



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



Background

Florida's military installations stretch from Pensacola to Jacksonville and through Florida's high-tech corridor to Miami and Key West. The installations, long recognized as true national and state assets, stimulate over \$95 billion dollars annually to the Florida economy through salaries and services, contracts to defense industries, retiree pensions, and other federal programs. This makes defense the 3rd leading economic driver of the state's economy. Additionally, defense-related spending accounts for more than 914,000 direct, indirect and induced jobs. The high-tech nature of the installations and their defense industries has been a foundation for much of Florida's businesses and universities involving aviation, aerospace, photonics, lasers, and modeling and simulation.

Florida's military installations exist for, and are located where they can best support, U.S. national security and defense efforts. Florida must support and enhance the military value of its installations not only for the state and Floridians but also for the nation and all citizens. The FDSTF must focus on the current national environment, strategies and objectives to provide the best recommendations on how the state can protect and improve the military value of these bases and improve quality of life for the personnel and their families who serve on them.

Florida's Strategic Focus

In March of 2019, Governor DeSantis shared his strategic focus for Florida's military and defense support organizations.

Governor's Vision: Florida remains the most military and veteran friendly state in the country.

Governor's Goals (GG):

- 1) Be the best on quality of services for our Service Members and Veterans,
- 2) Protect, preserve and promote our active duty, reserve and national guard military installations and missions for Florida's role in US national security,
- 3) Increase the defense industry including creating a ready workforce to fill jobs and build equipment for our installations and missions.

Governor's Priority Activities (GPA):

- 1) Secure Space Command and Space Force Assets Assignment to Florida,
- 2) Extend legislative prohibition on O&G exploration or extraction in EGOMEX and enhance the Gulf Range,
- 3) Complete base-of-the-future rebuild to retain current and acquire new missions for Tyndall AFB.

FDSTF Mission

As established in F.S. 288.987(2), the mission of the Florida Defense Support Task Force is...”to make recommendations to preserve and protect military installations, to support the state’s position in research and development related to or arising out of military missions and contracting, and to improve the state’s military-friendly environment for service members, military dependents, military retirees, and businesses that bring military and base-related jobs to the state.”

FDSTF Vision

Florida is nationally acknowledged as the most military-friendly state, providing the most advantageous and positive environment for military installations, defense industries, personnel, families and veterans.

FDSTF Goals / Objectives / Activities

The layout below reflects the following structure:

#. Goal

Objective

Activity

These are linked to the Governor’s Goals and the Task Force Mission as cited above.

1. Obtain results which are mutually beneficial to Florida and the defense community through successful advocacy efforts.

- 1.1 Promote Florida as best and most cost-effective solution for DoD.
 - 1.1.1 Actively advocate with senior national level government officials for new missions and new technology.
 - 1.1.2 Inform DoD leaders of Florida installations’ capacity to absorb future growth.
- 1.2 Advocate for favorable resolution of military and defense issues.
 - 1.2.1 Provide and maintain a plan for active and effective engagement and outreach for military and homeland defense missions and facilities located in Florida including the US Coast Guard.
 - 1.2.2 Identify, prioritize and address current and potential base and range encroachment, compatible development, resiliency and mission sustainment issues including, airspace, environmental, energy, frequency spectrum, land and water use compatibility using Military Base Protection Program (MBPP) land acquisition, Rural and Family Lands Protection Program, Florida Forever DoD Readiness and Environmental Protection Integration (REPI) and Sentinel Landscape, along with other state and federal mitigation resources.

- 1.2.2.1 Rank order MBPP land acquisition & easement requests
- 1.2.2.2 Use TF Grants to protect bases from encroachment and support DoD REPI Partnerships.
- 1.2.3 Support installations in solving other encroachment issues such as lighting, noise, and cyber or nontraditional and emerging encroachment challenges such as civil use of drones near military installations.
- 1.2.4 Protect and expand Florida military base operational buffer funding for DIG, FDSTF, FF, REPI, operational & conservation buffering grants.
- 1.2.5 Work to ensure FL avoids all negative mission impacts from oceanic and terrestrial oil/gas/renewable energy development.
- 1.2.6 Continue to advocate for full funding of the DoD's Gulf Range Enhancement program.
- 1.2.7 Complete implementation of the Compatible Use Plans (formerly known as "Joint Land Use Studies" – JLUS) at all Florida military installations that have conducted them.
- 1.2.8 Engage with state leadership to ensure National Guard facility maintenance and repair are properly funded

