

Ready and Resilient:

America's Defense Communities



2014 Annual Report / 2015 Strategic Plan

Defense Communities in 2014



151,838

Visitors to
defensecommunities.org

10

Charter members of
ADC Sustaining
Member program

- City of Midwest City
- Fort Chaffee
Redevelopment Authority
- Fort Ord Reuse Authority
- Fort Polk Progress
- Greater Omaha Economic
Development Partnership
- Hampton Roads Military &
Federal Facilities Alliance
- Leonard Wood Institute
– Sustainable Ozarks
Partnership
- MassDevelopment
- State of Connecticut
Department of
Economic & Community
Development
- TexAmericas Center



In 2014, our defense communities and installations continued seeing tremendous change. That will continue, as communities prepare for the impacts of downsizing, welcome home thousands of service members, adapt to mission changes, learn to do more with fewer financial resources, and plan for a potential round of closures. Those communities that have been impacted by realignment and closure continue to help their economies thrive, though many communities struggle to overcome external obstacles preventing their programs' progress.

The stories of communities' successes and the effect of their ongoing work are the heart of ADC and the focus of this special report. This year's report goes further to tell the stories of ADC members and share the results of their work. Our success as an association is built on the dedication of our members and their commitment to the military and America's defense communities.

Your Association's work in 2014 and 2015 centered around three primary goals:

1. Serve as the leading voice for communities that support our national defense.
2. Prepare communities for downsizing and other potential changes.
3. Ensure that current and future base closure communities have the tools they need to remain ready and resilient.

In the following pages, we provide some highlights of important work being done in communities, states and regions across the country. These are just a few of the examples of progress being made throughout the communities that support – or have supported – our nation's security. By working together through the Association, all stakeholders who want to strengthen our communities are helping them stay ready and resilient.

ADC and its members must remain ready and resilient in 2015 for the challenges ahead. ADC is ready to make that happen.

Sincerely,

Michael Cooper
President, Association of Defense Communities

America's Defense Communities: Member Highlights



Tacoma-Pierce County Chamber – Joint Base Lewis-McChord (JBLM)

- ▶ The JBLM community presented the nation's largest military-to-civilian transition summit, Service Member for Life. The event concluded with a hiring fair attended by more than 3,000 service members, family members and veterans. Almost 250 employers, educators and service organizations with more than 1,300 job openings attended. More than 200 immediate job openings were filled during the event, with others filled after follow-up interviews.
- ▶ The Chamber is a founding member of the South Sound Military & Communities Partnership, a group which has secured \$15 million in Transportation Investment Generating Economic Recovery (TIGER) funding for the Interstate 5 Corridor along the JBLM boundary, \$5.7 million for transportation access improvements for Madigan Army Medical Center, \$6.9 million from the state legislature for an interstate justification report supporting JBLM and \$2 million from state and local sources for acquisition of a clear zone for JBLM-McChord Field.



