



Florida
Defense Support Task Force

Strategic Plan
2018 – 2023

Updated as of: March 22, 2018

Florida Defense Support Task Force Strategic Plan 2018-2023

March 22, 2018

The Florida Defense Support Task Force (FDSTF) was created in 2011 by Florida Statute 288.987 with a defined mission:

- 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.

Vision

The Florida Defense Support Task Force will be an aggressive and effective advocate to promote, preserve, protect and expand military missions and installations across the state of Florida.

Guiding Principles

- Champion Florida as the "Most Military-Friendly State" in the nation.
- Advocate for favorable resolution of military and defense issues from a statewide perspective and unify Florida's defense communities with one voice. Provide a plan for active and effective advocacy for military and homeland defense missions and facilities located in Florida including the United States Coast Guard.
- Promote Florida's military friendly atmosphere and optimum training environment and locations as the best and most cost-effective alternative for the Department of Defense.
- Coordinate a unified consistent message of Task Force members, executive and legislative branches of Florida government, congressional members and defense communities.
- Maintain a proactive posture, assisting the Department of Defense in its effort to find efficiencies and develop synergies in the face of necessary military mission consolidations or realignment actions.
- Help Florida communities become better prepared to present the Department of Defense with viable options and opportunities where realignment or consolidation actions are being considered.
- Identify, prioritize and address all current or potential base and range encroachment issues including, but not limited to airspace, environmental, energy, frequency spectrum and land use compatibility.
- Foster mutually beneficial communication and strengthen relationships between the state of Florida, installation leadership and community leaders.
- Enhance the Florida Congressional Delegation efforts in working defense and security issues at the federal level.

- Focus on advocacy efforts to obtain results which are mutually beneficial to Florida and the defense community.
- Identify the military value of Florida installations using core Department of Defense criteria and the results of previous data calls.
- Assist the Governor's office and state agencies in addressing and supporting the needs of Florida's installations identified as the result of base commander's meetings.
- Champion and continue legacy of Florida's warmth, embrace and respect for military family quality of life.
- Share relevant information to communities both directly and through the Florida Defense Alliance.

General Definitions

Defense is a multi-dimensional environment defined broadly to include the active service members, National Guard and Reserve forces, military dependents, military retirees and military-related businesses in the state of Florida.

Military installations include all bases, ranges and airspace within Florida and in waters and airspace adjacent to Florida.

Time Frame Definitions

Long term – The period in which the state is responding to a congressionally created formal BRAC process and beyond.

Short term – The period in which the military services budget-driven realignments occur outside of a formal Base Realignment and Closure (BRAC) process.

Task Force Members

Chairman – Senator Doug Broxson
 Vice Chairman – Mr. Tom Neubauer
 Major General Michael Calhoun, U.S. Army, The Adjutant General of Florida
 Brigadier General Arthur Diehl III, U.S. Air Force, Retired
 Lieutenant Colonel William Dudley, U.S. Air Force, Retired
 Admiral Mark Fitzgerald, U.S. Navy, Retired
 CW5 Derrick Fritts, U.S. Army, Florida Army National Guard
 Ms. Amy Gowder
 Major General Richard Haddad, U.S. Air Force, Retired
 Representative Clay Ingram
 Representative Holly Raschein
 Commissioner Barbara Stewart
 Representative Jay Trumbull

Enterprise Florida Defense Support Task Force Staff

Colonel Bruce Grant, U.S. Army, Retired
 Colonel Terry McCaffrey, U.S. Air Force, Retired
 Commander Marcy Sanders, U.S. Navy, Retired
 Ms. Michelle Griggs