2. Proactively posture Florida to help DoD to find efficiencies and synergies.

- 2.1 Sensitize decision makers to the value of employing all Florida Ranges, including the National Center for Simulation, as one integrated complex to achieve optimal value for DoD by fully integrating both live and simulated test and training activities.
 - 2.1.1 Regularly contact key Defense RDT&E leaders and staff in person and via telecommunications
- 2.2 Champion and continue legacy of Florida's warmth, embrace and respect for military family quality of life; improve it how and when possible.
 - 2.2.1 Through state legislation and other state programs, address military family quality of life issues that significantly impact service member retention, such as:
 - 2.2.1.1 License reciprocity
 - 2.2.1.2 Job portability, Spousal employment
 - 2.2.1.3 Entrepreneurship
 - 2.2.1.4 Quality of Military Family Member education
 - 2.2.1.5 Housing

- 2.2.1.6 Healthcare
- 2.2.1.7 Transition
- 2.2.2 Advertise Florida benefits for military personnel, veterans and family members in Florida Military Friendly Guide.
 - 2.2.2.1 Investigate best media for reaching additional populations; format and communicate information as appropriate
 - 2.2.2.2 Create one, state-wide, joint web site that consolidates Florida military & veteran friendly initiatives in a single location
- 2.2.3 Publicize the Florida Military and Defense Economic Impact Study and the Florida Defense Factbook more widely emphasizing the economic stability provided by the defense sector.
 - 2.2.3.1 Mobilize local networks through FDA and EDCs to educate electorate and decision makers about economic benefits of military and defense to Florida.
 - 2.2.3.2 Engage media outlets to present story of Florida's military friendly environment and benefits to Florida of military and defense.
- 2.2.4 Assist the Governor's office and state agencies in supporting Florida's military installations, organizations and activities as identified through the base commanders meetings.
 - 2.2.4.1 Increase coordination with the service Installation Management Commands to identify base requirements to which state can respond.
- 2.2.5 Work with military installations to identify ways to help improve resiliency through off-base and joint-use critical infrastructure projects.
 - 2.2.5.1 With DEO, increase awareness of Defense Community Infrastructure Program, assist with proposal development, matching funds as appropriate and feasible.
- 2.3 Lower installations' costs of doing business through public-private partnerships.
 - 2.3.1 Assist in identifying for communities, opportunities for Community Partnerships with local bases

- 2.4 Enhance Florida Congressional Delegation (CODEL) efforts to coordinate defense and security initiatives.
 - 2.4.1 Monitor actions and potential actions within the DOD and in Congress that could affect Florida's military presence and take appropriate action to encourage maintenance and growth of the military presence in Florida.
 - 2.4.2 Encourage Florida CODEL members to participate in Defense-related caucuses
- 2.5 Synchronize common goals between local military Research & Development (R&D) efforts and adjacent academic institutions.
 - 2.5.1 Link Central Florida's modeling and simulation community to Florida's 20 major military installations and defense businesses through the establishment and maintenance of Tech Bridges.
 - 2.5.2 Promote Florida as a leading center in development and advancement of cyber education and industry. Link universities and military in cyber efforts.
 - 2.5.3 Promote, protect, and grow the Manufacturing, Science & Technology (MS&T) partnerships with military, industry, and academia throughout Florida emphasizing innovation, high tech nature of the work, and high salary jobs.
 - 2.5.4 Advocate for and support the efforts to grow the medical simulations domain as a Center of Medical Simulations in Florida. Assist Team Orlando members to strengthen collaboration with the Veteran Administration's medical simulation activities.
 - 2.5.5 Expand the MS&T medical simulation benefits into Family wellness and Medical professional training.
 - 2.5.6 Develop a plan to scale medical modeling & simulation from proof of concept efforts to mass training programs
 - 2.5.7 Support expanded MS&T education at all levels of education from middle school through graduate school.
- 2.6 Increase existing missions and add compatible missions that fit with the capacity and infrastructure of the installation.
 - 2.6.1 Support bases' efforts in dealing with environmental issues, resiliency and "Green" initiatives

3. Foster and strengthen mutually beneficial communication and relationships between state, installation and community

- 3.1 Inform Decision Makers & Public.
 - 3.1.1 Coordinate a unified consistent message of TF members, executive and legislative branches of Florida government, congressional members and defense communities.
 - 3.1.2 Share relevant information to communities both directly and through the Florida Defense Alliance.
 - 3.1.3 Share relevant information with defense associated groups that impact Florida
 - 3.1.4 Identify, document and publicize the military value of Florida installations in the Florida Defense Factbook using core DoD criteria and the results of previous data calls.
 - 3.1.5 Continue to strengthen defense-related working relationships with all following state agencies:
 - 3.1.5.1 The Department of Veterans Affairs
 - 3.1.5.2 The Department of Economic Opportunity
 - 3.1.5.3 The Department of Environmental Protection
 - 3.1.5.4 The Department of Agriculture and Consumer Affairs
Energy Office
 - 3.1.5.5 The Department of Military Affairs
 - 3.1.5.6 The Department of Business and Professional Regulation
 - 3.1.5.7 The Department of Education
 - 3.1.5.8 The Department of Transportation
 - 3.1.5.9 CareerSource Florida.

