







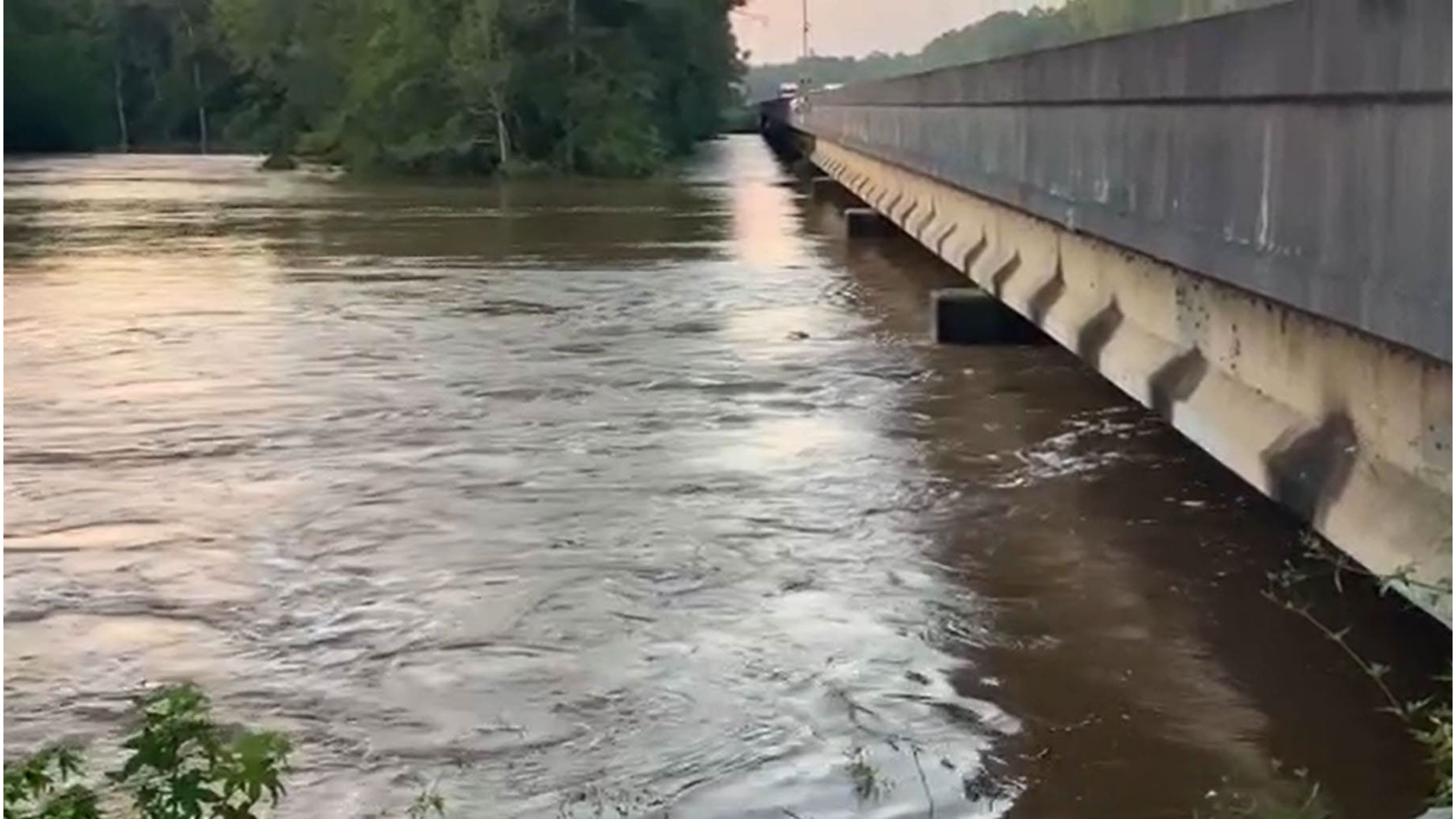


New roadway

Florosa Elementary

Highway 98

Command





STAPLES

EconoLodge



Walmart

MR. MATT'S

RENOVATED ROOMS
FREE BREAKFAST
WIFI HBO
TRUCK PARKING

HIRING
MANAGEMENT INTERVIEWS
OPEN AVAILABILITY











Proposed ship speed zone:

Prime habitat area of the endangered Rice's whale



Pacing
Challenge

Range of
the Future

The Threats

Community
Wins

Our Mission,
Vision &
Strategy

Key Issues

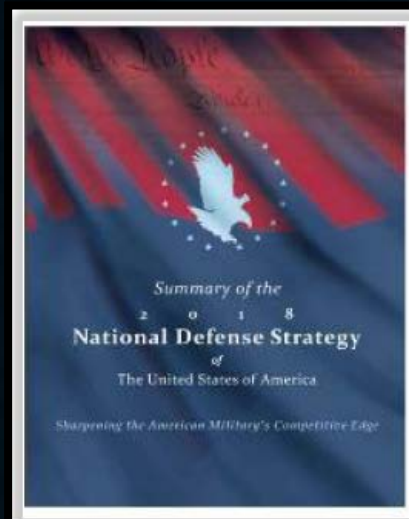


Florida Defense Task Force

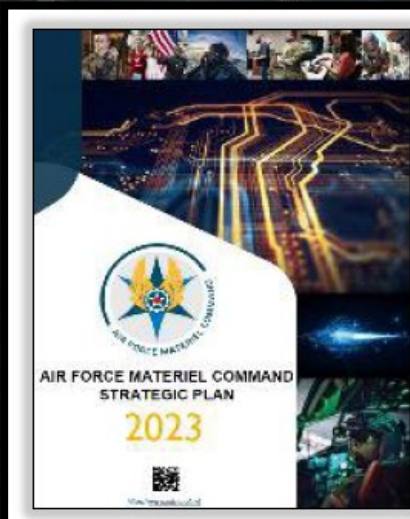








"Today, we are emerging from a period of **strategic atrophy**, aware that our competitive military advantage has been **eroding**. We are facing increased global disorder, characterized by **decline** in the long-standing rules-based international order-creating a security environment more complex and volatile than any we have experienced in recent memory. **Inter-state strategic competition, not terrorism, is now the primary concern in U.S. national security.**"

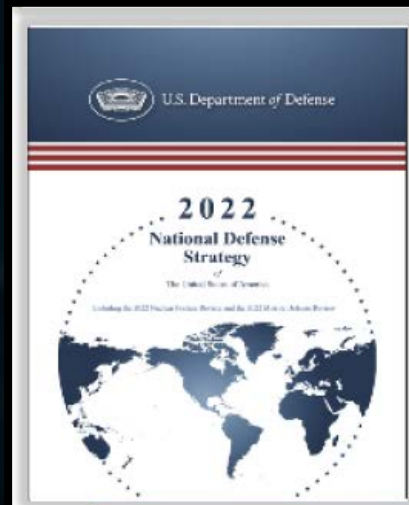


LOE #4: AMPLIFY WARFIGHTING CULTURE

As discussed in the introduction, Amplify Warfighting Culture involves focusing the materiel enterprise on delivering capabilities and services in support of operational execution and deterrence. It is imperative to connect every AFMC Airman and Guardian to the mission. AFMC must always be a trusted partner to all internal and external stakeholders. AFMC has two objectives aligned under LOE #4.



- **Connect to the Mission:** Ensure every team member and unit understands their role, value, and connection in materiel capability delivery to the operational units we support.
- **Be the Trusted Partner:** Drive toward the speed of trust with one another, the warfighter, industry, and our mission partners.



"The 2022 National Defense Strategy (NDS) sets forth how the U.S. military will meet **growing threats to vital U.S. national security interests** and to a stable and open international system. It directs the Department to act urgently to sustain and strengthen U.S. deterrence, with the **People's Republic of China (PRC)** as the Department's **pacing challenge**."



"I've said from my first days on the job that my priorities were **China, China, and China**. I've been beating the drum about China's military modernization for a long time – a dozen years, and I'd like to think that the message is starting to resonate."

- SECAF Frank Kendall

China White Paper Aug 2022

The Taiwan Question and China's Reunification in the New Era
The People's Republic of China

The Taiwan Affairs Office of the State Council and The State Council
Information Office

August 2022

Contents

Preamble

I. Taiwan Is Part of China – This Is an Indisputable Fact

II. Resolute Efforts of the CPC to Realize China's Complete Reunification

III. China's Complete Reunification Is a Process That Cannot Be Hastened

IV. National Reunification in the New Era

V. Bright Prospects for Peaceful Reunification

Conclusion

Preamble

Resolving the Taiwan question and realizing China's complete reunification is a shared aspiration of all the sons and daughters of the Chinese nation. It is indispensable for the realization of China's rejuvenation. It is also a historic mission of the Communist Party of China (CPC). The CPC, the Chinese government, and the Chinese people have striven for decades to achieve this goal.

The 18th National Congress of the CPC in 2012 heralded a new era in building socialism with Chinese characteristics. Under the strong leadership of the CPC Central Committee with Xi Jinping at the core, the CPC and the Chinese government have adopted new and innovative measures in relation to Taiwan. They have continued to chart the course of cross-Straits relations, safeguard peace and stability across the Taiwan Straits, and promote progress towards national reunification. However, in recent years the Taiwan authorities, led by the Democratic Progressive Party (DPP), have redoubled their efforts to divide the country, and some external forces have tried to exploit Taiwan to contain China, prevent the Chinese nation from achieving complete reunification, and halt the process of national rejuvenation.

The CPC has united the Chinese people and led them in fulfilling the First Centenary Goal of building a moderately prosperous society in all respects as scheduled, and in embarking on a new journey towards the Second Centenary Goal of building China into a modern socialist country.

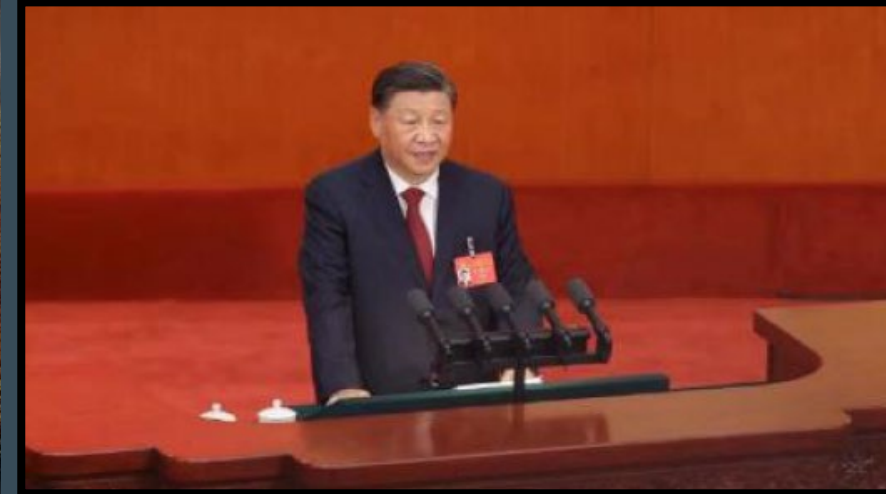
The Chinese nation has achieved a historic transformation from standing upright to becoming prosperous and growing in strength, and national rejuvenation is driven by an unstoppable force. This marks a new starting point for reunification.

The Chinese government has published two previous white papers on Taiwan. One was The Taiwan Question and Reunification of China in August 1993, and the other was The One-China Principle and the Taiwan Issue in February 2000. These two white papers provided a comprehensive and systematic elaboration of the basic principles and policies regarding the resolution of the Taiwan question. This new white paper is being released to reiterate the fact that Taiwan is part of China, to demonstrate the resolve of the CPC and the Chinese people and their commitment to national reunification, and to emphasize the position and policies of the CPC and the Chinese government in the new era.

I. Taiwan Is Part of China – This Is an Indisputable Fact

Taiwan has belonged to China since ancient times. This statement has a sound basis in history and geography. New archaeological discoveries and

I. Taiwan Is Part of China – This Is an Indisputable Fact



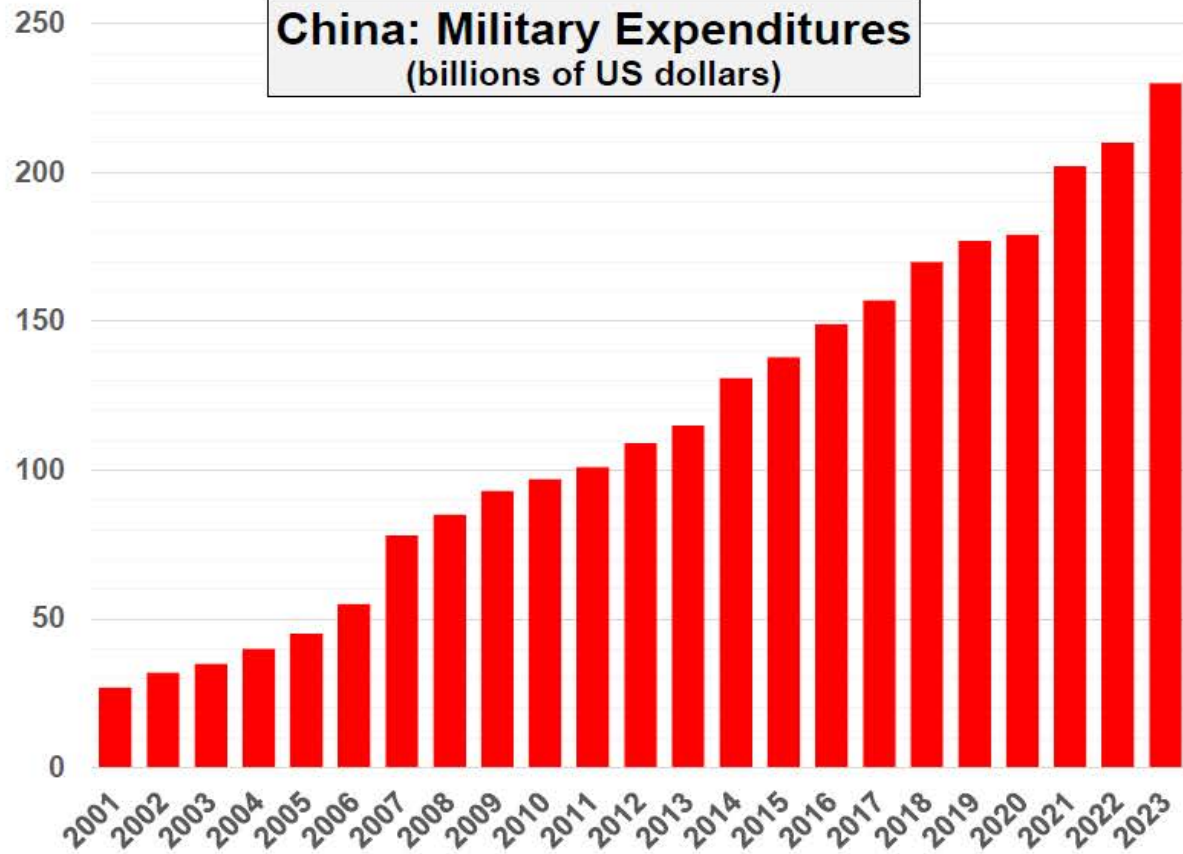
Xi Jinping at the
20th Party Congress
Oct 2022

“Resolving the Taiwan issue is the Chinese people’s own business and is up to the Chinese people to decide.”

*“The historical wheels of national reunification and national rejuvenation are rolling forward, and the complete reunification of the motherland must be achieved, **and it will be achieved!**”*

People's Republic of China >>>> China - Taiwan





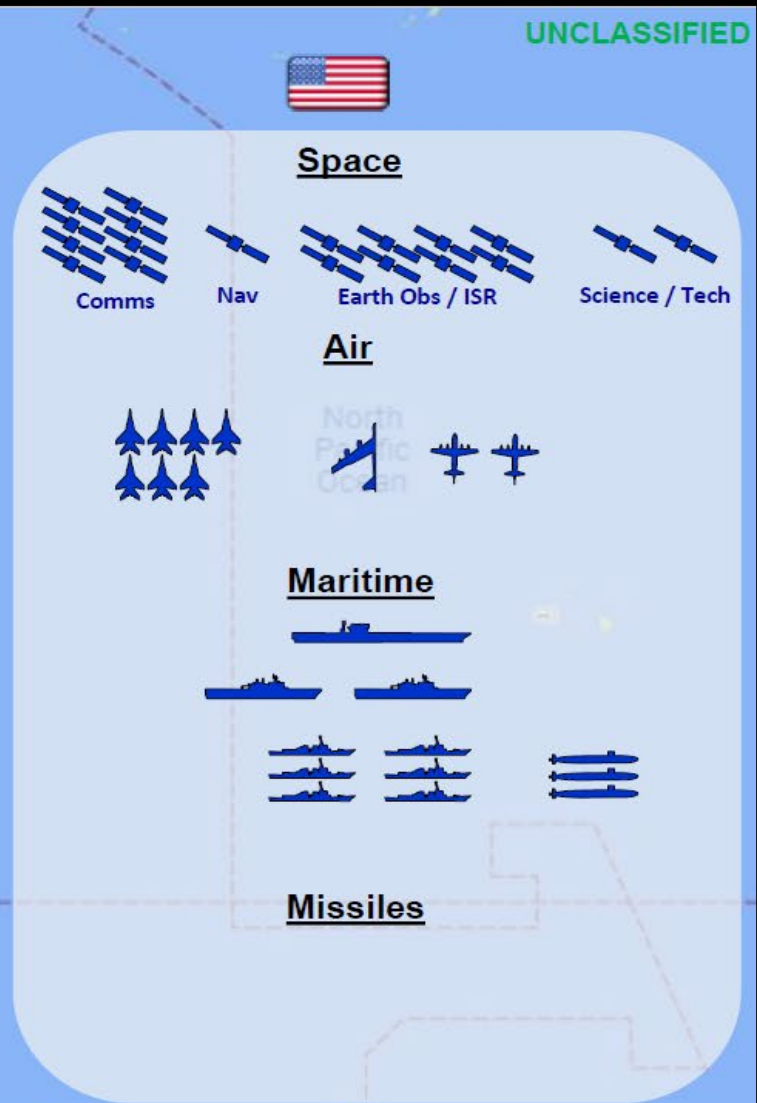
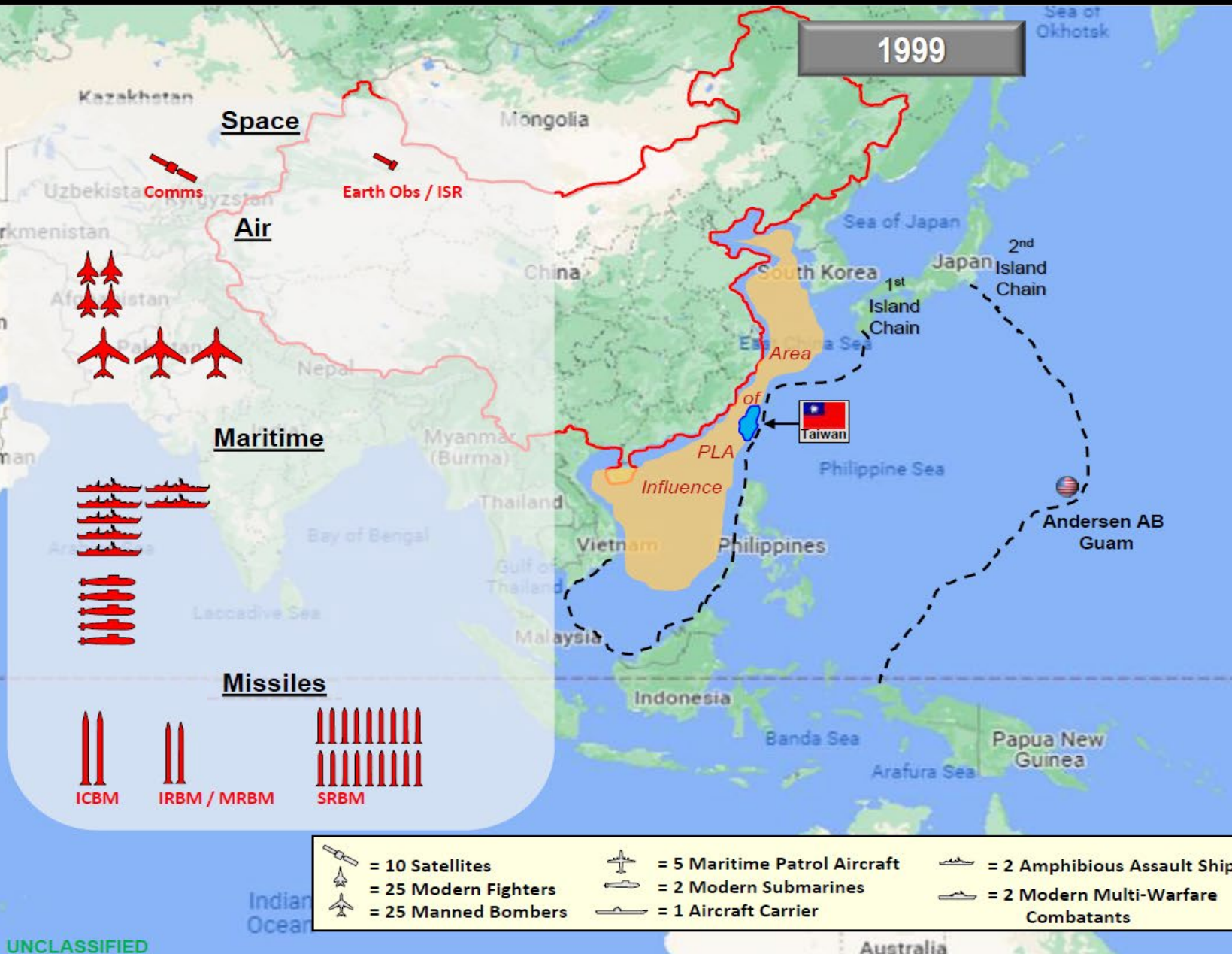
"The initial decades of the 21st century are a period of strategic opportunity in the international environment that would allow China to focus on building comprehensive national power and secure our status as a great power."
 - Chinese Communist Party (CCP)



(U) Defense spending up 1,000% since 2001; cyber warfare reduces Research & Development cost/timelines

