insurance Companies  
 Betsy McKee, ADI Metal  
 Mia McKown, Holland & Knight LLP  
 Jamie McNease, Florida Department of Economic Opportunity  
 Beth Medina, Florida Department of Economic Opportunity  
 Manny Mencia, Enterprise Florida  
 Maria Merce Martin, Optime Consulting  
 David Mica, Florida Petroleum Council  
 Jon Miller, Keiser University  
 Troy Miller, Florida College Access Network

Bill Mills, Florida Prosperity Partnership  
 Jay Millson, Florida Academy of Family Physicians  
 Michael Minton, Dean Mead Law Firm  
 Lisa Monnet, Tampa Bay Defense Alliance  
 Ed Moore, Independent Colleges and Universities of Florida  
 Karen Moore, Moore Communications Group  
 Ken Morefield, HNTB Corporation  
 Bill Moss, Moss Construction  
 Asena Mott, South Florida State College  
 Austin Mount, West Florida Regional Planning Council  
 Steve Muller, Beacon College  
 Jim Murdaugh, Tallahassee Community College  
 Brian Murphy, ReliaQuest  
 Michael Myhre, Florida Small Business Development Center  
 Bob Nave, Florida TaxWatch Research Institute  
 Peggy Nordeen, Starmark International  
 Peter Nowak, Nowak Enterprises, Inc.  
 Michael Nursey, TD Bank  
 Mark O'Bryant, Tallahassee Memorial HealthCare  
 David Odahowski, Edyth Bush Charitable Foundation  
 Carey O'Donnell, O'Donnell Agency  
 Kristin Oliver, Chicos FAS  
 Terry Olson, Orange County Arts & Cultural Affairs  
 Bob O'Malley, CSX Transportation  
 Carrie O'Rourke, Florida Realtors®  
 Cliff Otto, Saddle Creek Logistics  
 Eduardo Padron, Miami Dade College  
 Barbara Palmer, Agency for Persons with Disabilities  
 Rob Palmer, RS&H  
 Sally Patrenos, Patrenos & Associates, LLC  
 Rusty Payton, Florida Home Builders Association  
 Cecil Pearce, Florida Insurance Council  
 Sarah Pearson, Greater Boca Raton Chamber of Commerce  
 Mark Perlberg, Oasis Outsourcing  
 Sabeen Perwaiz, Florida Nonprofit Alliance  
 Ingrid Piedrahita, Boeing Company  
 Elle Piloseno, Florida TaxWatch Research Institute  
 Hector Ponte, Wells Fargo  
 Michael Poole, PCE Investments Banking  
 Todd Powell, Weyerhaeuser Company  
 Ananth Prasad, Florida Transportation Builders Association  
 Reuben Pressman, Presence  
 Michael Preston, Florida Consortium of Metropolitan Research Universities  
 Mark Pritchett, Gulf Coast Community Foundation  
 Ralph Puga, Florida Foreign Trade Assn  
 Madeline Pumariega, Florida College System  
 Rick Qualman, IBM Corporation  
 Kim Reckley, PNC Bank  
 Emmett Reed, Florida Health Care Association  
 Susan Rehwinkel, Foundation for Excellence in Education  
 Al Reynolds, Stantec  
 Heidi Richards Mooney, Eden Florist & Gift Baskets  
 Larry Richey, Cushman & Wakefield  
 Garrett Richter, First Florida Integrity Bank  
 Dean Ridings, Florida Press Association  
 Janyth Righter, Florida Public Broadcasting System  
 Patrick Roberts, Florida Association of Broadcasters  
 Joe Rooney, Economic Council of Palm Beach County  
 Bruce Rueben, Florida Hospital Association  
 Peter Rummell, RummellMunz Partners  
 Ron Sachs, Sachs Media Group  
 Robin Saffley, Feeding Florida  
 Augusto Sanabria, Prospera  
 Alejandro Sanchez, Florida Bankers Association

