



Florida
Defense Support Task Force

Strategic Plan
2012 – 2019

Updated as of: March 17, 2016

Florida Defense Support Task Force Strategic Plan 2012-2019

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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.
- 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.

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 adjacent to Florida.

Time Frame Definitions

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

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

Task Force Members

Senator Garrett Richter – Chairman

Vice Chairman -- Tom Neubauer

Representative Dana Young

Representative Ritch Workman

Representative Clay Ingram

Senator Mike Bennett

Major General Michael Calhoun, U.S. Army, The Adjutant General of Florida

Admiral Mark Fitzgerald, U.S. Navy, Retired

Major General Joseph J. Taluto, U.S. Army, Retired

Brigadier General Arthur Diehl III, U.S. Air Force, Retired

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Colonel Rocky McPherson, U.S. Marine Corps, Retired
Colonel Bruce Grant, U.S. Army, Retired
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Short-Term Strategic Goals

Implement an aggressive advocacy and action plan based on the recommendations in the 2012 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 --**
 - Champion certification of the main runway.
 - Pursue increased missions.
 - Expand use to additional range customers.
 - Delegate authority to operate the range's uncontrolled airfield to lower level – ideally to Wing Commander 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.

- **Florida National Guard–**
 - Support preserving force structure in the entire Florida National Guard.
 - Support efforts to obtain a south Florida training area.

- **Camp Blanding Joint Training Center –**
 - Support an interagency training establishment as a center of gravity for disaster response.
 - Promote the value of the Joint Training Center to national level entities (NGB, DOD, DHS NORTHCOM, SOUTHCOM, SOCOM, and CENTCOM).

➤ **Corry Station –**

- Advocate bringing additional mission/workload to the Center for Information Dominance.
- Raise awareness of Corry Station’s infrastructure issues to Navy leadership to assist the commander in solving them.

➤ **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 Complex.
- Encourage DOD to achieve 59 F-35 aircraft at Eglin.
- Encourage the Air Force to include Eglin AFB range space in the “Southeast Range” 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 dedicated test F-35's for 96th TW at Eglin AFB.
- 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.
- Enable expanded utilization of the Eastern Gulf of Mexico (NW Florida down to Keys) test and training mission profiles.
- Advocate for the establishment of a hypersonic weapons corridor.
- Advocate for federal implementation of the Gulf Regional Airspace Strategic Initiative (GRASI) Landscape Initiative.
- Support the current Military Mission Line.
- 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.

➤ **Homestead Air Reserve Base –**

- Advocate to restore 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 inclusion of Homestead ARB into DOD/SOUTHCOM, NORTHCOM and TRANSCOM contingency planning and advocate for Homestead to be included among NORTHCOM and USTRANSCOM key contingency bases reports.

- **Hurlburt Field –**

- Resolve pavement condition issues, especially the asphalt portion of Taxiway G and a portion of the C-130 transport aircraft apron.
- Encourage a strategy to insure the SOW has ample access to Range Facilities.
- Advocate for upgrades and recapitalization of aircraft at Hurlburt Field.
- Champion a strategy of utilizing the Florida Air National Guard to supplement and grow the CV-22 mission.

- **125th Fighter Wing at Jacksonville International Airport –**

- Strive for the establishment of an “Active-Associate”, leveraging the total force to strengthen the air superiority mission set.
- Support the construction of a base fire station to ensure 125th FW compliance to Air Force standards.
- Support the option of basing of the F-35 Joint Strike Fighter, thus leveraging years of fighter experience by the maintainers and pilots of the 125th FW.
- Advocate for increasing the force levels of the Florida Air National Guard.
- Establish an “Active-Associate” unit at the Jacksonville Air National Guard Base.

- **MacDill Air Force Base –**

- Champion readiness, capacity, capability of MacDill AFB to increase Air Refueling Mission force structure to include beddown of new KC-46 tanker
- Advocate for infrastructure improvements in support of the Air Refueling Wings.
- 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.
- Advocate for earlier delivery of displaced KC-135R’s.

- **Naval Air Station Jacksonville –**

- Increase awareness by Naval Aviation leadership of the importance and efficiencies of the Fleet Readiness Center, Jacksonville.
- Advocate for sustained workload for the Fleet Readiness Center Southeast.
- Monitor the P-8A Poseidon aircraft squadrons and the Triton UAS and encourage the Navy to stay the course in both programs.

- **Naval Air Station Key West –**
 - Improve the outreach effort regarding Naval Air Station Key West’s important security role and unique capabilities.
 - Support transfer of Truman Annex land parcel to NAS Key West to improve base access and security.
 - Raise visibility and encourage a solution to the enlisted housing problem.

- **Naval Station Mayport –**
 - Continue to advocate for nuclear aircraft carrier homeport.
 - Advocate for a 2nd ARG (3 ships) to be stationed at NS Mayport.
 - Seek US Coast Guard ship basing.
 - 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.

- **Naval Support Activity Panama City –**
 - Assist NSA Panama City in seeking renewable energy project to reduce energy costs.
 - Advocate for expanded berthing capability at NSA-PC suitable for Littoral Combat Ships (LCS).
 - Support federal legislation to prevent potential encroachment in the Gulf Range.
 - Advocate for continued Navy emphasis on mine and littoral warfare, and Littoral Combat Ship development.

- **Patrick Air Force Base –**
 - Pursue programs to develop sites suitable for mission expansion.
 - Advocate for increased 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.