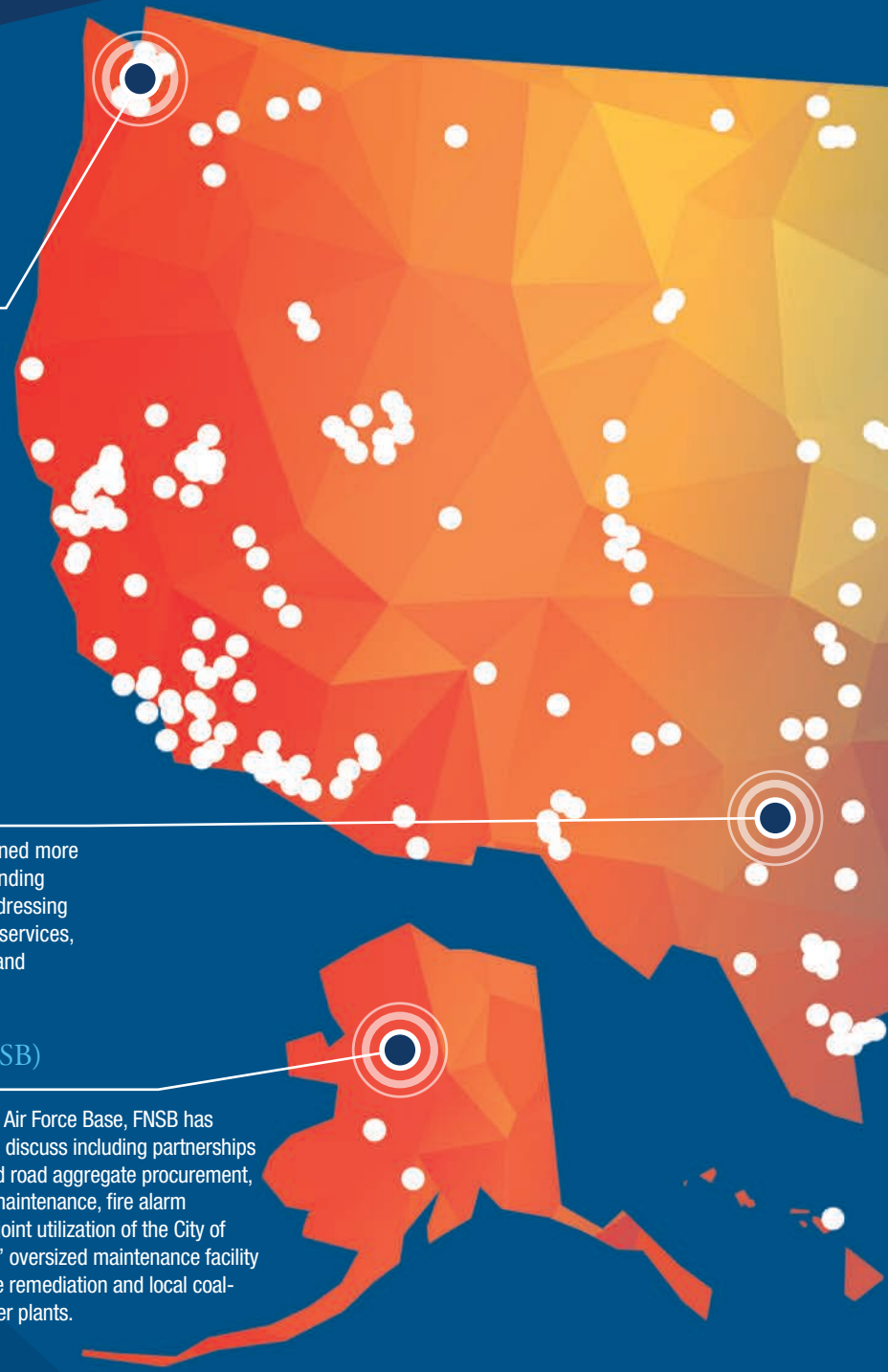
Abilene, TX / Dyess AFB

- ▶ The Abilene community has donated more than 5,500 acres to Dyess Air Force Base, property valued at more than \$20 million.
- ▶ The community of Abilene has signed more than 100 Memoranda of Understanding and Memoranda of Agreement addressing health care, emergency response services, joint police training, water usage and airspace modifications.



Fairbanks North Star Borough and Ft. Wainwright (FNSB)

- ▶ FNSB continues to take the lead with local governments and military installations to spread awareness of the economic benefits of being a defense community.
- ▶ In partnership with Fort Wainwright, FNSB continues to develop plans for joint purchases of materials, services and contracting.
- ▶ At Eielson Air Force Base, FNSB has pushed to discuss including partnerships including partnerships gravel and road aggregate procurement, elevator maintenance, fire alarm systems, joint utilization of the City of Fairbanks' oversized maintenance facility and waste remediation and local coal-fired power plants.



State of Massachusetts

► Massachusetts, one of the charter members of ADC's Sustaining Member program, allocated \$5.9 million to increase energy efficiency at six installations across the state, expected to save \$600,000 in energy costs.