Florida Defense Support Task Force: Vision, Goals & Objectives 2020-2025, slide 1 of 5

DRAFT

Vision

Governor's Vision: Florida remains the most military and veteran friendly state in the country.

FDSTF Vision: Florida is nationally acknowledged as the most military-friendly state in the nation, providing the most advantageous and positive environment for military installations, defense industries, personnel, families and veterans.

Mission

FDSTF Mission (F.S. 288.987):

- To make recommendations to preserve and protect military installations and missions;
- To support the state's position in research and development related to or arising out of military missions and contracting;
- To improve the state's military friendly environment for service members, military dependents, military retirees and businesses that bring military and base-related jobs to the state.

Goals

Governor's Goals (GG):

1) Be the best on quality of services for our SMs and Veterans, 2) Protect, preserve and promote our active duty, reserve and national guard military installations and missions for Florida's role in US national security, 3) Increase the defense industry including creating a ready workforce to fill jobs and build equipment for our installations and missions.

FDSTF Goals (connection to the Governor's Goals above**):**

- 1 Obtain results which are mutually beneficial to Florida and the defense community through successful advocacy efforts; ****GG1, 2****
- 2 Proactively posture Florida to help DoD to find efficiencies and synergies; ****GG2****
- 3 Foster and strengthen mutually beneficial communication and relationships between state, installation and community; ****GG1,2,3****

Objective/Activities

Governor's Priority Activities (GPA):

1) Secure Space Command and Space Force Assets Assigned to Florida, 2) Extend legislative prohibition on oil and gas exploration or extraction in EGOMEX and enhance the Gulf Range, 3) Complete base-of-the-future rebuild to retain current and acquire new missions for Tyndall AFB

FDSTF Objectives:

- 1.1 Promote Florida as best and most cost-effective solution for DoD;
- 1.2 Advocate for favorable resolution of military and defense issues;
- 2.1 Share value of Florida's interconnected Range Complex;
- 2.2 Champion Florida's legacy of providing QOL for military families;
- 2.3 Lower installations' costs through public-private partnerships;
- 2.4 Enhance FL CODEL efforts to coordinate defense and national security initiatives;
- 2.5 Synchronize common goals between military, R&D and academic institutions;
- 2.6 Increase compatible missions assigned to Florida installations;
- 3.1 Inform Decision Makers & Public

DRAFT

SUPPLEMENTARY AND REFERENCE INFORMATION

FDSTF Composition

Per F.S. 288.987(3), The task force shall be comprised of the Governor or his or her designee, and 12 members appointed as follows:

- (a) Four members appointed by the Governor.
- (b) Four members appointed by the President of the Senate.
- (c) Four members appointed by the Speaker of the House of Representatives.

Appointed members must represent defense-related industries or communities that host military bases and installations. Members shall serve for a term of 4 years. If members of the Legislature are appointed to the task force, those members shall serve until the expiration of their legislative term and may be reappointed once.

Task Force Membership as of November 1, 2020 was:

Governor's Appointees:

Rear Admiral Stanley Bozin, U.S. Navy (Ret.)
Captain Keith Hoskins, U.S. Navy (Ret.)
Representative Holly Raschein
Major General James Eifert, U.S. Air Force, The Adjutant General of Florida (*Governor's personal representative*)

President of the Senate Appointees:

Senator Tom Wright
Mr. Tom Neubauer (*Vice Chairman*)
Major General Richard Haddad, U.S. Air Force (Ret.)

Speaker of the House Appointees:

Representative Thad Altman (*Chairman*)
Brigadier General Arthur "Chip" Diehl III, U.S. Air Force (Ret.)
Colonel Jim Heald, U.S. Air Force (Ret.)
Representative Mel Ponder

Annex A – Base Specific Objectives and Activities

This annex describes the objectives and activities of the Task Force that relate to a specific military base or group of related bases.

Naval Air Station Pensacola –

- Attract cyber domain commercial entities for community co-location.
- Advocate for unfunded construction addressing base access control, repairs to airfield hangers and NATTC dormitories.
- Establish a system to enhance air space management in Northwest Florida with guidance aimed at future growth in flight activity.
- Support the purchase of land and/or development rights of the parcels under the flight traffic pattern to prevent future encroachment issues.
- Continue initiatives with Navy to secure public access to National Cemetery, National Museum of Naval Aviation, Fort Barrancas and Pensacola Lighthouse.
- Support transportation changes that enhance access through entry control points.
- Consider development of a more structured and robust cooperative mechanism involving the hospital, the Veterans Administration facility, and the three local hospitals, with a focus on disaster response.
- Continue initiatives for shared functions (commercial, medical, recreation, etc.) with the communities and State through mechanisms such as enhanced-use leasing.
- Advocate for expansion of educational opportunities for military families, including a Charter School in proximity to the NAS.
- Advocate for infrastructure improvements to support Coast Guard Offshore Patrol Cutter (OPC) homeporting.
- Encourage establishing Public-Private Partnership Agreements for cross-fence line infrastructure and public services
- Search for Base – Community Co-development opportunities.
- Support Compatible Use Plan development.