1999

UNCLASSIFIED



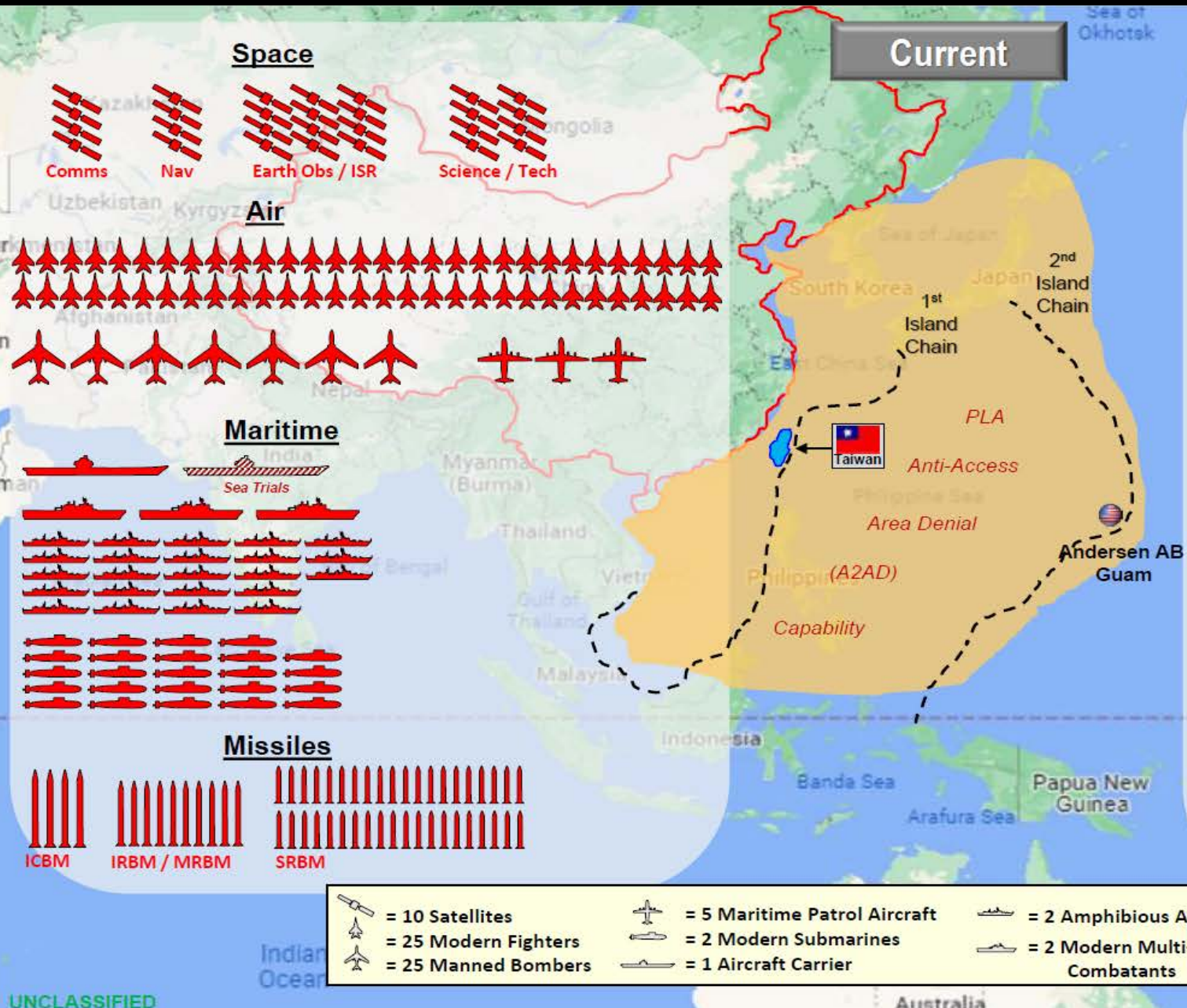
= 10 Satellites	= 5 Maritime Patrol Aircraft	= 2 Amphibious Assault Ships	= 25 Ballistic Missiles
= 25 Modern Fighters	= 2 Modern Submarines	= 2 Modern Multi-Warfare Combatants	= 1 THAAD Battery
= 25 Manned Bombers	= 1 Aircraft Carrier		

UNCLASSIFIED



UNCLASSIFIED

Current



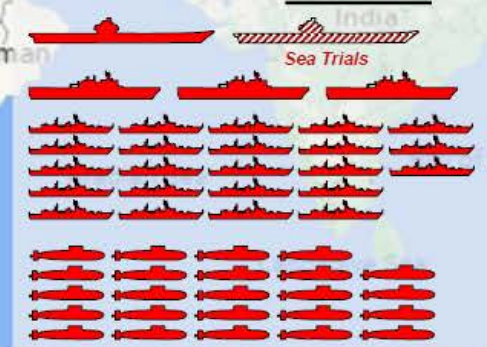
Space



Air



Maritime

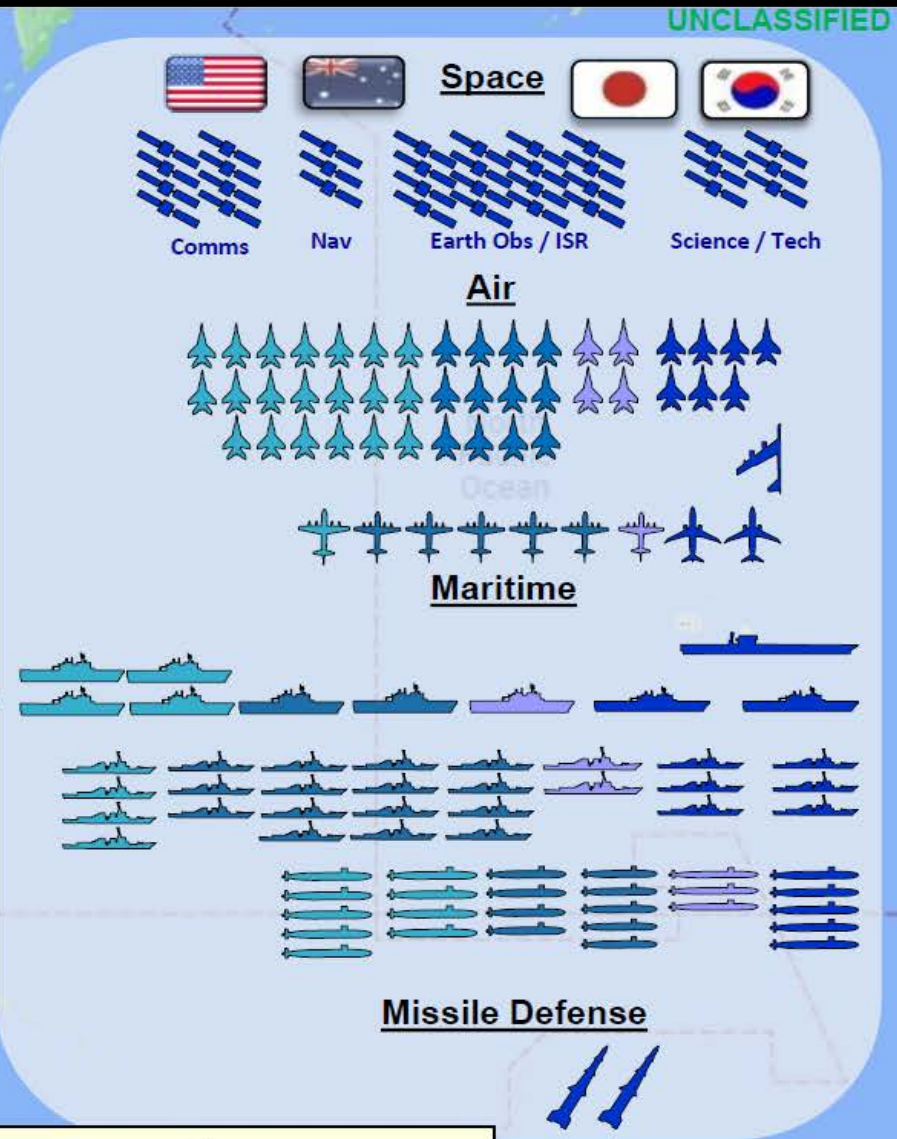


Missiles



= 10 Satellites	= 5 Maritime Patrol Aircraft	= 2 Amphibious Assault Ships	= 25 Ballistic Missiles
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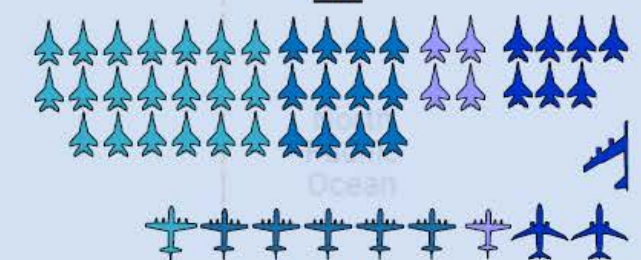
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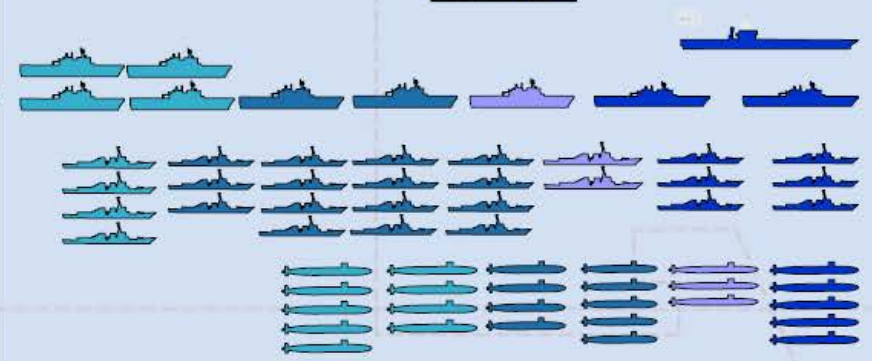
Space



Air



Maritime

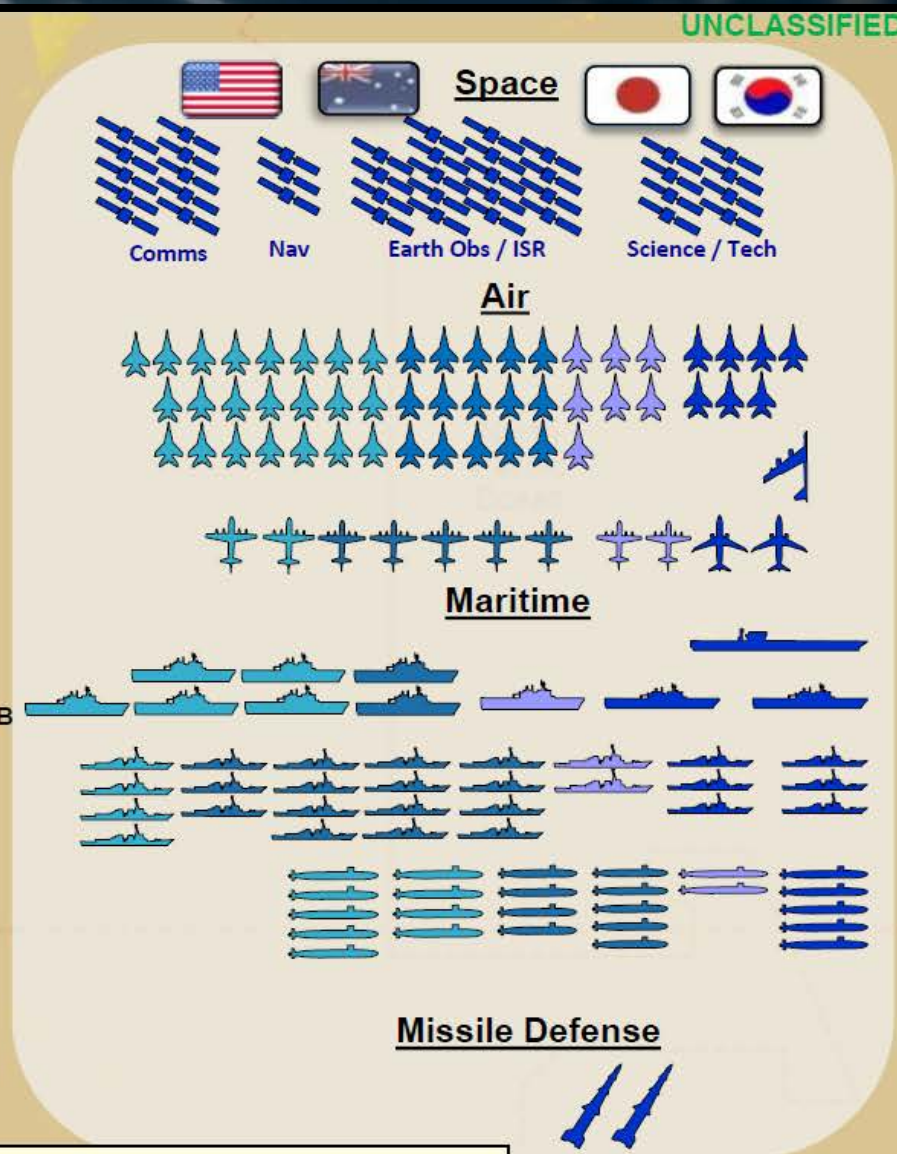
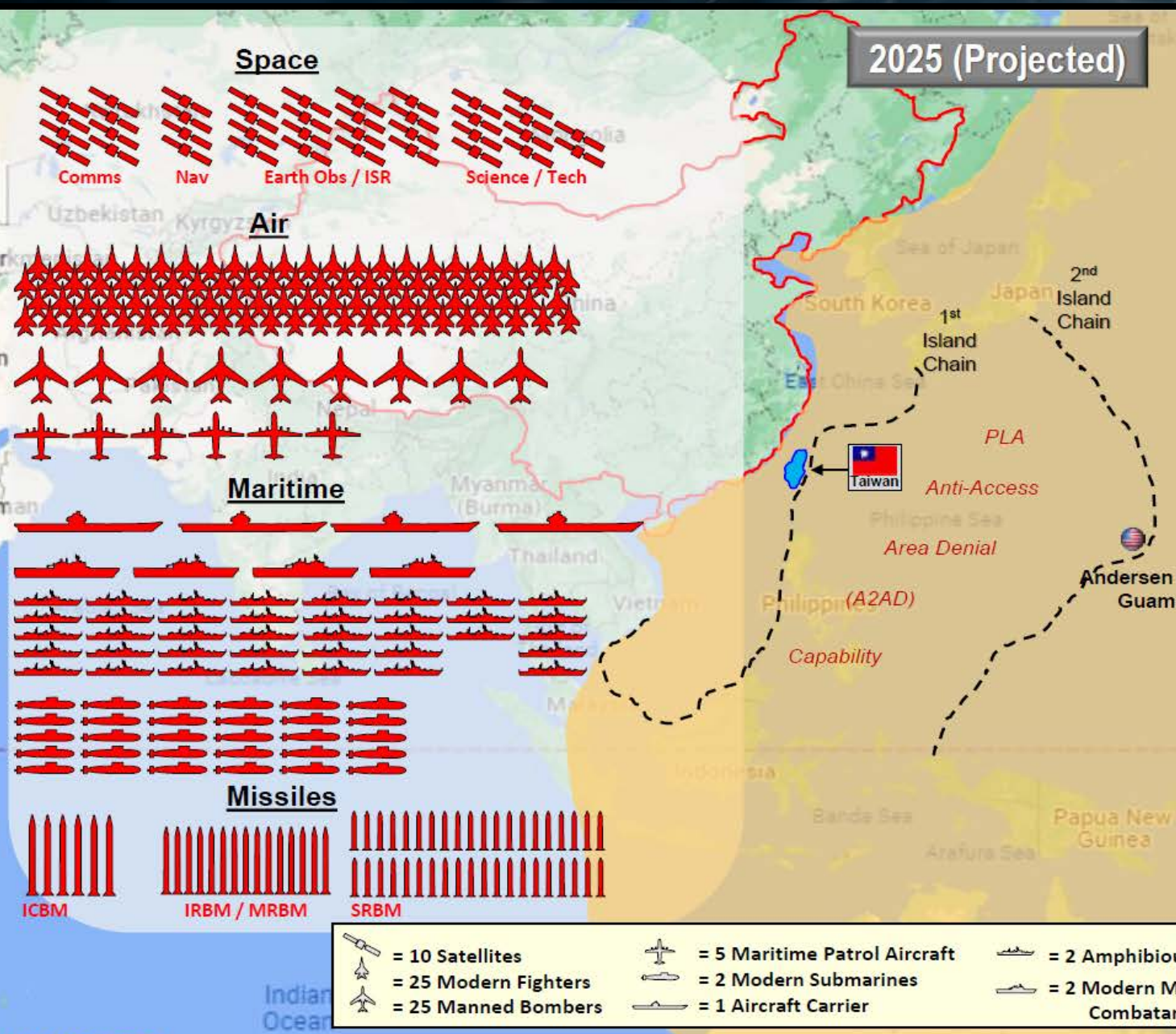


Missile Defense



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2025 (Projected)

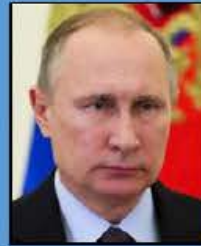
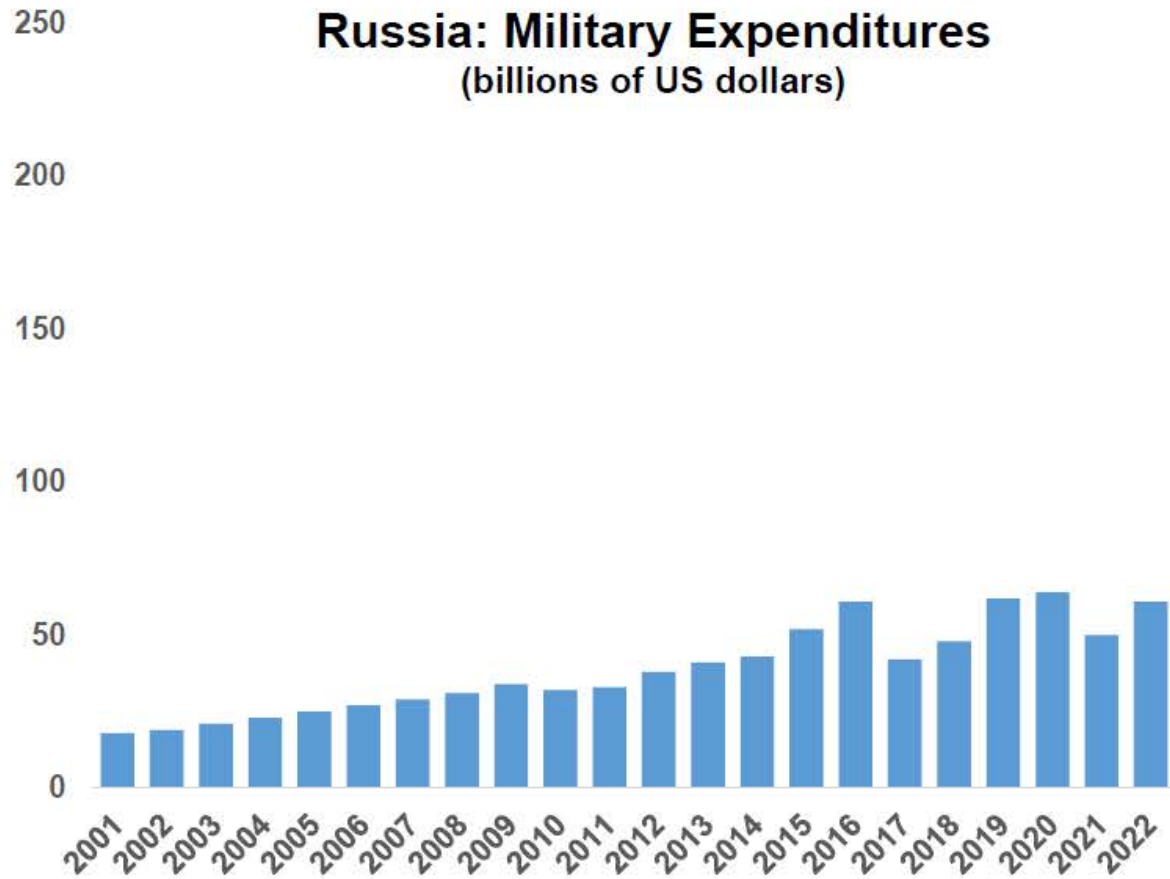


= 10 Satellites	= 5 Maritime Patrol Aircraft	= 2 Amphibious Assault Ships	= 25 Ballistic Missiles
= 25 Modern Fighters	= 2 Modern Submarines	= 2 Modern Multi-Warfare Combatants	= 1 THAAD Battery
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UNCLASSIFIED



Russia: Military Expenditures (billions of US dollars)

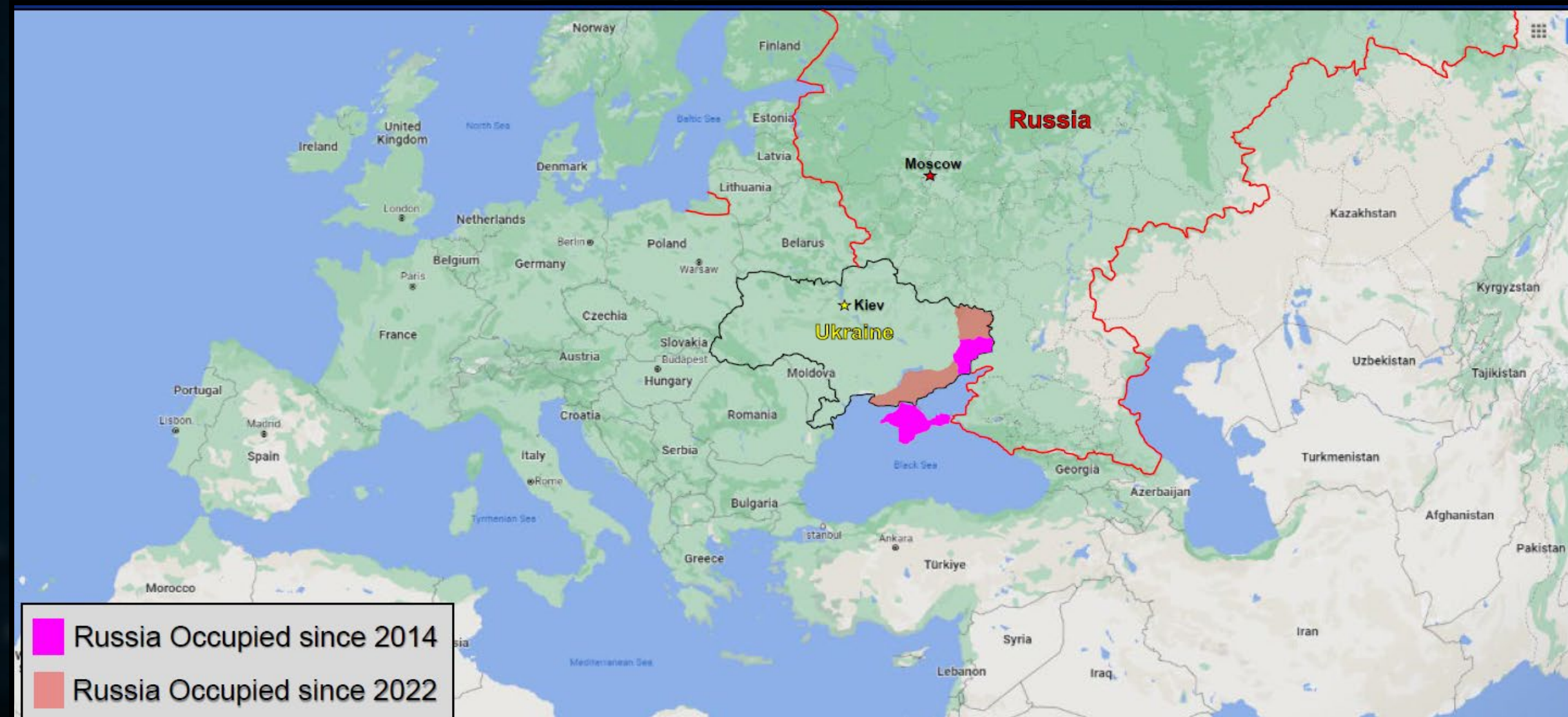


Significant Global Efforts in the past 10 years

- Seizing of Crimea Peninsula & Donbass
- Intervention in Syrian Civil War
- Destabilize Eastern Ukraine / Invasion of Ukraine
- Shaping Information Environment (IW / Cyber)



(U) Defense Ministry & Industry will be negatively impacted by Ukrainian operation for years





(U) Tehran expanding operations in order to solidify regional dominance





(U) Ballistic missile and nuclear programs ensure regime survivability



Mission

We test and evaluate state-of-the-art weapon systems and cyber capabilities, provide quality installation and mission support, and serve as responsible stewards of our resources to deliver war-winning capabilities

Vision

A team that is informed, connected and empowered to serve the mission and each other with integrity and excellence.