► The projects include installation of a high-efficiency boiler, lighting retrofits, infrared heat pipes, on-demand hot water heaters and building envelope improvements. In addition, the state will spend \$2.5 million to repair and repave a primary roadway serving Joint Base Cape Cod.

► Under the leadership of Gov. Deval Patrick, ADC's 2014 State Leadership Award winner, Joint Base Cape Cod won a coveted slot for the FAA's development of civilian uses for unmanned aircraft systems.

State of Connecticut

► The Connecticut Office of Military Affairs' signature effort has been forming its partnership with the Navy to invest in improvements to base energy and utility operations, construct new operations and training facilities, and to mitigate encroachment around Naval Submarine Base New London.

► The state has continued to work with military leaders, school superintendents, principals and teachers to establish collaborations at the state and local levels to minimize challenges for families in transition.

► In 2014, the state made grants available to increase energy security and efficiency on base, and making investments in the state's defense industrial sector.

Huntsville, AL / Redstone Arsenal

► In Huntsville, the city and county formed a partnership with Redstone Arsenal for a 420-acre mixed use development on the north end of the installation. The city will provide infrastructure, such as sewer and roads, for the project.

► The community has built 12 officers' quarters on the base, worked with the Arsenal to provide joint access to scientific equipment including gas gun accelerators and particle accelerators and continued to working to build an inclinometer for solid waste that converts the energy into steam, which the city sells to the Arsenal to heat and cool their buildings.

State of Missouri / Leonard Wood Institute – Sustainable Ozarks Partnership

► The Missouri Military Partnership worked with the state government to implement new programs aimed at improving regional air transportation, health care, education and utilities in military communities.

► The Leonard Wood Institute – Sustainable Ozarks Partnership doubled the funding for regional programs, launched a new website to keep regional communities updated on Fort Leonard Wood community issues and doubled the level of public support for Fort Leonard Wood through an outreach campaign addressing the Army's plans to downsize.





Ready to Partner

ADC members are leading the way in developing and fostering innovative partnerships that enhance mission effectiveness, address infrastructure needs and find new cost efficiencies.

What We Did in 2014

- ▶ Communities, states, ADC and advocates on Capitol Hill came together to further enhance legislation authorizing shared services between communities and installations.
- ▶ ADC continued to educate public leaders, potential partners, the military services and the public about why partnerships matter and how to get them off the ground.
- ▶ Representatives from across the Association's membership sectors and special invited guests helped shape ADC's policy education positions through the Federal Outreach Advisory Committee, the National Advisory Board and other membership groups.

Ahead in 2015

- ▶ ADC is helping communities and service leaders understand what new shared services authorities mean for them.
- ▶ ADC is working with the military services to ensure the resources exist to help expand partnerships across the country.
- ▶ Communities are driving the dialogue on why partnerships are important and how they work – through their participation at ADC events and outreach efforts to decision makers and the public.

"I also want to thank Congressman Farr for the great work that the House Defense Communities Caucus has done in the enabling legislation... that is allowing us to do so many of these public-public, public-private partnerships."

– Kathleen Ferguson, Principal Deputy Assistant Secretary of the Air Force for Installations, Environment and Energy, in House testimony, March 12, 2014

Ready for Change

Major changes are under way in defense communities, states and regions across the country. Budget realities, downsizing, the return of many service members to their communities and the potential for a BRAC round in the coming years all add to an unprecedented level of uncertainty for communities, states and regions – which are ready.

What We Did in 2014

- ▶ ADC published the first-of-its-kind “State of Support: Highlights of State Support for Defense Installations,” a comprehensive look at what works and doesn’t for defense states across the country.
- ▶ ADC educated members of Congress and other decision-makers on how important it is for agencies at all levels of government to communicate more closely to support veterans. ADC worked with its allies on Capitol Hill to propose a new database that more closely tracks veterans’ needs, such as workforce training, education, housing and health care.
- ▶ ADC transformed its charter to become an organization focused even more on education and outreach to allow its members to educate lawmakers, government agencies, the military services and the public about the important issues impacting all communities, states, regions and partners.