Naval Air Station Whiting Field –

- Support an information campaign highlighting additional capacity / training opportunities in the vicinity of Whiting.
- Continue further efforts to buffer training airfields from encroachment.
- Support funding and complete the Whiting Field interior security fence.
- Mitigate risk of future airfield rain runoff environmental problems.

Corry Station –

- Raise awareness of Corry Station's infrastructure issues to Navy leadership.
- Advocate for unfunded construction addressing base access control and establishment of permanent Cyber Mission Force Training Building.

- Continue to advocate bringing additional mission / workload to the Center for Information Warfare Training.

Saufley Field –

- Advocate implementing Enhanced Use Lease (EUL) or other re-use agreements where the community can use portions of Saufley Field for commercial activities.

Hurlburt Field –

- Encourage a strategy to ensure the SOW has ample access to range facilities.
- Advocate for upgrades and recapitalization of aircraft at Hurlburt Field.
- Champion a strategy to sustain the Florida Air National Guard CV-22 mission to include unit equipped force structure.
- Support efforts to achieve final solution to access and Main Gate traffic challenges.
- Support proposed “West Gate” construction and off base auxiliary roads to reduce / eliminate traffic congestion.
- Develop strategy to overcome base limitations and foster additional operations and growth.
- Advocate for a manpower study of the 1st SOW.

Eglin Air Force Base –

- Maintain Air Force Weapon Research, Acquisition, Development, Test and Evaluation functions, synergies and capabilities.
- Support federal legislation to manage/control structures being built in the coastal waters to protect the Gulf Range Test and Training Complex.
- Strengthen support for DoD and USAF Community Partnership Programs and provide communities adequate support and funding to fully support partnerships.
- Raise public awareness of elements of the January 2014 USAF Report to Congressional Committees, 2025 Air Test and Training Range Enhancement Plan that support regional and state installations and test ranges.
- Advocate for transformation of the Eglin Test & Training Complex (ETTC) into the leading weapons system integration test range for future developmental weapons systems providing operationally realistic environments for full scale test and training, integrating 5th/6th Generation Aircraft and Air Armament to include Integrated Air Defense Systems (IADS) capabilities, hypersonic systems and new threat emitters.
- Identify possible state contributions to Eglin Range sustainment and growth to support 5th and 6th generation weapons and aircraft.
- Enable full utilization of the Eastern Gulf of Mexico (NW Florida down to Keys) for test and training mission profiles.
- Advocate for the establishment of a hypersonic weapons corridor.

- Advocate a replacement aircraft for Bombardier E-9A range telemetry support aircraft at Tyndall.
- Advocate for completing federal implementation of the Gulf Regional Airspace Strategic Initiative's (GRASI) Landscape Initiative.
- Advocate for eventual assignment of operational and developmental F-35 test aircraft and infrastructure at Eglin.
- Support the growth of the Florida Air National Guard (FANG) F-35 operations at Eglin AFB.
- Stay Engaged with AFMC as they develop their Air Armament Strategy.
- Support NexGen Eglin: a concept for transformation for installation renovations and redevelopment.
- Support the expansion of C4ISR and Cybersecurity test capability at Eglin. Capabilities needed include facilities supporting the Avionics Cyber Range, the National Cyber range, and an expanded advanced battle management test facility to meet national defense strategy.
- Re-accomplish Compatible Use Plan.
- Support road improvements to facilitate Highway 85 and Highway 98 ingress / egress.
- Study feasibility of light rail to support regional worker access from Pensacola, Milton, Crestview, Defuniak Springs and Eglin and Hurlburt.

Naval Support Activity Panama City –

- Support installation efforts to leverage core competencies, unique range assets and a culture in support of unmanned systems research, development and test of autonomous and unmanned systems.
- Protect Navy ranges used for research, development, test, evaluation and training in Florida's littoral waters.
- Assist Naval Surface Warfare Center, Panama City Division (NSWC-PCD) in exploring ways to increase utilization of the Gulf of Mexico test and training range digital instrumentation resulting from the Department of Defense GRE (Gulf Range Enhancement) plan.
- Support NSWC-PCD expansion of all expeditionary warfare capabilities in addition to MIW.
- Support NSWC-PCD in becoming a Tech Bridge to harness Navy Technological Innovation.
- Advocate for expanded turn basin and improved berthing capability suitable for larger vessels, including Littoral Combat Ships (LCS) and Coast Guard Offshore Patrol Cutters
- Support local activities to enable berthing capability of Littoral Combat Ships (LCS) at NSA Panama City.
- Maximize the benefit of the 8.44 acres acquired to enhance mission growth and contractor support for NSA-PC and its tenant commands.
- Emphasize future developments associated with long-term Navy strategic goals such as sustainable and renewable energy projects and leveraging NAVSEA competencies to support the National Security Strategy goal of retaining and expanding military overmatch through development of innovative capabilities.