Strategy Map

LoE 1: Deliver 2030 Integrated Test

- Focus**
- Digital Engineering
- Areas:**
- Range of the future
 - Experimentation and autonomous capabilities
 - All domain kill web
 - Big Data and AI systems
 - Test fleet

LoE 2: Strengthen Our Team

- Focus**
- Airmen
- Areas:**
- Readiness and resilience
 - Warrior ethos

LoE 3: Transform the Wing for a Digital Future

- Focus**
- Range optimization
- Areas:**
- Limiting factors
 - Digital processes

LoE 4: Build a Collaborative Eglin

- Focus**
- Network infrastructure
- Areas:**
- Partnerships
 - Community, industry and academia engagement
 - Key stakeholder advocacy



96th Test Wing

One Team

As the DoD's largest installation, Eglin is home to 5 wings, 4 wing equivalents, and 35 associate units - including 6 MAJCOMs and all branches of military service.

20,000

Nearly 10,000 military personnel, 7,000 DoD civilians and 3,000 contractors work on Eglin on any given day.

120,000

The 96th Test Wing provides medical, administrative and quality of life services to more than 120,000 beneficiaries in the area.

\$9.2B

Eglin's economic impact to the local community brings an average of \$9.2B annually. The full spectrum of the 96th Test Wing's test and evaluation capabilities provides a rich and diverse test environment attractive to DoD and industry partners.

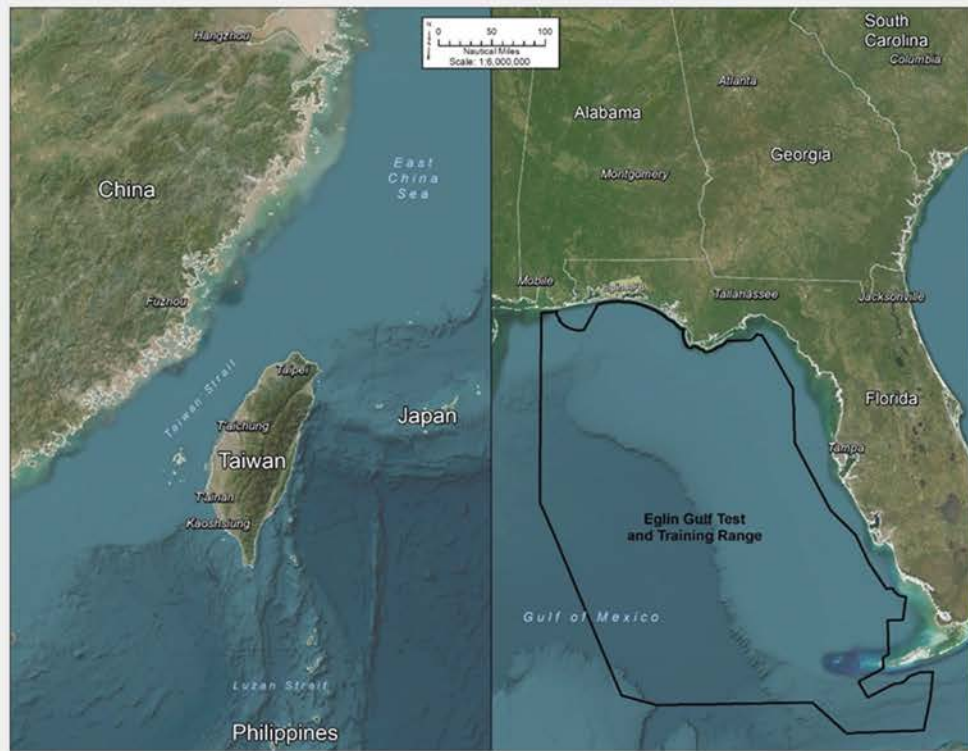


We test and evaluate state-of-the-art weapon systems and cyber capabilities, provide quality installation and mission support, and serve as responsible stewards of our resources to deliver war-winning capabilities.



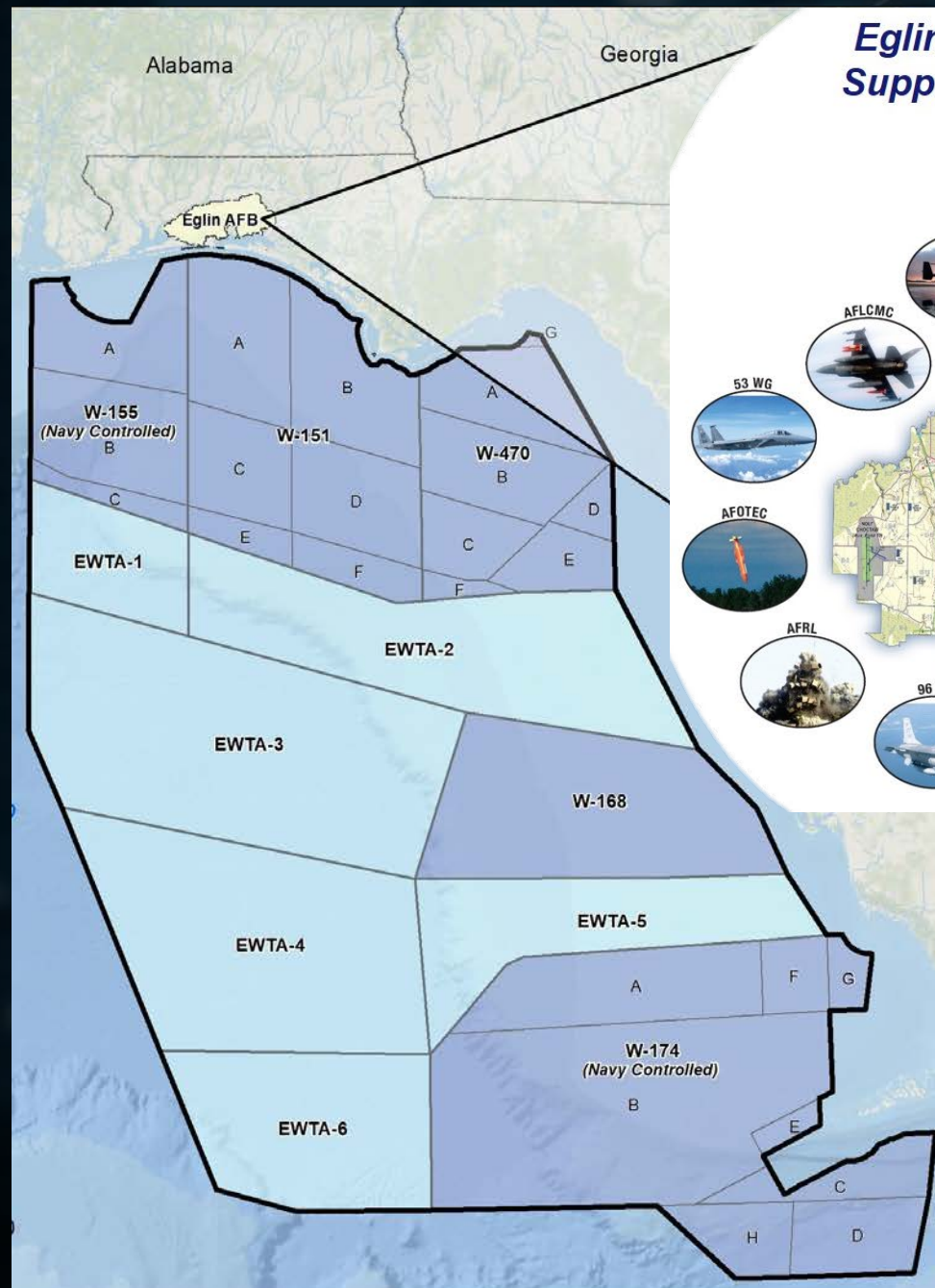
Unique environment to support the Operational Imperatives & accelerate weapon test to meet pacing challenge

Unique aggregation of organizations across the weapon acquisition life cycle

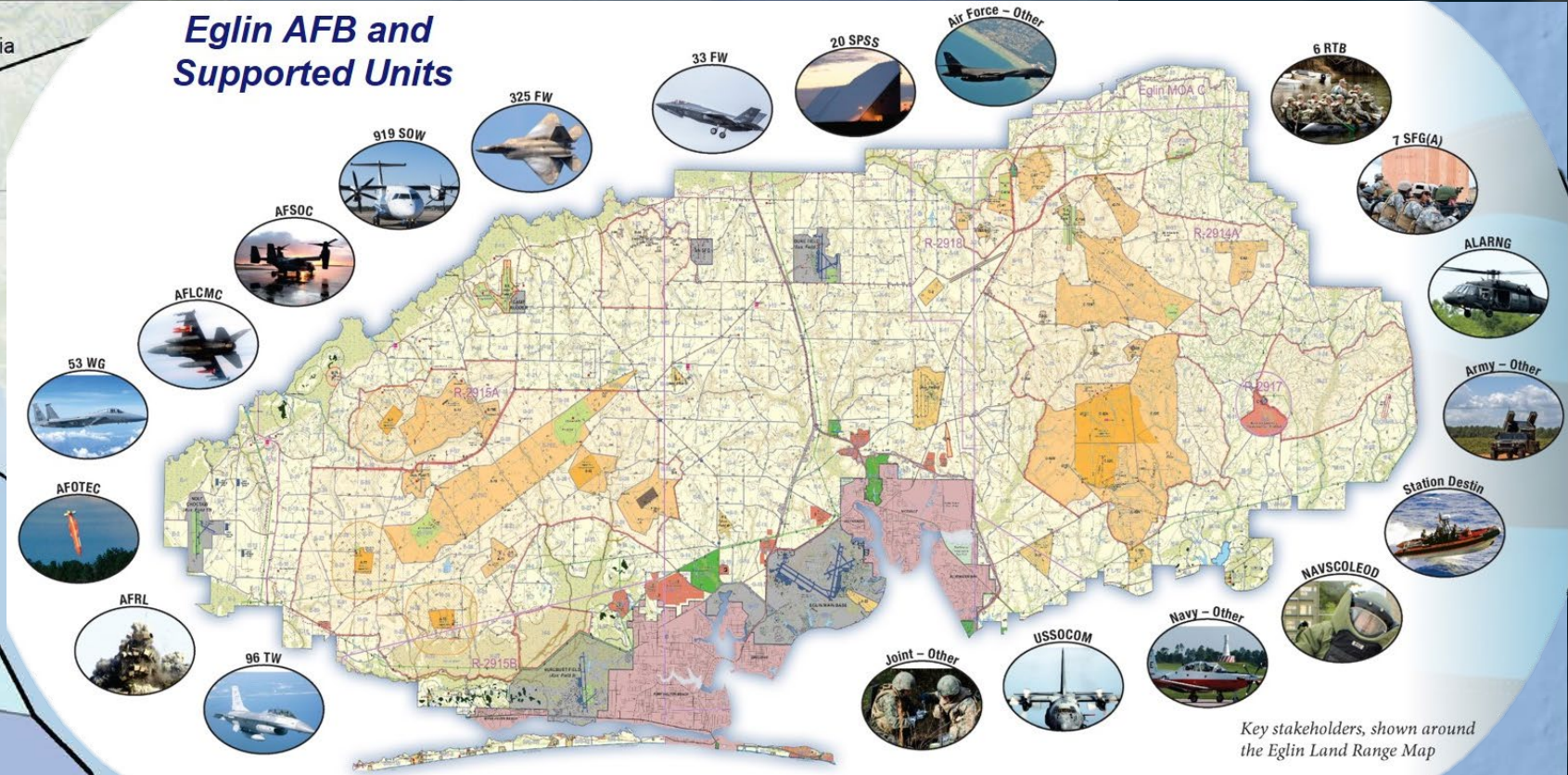


Technology	Acquisition	Testing	Training
			
Science and Technology	Weapon Development And Lifecycle Support	Developmental and Operational T & E	Pilots, Maintainers, and Warfighters





Eglin AFB and Supported Units



Key stakeholders, shown around the Eglin Land Range Map

Largest Element in DoD's Major Range Test Facility Base (MRTFB) Structure

- 726 sq. mi Land Range
- 123K sq. mi Eglin Gulf Test and Training (EGTTR) Water Range
- 134K sq. mi Airspace
- 70 Test & Training Areas

Eglin Land Range EGTTR + Airspace ETTC



Weapons Test Modernization

Autonomy



Experimental UAS (e.g. XQ-58)

Munitions COE

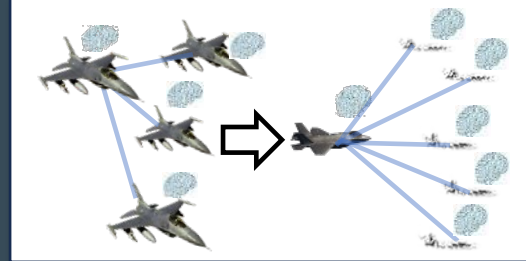


HACM



SiAW concept for F-35

AI



VENOM

Autonomous Aircraft/Weapons

- Drone/Teaming Aircraft Launch/Recovery - XQ-58 dropping attritable weaponized/swarming UAVs
- No flight termination systems (FTS)
- Increased safety footprints (aircraft/weapons)

Unique Weapons Test (Now and Future)

- Water to Land Impact: Profile similar to Straits of Taiwan
- Supersonic Land Impact
- Long Range Standoff Cruise Missile test profiles
- Traditional interdiction/CAS weapons upgrades JDAM, SDBII, SOPGM profile require increased altitudes

Test Sortie Numbers for Munitions COE Top 3 Weapons (JATM, HACM, & SiAW)

FY24	FY25	FY26	FY27
16	27	127	118

Additional requirements also include: LRSO, LRASM, Trident, Sentinel, HiMAG, JASSM, SCO, DARPA, JDAM



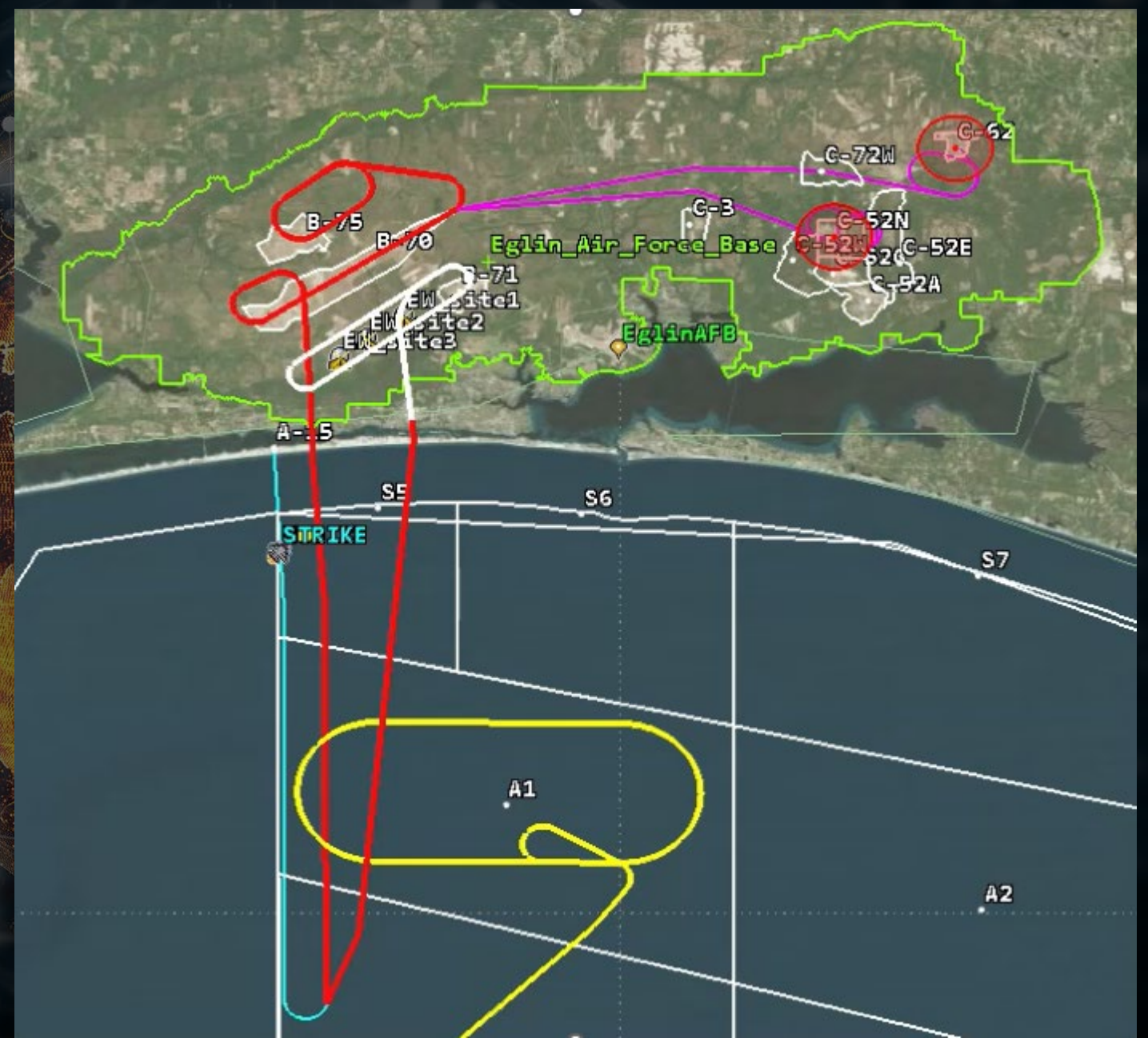
Blue Forces:

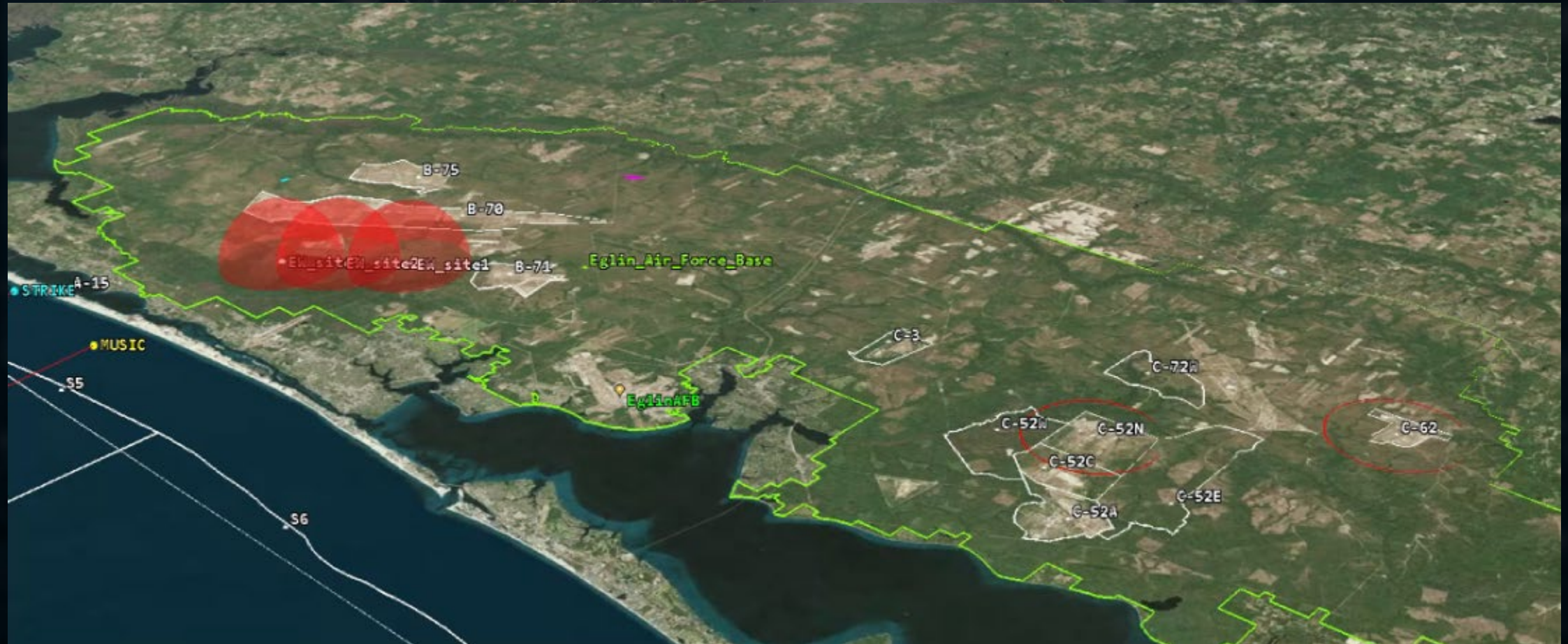
- F-35
- XQ-58
- Support (C2, Tnkr)