Ahead in 2015

- ▶ Communities are sharing their real-world experience to ensure all communities are represented when major policy decisions are made at the Pentagon and on Capitol Hill.
- ▶ ADC is playing a lead role in continuing the dialogue between the Army and communities, as it did when it worked with the House Defense Communities Caucus to host a congressional staff briefing just for those representing Army communities.
- ▶ ADC members are coming together to form the Defense Industry Adjustment Working Group to address the emerging challenges of downsizing.
- ▶ Members serving on ADC’s Military Family & Veterans Council will further develop recommendations on how to prepare for growing needs as service members return home or are discharged.
- ▶ Leaders across the country are preparing to host ADC regional events that focus on specific issues important to the communities and installations they represent.

Resilient in Redevelopment

Despite many hurdles – such as transfer delays, environmental setbacks and challenges with developers – redevelopment communities continue the work necessary for economic stability and growth. ADC remains the most effective voice advocating for communities fighting hard toward economic stability and growth.

What We Did in 2014

- ▶ ADC worked with members of Congress representing communities in need of additional redevelopment support to develop fiscally responsible policy ideas that supporters on Capitol Hill can work to implement.
- ▶ Communities and partners from across the country gathered in San Francisco for the Base Redevelopment Forum, covering dozens of topics important to successful post-closure growth.
- ▶ BRAC-impacted communities came together to develop recommendations to improve the process for future rounds of BRAC.
- ▶ ADC coordinated meetings with key DoD leaders on how the federal government can further support redevelopment communities.

Ahead in 2015

- ▶ Members of the Federal Outreach Advisory Committee's Redevelopment Subcommittee remain actively engaged in outreach to leaders on Capitol Hill and in the Administration on ways federal agencies outside DoD can support those communities still recovering from changes at their installations.
- ▶ LRA directors and other leaders plan to participate in a survey to develop the new edition of ADC's State of Base Redevelopment Report, which will highlight success stories, suggest ways to address shared challenges and provide quantitative analysis on how redevelopment projects stack up.
- ▶ The 2015 Base Redevelopment Forum in San Antonio Oct. 21-23 will be expanded to include more local LRA officials, with additional sessions aimed at greater dialogue among LRA board members and local leaders.





Member Highlights

Pueblo, Colo.

At the Army's former Pueblo Chemical Depot in Colorado, significant progress has been made in advancing redevelopment, allowing PuebloPlex to secure funding for a 5-year, \$70 million contract for intensified environmental remediation.

- In addition to progress on clean-up at the site, PuebloPlex continues to make progress on creating a redevelopment plan and other hurdles to redevelopment of the former installation.
- In September, the authority secured a \$1.2 million OEA grant to hire consultants to create redevelopment plan and finish a homeless assistance submission.
- Throughout 2014, PuebloPlex shared what it has learned with ADC members at conferences, presenting vital concepts, including looking at base closure as a business startup for a community and outlining key distinctions between urban and rural redevelopment authorities.

San Antonio, TX / Brooks City Base

- ▶ Construction began in November 2014 on Aviator at Brooks City Base, a 280-unit apartment community. Brooks City Base partnered with 210 Development Group to build the market-rate development that will renovate and repurpose three former Air Force dormitories and a student activity center, in addition to constructing three new buildings on the 14-acre site.
- ▶ San Antonio's University of the Incarnate Word (UIW) announced plans to renovate existing buildings at Brooks City Base and establish a new School of Osteopathic Medicine, which will welcome its first students in 2017.
- ▶ Phase I of the Brooks Linear Park project that started in 2014 will establish a large pond, improve storm water drainage and add pathways suitable for walking, jogging and bicycling.
- ▶ As a leading military community, San Antonio hosted hundreds of attendees at ADC's Installation Innovation Forum 2014 and will host Base Revelopment Forum 2015 in October.