- Advocate for the continued development of mission packages and ISEA activities at NSA Panama City.
- Advocate for continued SSDC work at NSA Panama City.
- Continued support for joint service Dive Training at NDSTC (Naval Dive and Salvage Training Center) and Saturation Diving at NEDU (Navy Experimental Dive Unit).
- Complete implementation of the Compatible Use Plan and adjacent land acquisition project to ensure merging commercial and military activities can each meet their objectives.

Tyndall Air Force Base –

- Support the commitment of the Air Force to complete the rebuild of Tyndall AFB as an efficient and resilient “Base of the Future” through support of the Industry Day contractor engagement process and development of a satisfactory workforce housing solution.
- Through engagement with CODEL and DoD leadership, Ensure that planned funding is secured and the National Environmental Policy Act (including EIS) process initiated September 17, 2019 is completed as required to achieve a record of decision (ROD) for each new mission, to include at least three squadrons of F-35s and bed down of RPA Base Y, including MCE (Mission Control Element) and LRE (Launch and Recovery Element) with 24 assigned aircraft.
- Promote engagement of all local government, municipalities and the county in developing a comprehensive alignment to ensure that the Base of the Future is supported by the community of the future, committed to the delivery of quality services.
- Provide direct support to the installation and to Bay County to ensure a Compatible Use Plan (CUP) is conducted as part of the rebuild effort.
- Provide direct support to the installation and to Bay County to ensure the successful scheduled completion of the Compatible Use Plan (CUP) launched August 13, 2019.
- Support the re-launch of Tyndall’s Community Partnership Program and leverage the engagement of program SME’s with grant support.
- Support efforts to secure adequate, affordable housing, access to medical care and day care in support of current and future missions.
- Support the efforts of Tyndall AFB and the community to provide future K-8 education facilities on the installation.
- Support the efforts of AFNORTH to secure federal legislation that would provide the commander with appropriate control over privately operated drones operating in Tyndall airspace.

Blount Island Marine Logistic Center –

- Ensure Pentagon leadership awareness of the value of Blount Island.

Florida National Guard –

- Advocate for a “National Guard” service component in the newly established U.S. Space Force.
- Advocate for Federal resources to support Florida National Guard Armory/Readiness Center/Facility renovation and construction in support of established Florida National Guard facility staging plans and priorities.
- Support efforts to coordinate training area relationships, throughout Florida, to provide localized training area opportunities.
- Advocate for growth of Cyber capabilities in both the Florida Army and Air National Guard.
- Advocate for additional force structure in support of established Florida Army and Air National Guard force management plans.
- Advocate for State resources to support Florida National Guard Armory/Readiness Center/Facility renovation and construction in support of established Florida National Guard facility staging plans and priorities.

125th Fighter Wing at Jacksonville International Airport –

- Continue to support base facility improvements and taxiway upgrades to ensure 125th FW compliance to Air Force standards.
- Advocate for an “Active-Associate” unit at the 125th Fighter Wing.
- Monitor F-35 (Joint Strike Fighter) transition for the 125th Fighter Wing, Florida Air National Guard and advocate for any necessary state-level actions.

Camp Blanding Joint Training Center –

- Promote Camp Blanding to be selected as a Mobilization Force Generation Installation (MFGI)
- Support an interagency training establishment as a center of gravity for disaster response.
- Pursue construction and expansion of ranges to meet DoD requirements and guidelines.
- Promote the value of the Joint Training Center to national level entities (NGB, DOD, DHS, USNORTHCOM, USSOUTHCOM, USSOCOM, and USCENTCOM).
- Identify adjacent eastern and northeastern land tracts for compatible military use.

Naval Station Mayport –

- Advocate for a 2nd Amphibious Readiness Group (ARG) (3 ships) to be stationed at NS Mayport and seek US Coast Guard ship basing at Mayport.
- Support stationing of additional Littoral Combat Ships (LCS) at NS Mayport.
- Increase the perception of strategic value of NS Mayport; monitor the number of ships homeported at Mayport and to ensure future stationing plans stay on track.
- Monitor the health and future of NS Mayport based Triton Airframes, Consolidated Maintenance Hub (CMH), HSM Squadrons, LCS Ships, LCS

Support Facilities (LSF), and LCS Training Facilities (LTF), in order to encourage the Navy to stay the course in these important national defense programs.

