



Florida Defense Support Task Force

FY2014 Grant Funding

MacDill AFB – Securing Our Future



- **Project Title:** *MacDill AFB – Securing Our Future*

- **FDSTF Sponsor:** Brig Gen Chip Diehl

- **Applicant**

Organization: **Tampa Bay Defense Alliance (TBDA)**

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- **Project Criteria (check all that apply)**

The mission of the FDSTF as described in F.S. 288.987.

FDSTF goals as stated in the FDSTF Strategic Plan, dated 10/24/12.

Clearly defined, measurable outcome.

- **Summary of Project**

- **Project description**

Closing MacDill’s Flying Mission?? Can one imagine losing the operational Air Refueling mission at MacDill AFB? With growing fiscal/economic pressures – forced downsizing of fighter, cargo aircraft operations and support . . . **is next aircraft in cross-hairs reducing the required Tanker fleet?**

Reflect back on BRAC '95 Data and Realignment considerations as well as most recent KC-46 basing process, **MacDill does not score well**. Our concern . . . *perceptions are realities* . . . if the Air Force and Air Mobility Command (AMC) are challenged to reduce size of Tanker fleet (justified due to budget priorities and advent of KC-46) . . . **could MacDill lose its modest 16 KC-135 Wing??**

Now is time to reaffirm to our elected Leadership, DOD, the Air Force and AMC that MacDill has earned and now deserves to utilize the capacity, build on proven operational value and national importance to be a vital force projection Main Operating Base (MOB) of the Southeast US now and for foreseeable future.

This Grant requests support of robust campaign – teaming with powerful Tampa Bay Partnership (TBP) – to proactively counter any evolving considerations.

We must “**change perceptions**” – we must “**generate respect**” – we must “**recommit the Defense leaders**” to the importance MacDill serves geographically, operationally and logistically to our nation, the State of Florida and to our warfighting Commanders of US Central Command (CENTCOM), US Special Operations Command (SOCOM) and US Southern Command (SOUTHCOM).

Even more, the *best defense is a good offense* – MacDill’s capacity and capability; its strategic location in the southeast US; its exceptional Community relations – all *justify bringing “more Tankers (more KC-135s)”* vice considering closure of Tanker operations.

The Tampa Bay Partnership will lead this campaign; the Tampa Bay Defense Alliance (TBDA) will fly wing along with our Chambers of Commerce, Economic Development Corporations all strengthened by our Bay Area Legislators.

The **Tampa Bay Partnership** is embarking on a *strategic communications campaign* hallmarking the spectrum of Industry ‘Clusters,’ showcasing our multi-County infrastructure, all strengthened by our cornerstones of education, healthcare and tourism.

Flying the wing of the Partnership, our **Tampa Bay Defense Alliance (TBDA)** team is joining forces to **champion historic legacy and current readiness of MacDill in tandem with our Defense Industry to affirm the capability and capacity of our military in support of Air Mobility Command (AMC), the Air Force and DOD.**



- **Grant will allow immediate launch** of multi-dimensional strategic campaign focused intently on MacDill – **our Bullseye** – changing perceptions and championing its legacy, capacity, national importance today and, more importantly for decades to come.
- Campaign will also **build outward** – the 2nd Ring being ‘**Emerging technological domains**’ – such as Cyber, Unmanned Aerial Systems (UAS) and Healthcare – expanding and building **potential of Tampa Bay and MacDill’s defense industry**. As western portal for Florida’s High Tech Corridor (HTC), anchoring while evolving into these new frontiers will further strengthen the national/international importance of the Tampa Bay region.
- The outer most 3rd Ring will embrace our fantastic ‘**Community**’ – twice awarded the prestigious **Abilene Trophy** (Best AMC Installation – Community Relationship) – our aim is to embellish all our Families, Small Businesses and Communities – when collectively appreciated **reinforce the treasure** of our military.