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

- **U.S. Southern Command (SOUTHCOM) –** Advocate retaining SOUTHCOM Headquarters in Miami, and should there be a NORTHCOM/SOUTHCOM consolidation, advocate having the HQs located in South Florida.

- **Space Florida –** Assist Space Florida in identifying DoD transition mechanisms that might be useful to NASA.

➤ **Team Orlando –**

- Retain Team Orlando.
- Assist Metro Orlando Defense Task Force (MODTF) in further development and execution of the strategic plan and communications plan to retain Team Orlando.
- Advocate to inform senior Service and Joint leadership on Team Orlando's capabilities and solidify support for modeling and simulation synergy.
- Continue to publicize the Florida efforts to secure the expansion and reduce the lease costs to Team Orlando and the Research Park with DoD, principally Army, leaders.
- Advocate for inclusion of Team Orlando as an official DOD-sponsored University Affiliated Research Center (UARC) with the University of Central Florida.

➤ **Tyndall Air Force Base –**

- Advocate for Tyndall's tenant commands including the Air and Space Operations Center.
- Advocate for increased missions/aircraft.
- Leverage Tyndall's 5th generation facilities, culture and airspace to efficiently bed down additional operational F-22 aircraft.
- Raise awareness of the multi-faceted role of 1st Air Force & the 601st Air and Space Operations Center in US National Security and Civil Authorities missions.
- Advocate for growth in the core missions of AFCEC TAFB as AFIMSC evolves in 2015.
- Support federal legislation to prevent potential encroachment in the Gulf Range.
- Ensure successful completion of AF property disposition and support application of the funds for base buffering initiatives.
- Support the growth of Florida Air National Guard F-22 operations at Tyndall AFB.

State Level -- (Alphabetical Order by Installation):

• **FL National Guard/Camp Blanding Joint Training Center –**

- Prioritize construction of additional training unit facilities.
- Develop separate marketing/information campaigns to:
 - Encourage transfer or standup of remotely piloted vehicle training
 - Encourage transfer or standup of emergency operations center training
 - Encourage transfer or standup of all-service combat skills weather training
 - Encourage transfer or standup of all-service water survival training
 - Encourage transfer or standup of military vehicle overhaul or recapitalization.

- **125th Fighter Wing at Jacksonville International Airport** – Support facility improvements and taxiway upgrades
- **Eglin Air Force Base** –
 - Support road improvements to facilitate ingress/egress.
 - Prevent encroachment that could impact the Gulf Range Complex east of the Military Mission Line.
- **Hurlburt Field** -- Support proposed “West Gate” construction and off base auxiliary roads.
- **MacDill Air Force Base** –
 - Support the purchase of a parcel of land 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.
- **Naval Air Station Pensacola** –
 - Establish a system to enhance air space management in Northwest Florida with guidance aimed at future growth in flight activity.
 - 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.
 - Seek new initiatives for shared functions (commercial, medical, recreation, etc.) with the communities and State through mechanisms such as enhanced-use leasing.
- **Naval Air Station Whiting Field** – Continue efforts to buffer training airfields from encroachment, especially at the outlying fields.
- **Naval Station Mayport** –
 - Support acquisition of land or development rights adjacent to NS Mayport to prevent encroachment.
 - Support stationing of Littoral Combat Ships (LCS) at NS Mayport.
- **Naval Support Activity Panama City** –
 - Protect Navy ranges used for Research, Development, Test, Evaluation and training in Florida’s littoral waters.

- Advocate for continued Navy emphasis on mine and littoral warfare and Littoral Combat Ship development.
- 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.

Overall Long-Term Strategic Goals for All Military Installations

1. Promote Florida as a trusted, defense-friendly partner, advocating solutions of mutual benefit to the Department of Defense and Florida communities.
2. Promote and grow Florida military missions and installations. . 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.
3. 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.
 - Providing support for acquisition of land or development rights to prevent encroachment.
 - Providing 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.
 - Prevent exploration, drilling and other activities that could limit military use of the Gulf of Mexico Range Complex.
 - Lowering 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.
 - Preventing and mitigating encroachment affecting installations, ranges and flight corridors.
 - Transportation access.
 - Department of Defense renewable energy goals.
 - Environmental issues.
 - Improvement of education programs in public schools.
 - 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.
- Continue to champion Florida's support to our wounded and veterans.
- Continue to strengthen state support for military families and veterans with a focus on education, health care, employment and family programs. Coordinate with and support Florida Is For Veterans, Inc. to help Florida veterans decide to settle in Florida.
- 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

What Does Success Look Like?

- Florida is fully prepared to assist the Department of Defense to maximize efficiencies in an era of defense downsizing.
- Florida increases or maintains same relative position in 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 missions to offset jobs lost by realignments or consolidations.
- Florida will continue 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 will be the leader in veterans' employment opportunities.
- Florida creates, coordinates, and maintains an effective installation encroachment prevention program.
- Develop a communications plan and an FDSTF web site to promote the military value of Florida installations. Ensure this 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 relocation through tax and other state incentives
- Create greater public awareness of Florida's military-friendly environment including support for veterans, retirees and military dependents.
- Expand Florida's role in space launches and mission support, and expanded military space opportunities.
- Conduct effective national-level advocacy plan for military and homeland defense missions and facilities located in Florida including the United States Coast Guard; support the Florida Congressional Delegation in plan implementation.
- Continue to improve working relationships with defense planners, defense contractors and leadership to better anticipate 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 possible Florida Department of Emergency Management needs.