- Re-accomplish Compatible Use Plan.

Naval Air Station Jacksonville –

- Monitor the health and future of NAS JAX based P-8A Poseidon squadrons, Triton UAS Command and Control Squadron (VUP-19), and HSM Squadrons in order to encourage the Navy to stay the course in these important national defense programs.
- Secure top Navy leadership support for NAS JAX and FRC's proposed MILCON Plan and PPV proposals by local community.
- Advocate for future depot level repair of new weapons platforms including F-35 and TRITON
- Continually work to ensure compatible land use near the base in accordance with the existing AICUZ and RAICUZ Studies, multiple local County and City Comprehensive Plans and the principles of the Compatible Use Plan process.

Pinecastle Range Complex (PRC) –

- Educate/inform all levels of government and the public on the importance of the Pinecastle Range Complex mission and importance supporting the National Defense Strategy by building a lethal joint force. Advocate for increased facilities funding in order to support capability for both current and future operations.
- Improve outreach efforts regarding the Range Complex role and unique capabilities. Ensure public, state, and federal leadership understand the symbiotic relationship between the PRC, Jax Offshore Operating Area (JAX OPAREA), and the Eastern Gulf of Mexico (EGOMEX) Range Complex, including connecting Special Use Airspace (SUA). In our current political and fiscal environment, the operational totality of these ranges can never be duplicated or replaced.
- Champion for infrastructure investment to enhance current electronic warfare training capability, increasing ability to support 5th/6th generation aircraft training.
- Continue to expand PRC's robust training opportunities, and mission capacity, for the Florida Army National Guard, USMC, USAF, USN, Federal and State law enforcement agencies.

MacDill Air Force Base –

- Preempt Encroachment potential and impact on operational sustainment; and to assure readiness to upgrade/expand infrastructure for increased Force Structure
- Permanently resolve Compatible Building – FL Rock issue

- Support the purchase of development rights of the remaining section of the parcel (Florida Rock) immediately adjacent to MacDill Air Force Base to prevent future encroachment issues.
- Champion readiness, capacity and capability of MacDill AFB to increase Air Refueling Mission force structure to include beddown of additional KC-135 tankers or new future tankers.
- Promote and support engagement campaign to raise senior DOD, Service and Joint leadership of MacDill's operational readiness and capacity in support of national security interests.
- Identify and promote potential for MacDill to absorb new missions and activities emphasizing activities in support of the Air Mobility mission and cooperatively with Combatant Commands, other services and reserve components.
- Advocate for infrastructure improvements in support of the Air Refueling Wing.
- Monitor construction of facilities for beddown of helicopters from US Army Reserve 159th Aviation Regiment.
- Champion enhancement of Military Education (University to Community College to K-12) to include buildout of MacDill Middle School (DOD PSMI Program).
- Re-accomplish Compatible Use Plan.
- Champion continued modernization/improvements to Deployed Unit Complex (DUC) supporting Operational/Transient Air Units deployed to train at Avon Park.
- Advocate to reverse DHA "Right-Sizing/Active Duty Only" Proposal for 6th Medical Group
- Support FL Chief Resiliency Officer plan to conduct Compatible Use Plan with Resiliency Addendum for Tampa Bay/MacDill AFB region
- Promote potential of MacDill AFB and Tampa Bay area to support US Space Force evolution in Florida emphasizing University RDT&E; Industry support to OT&E and capacity for mission support priorities such as Cybersecurity; AI; Range Use and International partnerships
- Champion continued improvements toward efficient, accessible, quality Healthcare across Tampa Bay (MacDill, VA Medical Centers & FDVA) for Military and Veteran populations
- Champion State and Community support for military families across Education, Healthcare, Work Force, Transition and Entrepreneurship.

Bugg Spring –

- Continue to support Commander, Navy Region Southeast (CNRSE); Florida Department of Economic Development; NSA Orlando; Lake County; and City of Leesburg efforts to protect and buffer Bugg Spring's

- Navy Acoustic Test Facility from incompatible commercial and residential development that could impact operational test missions at the Spring.
- The Naval Undersea Warfare Center (NUWC) Okahumpka open water facility at Bugg Spring is located in Western Lake County and administered by the United States Navy.
 - Lake County and the City of Leesburg have established overlay districts designed to protect the mission and the long-term viability of this military facility through the management of underlying future land uses.
 - Enforcement is dependent on continued coordination and vigilance with developers by Navy, County and City action officers and the Florida Department of Economic Development.