The Tampa Bay region – anchored by MacDill AFB – is a national treasure. For over 100 years, the Tampa Bay area has served as strategic linchpin from historic contingencies such as the Roughriders launching to Cuba; the Cuban Missile Crisis, Operation JUST CAUSE and most recently all operations supporting OEF, OIF, OND as well as many natural disasters across the State and Caribbean.

All total, this regional Campaign will serve to reinforce an appreciation, understanding and value Tampa Bay serves today and well into the future in support of our National Security strategy and interests.

- **Objectives – Build on the strength of TBP, TBDA and our renowned community to develop a strategic campaign championing MacDill AFB; reaffirming its capacity/capability today; while, more importantly hallmarking its enormous value to our national security for decades to come.**
 - **Challenge:** Budget pressure – leads to Air Force forced structure drawdown. “Air Force could lose 5 tactical aircraft squadrons and a large portion of its C-130 fleet” – Def Communities 360, 5 Aug 2013. **Reason:** retirement of ‘older aircraft.’
 - **Next?** Are old KC-135s under consideration? If we have less fighters, then less quantity of tankers may be next.
 - Where would tankers be removed from – Guard? MacDill?
 - **Perception is Reality** – If you ask many military leaders, civilians, defense industry and government officials about MacDill AFB, they are likely to say **“It’s the home of CENTCOM & SOCOM.”** The tanker mission – small in quantity, large in operational value – is secondary. Equally, **KC-46A Base Scoring** validated perceptions . . . scoring skewed and in error based somewhat on perceptions.
 - **Perceptions** are proving to be large dilemma impacting assignment of more KC-135s; and future basing of KC-46A aircraft.
 - **Foremost, need to ‘correct the record’ (KC-46A Scoring); reinvigorate importance of MacDill operationally to nation; proactively change ‘perceptions;’ and, promote capacity for more tankers while preemptively ‘guarding’ against drawdown of MacDill’s KC-135s.**
 - **Objective 1. MacDill AFB – Re-Target.** Despite historical legacy dating over 70 years; endless contributions toward the defense of our nation; the operational “turn to” base for all contingencies & humanitarian/disaster relief missions projected from our Southeast US – MacDill is known as the **“Home of CENTCOM and SOCOM”**
 - **Campaign to refocus on mobility/tanker mission.** MacDill is a **“Tanker Town”** – home to the two-time **“Best Air Mobility Wing”** (as awarded in Mobility Rodeo 2000 & 2005) and Best Tanker Wing (Mobility Rodeo 2005) – No one is better! Our mission is to recapture the strategic, national importance of MacDill AFB – historically, geographically, operationally and nationally.

- **Reset our Bullseye- “MacDill is crucial to national security”** Everyone needs to know it. We need our government’s and DOD’s leaders to **“visit MacDill”** – come see & appreciate its capability, capacity, infrastructure; while, learning its importance geographically; its reach; its potential; all, strengthened by our community and wealth of retired veterans who call Tampa Bay their home.
- **One Mission: One Champion for National Security Issues** – Our strong voice of advocacy through synergy & depth of State & military/corporate/community leaders is force to reaffirm and reinvigorate national and military importance and value – flipping the reputation back to mobility first and foremost.
- **Center of Gravity: MacDill AFB.** From its founding, MacDill AFB has served as vital operational/logistical location for strategic campaigns. MacDill is not the base at the “end of the peninsula” – this is location always looked upon for all operations into the Caribbean, Latin America, South America.