Pictured (left to right): Gary Joeris, UIW Board of Trustees; Manuel Villa, Brooks City Base Board Member; Dr. Robyn Madson, UIW School of Osteopathic Medicine Founding Dean; Councilwoman Rebecca Viagran, San Antonio District 3; San Antonio Mayor Ivy Taylor; Sr. Teresa Stanley, CCVI; Dr. Lou Agnese, UIW President; Congressman Lloyd Doggett, Texas District 35; Bexar County Commissioner Tommy Adkisson, Precinct 4; Leo Gomez, Brooks City Base President & CEO

Aviator at Brooks City Base,
a 280-unit apartment community.





ASSOCIATION OF
**DEFENSE
COMMUNITIES**

About ADC

The Association of Defense Communities (ADC) is the leading organization bringing together the communities, regions, states and partners that support and have supported our national security. As an association focused on education and information, ADC has a diverse membership with interests in innovative partnerships; mission sustainment and growth; defense infrastructure; military privatization; support for service members, families and veterans; base closure and realignment; and installation redevelopment.



ADC's Mission

ADC is a unique, dynamic organization that has – for more than 35 years – linked communities, states, the military and the private sector on four major issues:

COMMUNITY-MILITARY COLLABORATION –

Advancing partnerships that promote the value of military installations and strengthen communities and states through effective military-community relationships and sustainable regional planning.

INSTALLATION CHANGE – Supporting communities and states to address changes in military infrastructure and their impacts on the local and regional economies.

PUBLIC-PRIVATE PARTNERSHIPS –

Cultivating private sector resources to support military infrastructure, energy security, environmental remediation and conservation.

MILITARY FAMILIES/VETERANS – Helping communities and states understand current and future challenges facing military families and veterans and advancing effective solutions.

ADC's Value

ADC connects communities, states, the military and the private sector on community-military issues to provide a unique value, including:

- ▶ A forum for the DoD installation community;
- ▶ A venue to connect with DoD and the military services;
- ▶ An advisor to identify and advance policy issues;
- ▶ A link between the public and private sector; and
- ▶ A resource of valuable information and educational opportunities.

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ADC is managed by



public affairs

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Tara Butler, OEA Liaison; Project Manager, Office of Economic Adjustment, Department of Defense

How to Get Involved

JOIN ADC

Take advantage of exclusive membership services and event discounts.

BE PART OF THE DIALOGUE

Take part in the many ADC conferences, workshops, webcasts and other events throughout the year.

SHARE YOUR EXPERTISE

Engage on the issues important to defense communities across the country by joining an ADC Advisory Council:

- ▶ Defense Energy Council
- ▶ LRA Directors Council
- ▶ Military Families/Veterans Affairs Council
- ▶ State Advisors Council

STAY INFORMED

Subscribe to Defense Communities 360, ADC's daily publication covering major stories facing communities, the military and industry.

BE A LEADER

Nominate yourself or someone else to serve on a committee:

- ▶ Awards Advisory Committee
- ▶ Conference Advisory Committee
- ▶ Federal Outreach Advisory Committee
- ▶ Publication Advisory Committee

SHARE YOUR EXPERTISE

Write an article for the Journal of Defense Communities, ADC's peer-reviewed, online publication.

EDUCATE POLICYMAKERS

Encourage your congressional delegation to join the House and Senate Defense Communities caucuses to stay informed on the issues important to you.

BECOME A SPONSOR

Highlight your organization through an annual sponsorship, sustaining membership or support at an individual event.

Expanded Outreach through ADC

In 2014, ADC completed one of the most important changes in its more than 35 years when it officially changed its nonprofit status to 501(c)(3). The update better positions the Association to meet its members' needs by distinguishing itself as an education and outreach entity, giving it greater flexibility to educate key audiences – including decision-makers in Washington – on those concerns all communities share.



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