



SUPPORTING COMMUNITIES THROUGH CHANGE

ADC 35TH ANNIVERSARY REPORT & 2014 STRATEGIC PLAN

WELCOME





Dear ADC Supporter:

What began with a small group of communities banding together to deal with the challenges of base closure has grown over the past 35 years into an important national organization

supporting more than 200 communities. ADC's legacy and future is a testament to the dedicated members and leaders of this organization who helped shape a vision of collaboration between community, military and industry.

On behalf of the ADC Board of Directors, I am proud to present our 35th Anniversary Report which looks back at the year that was and ahead to our plans for 2014.

This past year has been a challenging one for communities and the military. To support communities through their new

challenges, the Association has continued to grow and offer new opportunities. Among our accomplishments in 2013, for example, were the launch of new conferences and workshops that focus on issues important to specific membership sectors, and the first-ever Defense Communities National Summit.

To build on these successes and address the changes and challenges that lie ahead, it is as important as ever that our communities, states and partner organizations continue working together in 2014. Like you, I look forward to being part of that dialogue.

Sincerely,

Edet M. Mudok

Robert M. Murdock
President, Association of Defense Communities
Director, Office of Military Affairs, San Antonio, Texas

National Association of Installation Developers (NAID) founded during meeting of the Owners and Operators of Former Federal Installations.

Group secures affiliate status with the American Economic Development Council (AEDC), securing permanent home for NAID. Grace Commission concludes closing bases could save money and recommends establishing independent commission.