Team Orlando –

- Continue to assist Metro Orlando Defense Task Force (MODTF) to maintain Team Orlando as the epicenter of the world for modeling, simulation, and training (MS&T).
 - Support the MODTF to establish routine strategic updates within the park stakeholders.
 - Support the MODTF to update and implement a strategic communication and outreach plan.
 - Provide support for the MODTF to maintain updated economic report findings.
- Continue to link Central Florida's modeling and simulation community to Florida's 20 major military installations and defense business which have an \$94.9 billion annual impact on Florida's economy.
- Advocate informing senior Service and Joint leadership on Team Orlando's capabilities and solidifying support for modeling and simulation synergy
- Submit and attract unique proposal ideas to support the promotion, protection, and growth of the \$6B MS&T community.
- Fund a study to identify and showcase Team Orlando entity contributions to national security.
- Continue to promote, protect, and grow the MS&T military, industry, and academia partnership throughout the State of Florida emphasizing innovation, high tech nature of the work, and high salary jobs.
- Advocate and support efforts for innovative technology of MS&T for technology transfer to other areas of Central Florida such as; UCF Innovative districts of NEOCity, Downtown Orlando Creative Village, Lake Nona, and thriving Space Coast.
- Investigate opportunities for alignment of modelling, simulation, and training needs of Space Command with Team Orlando DoD MS&T initiatives.
- Continue and grow the Orlando simulation community's support of the Integrated Florida Range concept to leverage the modeling, simulations and

- training capabilities in central Florida.
- Support the Army Futures Command led “consortium” concept for service cross sharing.
 - Advocate for and support the efforts to grow the medical simulations domain as a Center of Medical Simulations in Florida. Assist the Team Orlando members to strengthen collaboration with the new Veteran Administration’s MEDSIM wing of the hospital in Lake Nona Florida.
 - Expand the MS&T Med Sim benefits into Family wellness and Medical professional training.
 - Advocate to publicize and support the efforts of the Team Orlando capabilities to support Cyber related training.
 - Assist where appropriate the Army initiative to build a persistent cyber training environment in Partnership 5 building (project is underway and ongoing).
 - Support emerging designation of NAWCTSD as a Tech Bridge location, emphasizing connection of emerging technologies, processes, and companies with defense needs or other secured spaces.
 - Advocate for appropriate facilities (on or off installation) to support expected continued Team Orlando growth
 - Strongly endorse Team Orlando training effectiveness methodologies to determine the RIGHT technology for the desired training.
 - Strongly endorse expanded MS&T education at all levels of education from middle school through graduate school.

Patrick Air Force Base and Cape Canaveral Air Force Station –

- Continue to support the Indian River Bridge Replacement Program.
- Support efforts of Space Florida to have Florida chosen as the site of the headquarters of the new U.S. Space Command.
- Pursue programs to develop sites suitable for mission expansion.
- Support continued commercial space launch efforts.
- Advocate for accelerated funding of the equipment portion of the XY building.
- Advocate for aircraft recapitalization for Combat Search and Rescue unit based at Patrick AFB (920th Rescue Wing).
- Monitor efforts to build rail lines across the installation property to identify any mission impact threats early.
- Advocate for necessary repair/replacement/expansion of surface bridges needed to support ongoing and planned future space operations.
- Secure the main gates at Cape Canaveral AF Station.
- Advocate for Patrick AFB to become home for Battlefield Airmen Training.
- Re-accomplish Compatible Use Plan at Patrick and Cape Canaveral.
- Support the growth of the Florida Air National Guard in Space Operations.

- Advocate to reverse DHA “Right-Sizing/Active Duty Only” Proposal for 45th Medical Group
- Support the development of a state master plan for the complementary use of Cape Canaveral and Port Canaveral.
- Pursue solutions for traffic management at Patrick AFB.

Naval Ordnance Test Unit –

- Champion NOTU facility improvements and recapitalization efforts necessary to maintain NOTU's support role in maintaining a safe, secure and effective nuclear deterrent which is the number one priority of the Department of Defense.
- Advocate for accelerating/prioritizing the Engineering Test Facility MILCON budget planning timeline in order to support the Trident II D5LE2 development and testing, including pad launch testing requirements.
- Maintain the railhead at the Kennedy Space Center Shuttle Landing Facility to receive motor shipments in support of Trident II D5LE2 development and testing.
- Encourage the planning and development of infrastructure for mission expansion in the areas of system development and testing of hypersonics/Conventional Prompt Strike system.
- Support development of multi-user vertical launch capability at Kennedy Space Center to reduce encroachment pressures on NOTU's mission at Cape Canaveral AFS from growth of commercial vertical landing activity at CCAFS.
- Support commercial utilities investment in electrical infrastructure to provide upgraded electrical power redundancy required to support VIRGINIA and COLUMBIA class submarines at Cape Canaveral Navy Trident Wharf.
- Pursue a state master plan for development and complementary use of Cape Canaveral and Port Canaveral that fully integrates Navy and other federal entity port requirements to mitigate encroachment to national defense missions. This includes lost productivity caused by frequent on-base evacuations in support of vertical booster recovery ops.

