



# Florida Defense Support Task Force

## FY2017 Grant Funding

### MacDill AFB – ‘Strengthening Our Value’

1, Project Title: *MacDill AFB – Strengthening Our Military Value*

2. Applicant

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

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3. Task Force Sponsor: **Brigadier General Chip Diehl (Ret)**

4. Enterprise Florida Defense Grant (DIG or DRG) Requested: Yes \_\_\_ No **X**

If Yes, please explain how this grant request differs from DIG/DRG.

5. Previous Performance

Grantee	Military Installation	Project	Amount Requested	Amount Awarded	Amount Returned	Status
Tampa Bay Defense Alliance	MacDill AFB	DRG FY16		\$0		
Tampa Bay Defense Alliance	MacDill AFB	FDSTF FY16		\$0		
Tampa Bay Defense Alliance	MacDill AFB	FY15 TBDA – 16-02 Operation Engagement	\$275,000	\$175,000		Open
Tampa Bay Defense Alliance	MacDill AFB	FY14 TBDA – 15-02 Maintaining the Glidepath	\$225,000	\$150,000	\$113	Closed
Tampa Bay Defense Alliance	MacDill AFB	FY13 TBDA – 14-08 Securing our Future	\$255,000	\$225,000	\$1,358	Closed
Tampa Bay Defense Alliance	MacDill AFB	FY12 TBDA – 13-07 One Team, One Voice, One Strategy	\$130,000	\$130,000	\$769	Closed
Greater Tampa Chamber of Commerce	MacDill AFB	Collective MacDill AFB Support 15-01	\$180,000	\$109,950	\$0	Closed
Tampa Bay Defense Alliance	MacDill AFB	14-09 One Team, One Voice . . . One Future	\$165,000	\$80,000	\$0	Closed
Greater Tampa Chamber of Commerce	MacDill AFB	Tampa Bay Regional Defense & Security	\$176,000	\$75,000	\$0	Closed
Tampa – Hillsborough EDC	MacDill AFB	Military Transformation Strategy	\$75,000	\$75,000	\$0	Closed
City of Tampa	MacDill AFB	Himes Avenue Main Replacement 2B	\$200,000	\$200,000	\$0	Open
City of Tampa	MacDill AFB	Himes Avenue Main Replacement Phase 2A	\$185,000	\$185,000	\$0	Closed
City of Tampa	MacDill AFB	Himes Avenue Main Replacement Phase	\$200,000	\$200,000	\$0	Closed

## 6. 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 7/19/13.
- Clearly defined, measurable outcome.

## 7. Summary of Project

### a. Project description – “*Strengthening our Military Value*”

The Tampa Bay Defense Alliance (TBDA) would like to thank and endorse the Florida Defense Task Force’s (FDSTF) criteria toward directly improving the military value of our installations. We have revised our application from our original request based on our understanding of discussions at the last FDSTF meeting. We reduced our original request of \$451,000 to a new value of \$146,500 by eliminating a request to fund two gate improvements and an upgrade of the Deploying Unit Facility. We have also adjusted our plan to include achieving long-term financial stability fully funded locally, and added more fidelity to the request to help Task Force Members understand what the funds will be used for and expected outcomes. The amounts in this proposal do not represent the total cost of the activities. Locally raised funds will exceed the match requirements and pay for the total costs of the activities and products listed below.

Our Application complies with Florida Defense Support Task Force priorities with a series of programs / projects aimed at strengthening the military value of MacDill Air Force Base – its readiness, capacity and capabilities.

### **Readiness & Operational Sustainment (\$70,000 total)**

The TBDA is an issues-based organization that supports MacDill Air Force Base in growing and sustaining readiness, capacity, and capability by advocating mission critical initiatives. The TBDA will continue to address challenges impacting the military value of the installation such as potential encroachment, education, and transportation, and build community support for these imperatives. MacDill Air Force Base is a vital economic driver and a source of job creation in the Tampa community. The significance of the mission at MacDill Air Force Base is an indispensable contribution to National Security and the Department of Defense mission and deserves our steadfast support. The TBDA is a strong advocate of assets and funds needed to grow operational capabilities, sustain the mission, and expand infrastructure.