Red Forces:

- Aggressor(s)
- Sam #1, Sam #2
- Sam #n







Financing & FY23 Budget

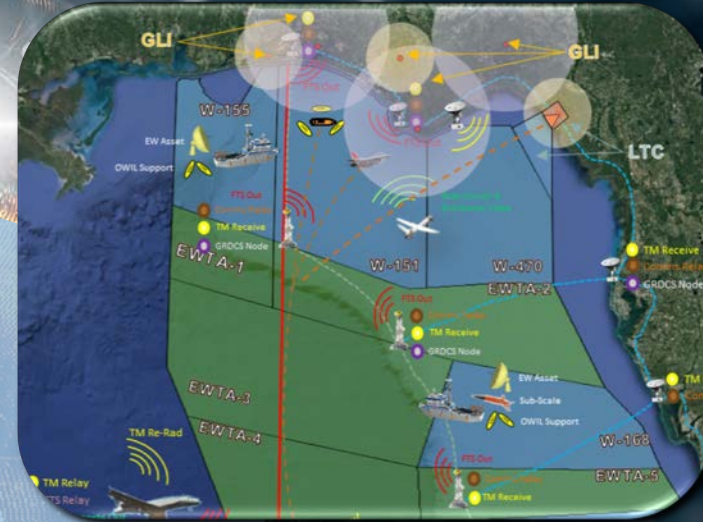
- Eglin MRTFB unique to SECAF Operational Imperative weapons testing
- Weapon test & mission growth increasing demand, uncertainty and risk
- Encroachment threatens mission success, driving cost / schedule increases



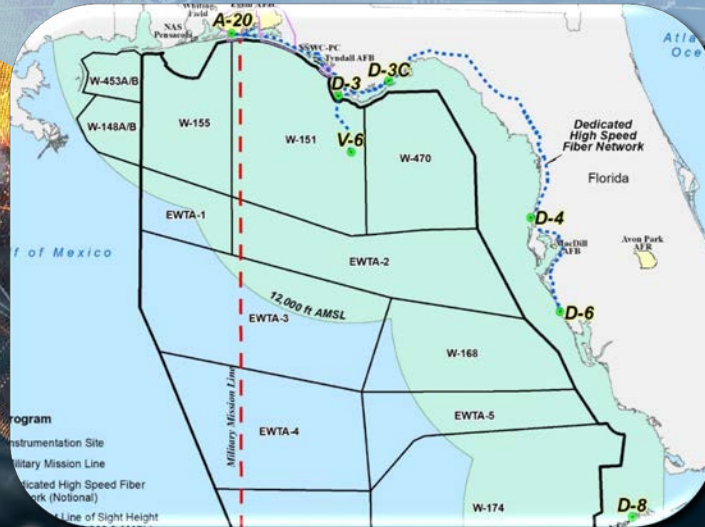
LTC
(Littoral Test
Capability)



Maximize Test
(DT&OT)
and Training
Capability



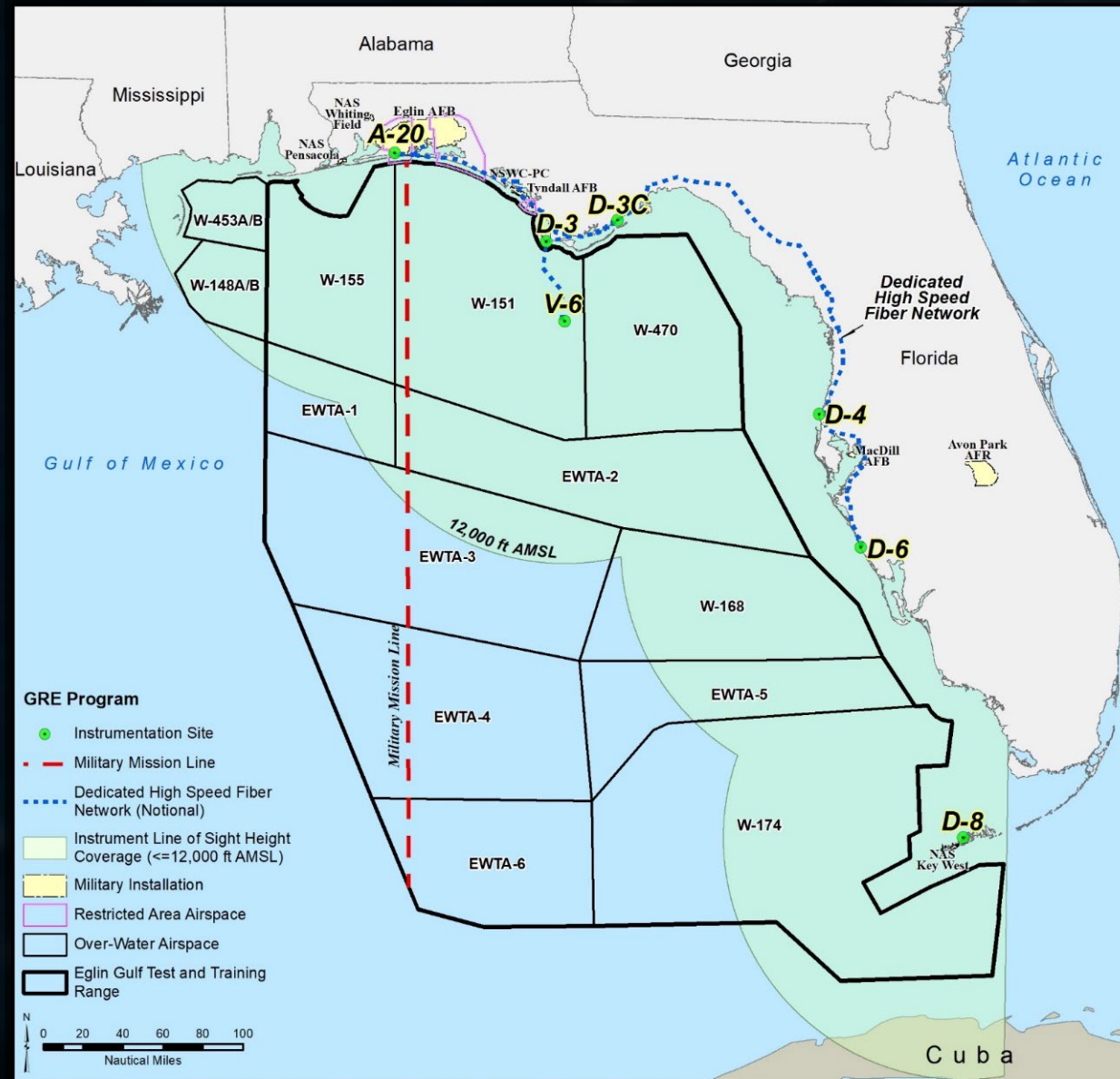
EGTTR Max
(Eglin Gulf
Test and
Training Range
Maximization)



GRE (Gulf Range Enhancement) is the foundation



Gulf Range Enhancement



- New instrumentation sites/buoy, dedicated fiber connectivity back to Eglin mission control rooms and a centralized control facility for remote operations
- Q2FY23: Ability to support a single weapon flight path of ~250nmi
 - D-3C: Extend Eglin Range Information Grid Enclave
 - D-4: TSPI (Time Space and Positional Information) Radar, telemetry, flight termination system, COMM
- Q4FY24: IOC – Overwater scoring and single article coverage for a ~350nmi flight path
 - Eglin Range Control Complex #1: Interim operation, using non-agnostic hardware
 - Advanced Monitoring & Data Collection: Maritime Instrumentation Buoy
 - D-6: TSPI-radar, telemetry, flight termination system, COMM
- Q4FY27: FOC – Provides efficiency and decreased sustainment costs for robust capability
 - Common console: creates a single console to operate all range instrumentation, increasing operation efficiency
 - Verification and validation

10-year, \$117M
AFTC Improvement & Modernization Effort



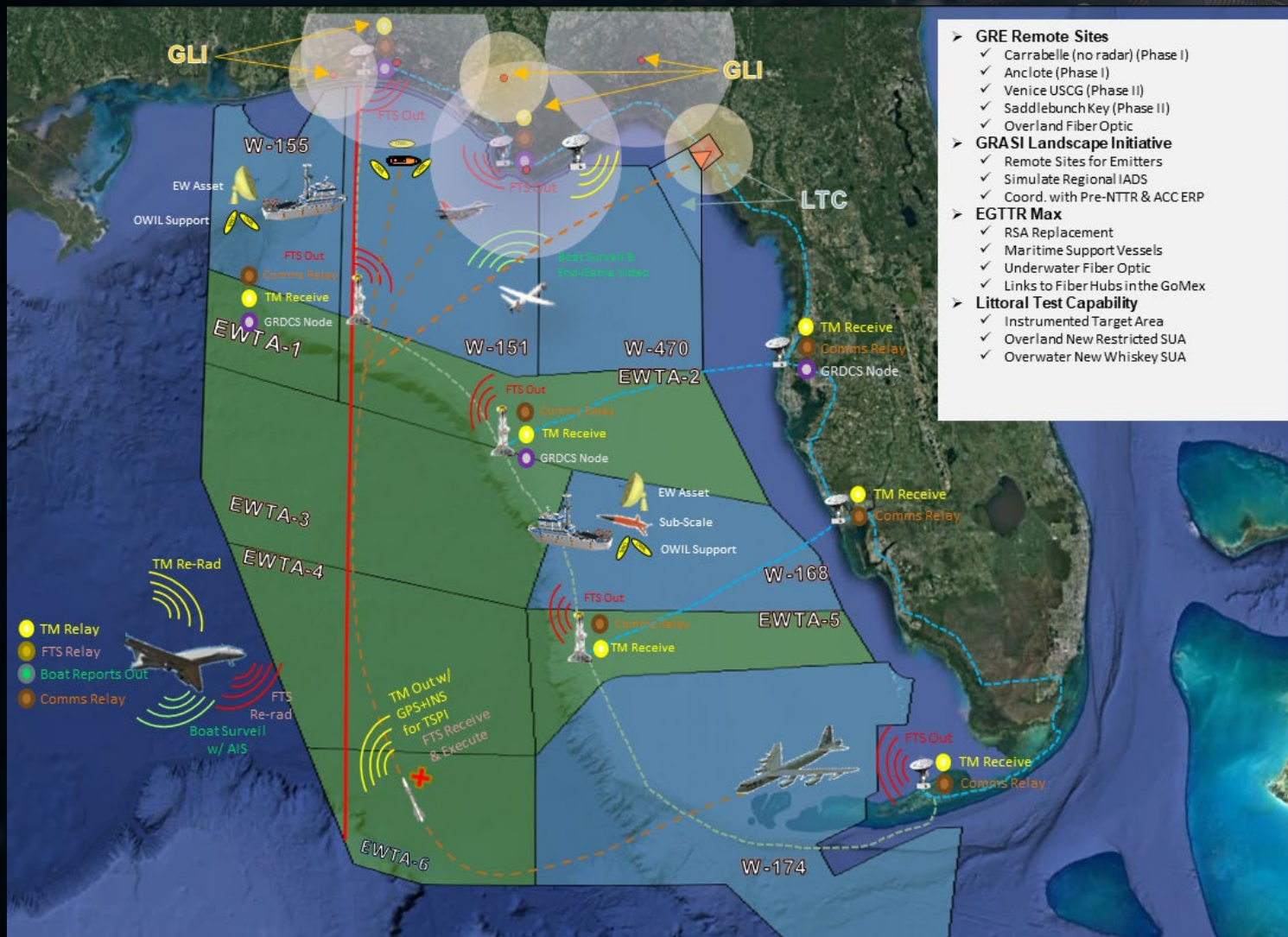
W-470

Study Area

- Instrumented land impact area for terminal effects
- Initiated GO Steering Group to validate requirement
- Prepare for environmental planning
 - Developed the Test/Training Space Need Statement (T/TSNS), started the strategic airspace action process with FAA
 - Continue planning: refine site plans for COAs, ROM for lease/acquisition, exact airspace boundaries, utility availability, etc.
 - Socialize with Fed/state/local leadership, then NGOs
- Begin Phase II of the POAM with kickoff of Environmental Impact Statement (EIS)



EGTTR Max: Unconstrained Vision



- While the Gulf Range Enhancement (GRE) I&M program provides the foundation for Eglin Gulf Test and Training Range (EGTTR) modernization, full modernization must also address:

- Beyond line of site Telemetry, Flight Termination System (FTS), drone control signal coverage
- Sea surface surveillance
- Target area logistical support
- Weapon end game scoring and effects analysis
- More realistic/dense threat environment
- New land weapon impact area

- And thus EGTTR Maximum Capabilities (EGTTR Max) was initiated



Community Partnership Wins



Air Force Armament Museum
Tourism supporting local economy



Test Site Concrete to REEF
Tourism supporting local economy



Solar EUL
30 MW output to grid



152 Room Hotel Resort
Tourism supporting local economy



Flightline Fire Station
Mil & civilian joint fire response



Intrepid Spirit Center
Invisible wounds treatment



Freedom Tech Park
Business & housing development



FCC Licensing Bill
Increase child care opportunities



Crestview-based CDC, VA Clinic & Helping Agencies

- Much of Crestview's growth over the last 10 years is attributed to the military mission, as the city provides more affordable housing opportunities for service members and their families
- Proposed complex plan will bring a medical clinic, child development center, and military helping agencies to servicemembers and families who reside in the area
- Medical clinic plans include an outpatient facility to service active-duty members, their dependents and veterans
- Exploring options to include helping agency services such as Military and Family Life Counseling, a Military Family Readiness Council, School Liaison Office, and an Exceptional Family Member Program
- CDC will ensure access to childcare services for military families beyond the north end of the Eglin Test and Training Complex, bridging a more than 20-mile gap in such services to the area



Eglin's environmental management program achieves conservation achievements, innovative environmental practices and partnerships that improve quality of life and promote efficiencies that support, without compromising, the Defense Department's mission success.

Endangered Species Management

Symbiotic relationship with 106 rare/endangered plant and animal species found in 34 distinct ecosystems

- Delisting of the Okaloosa Darter from the threatened and endangered list
- Downlisting of the red cockaded woodpecker from endangered to threatened

Award-Winning Programs

2023 Secretary of Defense Environmental Award for Cultural Resource Management!

- Sixth DoD Award to the Eglin Environmental Management Branch on the last 10 years

Largest Prescribed Fire Program in U.S.

- ~100K acres burned annually
- Reduces risk of catastrophic wildfires by reducing leaf litter, pine needles, shrubs & other fuels
- Promotes growth of trees, wildflowers and plants
- Minimizes the spread of pest insects and disease
- Since 2012, Eglin's efforts restored over 23,000 acres of longleaf pine forest and now boasts over 373,000 acres of actively manages longleaf pine



Community Partnerships

- Okaloosa County's Green Team Awareness Task Force
- Gulf Coastal Plains Ecosystem Partnership
- Florida Department of Environmental Protection
- Florida Forest Service
- U.S. Fish and Wildlife Service
- National Park Service
- Florida Fish and Wildlife Commission
- Northwest Florida Water Management District
- Nokuse Plantation
- Longleaf Alliance
- U.S. Forest Service

Outreach Initiatives

- Thunderbird Intertribal Powwow
- Earth Day
- Pioneer Day
- Archaeology Day

Education

Recreational beach users must watch an environmental video and answer questions correctly before receiving a permit from Jackson Guard. The video outlines environmental policies and procedures when recreating.





Installation Support & Key Issues

Encroachment

Childcare

Rice's Whale

Housing

Community
Support
Request

Infrastructure

Hiring

Westside
Expansion &
Roads



Increase in encroachment surrounding Eglin impacts its capability and capacity to perform the mission. Some of the many forms of encroachment affecting the installation include:

- Rice's Whale
- Road Infrastructure
- Aquaculture Operations
- Increased Civilian Airline Operations
- Wind Turbines
- **Military Spectrum Sell Off**
 - FCC wants to action off midband spectrum used by the DoD
 - Eglin Impact: loss of upper 50 MHz of S-Band Radar Signal Emulator (RSE) Electronic Warfare Radar Band
 - Eglin Transition Plan (AMBIT Program): ~\$23M to be provided to relocate the RSE to the Santa Rosa Island and alternate Site D-3 at Cape San Blas to mitigate loss of frequency band
 - Upper 50 MHz RSE emissions will be limited to the Gulf and away from land
- **Oil and Gas Production (Military Mission Line)**
 - Was protected by now expired Gulf of Mexico Energy Security Act of 2006 (exp. June 30, 2022)
 - Sept. 8, 2020 Moratorium/Executive Order (EO) prevents leasing for exploration, development, or production between July 1, 2022 and ending June 30, 2032
 - Any sitting President can rescind the EO



Rice's Whale

- For 50+ years, Eglin has been working with other governmental agencies (EPA, NMFS, USDA, USFWS, etc.) to conduct responsible operations and ensure the protection of wildlife
- To comply with the Marine Mammal Protection Act, the 96th TW requires permits from National Marine Fisheries Service for operations in the Gulf of Mexico.
- New letter of authorization was issued April 12, 2023, extending Eglin's ability to resume live, inert, and or aerial gunnery operations in both of the EGTR's designated Live Impact Areas
 - Authorization established parameters for mission testing to protect the Rice's Whale
- Air Force is working with test customers and Eglin AFB tenant units to maintain weapon development test schedules with the least amount of impact to other missions as possible



Highlights

- 4,000+ facilities; more than 50% 70+ years old
- Team Eglin missions require uninterrupted service against man-made or natural disasters
- 3,000 miles of cyberinfrastructure cables across installation; 75% modernized (process involves removing & replacing copper wiring between Eglin AFB, Duke Field, Hurlburt Field & range sites)

Key Limitation: Lack of Secure Space

- Mission growth without basing/beddown process
 - Current deficit of ~200K square feet
 - 80/20 swap to secure space for some organizations
 - +4,000 personnel in the next 5 years
- OI Classified Facility Space Working Group
 - Strategic Interest Item #5
- Partnerships, authorities, legislative actions

Our Goal: Eglin 2030

The installation requires continuous modernization to keep up with pacing threats. We need to act now and with strategic purpose. Preserving our installation and its range for future, uncertain test needs is paramount to our Nation's defense.



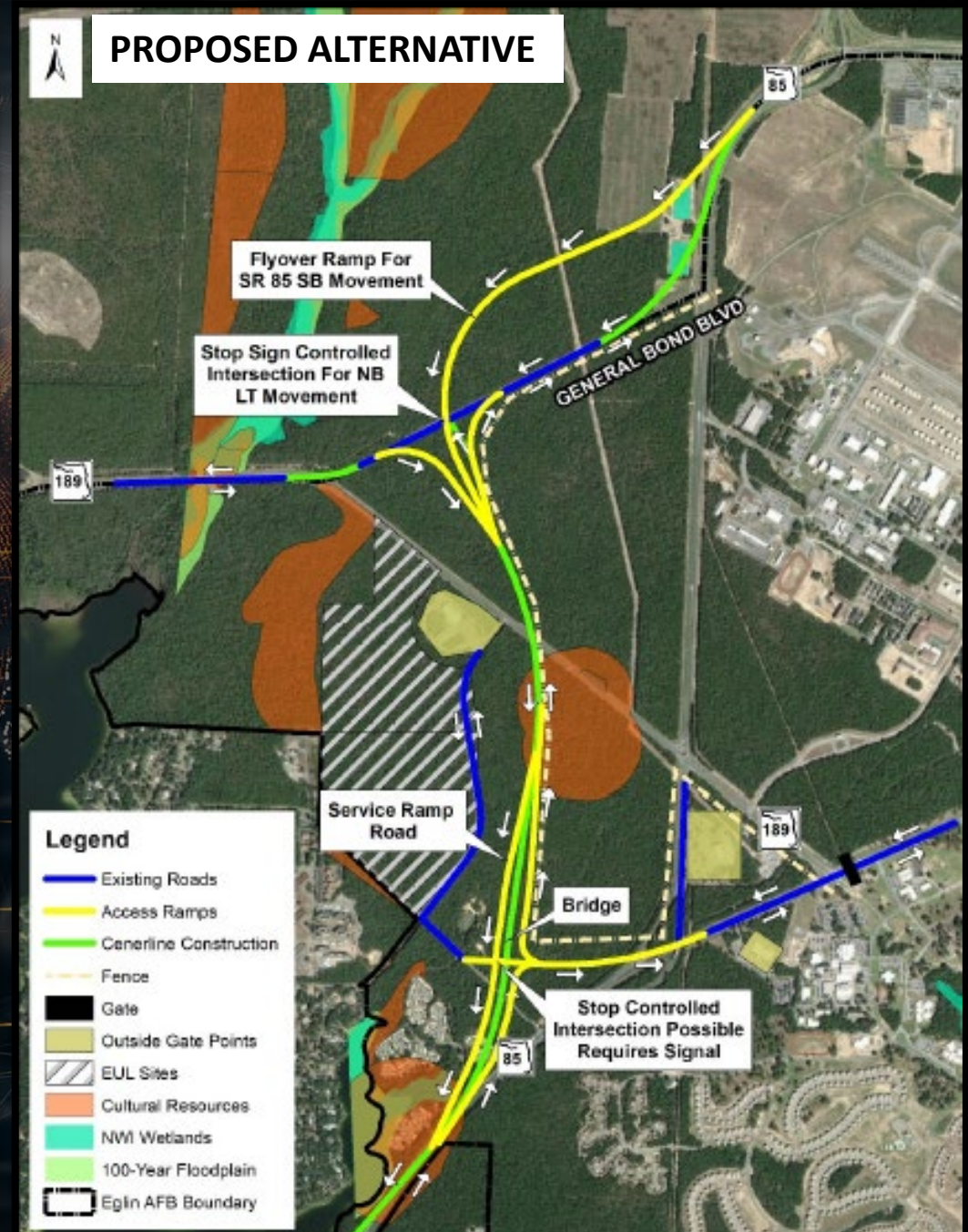
Westside Expansion & Roads

Eglin is developing a plan to effectively utilize the westside of the cantonment area to promote education, national defense research, development, test and evaluation focused on supporting the military mission of Eglin AFB. Westside development will improve transportation network, installation security and create a magnet for research/development, STEM and related commercial companies.