Avon Park Range –

- Continue to pursue new or increased missions and expand use to additional range customers.
- Advocate for Smart Range infrastructure investment including adding electronic warfare training capability, increasing ability to support 5th/6th generation aircraft training, and enhancing ability to host deployed units with shower facilities and munitions storage.

- Encourage establishing a liaison with the US Navy to facilitate increased use.
- Enhance facilities to increase its use as a turnkey facility.
- Address limited manpower – advocate for new manpower study.
- Advocate for better funding.
- Continue efforts to mitigate encroachment and encourage easement purchases.
- Stay engaged with ongoing range plans that may impact APAFR.
- Expand training and range capacity for the Florida Army National Guard.

U.S. Southern Command (SOUTHCOM) –

- Articulate the need for the USSOUTHCOM mission and location. Advocate retaining USSOUTHCOM Headquarters in Miami, and should there be a USNORTHCOM/USSOUTHCOM consolidation, advocate having the HQs located in South Florida.
- Continue to work the FAA and private developers to support a solution to the housing limitation near the USSOUTHCOM garrison.
- Support the development of a US Army-Garrison Master Plan that:
 - Expands its role as the ADCON support entity for all DOD and select DHS assets in South Florida
 - Creates an administrative and operational bond between USAG-Miami and Homestead ARB
 - Enhances its image and role in the South Florida community
 - Pursues options for base housing and consolidated logistics facilities
- Pursue USSOUTHCOM becoming a “Center of Innovation” combining military technology agencies, private industry and academic research and study.
- Pursue USSOUTHCOM/South Florida becoming a “Center of Excellence for Latin America & Caribbean Diplomacy.” Combine assets at DOD, DHS, DOS, USSOUTHCOM, South Florida Universities, Central/South American Universities, think tanks, non-governmental organizations (NGOs), and private entities to create a valuable synergistic partnership focused on the security, stability, resiliency and growth of the Western Hemisphere.
- Advocate to reverse DHA “Right-Sizing/Active Duty Only” Proposal impacting USSOUTHCOM/Army Garrison Miami Medical Clinic

Coast Guard Base Miami Beach –

- Support efforts to protect the base from possible encroachment risks from potential re-zoning to permit nearby development incompatible with the base mission.

Homestead Air Reserve Base –

- Actively pursue the inclusion of Homestead Air Reserve Base into Joint Staff, USSOUTHCOM, USNORTHCOM and USTRANSCOM contingency planning. Advocate for Homestead Air Reserve Base to be included among USNORTHCOM and USTRANSCOM key contingency bases reports.
- Advocate restoration of the hydrant system from the tank farm to the ramp; make the system useful and develop a means to keep the base “warm” for contingency operations.
- Support encroachment management at HARB, including efforts to limit expansion of Urban Development Boundary and Urban Expansion Areas near the installation including pursuit to purchase easements on unprotected parcels in Homestead Park of Commerce to limit future incompatible development (HARB is supportive of the FLNG acquiring the 70 acres as it will ensure compatible development with mission operations and will support encroachment management at HARB).
- Continue to advocate for F-35’s to be based at HARB.
- Improve two maintenance hangars that are degraded and near the end of their service life; ensure improvements support future F-35 requirements.
- Review and update previous Homestead ARB CUP.
- Encourage the development of a HARB Growth Master Plan that:
 - Identifies and pursues South Florida Department of Defense and Department of Homeland Security missions and entities that would benefit from being tenants.
 - Identifies and pursues equipment to enhance the 482nd Fighter Wing’s lethality and to take advantage of HARB’s strategic location (e.g., F-35 Fighters).
 - Supports USSOCOM in its pursuit to acquire Miami-Dade County land adjacent to SOCSOUTH headquarters. The land provides additional space and direct access to the runway in order to more effectively conduct special operations missions.
 - Assesses infrastructure and land-use enhancements to support current mission and identify requirements to support expanded mission(s).
 - Assesses the potential for a joint military-civilian use airfield.
 - Develops solutions for housing, base support requirements and the lack of a commissary.
- Continue to fend off encroachment issues; support the purchase of land and or development rights of the parcels (Homestead Park of Commerce) under the flight traffic pattern adjacent to Homestead ARB to prevent future encroachment issues.

Naval Air Station Key West –

- Educate / inform all levels of government and the American public about the importance of the Key West mission.
- Improve the outreach effort regarding Naval Air Station Key West's important security role and unique capabilities.
- Support Navy offshore range development and increased cooperative operations for Navy Aviation assets across the Gulf Range Complex.
- Ensure the economic impact of NAS Key West is well known within the community.
- Raise visibility and encourage a solution to the enlisted housing problem and cost of living and affordable housing.
- Support the purchase of land and / or development rights of the parcels under the flight traffic pattern adjacent to Naval Air Station Key West to prevent future encroachment issues.