- **Tanker Bridge.** Now with capacity to project power to establish tanker bridge to Europe, Africa & Middle East – a **“Great Circle to any Contingency”**
- **Training EpiCenter.** Since 1941, MacDill has also been epicenter of training – bombers in WW II to air refueling training for bombers, airlift and fighter units across Southeast USA.
- **Champion Caliber.** MacDill has always risen to needs of DOD, the AF, AMC or the country – from contingencies, to humanitarian & disaster response, to readiness training. Twice awarded Best Mobility Wing at Mobility Rodeo and twice awarded Abilene Trophy for Best Community Relations – MacDill is a champion in every aspect of mobility operations.
- **Bright Future: Potential Through Capacity.** MacDill’s potential is unparalleled. **“Built to expand”** – the installation’s infrastructure affords capacity to build on current tanker mission to grow capability with addition of more force structure –either more KC-135s or new KC-46 aircraft.
 - **Infrastructure Abounds – Plans Accommodate Growth.** MacDill has always planned/hoped to expand mobility operations – infrastructure mapped to accommodate opstempo of 36+ aircraft – either KC-46 or more KC-135s. Hydrant system built to expand; simulator built with extra bay; ramp and surrounding land earmarked for core and advanced structural requirements (Hangars, Mx Shops . . .) **MacDill can operate full 36 aircraft operation today and comfortably in future decades.**
 - **Move of Army’s 159th Aviation Regiment to MacDill** – emblematic of potential to increase force structure and operations comfortably [Environmental Impact Study ongoing in support of this move]

- **National Guard/Reserves – Room for More.** MacDill is home to **the 927th Air Refueling Wing (Associates) and Florida National Guard.** Capacity allows consideration to consolidate or add missions onto MacDill. Flexibility – in light of budget environment and force structure/basing changes – is available. Reserves can grow if more tankers are assigned to MacDill.
- **Encroachment – Preempted!** The Mayor of Tampa has established policies and ‘has the stick’ in preempting and maintaining encroachment (noise and development). Encroachment is not & will not be issue around MacDill
 - **Florida Rock Parcel.** Current example, The State of Florida legislated authority to allow procurement of “non-conservation” lands – specifically intended to allow procurement of lands encroaching our military installations. In concert, the State is working with MacDill and the community to buy the 25-acre Florida Rock parcel neighboring the Clear Zone to MacDill Rwy 04. This will further preempt and strengthen encroachment status around the installation. Florida’s Secretary of Transportation is personally leading this vital initiative – his priority; our priority.



- **Objective 2. Leverage Emerging Technologies and Boundless Innovation.** Tampa Bay is the western portal to the High Tech Corridor (HTC) across central Florida. Emerging in tandem with MacDill, Tampa Bay is quickly setting seeds as a regional leader nationally with evolving technologies, such as Cyber Security and Unmanned Aerial Vehicles (UAVs).
 - **Diversity** and innovation will fuel a new path into the national security future of 2025 – new tanker, new technologies, new industries anchored to Florida’s HTC and myriad of ‘clusters’ will foster a robust, exciting future.
- **Objective 3. Wrap Our Community around this Great Asset.** Our community – families, retirees, businesses, snowbirds – is our greatest asset. The strength behind and the ultimate testament to MacDill’s enduring legacy are our community.
 - **MacDill AFB and Tampa Bay** are home to over 100,000 veterans/retirees – growing to over 200,000 with arrival of snowbirds.
 - **MacDill’s Pharmacy is in Top 5 of DOD Pharmacies;** Healthcare, commissary and BX equally among most robust.
 - **Environment, Quality of Life, Affordability, Military Friendly** and warm embrace of community attract workforce, veterans as students and for healthcare, and entrepreneurs.

- **Objective 4. ‘Fly Wing of Tampa Bay Partnership’ - Market Tampa Bay – ‘Tell Story’ of MacDill AFB;’ strengthening our future with emergence of evolving technologies; to embracing and championing the unprecedented community – from small businesses to education to healthcare to our retired veterans (and snowbirds !)**