Traffic & Major State Road Realignment

Traffic Network Focus

- Correct traffic safety and security deficiencies at West Gate and Contractor Gate
- Alleviate traffic problems on SR 85 and the SR-85/SR 189 intersection
- Preserve access to VA Clinic, AF Museum, and REEF through properly designated access roads
- SR 85 Realignment preferred route was selected and delivered to FDOT for feasibility
- Realignment expected to take approximately 15 years



2023

- ✓ Increase communication to Army/DAF families to encourage use of community based childcare fee assistance program
- ✓ Increase Eglin CDC staffing by launching new childcare employee incentives
- ✓ Place Army Child & Youth Outreach Specialist position w/7th SFG at CBS to improve communication w/7th SFG families, provide relief to soldiers working childcare issues, & coordinate efforts with Eglin AFB CYS leadership
- ✓ Increase numbers of DAF certified Family Child Care homes
 - Operating 11 FCC homes on and off base (~66 children), up from 7 homes 12 months ago
 - Operating 6 FCC homes operating in Crestview (~36 children), up from 3 homes 12 months ago
- ✓ Expand OSD in-home childcare pilot to Fort Walton Beach, Florida (Eglin AFB, 7th SFG, Hurlburt Field) and surrounding communities (i.e. Crestview/Niceville) (OSD monitoring)
 - Commercial childcare provider plans to open one new childcare facility in Crestview and another developer is looking at opening one in Fort Walton Beach

2024

- Eglin AFB will add another CDC by renovating an old CDC to provide additional ~119 childcare spaces (Construction ECD 4QFY24)
- Partnering with City of Crestview to build CDC #4 for 304-child capacity CDC in North Okaloosa; 35% design ECD is Jan 24; posturing MILCON FY25/26 program earmark



Current

- Housing deficits outpacing our ability to keep up
- Housing Requirement Market Analyses (HRMA) for Eglin AFB & Hurlburt Field details combined 1212-unit deficit based on 2021 manning numbers; majority of deficit in junior non-commissioned officer (JNCO) category
- 1151 homes constructed on both installations combined; 226 2-BR duplex units built in 2001 have been temporarily retained to help address shortage; in order to retain long term, units need immediate recapitalization
- 10 dorm facilities w/730 rooms; each building ~12 years old; 98% occupied (does not include Navy & Army)

On the Horizon

- Privatized Housing Partner
 - Emulate Edwards AFB Apartment Concept
 - Plan/space for 400 new units
- Grass roots - Partnerships, authorities, legislative actions

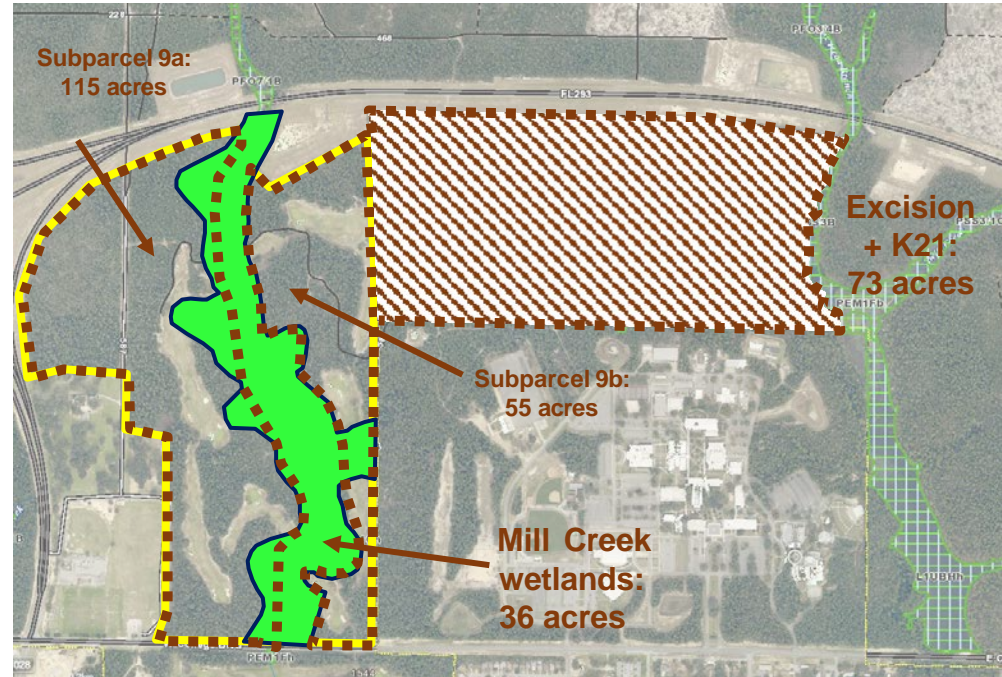
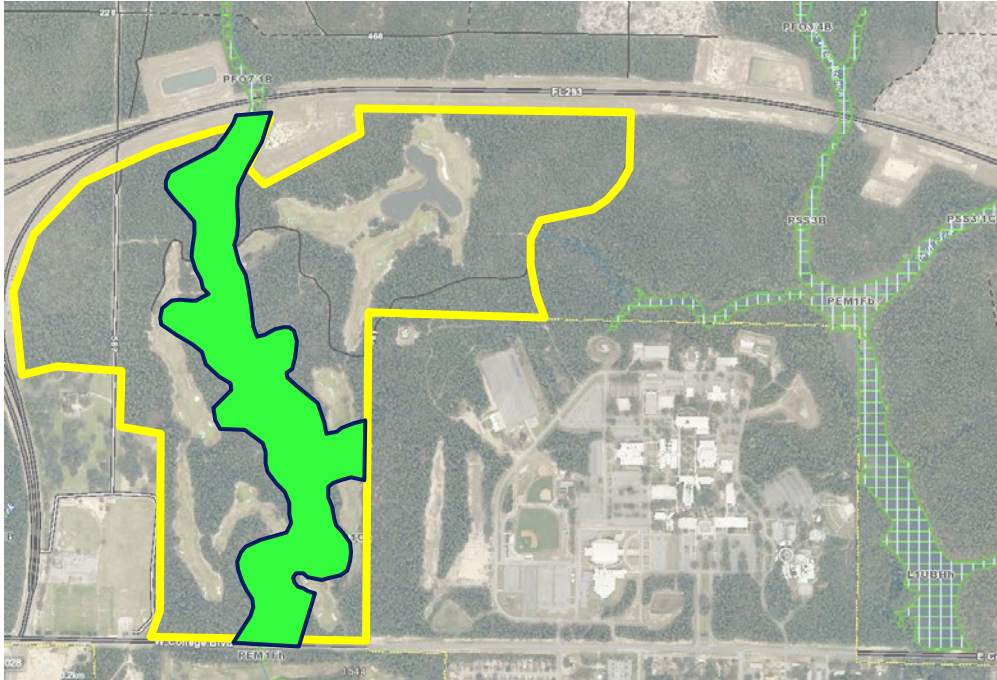


Orphan Parcel Strategic Plan

Parcel 9: North Nine Parcel

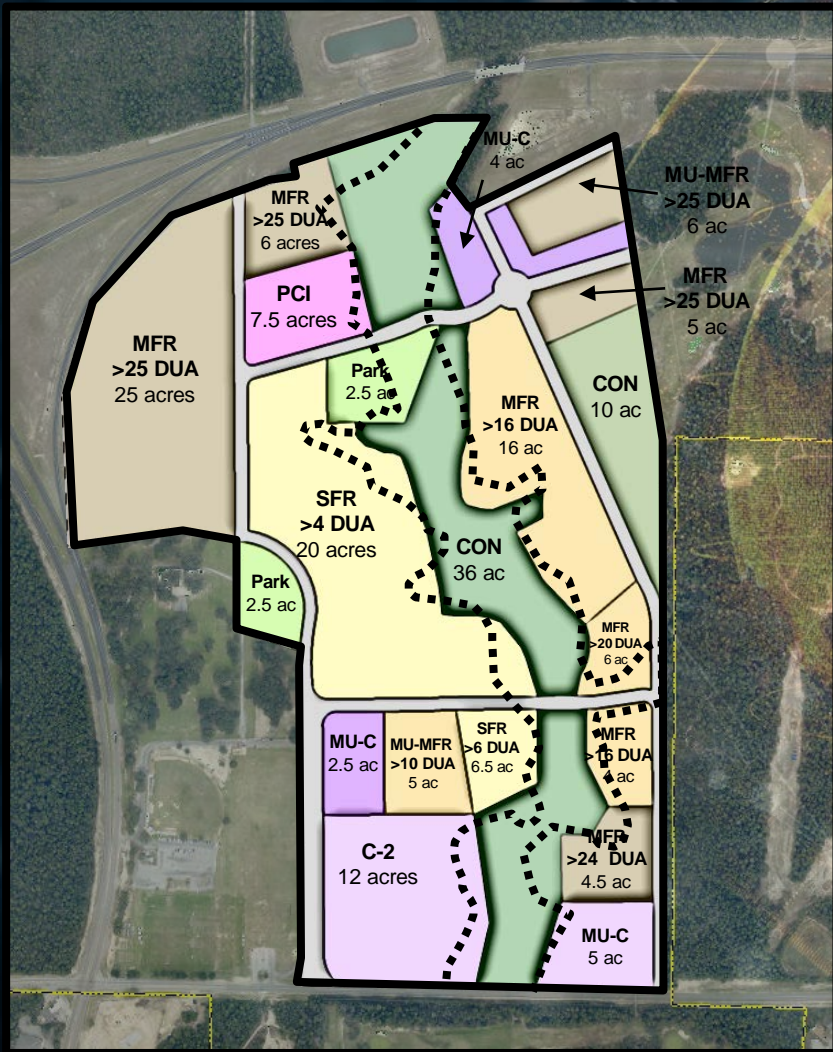
Current configuration:
280 acres

Configuration based on expansion of NWFSC:
207 acres



Orphan Parcel Notional Strategic Plan

Parcel 9 = 207 acres



SFR

26.5 acres
Single-family residential: detached and attached houses, condos, townhouses with shared driveways

MFR

39 acres
Four- and five-story stairwell apartments

C-2

12 acres
General commercial: Movie theater, arcade, entertainment complex, large retail

MU

10 acres
Streetfront commercial: Two-story shopping plaza, retail, internal arcade



Challenges

The hiring process is slow, cumbersome, & wrought with hurdles

The civilian hiring process is riddled with “red tape” and takes an extremely long amount of time to hire civilian employees. In many cases, individuals who had accepted civilian jobs moved on to positions with other civilian companies/organizations because it took too long to get hired.

We can't compete with pay

Hiring experienced engineers is difficult as it's hard for us to compete with the industry standard. Matching pay is also difficult for other career fields (i.e. maintenance, weather, civil engineering, etc.). Additionally, there is interservice competition from Team Eglin units trying to hire professionalized/experienced personnel.

Cost of Living

Many potential employees take jobs at other installations where the cost of living is less OR people take better paying jobs (off base) so they can afford to live here.

What We're Doing

Fix what we can control

- Digitalized hiring action tracking process
- Updated process for pre-employment scheduling

External areas for improvement

- Pre-employment physical requirements
- Special Salary Rates (SSR)
- AFMC Centralized Selection Program (CSP)



Preserve Range Capability/Prevent Encroachment

- Military Mission Line protections
- Future range land/water use: weapons test, Combat Collaborative Aircraft, long-range shots
- Eglin MRTFB unique to SECAF Operational Imperative weapons test
- Weapon test & mission growth increasing demand, results in uncertainty and risk
- Encroachment threatens mission, drives cost/schedule increases



Invest in Road Infrastructure

- SR 85, SR 285, College Blvd & SR 293
- West Gate expansion/road alignment
- Elevate Shoal River Bridge/evacuation route



Childcare & Housing

- Community partnerships
- Seeking new development opportunities
- Legislative change reduces hiring timelines, increases opportunities
- Attainable/affordable workforce housing





UNIVERSITY *of*
WEST FLORIDA

**Concept Development of the Florida
Advanced Training Range
(FATR / Phase 1A Summary)**

Dr. Matthew Schwartz

Associate Vice President of Research Administration

The FATR Team

GRANT APPLICANT

University of West Florida

GRANT ADMINISTRATOR

Dr. Matthew Schwartz, UWF
Associate VP of Research Administration

PROJECT MANAGER/LEAD CONSULTANT

Rob Polumbo, Maj Gen (ret) USAF
Mumbles Group, LLC

CONSULTANTS

Jake Polumbo, Maj Gen (ret) USAF
The Polumbo Group, LLC

Rick Miller, CAPT (ret) USN
PHAROS Mission Critical, LLC

SUBJECT MATTER EXPERTS

James Philpitt, CAPT (ret) USN
USSOCOM J59

David Lowe, LCDR (ret) USNR
Streaker Lowe, LLC

INDUSTRY

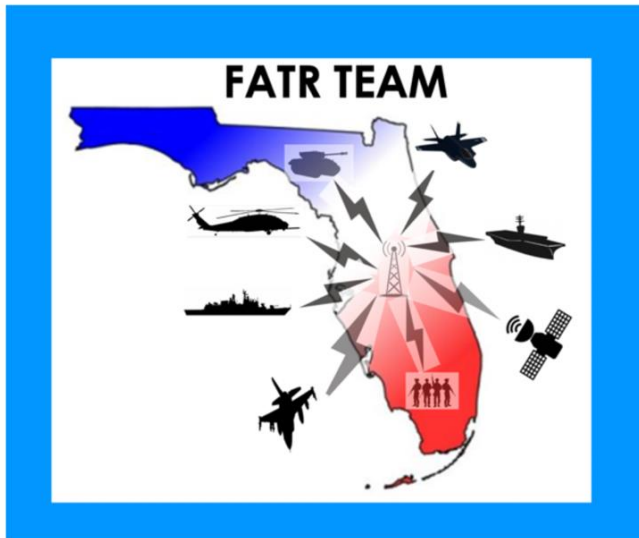
Leonard Coleman, Col (ret) USAF
VP, Scientific Research Corporation

Jeremy Jetton
CTO, Scientific Research Corporation



Phase 1A Final Report

Final Report on Phase 1A Florida Advanced Training Range (FATR)



30 Jun 2023

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TASKS

- 1.1. Define logistics, equipment and unit training requirements
- 1.2. Develop organizational structure, management and operation of FATR
- 1.3. Develop and demonstrate PATS/ALVC prototype system (TRL6)
 - 2.1. Coordinate and seek Federal Aviation Administration (FAA), Air Traffic Control (ATC) and military airspace management approval for airspace framework and processes
 - 2.2. Coordinate and seek spectrum certification for threat emitters
 - 3.1. Coordinate support/utilization of DoD resources and installations

DELIVERABLES

- A. Operational manual (draft) outlining the requirements, organizational structure and processes for the FATR
- B. PATS and ALVC prototype system demonstrated in laboratory environment
- C. Coordinated and approved ATC corridor procedures to link regional military airspace to utilize the FATR
- D. Coordinated and approved frequency spectrum management procedures

FUNDING

1. PATS and ALVC prototype technology development: \$150,000
2. Subject Matter Expert & Consulting: \$135,000
3. Travel: \$15,000
4. Total request: \$300,000

Deliverable A



- Defined Logistics, Equipment and Training Requirements
- Developed the Organizational, Management and Operational Structure
- Consistent w/FL-based and/or routinely operating units
- 10-Chapter Draft Range Manual Developed
 - Chapter 1 – Responsibilities
 - Chapter 2 – Description of Range, Airspace and LVC Environment
 - Chapter 3 – Operational Procedures
 - Chapter 4 – Electronic Combat Ranges
 - Chapter 5 – Range Operation Control Center, FATR Operation Control Centers, Unit Operation Centers
 - Chapter 6 – LVC Network, Datalink
 - Chapter 7 – Unmanned Aerial Systems (UAS) Procedures
 - Chapter 8 – Ground Live-Fire Procedures
 - Chapter 9 – Range Clearance and Rang Maintenance Procedures
 - Chapter 10 – Ground Training Procedures
- Consistent w/APAFR and PRC Range Manuals/Information
- Updated throughout Phase 1B

Unit	Threat	Missions	Live/Inert weapons employment
125 FW	Strategic/Integrated, all-domain system (IADS)	OCA-SEAD/DEAD/ESCORT, AI, CAS, DCA, ISR	Y/Y
482 FW	Strategic/Integrated, all-domain system (IADS)	DEAD, OCA, DCA, AI, CAS, CSAR	Y/Y
920 RQW	Tactical/Integrated, all-domain system (IADS)	CSAR, Air Refueling, Airdrop, Command and Control	Y/Y
33 FW	Strategic/Integrated, all-domain system (IADS)	OCA-SEAD/DEAD/ESCORT, AI, CAS, DCA, ISR	Y/Y
325 FW	Strategic/Integrated, all-domain system (IADS)	OCA-SEAD/DEAD/ESCORT, AI, CAS, DCA, ISR	Y/Y
53 WG	Strategic/Integrated, all-domain system (IADS)	Operational Test & Evaluation All Conventional Missions	Y/Y
6 ARW/927 ARW	Strategic/Integrated, all-domain system (IADS)	Air Refueling, Command and Control (ABMS/IADC2)	N/N
VP-8	Strategic/Integrated, all-domain system (IADS)	Anti-Submarine Warfare, Surface Warfare, C2, ISR	N/N
HSM-40/46/48/50/60	Tactical/Integrated, all-domain system (IADS)	Maritime Strike, ASW, SUW, SAR, MEDEVAC	Y/Y
CSG 4	Strategic/Integrated, all-domain system (IADS)	OCA-SEAD/DEAD/ESCORT, AI, CAS, DCA, ASW, ASUW, ISR	Y/Y
53 IBCT	Tactical/Force-on-force Surface and Air Threats	CAE, Maneuver force on force, CAS, Air Assault, Recon	Y/Y
111 AR	Tactical/Integrated, all-domain system (IADS)	LSCO, Air Assault, Air Mobility	Y/Y

Deliverable B



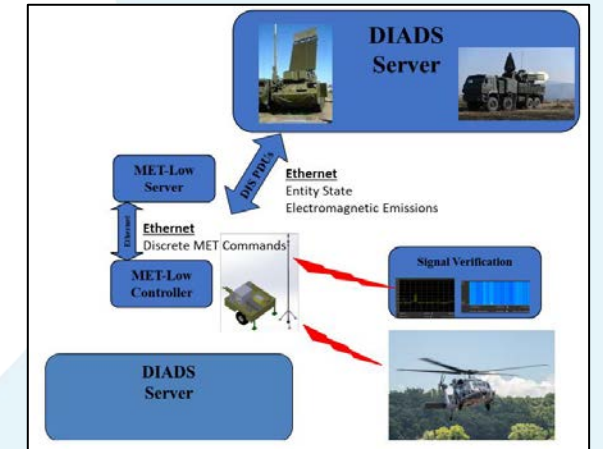
7 Jun 2023 Demo – Part 1

- HH-60W; Huntsville / Redstone, AL
- ~40 min / 16 racetrack passes / 7 profiles
- 360° Coverage
- Waveform D (high power)
 - Correctly indicated and displayed in pilot's MFD
 - ID'd as advanced surface-to-air threat system confirmed in the aircraft MDF



28 Jun 2023 Demo – Part 2

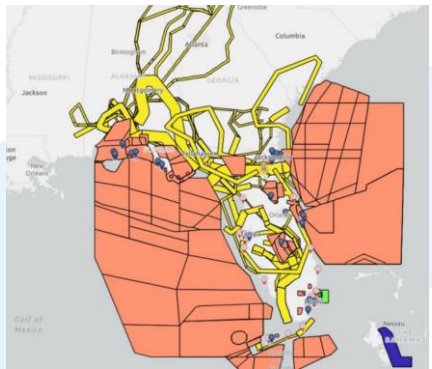
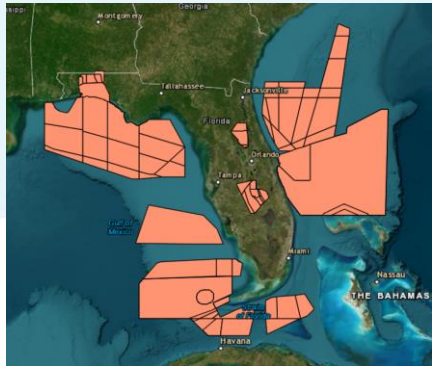
- DIADS portion of the architecture successfully completed
- Overall, the entire architecture functioned completely as designed and met the requirements of TRL 6



HH-60W Demonstration Aircraft Commander:

“This was value added because we only get to see this (current threats) in the simulator.”