### **❖ Compatible Development**

The TBDA continues to advocate for compatible land development in the Clear Zone and APZs in support of the flying mission at MacDill. The highest priority is compatible development of Florida Rock and Tank Lines property to ensure there are no encroachment implications for flight operations. The TBDA’s advocacy efforts include meetings and coordinating efforts with the Mayor of the City of Tampa, City Council Members, and the 6<sup>th</sup> Air Mobility Wing leadership to find a resolution for compatible land development in zone APZ 1. Development of the Florida Rock parcel of land would possibly have a direct impact on the military value of MacDill Air Force Base and BRAC perspectives. It is critical we continue our advocacy on Florida Rock specifically, and more broadly transitioning back to more compatible development in APZ1. Funding requirements include:

- A small study to identify best practices from the U.S. where communities have legally reversed previously permitted encroachment into Clear Zones and APZs. The study will also identify for the City building codes, regulations, and other measures that have been legally implemented to reverse encroachment. (\$18,000)
- Marketing Materials to promote compatible development and encourage the community to make the balanced trades necessary to retain the flying mission at MacDill. (\$6,000)
- Planning, coordination, preparation, and execution of a series of meetings and conferences between stakeholders in South Tampa, the City, Base, and developers, to address Florida Rock and other properties that have either been developed or are pending development in non-compatible ways with MacDill's mission requirements. (\$12,000)

❖ **MacDill 2025 Phase II & Phase III – Readiness, Capability & Capacity**

The TBDA recommends continuation of our advocacy efforts with the MacDill 2025 Study, Phase II and Phase III to support projects that will grow the mission capability, modernize MacDill Air Force Base facilities to not only accept more KC-135Rs, but prepare for transition to modern aircraft, and increase the operational value so senior Department of Defense officials recognize MacDill Air Force Base as an indispensable military installation. This program will take an innovative approach, strong advocacy, and a commitment to be consistent and persistent in the implementation. Our goal of Phase II and Phase III of this study is to effectively develop, coordinate, and deliver necessary engagement activities to enhance the perception and convey the operational value of MacDill Air Force Base. We will also develop and gain support for initiatives to make base improvements that enable growing the flying mission to its potential. The TBDA has developed Key Performance Indicators (KPI) throughout Phase II and Phase III which are well defined and quantifiable to ensure desired outcome.

- **Phase II**

Phase II of the MacDill 2025 study will build a team and leverage partnerships to reconcile requirements with resources. Specifically, there are improvements that need to be made in the MacDill Air Force Base infrastructure and outside-the-base areas to facilitate a larger flying mission presence at the base. The TBDA will develop a communications strategic plan, convene a committee of Stakeholders to include Decision Makers and Influencers, and provide a strategic framework for coordinating community engagement and communication initiatives in support of MacDill Air Force Base. (\$12,000)

- **Phase III**

Phase III of the MacDill 2025 study will be execution of the community engagement and communications plan with consistent messaging. This will include engagement within the community, but more importantly within the Air Force Major Commands, the Congressional Delegation, and local city, county officials to gain support for the improvements needed to facilitate growth. Funds are required for planning, preparation, travel, and materials to support execution of the engagement plan. Completion of Phase III of the MacDill 2025 study will

enhance the operational contribution, importance and potential of MacDill Air Force Base, and maximize the symbiotic relationship between MacDill Air Force Base and the Tampa Bay community, providing a military friendly environment. (22,000)

### **Strategic Engagement (\$66,500 total)**

#### **Outreach Programs**

Due to the proximity and common interest, the continued operational effectiveness of MacDill Air Force Base and the economic vitality of the Tampa Bay region are highly intertwined. The TBDA has developed potential outreach programs to enhance the perception of MacDill Air Force Base, increase awareness of the mission, and garner support for TBDA issues promoting MacDill growth to effectively support operations at the base. We will also use our outreach effort to build membership and sponsorship with key stakeholders in the community in order to achieve a self-sustaining TBDA that is funded entirely through local contributions.

The TBDA has developed several successful strategic engagement plans such as the My MacDill campaign, which has led to increased opportunities to speak and present at National Conventions. The ability to meet and present to the Department of Defense, Air Mobility Command, and build relationships within Congress has increased our ability to champion MacDill Air Force Base. We believe our strategic engagement planned activities are crucial to sustaining and strengthening the military value of the base.

#### **❖ Influencer Events**

The TBDA outreach program will consist of four (4) Influencer events annually. The Influencer events will be held to engage and increase Influencer participation in targeted MacDill Air Force Base advocacy to deliver coordinated and impactful messaging. These Influencer events will be informative and assist in developing relationships to further advocacy efforts for MacDill Air Force Base. They normally consist of bringing in a key leader/dignitary, and host an evening event there the TBDA can highlight work on key issues and the guest can discuss a topic relevant to the future of MacDill and the community with key Tampa Bay influencers. (\$8,000)

#### **❖ Community Outreach**

The TBDA will establish an outreach program to welcome transitioning personnel and families arriving to MacDill Air Force Base. Realizing that strong community support is more important than ever, this program will enhance our unwavering commitment to build a continuous partnership with MacDill Air Force Base. (\$12,000)