- Add “MacDill” to list of **best military Communities** – with San Antonio, San Diego . . .no better place to live and serve.
 - Add **“SOUTHCOM”** to list of Combatant Commands who cherish MacDill and its value to their mission in Latin and South America.
 - Add the **“Coalition of the Willing”** – the largest Coalition of Nations ever allied together in fight against terrorism.
 - Add MacDill and Tampa Bay as ideal location to relocate defense, healthcare, emerging technology and research businesses . . . anchored on **Florida’s High Tech Corridor.**
 - ***MacDill is a treasure*** – appreciated, yet little known – time to tell the nation; tell Florida; tell the Department of Defense. **We’re small; We’re proud.**
- **Objective 5. Create MacDill 2025 Vision – The Game Plan.** Along with teaming with TBP . . . aligning with their campaign plan . . . our glidepath will be our MacDill 2025 plan. Synchronizing, drawing efficiencies with resources, with focused priorities. . . MacDill 2025 will set our vision, priorities, lines of operation and timelines/milestones . . . as our game plan for all activities.
 - **Strong Team: Tampa Bay Regional Leadership** – Joining TBP are all the major community/business/defense support organizations – into common forum coalescing and building strength for aggressive strategic campaign
 - **TB Regional Team: TBP, TBDA,** City of Tampa and Hillsborough County Commission, Greater Tampa Chamber of Commerce (GTCC), Hillsborough Tampa EDC (THEDC), Pinellas EDC, Pinellas Chamber of Commerce with outreach to all adjoining Counties.
 - **Tampa Bay Area Legislative Delegation (TBALD)** – Led by Speaker of the House – Rep. Will Weatherford, House Majority Whip – Rep Dana Young and strong Senators – Sen Tom Lee, Sen Jack Latvala & Sen Jeff Brandes, the Tampa Bay region is fortuitous to have powerful Legislative Delegation to lead and implement this revitalization campaign.
 - **Retired General Officer/Flag Officers (GO/FO)** – Tampa Bay enjoys many retired GO/FOs representing nationally, regionally respected leaders – admired in Washington, D.C., across all services, with combatant commands, across Florida and Tampa Bay, as well as internationally. Expertise and experience bring unparalleled depth and reach to development of this campaign which will shape our MacDill 2025 vision.

- **Deliverables**
 - **Strategic Campaign – Strengthen Through Teaming and Synergy.**
 - Led by renowned, **respected Hill+Knowlton Strategies (H+K) – a roadmap** will guide and synchronize all aspects of campaign.
 - Campaign will **culminate in rollout of MacDill 2025 Vision.**
 - **Developing Relationships – TBP and TBDA priority.** Relationships are capstone to influence. Building sincere, trusting relations with myriad of influencers and supporters will be foremost in all engagements.
 - **Outreach and Networking.** Telling the story; taking vision on the road to touch and network with leaders and organizations; attending/hosting symposia and conferences to keep MacDill at forefront of discussions and engagements is crucial.
 - **GO/FOs secret weapon!** Harnessing reputations/respect of our retired General Officers/Flag Officers (GO/FOs) is weapon worth employing; going inside, opening doors while guiding our efforts is priceless.
 - **MacDill 2025 Vision** – Ultimate plan bolstered by strength of all Tampa Bay’s leading community champions: the Mayors, County Commission Chairs, Tampa Bay Legislators, local Economic Development Commissions and local/regional Chambers of Commerce. This will be the community’s vision . . . our commitment to the future of MacDill and our Tampa Bay defense industries.
 - **‘Tell the Story’: Marketing & Communications Plan** – Develop & manage rollout of operational outreach plan to engage leadership, stakeholders both internal to Tampa Bay/Florida and external nationally and across entire National Security spectrum.
 - **Media Campaign** – Production, positioning and placement of Print, Radio, Television opportunities (PSAs/Buy) as directed by H+K
 - **PSA Development** – Advocacy/Awareness video
- **Direct correlation to FDSTF criteria and expected benefit to the State (ROI)**
 - **FDSTF “Assessment of Florida Military Bases” – 31 August 2012**
 - Communities are very supportive of their bases . . . but aren’t always well organized . . . to enhance military value ... Conclusion, pg 6
 - Encourage collaborative community planning . . .Recommendation, pg 7
 - MacDill has no overarching community strategy. . . with multiple supporting organizations, Weakness, pg 34
 - Extent of community support to MacDill . . . not well known, Weakness, pg 34
 - Opportunity to leverage Coalition . . . Opportunity, pg 34
 - Develop comprehensive strategy . . .encompassing Tampa Bay area and base . . . with implementing action plan, Recommendation, pg 34