Overall Long-Term Strategic Goals for All Military Installations

1. Prevent exploration, drilling and other activities that could limit military use of the Gulf of Mexico Test and Training Range Complex (Gulf Range Complex). Support the long term (permanent preferred) extension of the current Military Mission Line (MML) and oil drilling moratorium for eastern Gulf of Mexico in order to maintain mission capability in the Gulf Range Complex. Continue to advocate for full funding of the DoD's Gulf Range Enhancement program. Work with DoD to develop a cohesive strategy on how to efficiently and effectively use the Range Space in the Southeast Region across Services and the Test and Training communities.
2. Sustain the aggressive and well supported programs to counter encroachment to Florida's military installations. In cooperation with installations and local communities, identify encroachment challenges and work with state and local partners to reduce or eliminate encroachment affecting installations, ranges and flight corridors. Promote land use agreements to increase or sustain ranges and their associated or escalating requirements and capabilities. This includes purchase of conservation or non-conservation land or development rights / restrictive easements that limit incompatible use. Support installations in solving other encroachment issues such as lighting, noise, frequency and cyber or nontraditional encroachment challenges such as civil use of drones near military installations.
3. Sustain the State of Florida's multiple level, coherent, and consistent strategic communication campaign to provide accurate and complete information about the value of Florida's military bases, its supporting communities' programs and those of the State.
4. Sustain long term community planning that is collaborative with local military bases, shares key information, and sets the conditions for increased military value.
5. Work with military installations to identify ways to help in improving critical infrastructure projects which will increase their military value.
6. Continue to address concerns on quality of life issues for service members and families through state legislation and other state programs.
7. Synchronize common goals between local military R&D efforts and adjacent academic institutions.
8. Actively advocate with senior, national level government officials for new missions and new technology. Monitor actions and potential actions within the DOD and in Congress that could affect Florida's military presence, and adapt the strategic plan to take appropriate action to encourage maintenance and growth of the military presence in Florida.
9. Continue to identify areas where the state's presence and actions have sustainable impacts on Florida's military installations and missions including, but not limited to:
 - Protect all Florida ranges.

- Support DoD efforts to improve and integrate the Southeast Range Complex.
- Inform DoD leaders of Florida installations' capacity to absorb future growth.
- Provide support and incentives for defense missions to remain or relocate to Florida.
- Increase existing missions and add compatible missions that fit with the capacity and infrastructure of the installation.
- Lower installations' costs of doing business through public-private partnerships.
- Expand ranges and bases in Florida in cooperation with Space Florida for Department of Defense Unmanned Aerial Vehicle (UAV) testing and training.
- Support increased cooperative activity among and between AF, Navy and FLNG ranges.
- Support better understanding of all types of installation encroachment threats.
- Support improvement of transportation access in/around military installations.
- Support bases' efforts in meeting Department of Defense renewable energy goals.
- Support bases' efforts in dealing with environmental issues.
- Support improvement of education programs in public schools adjacent to military bases.
- Complete implementation of the Joint Land Use Studies at all Florida military installations that have conducted them.
- Strengthen and enhance quality of life of our military families/retirees statewide and within local communities.

10. Continue to coordinate with and support Florida Department of Veterans Affairs and Florida Is For Veterans, Inc. to strengthen state support for military families and veterans with a focus on education, health care, employment and family programs and help Florida veterans decide to settle in Florida.

11. Continue to strengthen defense-related working relationships with the following state agencies:

- The Department of Veterans Affairs
- The Department of Economic Opportunity
- The Department of Environmental Protection
- The Department of Agriculture and Consumer Affairs Energy Office
- The Department of Military Affairs
- The Department of Business and Professional Regulation
- The Department of Education
- CareerSource Florida

Short-Term Strategic Goals

Implement an aggressive advocacy and action plan based on the recommendations in the 2017 Principi / Spectrum Group analysis and updates based on recent installation visits. Plan will pursue installation specific strategic goals at national and state levels as shown below.

National Level -- (Alphabetical Order by Installation):

➤ **Avon Park Range –**

- Pursue new or increased missions and expand use to additional range customers.
- Delegate authority to operate the range's uncontrolled airfield to lowest level.
- 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.
- Encourage the Air Force to include Avon Park Range in the "Southeast Range" concept.
- Enhance facilities to increase its use as a turnkey facility.
- Address limited manpower – advocate for new manpower study.
- Advocate for better funding.
- Stay engaged with ongoing range plans that may impact APAFR.
- Expand training and range capacity for the Florida Army National Guard.

➤ **Blount Island Marine Logistic Center –**

- Ensure Pentagon leadership awareness of value of Blount Island.
- Support the MCSF-BI and Blount Island Logistics / Maintenance Support.