Kim Sandstrom, Orlando Health  
 Justin Sayfie, Sayfie Law Firm  
 Edward Schons, Florida High Tech Corridor Council  
 Steve Seibert, Florida Humanities Council  
 Scott Shalley, Florida Retail Federation  
 Maureen Shea, Right Management  
 Harry Sideris, Duke Energy Florida  
 Eric Silagy, Florida Power & Light Company  
 Ryan Sladek, PNC Bank  
 Kelly Smallridge, Business Development Board of Palm Beach County  
 Connie Smith, Wells Fargo Bank, N.A.  
 Nadine Smith, Equality Florida  
 Ted Smith, Florida Automobile Dealers Association  
 Robin Sollie, Tampa Bay Beaches Chamber of Commerce  
 Michael Sparks, Florida Citrus Mutual  
 Chester Spellman, Volunteer Florida  
 Thomas Stahl, Florida United Businesses Association  
 Tim Stapleton, Florida Medical Association  
 Al Stimac, MTS Solutions  
 Sean Strickler, PulteGroup  
 David Strong, Orlando Health  
 Jacob Stuart, Central Florida Partnership  
 Quint Studer, Studer Family of Companies  
 Jack Sullivan, Florida Research Consortium  
 Brad Swanson, Florida Internet and Television  
 Bob Swindell, Greater Fort Lauderdale Alliance  
 Paul Tash, Times Publishing Company  
 Lorna Taylor, Premier Eye Care  
 Brian Teeple, Northeast Florida Regional Council  
 Rasesh Thakkar, Tavistock Group  
 Jim Thomas, Orlando Chamber of Commerce  
 Kristine Thomas, Welli  
 Elaine Thompson, Lakeland Regional Health  
 Kathy Till, Kathy Till & Associates, Inc.  
 Susan Towler, Florida Blue  
 Kyle Ulrich, Florida Association of Insurance Agents  
 Jon Urbanek, Florida Blue  
 Michael Vecellio, Vecellio Group, Inc.  
 Carlos Vidueira, Rybovich  
 Caroline Villanueva, Florida Crystals Corporation  
 Cathleen Vogel, Catalina Group, Inc.  
 Philip Waller, HDR Engineering, Inc.  
 Bob Ward, Florida Council of 100  
 Nicole Washington, Lumina Foundation  
 Lisa Waters, Florida Airports Council  
 Richard Watson, Richard Watson & Associates, Inc.  
 Allen Weiss, NCH Healthcare System  
 Carol Weissert, Leroy Collins Institute  
 Robert Weissert, Florida TaxWatch Research Institute  
 Bill West, The Bank of Tampa  
 Michael Weymouth, The Las Olas Company  
 Doug Wheeler, Florida Ports Council  
 Richard Williams, CareerSource Chipola  
 Kim Wilmes, Florida's Great Northwest  
 Kate Wilson, Wells Fargo Bank, N.A.  
 Maureen Wilt, Florida Power & Light Company  
 Gary Wishnatzki, Wish Farms  
 Margaret Wuerstle, Southwest Florida Regional Planning  
 Patrick Yack, Florida PBS

*\*As of 9.1.18*



# FLORIDA 2030 TOWN HALL & ROLLOUT PARTNERS

Apalachicola Bay Chamber of Commerce  
 AT&T Florida  
 Babcock Ranch  
 Bank of America  
 Bay County Chamber of Commerce  
 Bealls  
 Bradenton Area Economic Development Corporation  
 Broward Workshop  
 Calhoun County Chamber of Commerce  
 Central Florida Development Council  
 Central Florida Partnership  
 Central Florida Regional Planning Council  
 Central Palm Beach Chamber of Commerce  
 Chamber of Commerce of Amelia Island, Fernandina Beach and Yulee  
 Chamber of Commerce of the Palm Beaches  
 City of Crestview  
 City of Lake Butler  
 Clearwater Chamber of Commerce  
 Community Foundation Ocala Marion County  
 Crestview Chamber of Commerce  
 Daytona Regional Chamber of Commerce  
 Destin Area Chamber of Commerce  
 Dixie County Chamber of Commerce  
 Economic Development Commission of Florida's Space Coast  
 Edyth Bush Charitable Foundation  
 Equine Alliance  
 Escambia County Commission  
 Flagler County Chamber of Commerce

Florida Blue  
 Florida Commission on the Status of Women  
 Florida Philanthropic Network  
 Fort Meade Chamber of Commerce  
 Freeport Community Center  
 Ft. Lauderdale Chamber of Commerce  
 Gadsden County Development Council  
 Gainesville Area Chamber of Commerce  
 Gilchrist County Chamber of Commerce  
 Greater Chiefland Area Chamber of Commerce  
 Greater Fort Lauderdale Alliance  
 Greater Hernando County Chamber of Commerce  
 Greater Madison County Chamber of Commerce  
 Greater Miami Chamber of Commerce  
 Greater Mulberry Chamber of Commerce  
 Greater Wesley Chapel Chamber of Commerce  
 Greater Winter Haven Chamber of Commerce  
 GuideWell Innovation  
 Gulf County Chamber of Commerce  
 Gulf Power  
 Haines City Area Chamber of Commerce  
 Hamilton County Chamber of Commerce  
 Hernando County Office of Business Development  
 Hernando Progress  
 Holmes County Chamber of Commerce  
 Institute for Nonprofit Innovation and Excellence  
 Jackson County Chamber of Commerce  
 JAX Chamber