#### **❖ Marketing and Recruiting Materials**

The TBDA will develop and publish materials that explain the Alliance's purpose as an issues-based organization, the value of membership and support, sponsorship and membership opportunities. These materials include printed products and promotional materials and are fundamental to achieving financial stability for the Alliance. (\$6,000)

#### **❖ Member Communications**

To achieve increased support, the TBDA will publish periodic newsletters and breaking news alerts on relevant issues affecting MacDill AFB and the military presence in our community. Providing valuable information to members and sponsors will build

stakeholder support and motivate continued long-term sustainment of the Alliance. (\$12,000)

❖ **Travel to Conventions & ADC National Summit**

The TBDA has built a solid foundation of respect and partnerships that have enhanced support and changed perceptions of MacDill Air Force Base. The TBDA will travel to conventions with a delegation of Influencers for speaking engagements where we will provide various presentations in support of the partnership with MacDill Air Force Base and the Tampa Bay community. We will send three (3) representatives to the Association of Defense Communities National Summit in Washington, D.C. (\$9,000)

❖ **Airlift Tanker Association**

The TBDA sends three (3) representatives annually to the Airlift Tanker Association to present and award the Tampa Bay Trophy to a civilian for distinguished service to Air Mobility Command and the United States Air Force. This award has received national recognition and appreciation. The Tampa Bay Trophy reaffirms the value and position of MacDill Air Force Base and the Tampa Bay region within the Mobility community. (\$7,500)

❖ **Mission United Strategic Partnership**

The TBDA has developed a partnership with Mission United Tampa to assist veterans in transition and re-acclimating to civilian life. Veterans in the program receive personalized, tailored assistance in education, employment, financial planning, and housing. (\$12,000)

**b. Objectives**

- ❖ **Encroachment/Land Use** – Resolution of Florida Rock to ensure compatibility and achieve better compatibility in the rest of APZs 1 and 2.
- ❖ **MacDill 2025 Study Phase II & Phase III** – Effectively develop and execute a strategic plan to grow and sustain the operational capability of MacDill Air Force Base.
- ❖ **Expansion to support incoming Plus-Up of KC-135s** – Advocacy to support additional aircraft and infrastructure.
- ❖ **Development of Outreach Programs** - Enhance the perception of MacDill Air Force Base, and increase awareness and build stakeholder support of the mission to effectively grow flight operations at the base.
- ❖ **Strategic Engagement** – Champion MacDill Air Force Base. Grow support in the community for countering encroachment, improving transportation and base access, improving education, and other issues that inhibit growth.
- ❖ **Long-Term Sustainability** – Grow a level of community and key stakeholder sponsorship and membership to fully fund the Alliance and its programs without FDSTF support.

**c. Deliverables**

❖ **Readiness & Operational Sustainment**

- Study of best practices to reverse Clear Zone and APZ 1 & 2 encroachment due to historical uninhibited development.

- Marketing materials for the value of balancing commercial development, community quality of life, and base mission to build community support to reverse encroachment.
- Meetings and conferences that bring stakeholders together to address incompatible development and lack of JLUS implementation.
- Develop, engage, plan and execute the MacDill 2025 Study Phase II and Phase III.

#### ❖ **Strategic Engagement**

- Develop program to welcoming active duty and families transitioning to MacDill.
- Develop and execute four Influencer Events.
- TBDA Marketing and Recruiting Materials
- Bi-Monthly TBDA Newsletter and more frequent “MacDill Alerts” delivered to members, sponsors, and key stakeholders.
- Attend impactful Conventions and National Summits to enhance the awareness of MacDill Air Force Base and its operational capabilities.
- Send three (3) representatives to attend, present, and award the Tampa Bay Trophy at the Airlift Tanker Association National Convention.  
Engage Decision Makers and Influencers.

#### **d. Direct correlation to FDSTF criteria & expected benefit to the State (ROI)**

##### ❖ **FDSTF Strategic Plan 2017-2022 – April 2017**

- Supports the FDSTF Mission elements “preserve and protect military installations and missions” and “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”.
- **Supports the following FDSTF guiding principles:**
  - 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.
- **Supports the following Overall Long Term Goals:**
  - 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 and grow Florida military missions and installations.
  - Inform DoD leaders of Florida installations’ capacity to absorb future growth