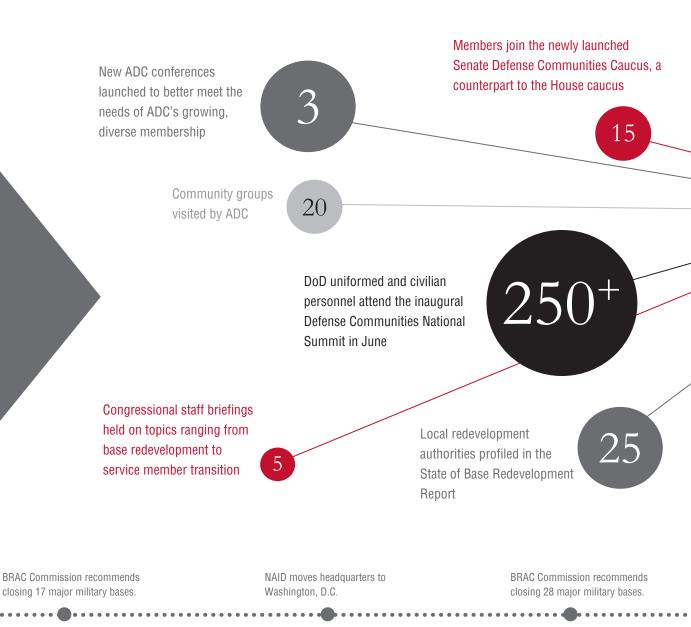
2013 ACCOMPLISHMENTS

Supporting Communities through Change and Uncertainty

MILITARY SERVICES ADVANCE PARTNERSHIPS

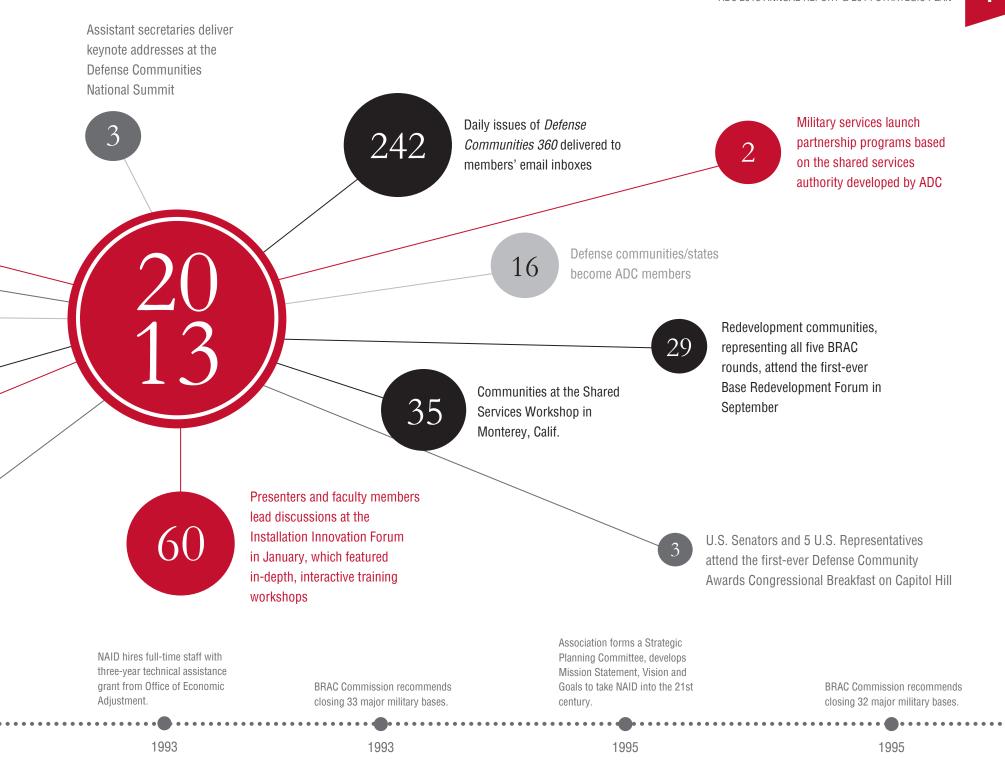
"[Our goal is that every installation would] seek out public-public partnerships to maximize cost savings and cost avoidance through shared services [and] evaluate opportunities and dialogue with state and local governments to identify opportunities for shared services."

—KATHERINE HAMMACK
ASSISTANT SECRETARY OF THE ARMY (IE&E)



1991

1988



2014 STRATEGIC GOALS

Supporting Communities through New Challenges

Defense communities face unprecedented challenges, making it as important as ever that they work together to overcome obstacles and cope with change. ADC is supporting communities during these challenging times through its 2014 Strategic Goals.

GOALS

- Be the leading voice and resource for defense communities through the current military drawdown as they deal with the impacts to installations, industry and people.
- Expand and enhance collaboration among installations, communities and industry.
- Ensure base closure communities have the tools, funding and support to provide for the efficient cleanup, transfer and redevelopment of former military property.
- Continue to serve as the knowledge leader on policy and budget issues affecting defense communities and installations.

KEY 2014 ACTIVITIES

- Host Defense Policy Forum, "Alternatives to BRAC," to advance the policy discussion on ways DoD can reduce the cost of its infrastructure
- Share best practices and educate communities on issues affecting redevelopment communities

- Expand Defense Communities 360 coverage on developments in Washington as communities and military brace for major budget reductions
- Develop member-driven legislative/policy recommendations that advance the interests of communities and our military partners
- Host a regular series of 360 Live Webcasts that explore pressing issues and feature key decision makers
- Conduct new membership outreach to support smaller defense communities and those with large concentrations of defense workers
- Conduct the 2nd Installation Innovation Forum with a focus on building resilient communities and installations
- Promote shared services through training, resource development and continued monitoring of the progress achieved by military services taking advantage of the new authority
- Hold series of briefings on Capitol Hill to discuss issues important to communities

- Support the advancement of DoD energy initiatives with a focus on enhancing the role and effectiveness of industry partners
- Host the 2nd annual Base Redevelopment Forum in San Francisco showcasing some of the most successful and complex redevelopment projects
- Organize the 2nd annual Defense Communities
 National Summit with continued high-level DoD
 involvement and participation by every major
 defense community and state
- Continue policymaker engagement through the Defense Communities Caucuses and Congressional Breakfast
- Launch ADC's new National Advisory Board with high-level participation from thought leaders who can enhance the association's stature
- Implement a sustaining membership program that will provide new ways for ADC's public sector members to remain engaged in the organization

President Clinton announces fivepoint plan for redevelopment of military bases. NAID signs three-year management contract with the Council for Urban Economic Development (now the International Economic Development Council).

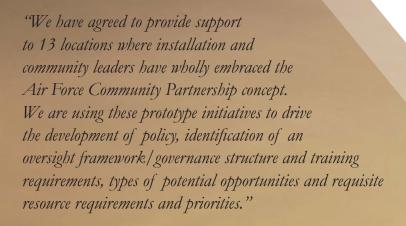
No-cost economic development conveyance legislation becomes law.