Deliverable C



TEST/TRAINING SPACE NEEDS STATEMENT (T/TSNS)

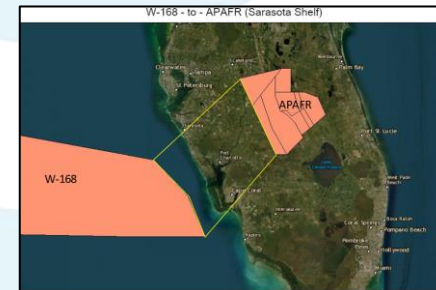
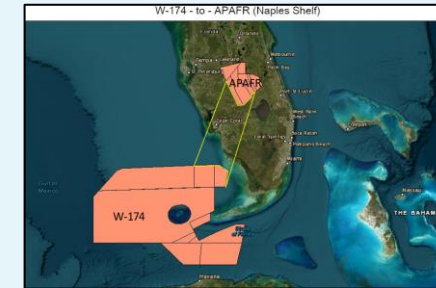
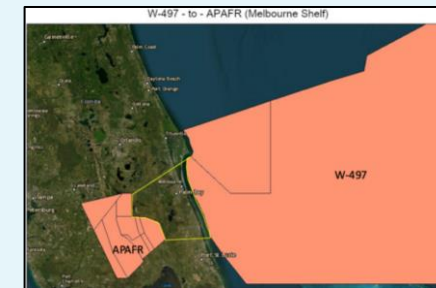
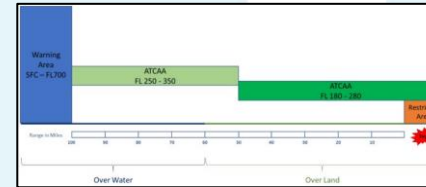
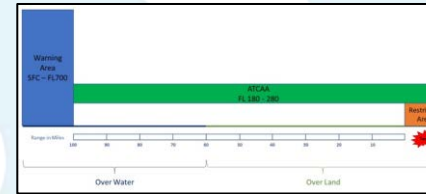
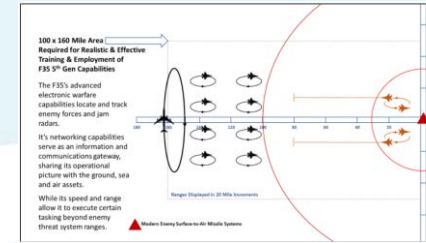
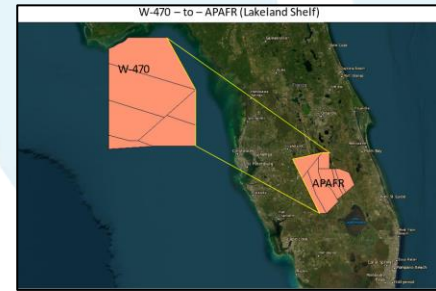
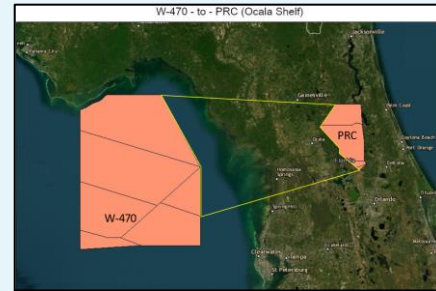
FLORIDA ADVANCED TRAINING RANGE
MODIFICATION OF FLORIDA SPECIAL USE AIRSPACE
CONNECTING OFFSHORE WARNING AREAS TO
ONSHORE RANGE-RELATED RESTRICTED AIRSPACE AND MILITARY OPERATIONS AREAS

Proponent Names:

- ___ Air Combat Command
- ___ Air Education and Training Command
- ___ Air Force Materiel Command
- ___ Air Force Reserve Command
- ___ Commander, Naval Air Force Atlantic
- ___ National Guard Bureau
- ___ Space Systems Command

- ___ 325th Fighter Wing/USAF/ACC
- ___ 53rd Wing/USAF/ACC
- ___ 33rd Fighter Wing/USAF/AETC
- ___ 96th Test Wing/USAF/AFMC
- ___ 482nd Fighter Wing/USAF/AFRC
- ___ Carrier Strike Group FOUR/USN
- ___ Fleet Area Control and Surveillance Facility (FACSFAC) Jacksonville
- ___ 125th Fighter Wing/USAF/FLANG
- ___ SLD 63/USAF

1



From Current...



to



Future

Deliverable D

- Multi-Domain Emitter Threat systems (METs) contracted and testing by the U.S. Army, Threat System Management Office (TSMO)
- Validated FATR-required spectrum certification processes consistent with DoD / Service requirements
- Established coordination with Air Force and Navy Spectrum Management Offices with oversight for future spectrum requests re: APAFR and PRC
- Initial Stage 3-Developmental DD-1494 Equipment Frequency Allocation submitted for MET-Low system
 - Encompasses potential for initial (8) FL-locations
- MET-High Stage 3-Developmental DD-1494, with additional Florida-based locations, will be submitted by TSMO following a critical design review

APPLICATION FOR EQUIPMENT FREQUENCY ALLOCATION		CLASSIFICATION	DATE	JIF 12 No.
			09 Dec 2022	
				Page No.
<small>The public reporting burden for this collection of information is estimated to average 24 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Service Directorate (0704-0188). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ORGANIZATION. RETURN COMPLETED FORM TO THE USING AGENCY OR CONTRACTING AGENCY, AS APPROPRIATE.</small>				
DOD GENERAL INFORMATION				
TO Army Spectrum Management Office		FROM Threat Systems Management Office Building 4497 Redstone Arsenal, Huntsville, AL		
1. APPLICATION TITLE (U) MET-L				
2. SYSTEM NOMENCLATURE (U) Multi-Domain Threat Emitter - Low				
3. STAGE OF ALLOCATION (X one) <input type="checkbox"/> a. STAGE 1 - CONCEPTUAL <input type="checkbox"/> b. STAGE 2 - EXPERIMENTAL <input checked="" type="checkbox"/> c. STAGE 3 - DEVELOPMENTAL <input type="checkbox"/> d. STAGE 4 - OPERATIONAL				
4. FREQUENCY REQUIREMENTS Add Another Frequency				
a. FREQUENCY(IES):		(U) 70 MHz - 6.0 GHz		
b. EMISSION DESIGNATOR(S):		(U) 4M50Q1N (U) 5M06Q3N		
5. TARGET STARTING DATE FOR SUBSEQUENT STAGES				
a. STAGE 2:		b. STAGE 3:		c. STAGE 4:
		01 Apr 2023		
6. EXTENT OF USE (U) This is programmable training asset to provide the war-fighter the ability to test identification, evasive maneuvers, and tactical responses in the presence of threat representative RF signatures in this frequency range.				
7. GEOGRAPHICAL AREA FOR				
a. STAGE 2:				
b. STAGE 3: (U) China Lake, CA; (U) National Test Center, CA; (U) Redstone Arsenal, (U) Fort Huachuca, sec remarks				
c. STAGE 4:				
8. NUMBER OF UNITS				
a. STAGE 2		b. STAGE 3		c. STAGE 4
		(U) 4		
9. NUMBER OF UNITS OPERATING SIMULTANEOUSLY IN THE SAME ENVIRONMENT 4				
10. OTHER JIF 12 APPLICATION NUMBER(S) TO BE			11. IS THERE ANY OPERATIONAL REQUIREMENT AS DESCRIBED IN THE INSTRUCTIONS FOR PARAGRAPH 117	
a. SUPERSEDED JIF 12/			<input type="checkbox"/> a. YES <input checked="" type="checkbox"/> b. NO <input type="checkbox"/> c. N/Aval	
b. RELATED JIF 12/				
12. NAMES AND TELEPHONE NUMBERS				
a. PROGRAM MANAGER (U) Teddy Wong		(1) COMMERCIAL PHONE 256-783-1365	(2) DSN	
b. PROJECT ENGINEER (U) Brett Holland		(1) COMMERCIAL PHONE 256-428-9245	(2) DSN	
13. REMARKS (U) The MET-L system is designed to support war-fighter test and training missions. Its purpose is to simulate open air threat system RF signatures to generate a realistic contested electromagnetic environment that will enable trainees to properly identify and react to these systems. The system is programmable and the Emission Designators included are representative of system capability. (U) 7(b) Additional Locations include Pinecastle Range, FL; Avon Park Air Force Range, FL; Eglin AFB, FL; Tyndall AFB, FL; McDill AFB, FL; Patrick Space Force Base, FL; Camp Blanding, FL; Jacksonville Naval Air Station, FL; Moody AFB, GA				

Additional Support Activity

Stakeholder Units

Florida Air and Army National Guard

- 125th Fighter Wing
- 53rd Infantry Brigade Combat Team
- 111th Aviation Battalion

Air Force Reserve Command

- 482nd Fighter Wing
- 920th Rescue Wing
- 927th Air Refueling Wing

Air Combat Command

- 325th Fighter Wing
- 53rd Wing
- 23rd Wing/598th Range Squadron
Avon Park Air Force Range (APAFR)
MacDill AFB Deployed Unit Complex (DUC)

Air Education and Training Command

- 33rd Fighter Wing

Air Force Materiel Command

- 96th Test Wing/Eglin Gulf Test Range

Air Mobility Command

- 6th Air Refueling Wing

Air Force Special Operations Command

- 1st Special Operations Wing

Navy

- Naval Air Forces Atlantic (AIRLANT)
 - Carrier Strike Group FOUR (CSG4)
 - NAS Jacksonville/P-8 and HSM units
 - Fleet Area Control and Surveillance Facility Jacksonville (FACSFAC JAX)/Pinecastle Range Complex (PRC)
 - Naval Station Mayport/HSM units
- Naval Air Station Key West (NASKW)

Space Systems Command

- Space Launch Delta 45

Key Leader Engagements

Key Leader Engagements

Federal

- Congress
 - Rep Scott Franklin FL District 18
 - Rep Jake Ellzey TX District 6
 - Rep Carlos Gimenez FL District 28
 - Rep Marlo Diaz-Balart FL District 26
 - Rep Gus Billirakis FL District 12
 - Mach 1 Caucus
 - Rep Mike Waltz FL District 6 (Jul)
 - Rep Matt Gaetz FL District 1 (Jul)
 - Sen Rick Scott FL (Jul)
 - Rep Kathy Castor FL District 14 (Jul)
- FAA
 - FATR airspace proposal presented at Eastern Airspace/Range Conference
- NGB
 - Lt Gen Marc Sasseville, NGB/CV

State

- Legislature
 - Rep Paul Renner, SoH, District 19 (Jul)
 - Sen Jay Collins, District 14 (Jul)
- FLANG/FLARNG
 - MG John Haas, TAG

DoD

- OSD
 - Mr. Greg Knapp, Force Education/Training
 - EW/LVC Joint Study Group
- Navy
 - RADM John Meier, COMNAVAIRLANT
 - CDR Mary Robinson, FACSFAC JAX/CO
- Space Force
 - Col Mark Shoemaker, SLD45/CV
- Air Force
 - PACAF
 - Gen Ken Wilsbach, Commander
 - ACC
 - Lt Gen Russ Mack, DCOM
 - Maj Gen Dave Lyons, A3
 - Maj Gen Mike Koscheski, 15AF/CC
 - AETC
 - Maj Gen Phil Stewart, 19AF/CC
 - AFMC
 - Maj Gen Evan Dertien, AFTC/CC
 - AMC
 - Col Adam Bingham, 6ARW/CC
 - AFRC
 - Maj Gen Bryan Radliff, 10AF/CC
 - AFSOC
 - Brig Gen Jocelyn Schermerhorn, A3

Achieved:

- Greater understanding of need for FATR
- High-level commitment to continued development
- Installation support
- Initial forces / assets support for demonstrations

- Alignment on consolidated airspace request approach
- Development of initial transition plans to Phase 2
- Initial support for follow-on funding

Phase 1A Summary

FATR - Phase 1A final status report as of 30 Jun 23			
Tasks	Status	Percent completed	Completion Date
Task 1.1: Define FATR logistics, equipment and training requirements	Complete	100%	5/31/23
Task 1.2: Develop organizational structure for FATR management and operation	Complete	100%	6/15/23
Task 1.3: Develop PATS and ALVC prototype systems	Complete	100%	6/29/23
Task 2.1: Coordinate airspace framework and processes	Complete	100%	6/30/23
Task 2.2: Coordinate frequency spectrum management processes	Complete	100%	6/30/23
Task 3.1: Coordinate utilization of DoD resources and installations	Complete	100%	4/30/23
Deliverables			
A: Operational manual outlining the requirements, organizational structure and processes for the FATR	Complete	100%	6/15/23
B: PATS and ALVC prototype systems demonstrated in laboratory environment	Complete	100%	6/29/23
C: Coordinated and approved ATC corridor procedures to link regional military airspace to utilize the FATR	Complete	100%	6/30/23
D: Coordinated and approved frequency spectrum management procedures	Complete	100%	6/30/23
GRANT FUNDING AMOUNT (\$300,000)			
GRAND TOTAL EXPENSES TO DATE as of 30 Jun 23			\$299,456.64
GRAND TOTAL PERCENT TO DATE as of 30 Jun 23			99.8%

Phase 1B MET/ALVC Prototype Demonstration

TASKS

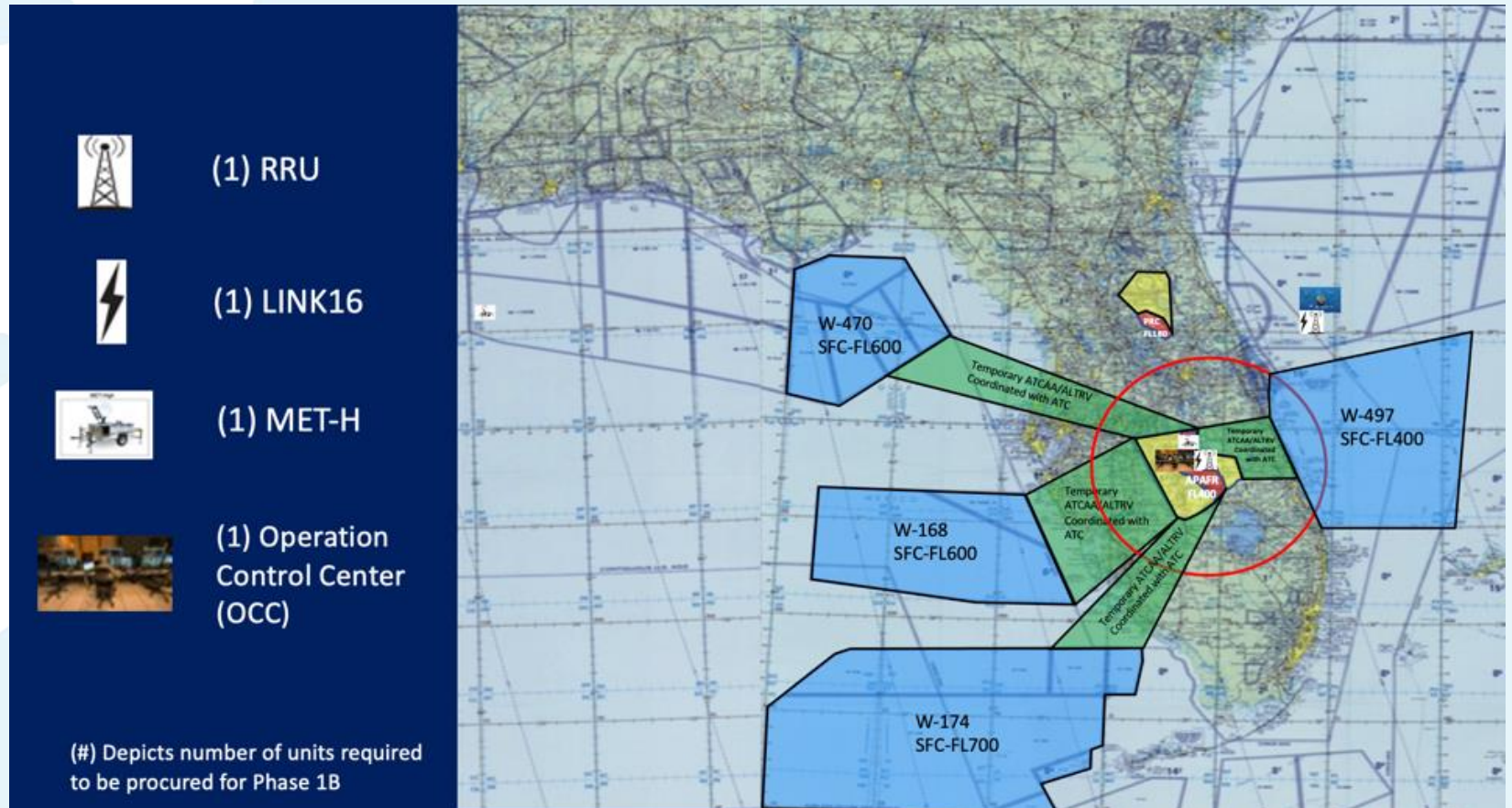
1. Develop, field and install Operation Control Center (OCC) at APAFR with completed FATR operation manual
2. Develop, field and install PATS/ALVC prototype system on APAFR for demonstration in an operational environment (TRL 7)
3. Coordinate with Service branches to submit airspace proposal, spectrum authorizations and demonstrate processes when approved by the FAA and SMO
4. Coordinate Phase 2 support plan including engagement, resourcing, company partnership and funding sources

DELIVERABLES/Completed by 30 Jun 2024

- A. Functional OCC at APAFR with completed FATR operation manual submitted for incorporation in APAFR/PRC range manuals
- B. Functional PATS/ALVC prototype system demonstrated at APAFR//2-week demonstration tentatively scheduled for May '24
- C. Airspace proposal and spectrum authorizations submitted for APAFR/PRC and demonstrated when approved by FAA and SMO
- D. Phase 2 support plan coordinated

FUNDING

1. Development, procurement and demonstration of PATS/ALVC prototype system and communication network for APAFR: \$180,000
 2. Subject Matter Expert & Consulting services: \$280,000
- Total funding request: \$460,000**



Questions or Comments

Build a Joint, All-Domain Training Environment



...they will come!

Conceptual Alternatives Evaluation for Cape Canaveral Space Force Station Regional Wastewater Treatment Options

Rasesh Shah, P.E.

Client Director

Jo Ann Jackson, P.E.

One Water National Practice Leader/Project Manager

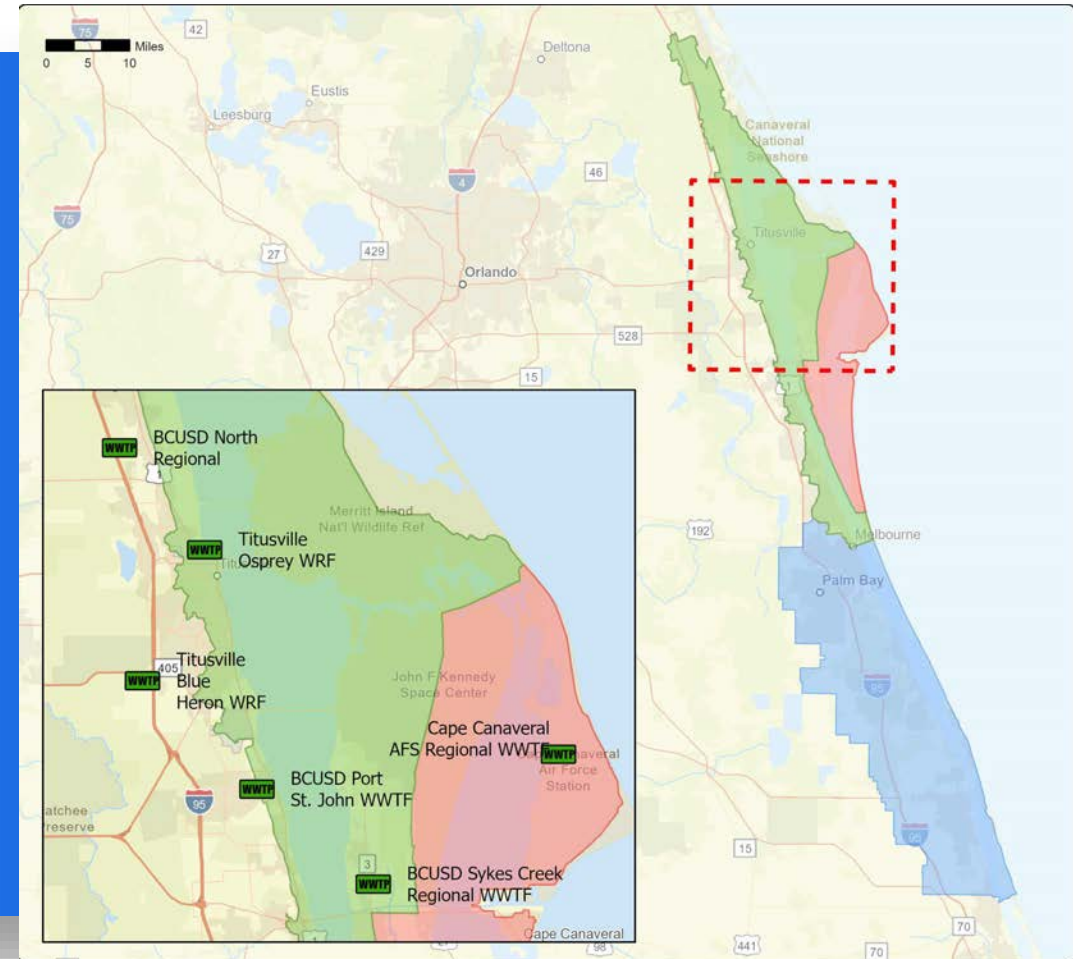


Outline

- Background
- Scope of Study
- Alternatives Description
- Alternatives Evaluation
- Summary

Background

- Indian River Lagoon is one of 28 Estuaries of National Significance
- Impacted by wastewater effluent, septic systems, stormwater runoff, excess fertilizer
- Regulatory requirements to eliminate surface water discharges and upgrade WWTFs to advanced waste treatment (AWT)



BLACK & VEATCH
ECONOMIC DEVELOPMENT COMMISSION
FLORIDA'S SPACE COAST

CONCEPTUAL FEASIBILITY STUDY
FOR CAPE CANAVERAL SPACE
FORCE STATION REGIONAL
WASTEWATER TREATMENT OPTIONS
Project Number: 414336