- Increase existing missions and add compatible missions that fit with the capacity and infrastructure of the installation.
- Support better understanding of all types of installation encroachment threats.
- Transportation access.
- Continue to strengthen state support for military families and veterans with a focus on education, health care, employment and family programs.
- **Supports the specific objectives for MacDill AFB:**
  - 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.
  - Identify and promote potential for MacDill to absorb new missions and activities.
  - Advocate for earlier delivery of displaced KC-135R's.
  - 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.
  -
- ❖ **FDSTF “Assessment of Florida Military Bases” – 31 August 2012**
- ❖ **Supports the following Recommendation of the SPECTRUM Group assessment:**
  - “...the Tampa Bay community needs to develop a comprehensive strategy that encompasses the goals of the Bay and the Base. Once that cohesive strategy is complete, it must to be supported with an action plan. This strategy and plan will enable both the Base and the community to continue growth and success”.
  - “The Tampa Bay community should continue to advocate for the new Air Force KC-46 tanker to be located at MacDill AFB.”
  - “The communities around MacDill AFB need to continue improvements in education and transportation.”
  - “Recommend, State/Counties/Communities, in concert with support from Federal Govt, set priority to continue to support encroachment initiatives to further negate/mitigate issues impacting installations.”
  - “... the Tampa Bay community needs to get their story to the national audience”
- ❖ **The Principi Group – TBDA “Re-Visits”**
  - Supports the Base Commander's concerns regarding encroachment, access, transportation, and education.
- ❖ **Supports FDSTF Member concerns of TBDA financial stability and local sourcing.**

❖ **ROI – Benefit to the State**

- **Mitigates MacDill AFB and Air Force concerns regarding encroachment effects in the Clear Zone, APZ 1 and 2 inhibiting the flying mission**
- Creates conditions for addition of projected and planned aircraft and personnel to the Base, with significant positive economic benefit to the community and state
- Addresses long-standing issue of non-implementation of the JLUS conducted by the base and city
- Provides community support for political decisions that favor continues mission and growth at MacDill AFB
- Aligns stakeholders in the community and key Air Force officials in support of MacDill AFB
- Informs Air Force decision makers and influencers of current and accurate information regarding MacDill AFB’s capacity and potential for growth
- Transitions TBDA to a stable, long-term financial footing

e. **Performance Measures**

❖ **Readiness & Operational Sustainment**

- **Florida Rock** – Ensuring resolution with compatible development
- **APZ 1&2** – Agreements to implement JLUS recommendations to stop future encroachment and mitigate as much past encroachment as possible
- **Capability & Capacity** – Support planning initiatives and prepare for growth to support additional KC-135s; Beddown of Helos in 2017-18; Champion MacDill Air Force Base as KC-46 MOB
- **Outreach** – Sponsor and facilitate inbound move of personnel as part of KC-135 add and Helo move. Success of Influencer Events.
- **Strategic Engagement** - Engage DOD/Defense Industry/AMC/AF influencers. Speak/participate in National and State Symposiums; Tell Story in media/articles. Change perceptions in MACOMs and DoD. Build local sponsorship and membership.

f. **Budget and Financial Reporting Form** (Attachment B)

- Attached

g. **Plan of Action Form** (Attachment C)

- Attached

8. **Funding requested from the Florida Defense Support Task Force**

**Total request: \$ 146,500**



- **Readiness/Sustainment/Outreach: \$ 70,000**
  - **Strategic Engagement: \$66,500**
  - **Administration: \$10,000**
- Leads proactive, preemptive and transformative activities to stay out-front, sustain and defend military value and readiness of MacDill Air Force Base while offensively opening opportunities to military decision makers to bring more Forces and Units to MacDill.
  - Executes MacDill 2025 Phase II and Phase III.
  - Continues engagement on recommendations of Spectrum Analyses and by Principi Group.
  - Directly supports recommendation to ‘**Tell Story**’ of unique, invaluable role MacDill Air Force Base nationally and operationally to warfighting commands.

**Matching funding**

Matching funds will encompass both individual/corporate contributions to TBDA (Board Members & Advisors); partnerships and support from community organizations to include the City of Tampa/Counties, EDCs, Chambers, and through volunteers of our many leaders, board/advisors, community and corporate sponsors. Our matching estimate support will far exceed 30% goals.

**9. Project relation to other local/state/federal budgets**

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

**10. Amounts of other leveraged funding/ contributions**

Federal \_\_\_\_\_      State \_\_\_\_\_

Local \_\_\_\_\_      Private **TBDA, EDCs, Chambers & Partners in with resources & GIK volunteering**

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

**11. Estimated length of project**

**Start date - Ongoing      End date - June 2018– with enduring support to MacDill**



**THIS IS MY MACDILL. WHAT'S YOURS?**

**#MYMACDILL**