NAID expands focus to include active base communities.

2001

1996 1996 1999





— KATHLEEN FERGUSON, ACTING ASSISTANT SECRETARY OF THE AIR FORCE (IE&L)

ABOUT ADC

The Association of Defense Communities is the nation's

leading membership organization serving America's defense

communities. ADC represents more than 200 communities,

states and regions with a significant military presence,

along with their partner organizations. ADC unites the

diverse interests of communities, state governments, the

military and the private sector on issues of base closure

and realignment, community-military partnerships, defense

real estate, mission growth, mission sustainment, military

privatization, military families/veterans support and base

redevelopment.

NAID launches weekly *Defense Communities 360* newsletter.

BRAC Commission recommends closing 22 major military bases.



ADC'S MISSION

ADC is an educational organization with a 35-year history of linking 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 local and regional economies.

PUBLIC-PRIVATE PARTNERSHIPS – Advancing the use of 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 adviser to identify and advance policy issues;
- A link between the public and private sector; and
- A resource of valuable information and educational opportunities.

2013 ANNUAL SPONSORS







TIER ONE

TIER TWO

IIER THREE

























ADC hosts regional BRAC workshops for communities impacted by closures and realignments.

Board of Directors accepts proposal to officially change the name from NAID/ADC to the Association of Defense Communities (ADC). Congress eliminates requirement for military services to seek fair market value when disposing BRAC properties.

ADC enters management agreement with LRG Public Affairs.









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Defense Communities 360 becomes a daily publication.

U. S. Reps. Sam Farr (CA) and Lynn Jenkins (KS) launch House Defense Communities Caucus.

SUPPORT AMERICA'S DEFENSE COMMUNITIES

Get More Involved in ADC

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 innovative events throughout the year.

SHARE YOUR EXPERTISE

Engage on issues by joining an ADC Advisory Council:

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

STAY INFORMED

Start your day with Defense Communities 360, ADC's original publication on the major stories facing communities, the military and industry – delivered to your inbox every morning.

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 EXPERIENCE

Tell your organization's story through the Journal of Defense Communities, ADC's peer-reviewed, online publication.

PROMOTE GOOD POLICY

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 or at individual events throughout the year.

Secretary of Defense Leon Panetta speaks at ADC Annual Conference, the first time a sitting defense secretary has addressed ADC.

Budget sequestration triggers unprecedented across-theboard cuts at the Department of With ADC's support, Congress provides all installations broad authority, Sec. 331, to enter into shared-services agreements with







2014 Installation Innovation Forum

FEBRUARY 10-12, 2014 | SAN ANTONIO, TX

ADC's 2014 Installation Innovation Forum, scheduled for Feb. 10-12 in San Antonio, is the premier event dedicated to sharing innovative practices that enhance installation efficiency through public-public and public-private collaboration. This unique event brings together thought leaders from communities, military and industry to discuss cutting-edge installation management issues and forge relationships that advance collaboration. The Forum's strategic combination of leaders makes it the perfect event for developing innovative solutions to enhance installation efficiency and mission effectiveness.

2014 Defense Communities National Summit

JUNE 4-6, 2014 | WASHINGTON, DC

ADC will return to the National Capital Region in June 2014 for the 2nd Annual Defense Communities National Summit. The Summit will again feature briefings from top leaders in DoD, Congress, communities and industry on federal policies that affect defense communities. Make plans now to coordinate your community's Washington, D.C., fly-in meetings.

U.S. Senators Heidi Heitkamp (ND) and Johnny Isakson (GA) launch Senate Defense Communities Caucus.

More than 550 people attend first-ever Defense Communities National Summit in Washington, part of ADC's expanded event schedule that also includes Base Redevelopment and Installation Innovation forums.



2014 Base **Redevelopment Forum**

NOVEMBER 12-14, 2014 |

SAN FRANCISCO, CA

The 2014 Base Redevelopment Forum will be held in San Francisco, highlighting the wide array of successful redevelopment projects in the region. Through innovative educational sessions, opportunities to

Bay Area, and networking with a diverse group of community and industry representatives, the Forum is designed for current local redevelopment authorities, legacy base closure projects, and non-military reuse projects that are complex and large in scale. Our focus is beyond BRAC; it is about advancing economic opportunity through community-driven redevelopment.