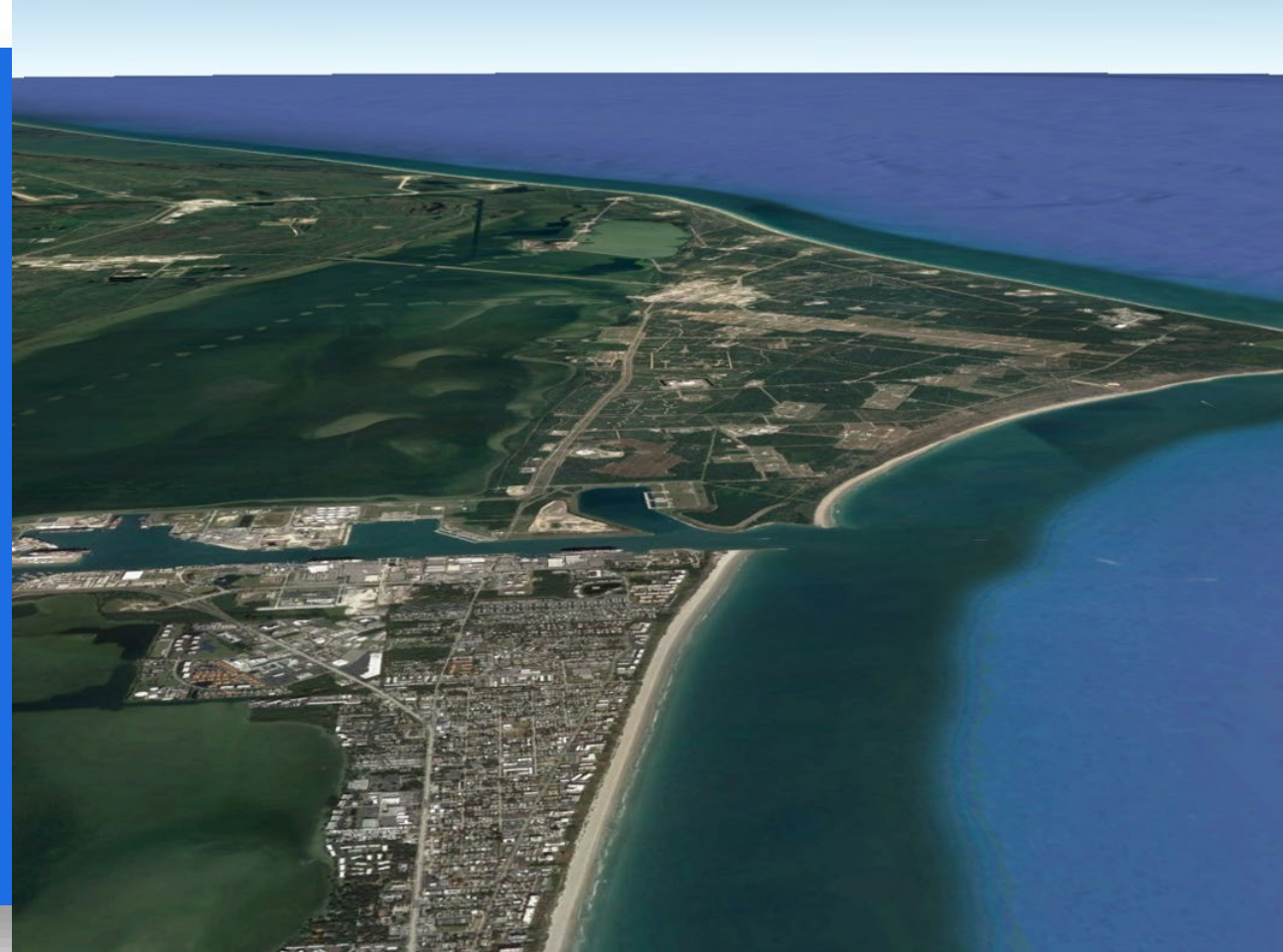
LEGEND

- WWTF
- BMAP
- Banana River Lagoon
- North Indian River Lagoon
- Central Indian River Lagoon

Basin Management Action Plans (BMAPs)

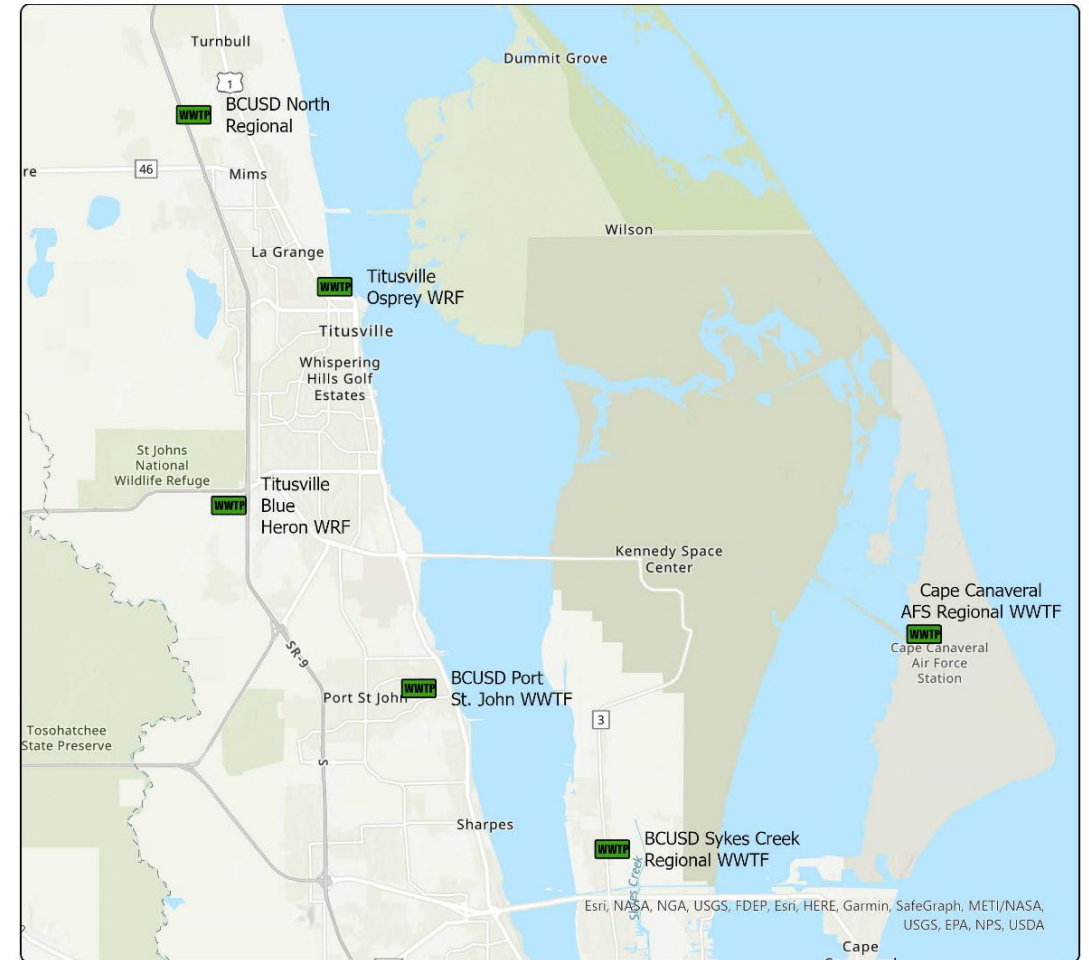
Background, cont

- WWTFs in locations vulnerable to storms and sea level rise
- Rapid growth of public and private sector workforce at Kennedy Space Center and Cape Canaveral Space Force Station



Scope of Study

- Six WWTF/WRFs in study area
- Project future flows
- Develop and evaluate 3 alternatives
 - Upgrade to AWT and expand the 6 facilities in place
 - Regional AWT facility on Merritt Island
 - Regional AWT facility on the mainland