JAXUSA Partnership  
 Kissimmee/Osceola County Chamber of Commerce  
 Lafayette County Chamber of Commerce  
 Lake City Chamber of Commerce  
 Lakeland Area Chamber of Commerce  
 Leadership Ocala  
 Liberty County Chamber of Commerce  
 Manatee Chamber of Commerce  
 Moore Communications Group  
 Nature Coast Business Development Council  
 Navy Federal Credit Union  
 North Central Florida Regional Planning Council  
 North Florida Regional Chamber of Commerce  
 Ocala/Marion County Chamber and Economic Partnership  
 Ocean Reef Chamber of Commerce  
 Panhandle Area Educational Consortium  
 Pasco County Florida  
 Pasco Economic Development Council  
 Pasco-Hernando College  
 Pensacola State College  
 Pinellas County Economic Development  
 Putnam County Chamber of Commerce  
 Rollins College  
 Sachs Media Group  
 Santa Rosa Chamber of Commerce  
 South Lake Chamber of Commerce  
 Southwest Florida Regional Planning Council  
 St. Petersburg Area Chamber of Commerce

Stuart/Martin Chamber of Commerce  
 Summers, Bobko, Wood, Norman, Bass & Melby, P.A.  
 Suwanee County Chamber of Commerce  
 Tallahassee Community College  
 Tampa Bay Partnership  
 Tampa Hillsborough Economic Development Corporation  
 Taylor County Chamber of Commerce  
 The Greater Brandon Chamber of Commerce  
 The Greater Fort Walton Beach Chamber of Commerce  
 The Greater Pensacola Chamber of Commerce  
 The Greater Sarasota Chamber of Commerce and Economic Development Corporation  
 The Greater Tallahassee Chamber  
 The Greater Tampa Chamber of Commerce  
 Treasure Coast Regional Planning Council  
 Valencia College  
 Visit Sarasota County  
 Wakulla County Board of Commissioners  
 Wakulla County Chamber of Commerce  
 Washington County Chamber of Commerce  
 Wells Fargo  
 West Florida Regional Planning Council  
 Weyerhaeuser

*\*As of 9.1.18*

## Thanks to the Florida Chamber Enterprise team for their support and leadership

Alice Ancona	Christopher Emmanuel	Alan Holland	Carol McCloud	Kelsey Smith
Durlie Barati	Waldon Evans	Brittney Hunt	Christi McCray	Bill Smith
Tanya Bechtold	Jessica Ferris	Carolyn Johnson	Cindy McCray	Bob Streater
Greg Blosé	Joshua Gable	Marian Johnson	Jane McNabb	Daniel Tapia
Faye Brainard	Blake Gehres	Hannah Kaplan	Donna Nieschwietz	Sheri Vicari
Nikki Branch	Delany Giannoble	Kathy Keiffer	Edie Ousley	Frank Walker
Brandi Brown	Carolyn Gosselin	Aaron Kinnon	Jerry D. Parrish, Ph.D.	Andrew Wiggins
Katherine Bustamante	Jon Hall	Tracey Lowe	Vi Plymel	Mark Wilson
Vania Bustamante	Whitney Harris	Jeremy Lowery	Tracy Price	Donna Wright
Tony Carvajal	David Hart	Emily Martin	Frank Ryll	

## Florida 2030 Official Qualitative Research Teams

Led by **Tony Carvajal, Executive Vice President, Florida Chamber Foundation**  
and **Dr. Jerry Parrish, Chief Economist & Director of Research, Florida Chamber Foundation**

Cambridge Systematics, Inc.

Avalanche Consulting

MGT Consulting Group

RS&H

The North Highland Company, LLC

Vision First Advisors LLC

[FloridaChamber.com](http://FloridaChamber.com)

//

[Florida2030.org](http://Florida2030.org)

//

[TheFloridaScorecard.org](http://TheFloridaScorecard.org)

## SPECIAL THANKS TO OUR FLORIDA 2030 PARTNERS

### PILLAR LEADERSHIP PARTNERS



### SUSTAINING PILLAR PARTNERS



### ANNUAL PILLAR PARTNERS



*“As we move toward 2030, it is now more important than ever for Florida’s leaders in industry, business, nonprofits, and government to collaborate and to work together toward a brighter future.”*

**Doug Davidson**  
 Market Executive, Bank of America  
 Chair, Florida Chamber Foundation

\*As of 9/1/18

# FLORIDA CHAMBER *Foundation*

“Florida’s fundamentals are strong—if Florida was a stock, it would be considered a ‘strong buy.’”

Mark Wilson  
*President & CEO,  
Florida Chamber of Commerce*



Help secure Florida’s future at  
[Florida2030.org](https://Florida2030.org)



Track Florida’s progress at  
[TheFloridaScorecard.org](https://TheFloridaScorecard.org)