➤ **Florida National Guard –**

- Increase FL National Guard strength authorization / preserve force structure in the Florida National Guard.
- Advocate for F-35 Joint Strike Fighter basing with FANG
- Support efforts to obtain a south Florida training area.
- Grow Cyber capacity in the Florida National Guard (Army and Air).
- Promote the expansion of Air Defense, Infantry and Transportation capability within the Florida National Guard.
- Advocate for increasing Armory Readiness Centers in the Florida National Guard.

➤ **Camp Blanding Joint Training Center –**

- 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, NORTHCOM, SOUTHCOM, SOCOM, and CENTCOM).

- Identify adjacent eastern and northeastern land tracts for compatible military use.
 - Develop a systematic and tailored marketing / information campaign to encourage use of the CBJTC and encourage transfer or standup of additional training resources and operations capabilities.
- **Corry Station –**
- Continue to advocate bringing additional mission / workload to the Center for Information Warfare Training.
 - Raise awareness of Corry Station’s infrastructure issues to Navy leadership.
 - Support efforts to expand the mission of Information Warfare Training Command and associated support facilities.
- **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.
 - Encourage the Air Force to include Eglin AFB range space in the “Southeast Range Complex” concept.
 - Strengthen support for DoD and USAF Community Partnership Programs and provide communities adequate support and funding to fully support partnerships.
 - Support 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 a 5th Generation Range that provides operationally realistic environments for full scale test and training for 5th Generation Aircraft and Air Armament to include Integrated Air Defense Systems (IADS) capabilities and new threat emitters.
 - Enable expanded 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 for completing federal implementation of the Gulf Regional Airspace Strategic Initiative’s (GRASI) Landscape Initiative.
 - Advocate for eventual assignment of an operational F-35 unit to take advantage of F-35 facilities at Eglin.
 - Support the growth of the Florida Air National Guard (FLANG) 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.
 - Re-accomplish Joint Land Use Study.
- **Homestead Air Reserve Base –**
- Actively pursue the inclusion of Homestead Air Reserve Base into Joint Staff, SOUTHCOM, NORTHCOM and TRANSCOM contingency planning. Advocate for Homestead Air Reserve Base to be included among NORTHCOM 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
- 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; insure improvements support future F-35 requirements.
- Review and update previous Homestead ARB JLUS.
- 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 SOCOM 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.
- **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.
 - Develop strategy to overcome base limitations and foster additional operations and growth.
 - Advocate for a manpower study of the 1st SOW.
- **125th Fighter Wing at Jacksonville International Airport –**
 - Continue to support base facility improvements including the construction of a base fire station to ensure 125th FW compliance to Air Force standards.
 - Continue advocacy for basing of the F-35.
 - Establish an “Active-Associate” unit at the Jacksonville Air National Guard Base.

- **MacDill Air Force Base –**
 - Champion readiness, capacity, and capability of MacDill AFB to increase Air Refueling Mission force structure to include beddown of new KC-46 tanker or the KC-X.
 - 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.
 - Identify and promote potential for MacDill to absorb new missions and activities.
 - Continue to pursue improvement in K-12 education.
 - Re-accomplish Joint Land Use Study.

- **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
 - Re-accomplish Joint Land Use Study.

- **Naval Air Station Key West –**
 - Educate / inform all levels of government and the American public 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 off-shore range development and increased cooperative operations for Navy Aviation assets across the Gulf Range Complex.
 - Ensure 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.

- **Naval Air Station Pensacola –**
 - Search for Base – Community Co-development opportunities.
 - Attract cyber domain commercial entities for community co-location. Advocate for unfunded construction addressing base access control, repairs to airfield hangars and NATTC dormitories.
 - Re-accomplish Joint Land Use Study.

- **Naval Air Station Whiting Field –**
 - Support an information campaign highlighting excess 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.
- **Naval Station Mayport –**
- Continue to advocate for nuclear aircraft carrier homeport.
Advocate for a 2nd ARG (3 ships) to be stationed at NS Mayport and seek US Coast Guard ship basing at 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 Joint Land Use Study.
- **Naval Support Activity Panama City –**
- Support installation efforts to establish an Expeditionary Innovation Center, EXWERX modeled after (USSOCOM) SOFWERX.
 - Protect Navy ranges used for research, development, test, evaluation and training in Florida's littoral waters.
 - Support NSWC-PCD expansion of all expeditionary warfare capabilities in addition to MIW.
 - Advocate for expanded turn basin and improved berthing capability suitable for larger vessels, including Littoral Combat Ships (LCS) and Coast Guard Offshore Patrol Cutters
 - 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).
- **Patrick Air Force Base and Cape Canaveral Air Force Station –**
- 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 CSAR unit based at Patrick AFB (920th RW).
 - Monitor efforts to build rail lines across the installation property to identify any mission impact threats early.