- Increase publicity/marketing of community support . . . role MacDill plays nationally and globally, Recommendation, pg 35
- Community planning . . . needing updating or improvement, pg 63
- Communities are very supportive of bases . . . not always well organized with coherent effort to enhance value of installation, pg 66

- **The Principi Group – TBDA “Re-Visit” – 26 June 2013**
 - Community has **come together well** as an organized body in support of MacDill AFB and Tampa military community . . . keep it going
 - **KC-46:** Next round, **‘Relationships’ need to be built** – Reputation solidified
 - **Marketing plan** – multi-year campaign a priority – AF-wide & National perspective
 - **Basing Data** – **‘Correct’** and reaffirm capacity, capability and operational potential
 - **Community Support** – Strengthen and expand – Mission and QOL are priorities

- **ROI – Benefit to the State**
 - **MacDill AFB – Defend, Strengthen and Expand.** Guard against any looming/evolving challenges to relocate tanker wing or to downsize operations. \$14B economic impact – any loss of force structure ripples across whole spectrum of military and Tampa Bay area communities. Once you lose force structure . . . it doesn’t come back **Huge negative impact to state and bay region.**
 - **Upside – Attract more Force Structure.** Reverse equally true . . . once you bring in force structure, they will stay for long time.
 - **Goal: Increase KC-135s and compete for KC-46.**
 - **Army Reserve UH-60 move to MacDill will be tremendous benefit . . . 23 aircraft/150 families**
 - **UAVs – In future?**
 - **Changing Perceptions – Change Future.** Correcting the perennial perceptions; correcting the KC-46 “scoring” will reset the way MacDill and our entire military community are looked upon. We have work to do . . . this grant will allow us to engage and win . . . leading to upside potential envisioned.
 - **MacDill 2025 – Vision and Roadmap.** Building and rolling out this long range plan is crucial . . . hallmarks publically to Wash DC, HQ AMC in St Louis, and across Florida where MacDill is and where its going. This vision will coalesce and strengthen support

when everyone knows the plan . . . they appreciate the priorities, the challenges, the strengths and the certainty where the base and military community are going.

- **Relationships – Priceless.** Building relationships and networks bring trust, admiration, appreciation and **potential to attract and grow.** Relationships influence perceptions – thus, influencing realities. **Relationships are ‘two-way’** – not only beneficial in gaining support for Tampa Bay area and MacDill; but allows us to potential ‘export’ our defense, healthcare, research businesses to other locations . . .

- **“Tell Story” of MacDill – Open Eyes.** Return on robust marketing/communications campaign will open eyes and capture interest across the national security and international arenas. Today, many national leaders and corporate partners don’t know of the **‘Coalition of the Willing’** and the historic size and contributions made over past decade. Even more, espousing proudly the strength of MacDill’s geographic location as well as capacity to expand and support more operational missions will have tremendous return.
 - Opening Tampa Bay as portal to the **High Tech Corridor** – anchoring with new **Cyber** academic, research/development and support to the Combatant Commands will draw very large returns to the region.