BLACK & VEATCH

ECONOMIC DEVELOPMENT COMMISSION
FLORIDA'S SPACE COAST

CONCEPTUAL FEASIBILITY STUDY
FOR CAPE CANAVERAL SPACE FORCE STATION REGIONAL WASTEWATER TREATMENT OPTIMIZATION

Project Number: 414336

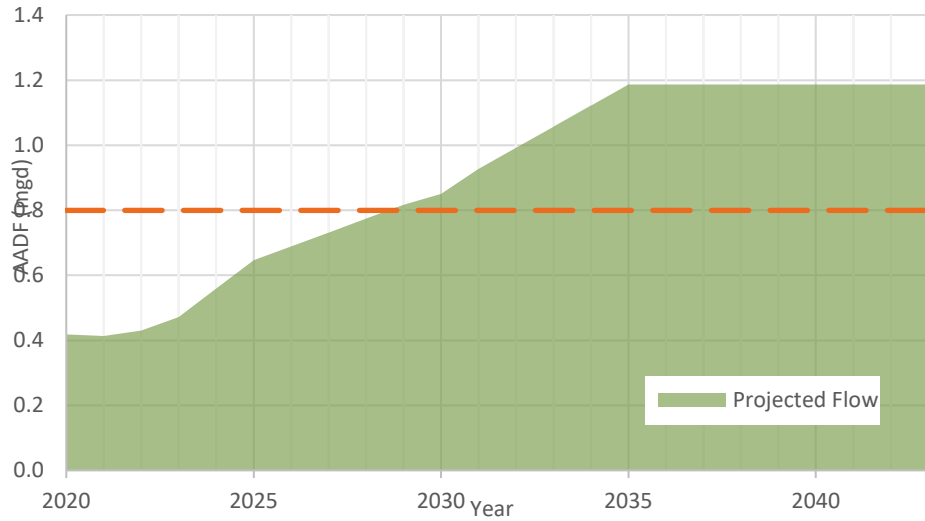
LEGEND

WWTF

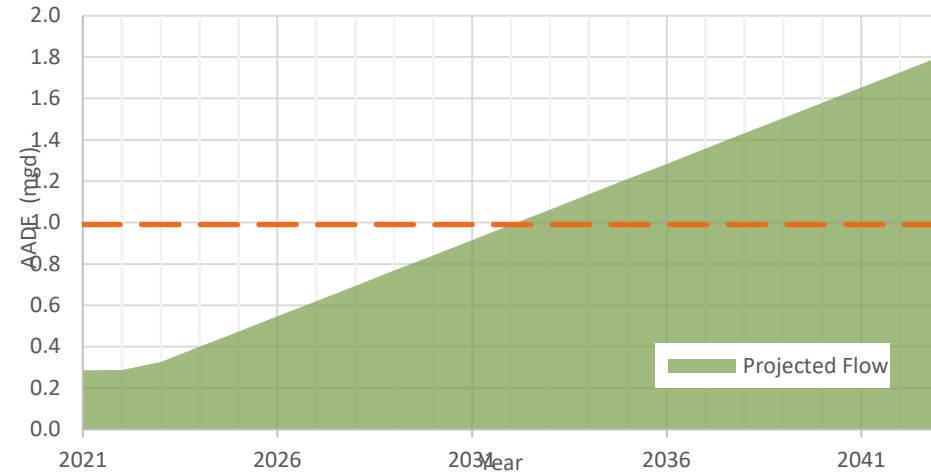
0 0.5 1 2 Miles

FACILITIES INCLUDED

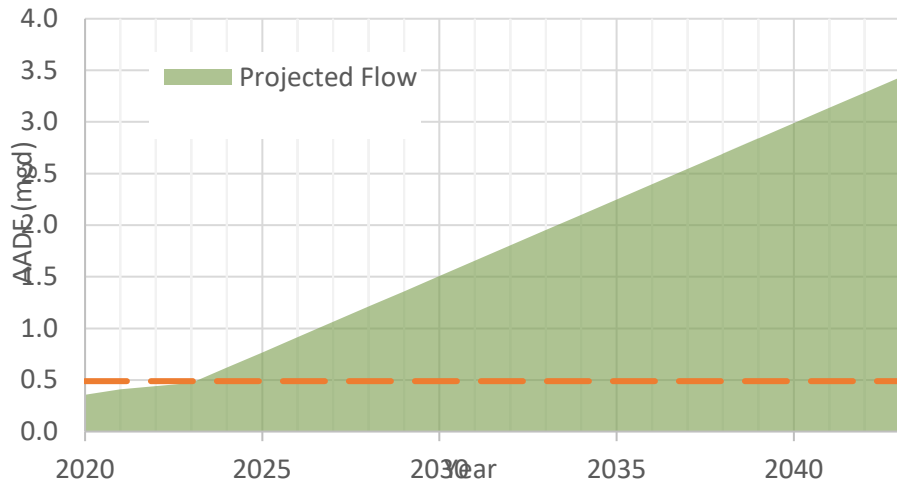
FLOW PROJECTIONS



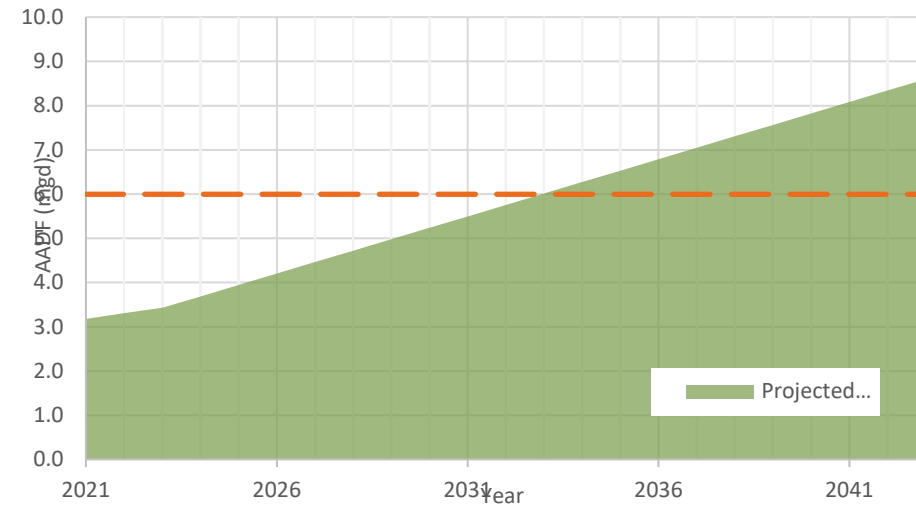
Cape Canaveral AFS Regional WWTF



BCUSD North Regional WRF

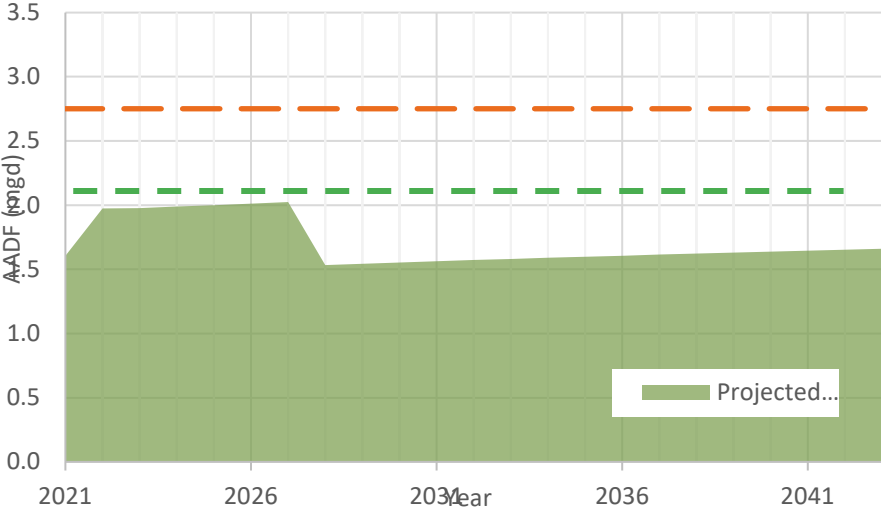


BCUSD Port St. John WRF

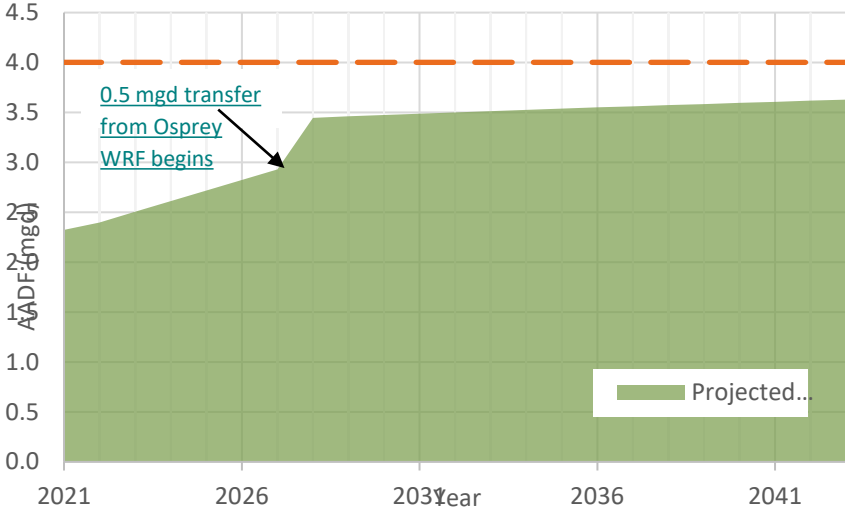


BCUSD Sykes Creek Regional WWTF

FLOW PROJECTIONS

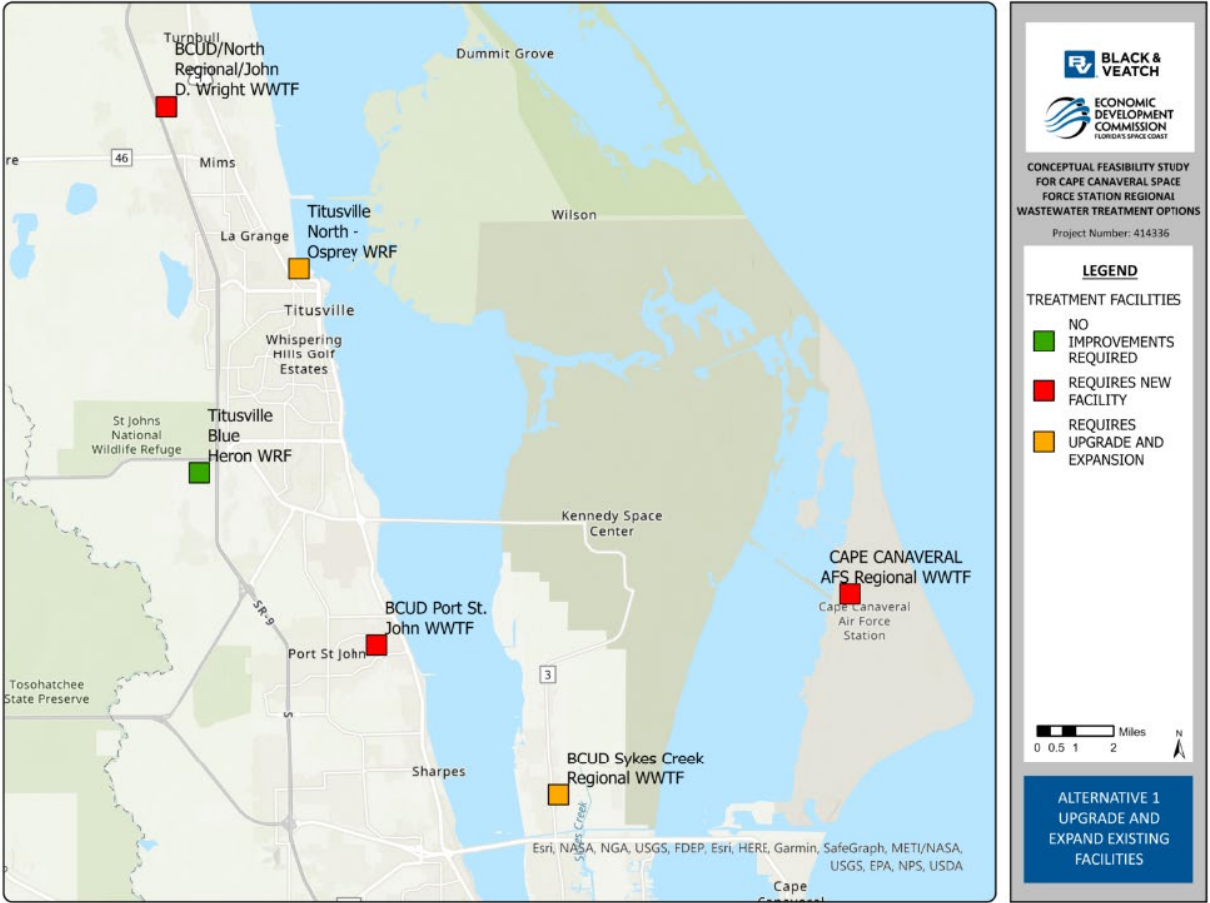


Titusville – Osprey WRF

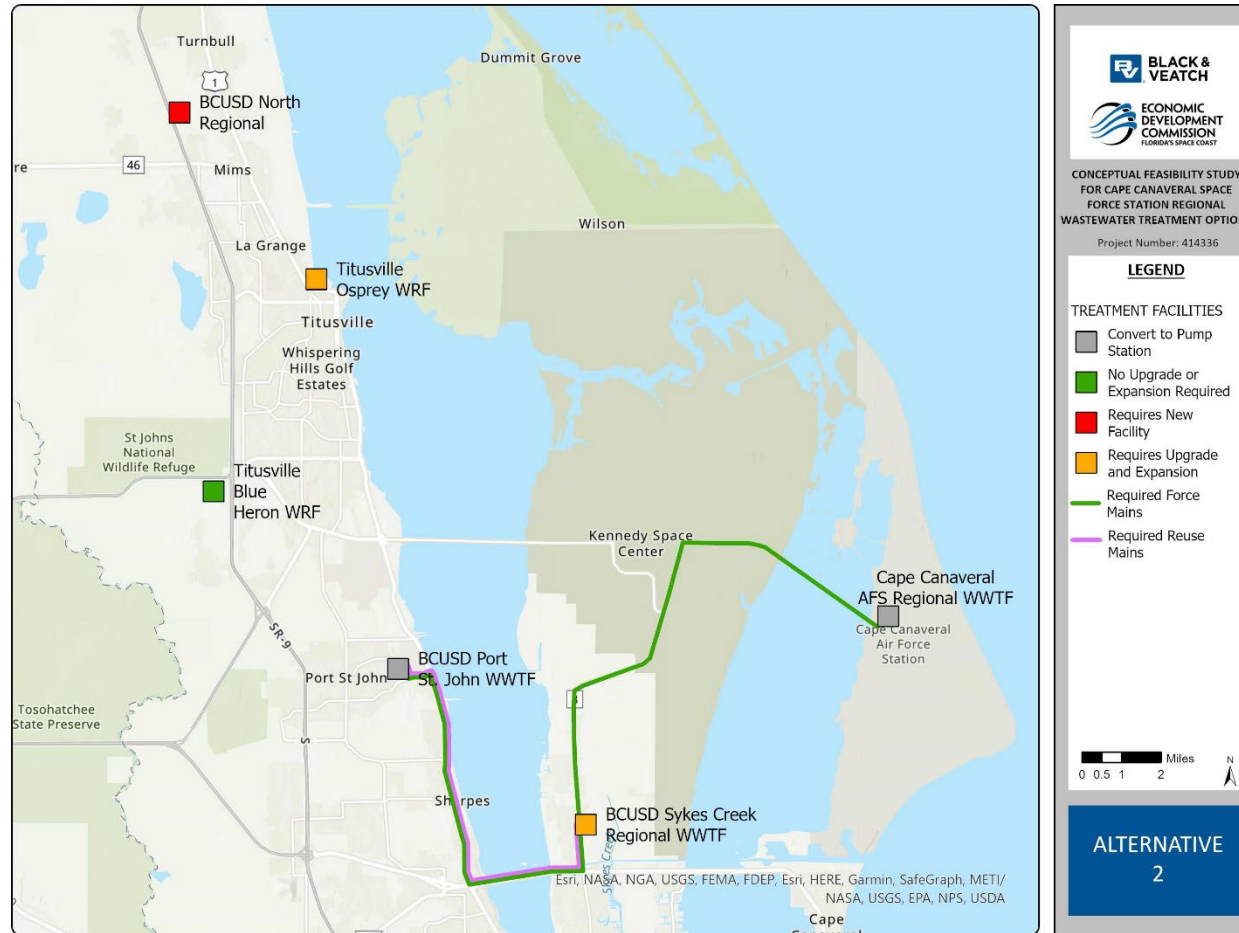


Titusville - Blue Heron WRF

ALTERNATIVE 1 – UPGRADE AND EXPAND EXISTING FACILITIES

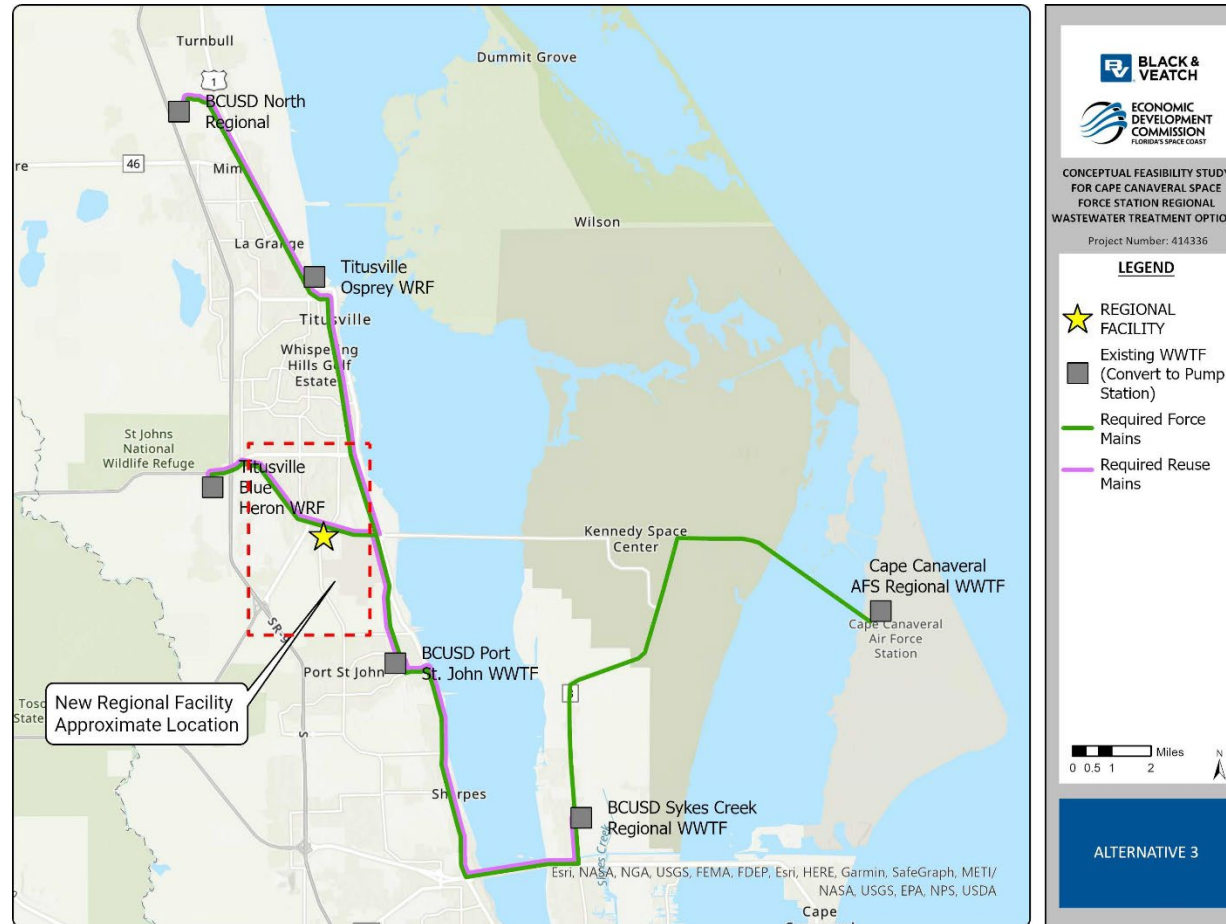


ALTERNATIVE 2 – CONSTRUCT A NEW REGIONAL FACILITY ON MERRITT ISLAND

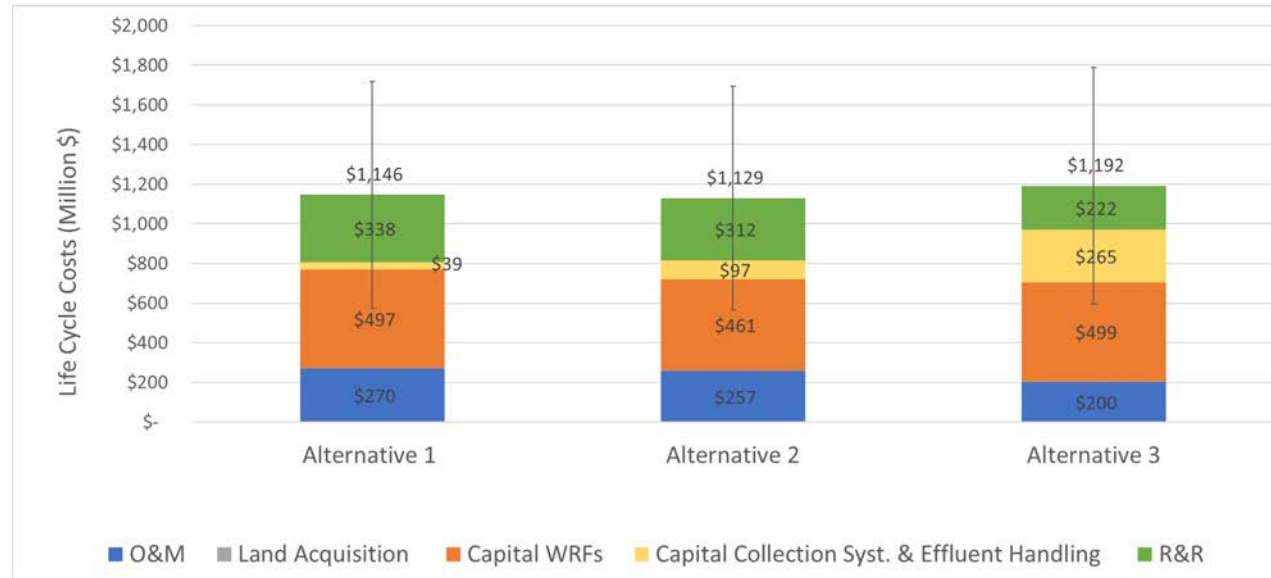


County Properties May 03, 2023

ALTERNATIVE 3 – CONSTRUCT A NEW REGIONAL FACILITY ON THE MAINLAND



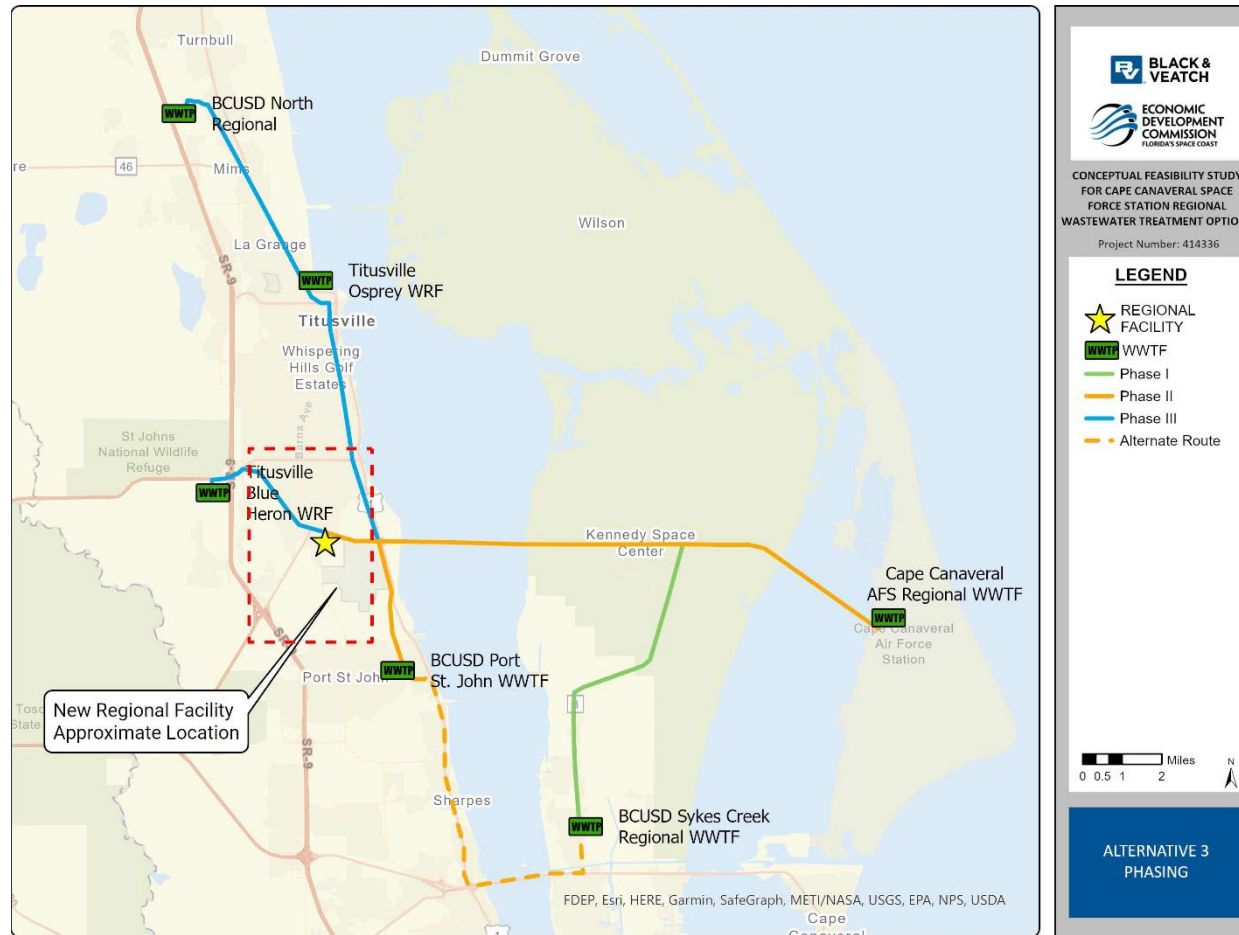
TOTAL NPV LIFE-CYCLE COSTS FOR ALTERNATIVES 1 - 3



ALTERNATIVE EVALUATION - SCORING

Criteria	Weight %	Alt. 1	Alt. 2	Alt. 3
System Reliability and Resilience	15	1.5	2.0	2.0
Maintenance Reliability	10	1.0	2.0	3.0
Ease of Operations	10	1.5	2.0	2.5
Climate and Environmental Vulnerability	20	1.0	1.5	2.5
Sustainability	15	1.5	2.0	3.0
Net Present Value/Life-Cycle Cost	20	2.0	2.0	2.0
Public Perception	10	1.5	1.5	2.5
Weighted Total Score		1.5	1.9	2.5

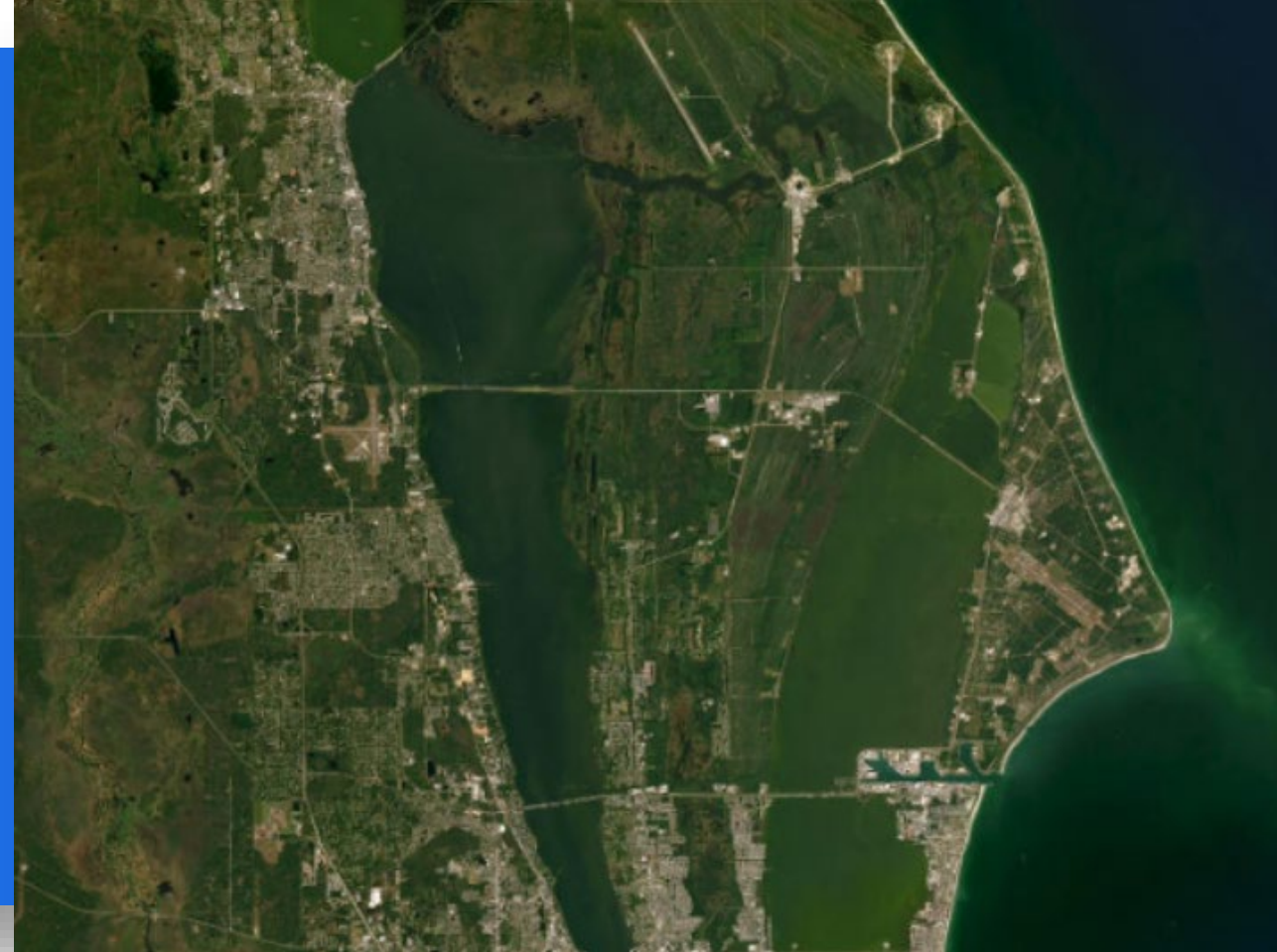
ALTERNATIVE 3 – POTENTIAL PHASING PLAN



Overall Maps May 16, 2023

Next Steps

- Route study
- Stakeholder alignment
- Communities served confirmation
- Detailed grants/funding exploration
- Property and easements explorations
- Project development and environmental study (PD&E)



Discussion/Questions

Rasesh Shah – ShahRR@BV.com

Jo Ann Jackson – JacksonJA@BV.com

**Building
a World of
Difference.®**

The background of the slide features a photograph of the Florida State Capitol building, specifically the dome and the upper part of the portico. The building is white with classical architectural details like columns and arched windows. The sky is a clear, bright blue.

THE
Roosevelt
GROUP

HONORED TO SERVE GREAT
COMMUNITIES & COMPANIES

**Florida Strategic Plan
Update**

July 20, 2023

Why we are here

- Hired by EFI to prepare Strategic Plan for Florida Defense Support Task Force FY24-29.
- Identify challenges and make recommendations to preserve, protect, and grow military missions in the State of Florida.
- Speaking to defense communities and military leaders across the state.
- Will consider National Security Strategy, National Defense Strategy, other DoD priorities, Quality of Life/Family issues, climate change, energy, encroachment, etc.



Florida Defense Support Task Force Strategic Plan 2020 – 2025

November 1, 2020

Enterprise Florida, Inc.
101 North Monroe St. Suite 1000
Tallahassee, FL 32301
(850) 878-4578



Where we have been

- Tyndall AFB
- NAS Jacksonville
- The Adjutant General
- 125th Fighter Wing
- Mayport
- MacDill AFB
- NSA Orlando/National Center for Simulation
- Community meetings with Space Coast
- Avon Park Range



Initial Observations

- State of Florida contribution to the support of military missions and families is not fully understood
- Numerous completed and on-going projects across the state: housing, child-care, resilience, training and ranges, local SWOTs, Community Military Installation Resilience
- Tremendous amount of community support and knowledge of the military missions
- Common concerns across the state: housing, child -care, resilience, encroachment—some local task forces set up
- Need to be vigilant– identify possible mission losses early to be able to react
- DoD and Florida installations require major investments in infrastructure....Congressional Budget Office estimated Army backlog at \$19B...to modernize an additional \$34B!!!! AF and Navy studies next. What will this mean to communities and missions in Florida?
- Florida Live Local Act could jeopardize military missions – restricts local government opposition

We request your involvement to ensure you get the product that will be most helpful to the
Florida Defense Support Task Force

July 24 – 27th Visit

Eglin, Hurlburt, Tyndall, NAS Whiting, NSA Panama City, Pensacola

Installation Schedule:

Monday, July 24th:

Tuesday, July 25th: NAS Whiting

Wednesday, July 26th:

Thursday, July 27th:

Friday, July 28th: HOLD: Pensacola

Community Schedule:

Monday, July 24th:

Tuesday, July 25th: Whiting

Wednesday, July 26th:

Thursday, July 27th:

Friday, July 28th: HOLD: Pensacola

Next Steps:

1. Finalize July trip:
 - Eglin
 - Hurlburt
 - Panama City
 - Pensacola

Community Leaders & Installations:

- **Eglin** – Kay Rasmussen
- **Tyndall** – Tom Neubauer
- **NAS Whiting** - Pete Gandy, Randy Roy
- **NSA Panama City** – Tom Neubauer
- **Pensacola** - Debi Graham , Chris Middleton
- **Hurlburt** - Kay Rasmussen

September 18-21st Visit

Homestead, NAS Key West

Installation Schedule:

Monday, September 18th:

Tuesday, September 19th:

Wednesday, September 20th:

Thursday, September 21st:

Next Steps:

1. Reach out to POCs and initiate requests.

Community Schedule:

Monday, September 18th:

Tuesday, September 19th:

Wednesday, September 20th:

Thursday, September 22st:

Community Leaders & Installations:

- **Homestead:** Rick Miller, Steve Williamson, Jonathan Borgert, Kirk Huff, Larry Ventura
- **NAS Key West:** Ron Demes

Assess Florida's Ability to Enhance Critical Defense Supply Chain Capabilities

Comprehensive industry assessment of the DOD's critical supply chains within Florida across four focus areas identified by the DOD:

- Kinetic capabilities: current missiles systems, as well as advanced and developing missile systems
- Energy storage and batteries: high-capacity batteries, with a focus on lithium batteries
- Castings and forgings: metals or composites developed into key parts and tools through high-intensity processes
- Microelectronics: State-of-the-Practices (SoTP) and legacy microelectronics as well as state-of-the-Art (SoTA) microelectronics

Comprehensive industry assessment of the DOD's critical supply chains across four strategic enablers identified by the DOD:

- Workforce: trade skills through doctoral-level engineering skills
- Cyber posture: industrial security, counterintelligence, and cybersecurity
- Manufacturing: historical manufacturing performance and industry projections
- Small business: the role of key members of DoD supply chains

Analysis will assess the four critical supply chain industries across each strategic enabler identified above. Goal is to demonstrate the state's capacity and capability to grow this component of the state's defense industry

Next Steps

- Schedule remaining visits: Patrick Space Force Base, Cape Canaveral, NOTU
- What did we miss?
- Meet with FDSTF members to approve vision statement, objectives, outline of report