- Secure the main gates at Cape Canaveral AF Station.
- Advocate for Patrick AFB to become home for Battlefield Airmen Training.
- Re-accomplish Joint Land Use Study at Patrick and Cape Canaveral.
- Support the growth of the Florida Air National Guard in Space Operations.

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

- **U.S. Southern Command (SOUTHCOM)** –
 - Articulate the need for the USSOUTHCOM mission and location. Advocate retaining SOUTHCOM Headquarters in Miami, and should there be a NORTHCOM/SOUTHCOM consolidation, advocate having the HQs located in South Florida.
 - Support development of “Base Housing” 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 SOUTHCOM becoming a “Center of Innovation” combining military technology agencies, private industry and academic research and study.
 - Pursue SOUTHCOM/South Florida becoming a “Center of Excellence for Latin America & Caribbean Diplomacy.” Combine assets at DOD, DHS, DOS, SOUTHCOM, 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.

- **Team Orlando** –
 - Continue to assist Metro Orlando Defense Task Force (MODTF) in further development and execution of the strategic plan and communications plan to retain Team Orlando. Write a new strategic plan for Team Orlando expansion.
 - Advocate informing senior Service and Joint leadership on Team Orlando’s capabilities and solidifying support for modeling and simulation synergy.
 - Continue to grow and strengthen the DoD and academia linkage.
 - Continue and grow the Orlando simulation community’s support of the South East Range concept to leverage the modeling, simulations and training capabilities in central Florida.
 - 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.
 - Advocate to publicize and support the efforts of the Team Orlando capabilities to support Cyber related training.
 - Establish routine strategic updates within the park stakeholders.

- Continue to execute a strategic communication and outreach plan.
 - Strongly endorse expanded graduate education in MS&T.
 - Establish and implement an international MS&T strategy.
 - Continue the outreach by Team Orlando entities to other centers of modeling and simulation locations.
 - Remain nested with the state efforts and complement the state programs.
 - Maintain updated economic report findings.
 - Expand the MS&T Med Sim benefits into Family wellness and Medical professional training.
 - Increase the MS&T contribution to the South East range initiative.
 - Support the Army led “consortium” concept for service cross sharing.
 - Advocate for appropriate facilities (on or off installation) to support expected continued Team Orlando growth.
 - Increase the Active Duty, NGB and Reserve connection.
 - Fund a study to identify and showcase Team Orlando entity contributions to national security.
 - Assist where appropriate the Army initiative to build a persistent cyber training environment in Partnership 4B building.
 - Advocate for secure spaces for Team Orlando, appropriate to the ongoing/emerging mission set.
 - Strongly endorse Team Orlando training effectiveness methodologies to determine the RIGHT technology for the desired training.
- **Tyndall Air Force Base –**
- Assist the SATF (Site Activation Task Force) with the community data needed to facilitate a successful bed down and timely completion of the EIS (Environmental Impact Study) for the RPA (Remotely Piloted Aircraft) MQ-9 Base Y.
 - Assist Tyndall leadership, AFCEC (Air Force Civil Engineer Center) and ACC (Air Combat Command) with the stand-up of an MQ-9 program office.
 - Assist AFCEC and Base leadership in establishing the best possible locations for planning Base Y MCE headquarters and LRE complex facilities.
 - Support the Tyndall 2030 program initiative as Tyndall plans for new and growing missions and facility and services expansions.
 - Provide direct support to the installation and to Bay County in the completion of a JLUS (Joint Land Use Study) which will begin in 2018.
 - Support the re-launch of Tyndall’s Community Partnership Program and leverage the engagement of program SME’ with grant support.
 - Support the continued TFI (Total Force Integration) efforts for the F-22 FTU, F-22 OPS, AOC and future RPA program.
 - Advocate for F-22 FTU (Formal Training Unit) aircraft to have DOC change to a combat coded squadron.
 - Support installation efforts to resolve issues with privatized housing, address quality issues and occupancy rates.
 - 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.
 - Support the growth of 53d WEG operations and bed down of additive contract adversary air.