- **Performance Measures**
 - **TBP – TBDA Strategic Campaign:**
 - Plan: Completed NLT 1 Feb 2014
 - Launch: O/A 1 Apr 2014

 - **MacDill 2025 Vision –**
 - Draft/Coordination: 1 May 2014
 - Publication: 1 Jun 2014

 - **Marketing/Communications Campaign – Continuous**
 - **Outsource/Contracting** to Hill+Knowlton Strategies: ASAP
 - **PSA/Media Production/Placement:** Contracting with Jamestown now – additional programs per guidance of H+K; Sync’d with TBP and TBDA.
 - **Website** – Enhancement and correlation to Campaign ongoing
 - **Materials & Resourcing** – In coordination with TBP

- **Relationships – Building – to expand/heighten**
 - **Build 2014 Calendar of Conferences** – in concert with FDSTF/Principi endorsed conferences
 - **Schedule 2014 Trips** – Wash DC, HQ AMC, SOUTHCOM HQ, and International as endorsed by EFI/FDSTF and to meet key leaders.
 - **Host/Attend Symposia** – Team with Tampa Bay area academia, industry and military to plan/host symposia; or, to attend and participate

- **Budget and Financial Reporting Form** (Attachment B)
 - Attached

- **Plan of Action Form** (Attachment C)
 - Attached

- **Funding requested from the Florida Defense Support Task Force**

Total request: \$255,000 – Allows immediate support to prepare, plan and engage in total strategic campaign aimed foremost at **defending against potential attack to relocate MacDill Tanker Wings.**

- Supports teaming with TBP and Regional champions to **consolidate and focus** efforts toward priority goals.
 - Allows contracting renowned **Hill+Knowlton Strategies** as lead.
- Allows building of **Media, Communications Plan** – allowing immediate resourcing/funding to launch marketing/outreach/communications plan in parallel with and effectively aligning with the State, EFI, the FDSTF – all in parallel with strategic communications campaign of the Tampa Bay Partnership – power and synergy of teaming.
- Allows completion and launch of **MacDill 2025 – A Community Vision**
- Directly engages recommendations of the **Spectrum Analyses** and most recent “Re-Visit” by the **Principi Group**
- Directly supports recommendation to ‘**Tell Story**’ of unique, invaluable role MacDill plays nationally and operationally to warfighting commands

Matching funding will encompass both individual/corporate contributions to both TBP and TBDA (ongoing and receiving strong support/commitment); Partnership & Support from sister organizations (City/Counties, EDCs, Chambers . . .) and, through ‘volunteerism’ of our many leaders, board/advisors, community and corporate sponsors/experts. Our estimate is matching support **will far exceed 30% goals.**

- **Project relation to other local/state/federal budgets**

Circle one: related / **not related** If “yes,” explain how

- **Amounts of other leveraged funding/ contributions**

Federal _____ State **DRG – 2013: \$16,335;FDSTF – 2013: \$ 130,000**

Local _____ Private **TBP (TBD – Funds & GIK)**

**TBDA, EDCs, Chambers & Partners all in with
resources and GIK volunteering**

Other **Mayors, County, City leader support as well as Tampa Bay Legislators**

- **Estimated length of project**

Start date - Ongoing

End date - Dec 2014 – with enduring support
to MacDill 2025 vision

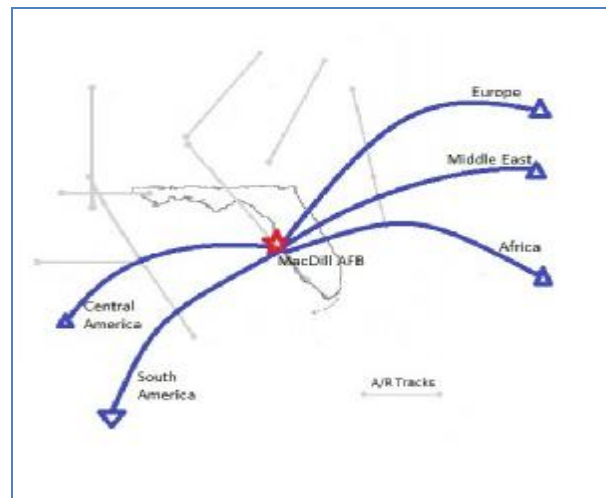
Attachment:

- 1) **Letter of Support – Tampa Bay Partnership**

MacDill's Global Reach



Global Power



Great Circle to Anywhere

Requiring Regional Vigilance