- Raise national awareness of the multi-faceted role of 1st Air Force, the 601st Air and Space Operations Center and the Florida Air National Guard in US National Security and Civil Authorities missions.
- Assist the WEG and FW with expansion of ground range space south of the base.

State Level -- (Alphabetical Order by Installation):

- **125th Fighter Wing at Jacksonville International Airport**
 - Support facility improvements and taxiway upgrades.
 - Support / advocate for future F-35 basing.
- **Avon Park Air Force Range** – Continue efforts to mitigate encroachment and encourage easement purchases.
- **Cape Canaveral Air Force Station** – Support the development of a state master plan for the complementary use of Cape Canaveral and Port Canaveral.
- **Eglin Air Force Base** –
 - Support road improvements to facilitate Highway 85 and Highway 98 ingress / egress.
 - Identify possible state contributions to Eglin Range sustainment and growth to support 5th and 6th gen weapons and aircraft.
- **Homestead Air Reserve Base** – 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.
- **Hurlburt Field** – Support proposed “West Gate” construction and off base auxiliary roads to reduce / eliminate traffic congestion.
- **MacDill Air Force Base** –
 - 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.
 - 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.
- **Patrick Air Force Base** – Pursue solutions for traffic management at Patrick AFB.
- **Naval Air Station Pensacola** –
 - Establish a system to enhance air space management in Northwest Florida with guidance aimed at future growth in flight activity.

- Continue initiatives with Navy to secure public access to National Cemetery, National Museum of Naval Aviation, Fort Barrancas and lighthouse.
- 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.
- Support the purchase of land and / or development rights of the parcels under the flight traffic pattern to prevent future encroachment issues.
- Support basing USCG Cutters at Pensacola.

- **Naval Air Station Key West** – Support the purchase of land and / or development rights of the parcels under the flight traffic pattern adjacent to Key West Naval Air Station to prevent future encroachment issues.

- **Naval Station Mayport** – Support stationing of additional Littoral Combat Ships (LCS) at NS Mayport.

- **Naval Support Activity Panama City** –
 - Complete implementation of the Joint Land Use Study and adjacent land acquisition project to ensure merging commercial and military activities can each meet their objectives.
 - Support local activities to enable berthing capability of Littoral Combat Ships (LCS) at NSA Panama City.

What Does Success Look Like?

- Florida is fully prepared to assist the Department of Defense to maximize efficiencies in an era of defense build-up.
- Florida increases relative position in economic impact from defense spending.
- Task Force is the state focal point with support mechanisms, processes, data, and resources to effectively conduct military advocacy actions with the Florida Congressional Delegation and is an integral part of success.
- Florida successfully procures emerging military missions to at Florida installations or with defense contractors. Florida continues to earn its reputation as the nation's top-ranked military-friendly state. Raise the bar within Department of Defense family support areas rated green.
- Florida maintains and funds an effective installation encroachment prevention program for conservation and non-conservation lands.
- Maintain communications plan and FDSTF web site that promote the military value of Florida installations. Ensure plan is linked to all local Florida defense support organizations to allow insight to and inclusion of regional and community partnerships.
- Florida has strengthened, mutually beneficial community relationships with installation leadership, the Florida Defense Alliance, community leaders along with, city and county officials to capitalize on local resources; efforts are integrated with at all levels.

- Florida has increased defense business and is the leader in veterans' employment opportunities.
- Florida's role in space launches and mission support and expanded military space opportunities is well understood.
- Florida's national-level advocacy plan for military and homeland defense missions and facilities includes the United States Coast Guard; supports the Florida Congressional Delegation objectives.
- Working relationships with defense planners, defense contractors and leadership better anticipates changing needs and proposed actions to assist in developing solutions and strategies of mutual benefit to the Department of Defense and the state.
- The citizen-to-soldier/airman ratio for the Florida National Guard is sized correctly to support national defense requirements as well as possible Florida Department of Emergency Management and other critical state needs.