



## SUPPORTING COMMUNITIES THROUGH CHANGE

ADC 35<sup>TH</sup> ANNIVERSARY  
REPORT &  
2014 STRATEGIC PLAN

# WELCOME



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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,

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.



1978

Group secures affiliate status with the American Economic Development Council (AEDC), securing permanent home for NAID.



1982

Grace Commission concludes closing bases could save money and recommends establishing independent commission.



1983



## ADC BEGINS

In 1978, 250 people came to Big Spring, Texas, for a three-day meeting of the Owners and Operators of Former Federal Installations, a conference organized with the help of the DoD Office of Economic Adjustment. We know from a 1,000-page transcript that they covered such topics as developing industrial parks, finding cost efficiencies, innovative uses for white elephant buildings and the transfer of military property. They also voted to form the National Association of Installation Developers, which eventually became ADC. ADC's journey from its formation in Texas to its current presence in Washington, D.C., is a story of progress and an unwavering focus on its mission.

NAID separates from AEDC and moves to Northbrook, IL, hiring its own staff.

1986

Hangar 25 Air Museum, Big Spring, Texas

# 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)

New ADC conferences launched to better meet the needs of ADC's growing, diverse membership

3

Members join the newly launched Senate Defense Communities Caucus, a counterpart to the House caucus

15

Community groups visited by ADC

20

DoD uniformed and civilian personnel attend the inaugural Defense Communities National Summit in June

250<sup>+</sup>

Congressional staff briefings held on topics ranging from base redevelopment to service member transition

5

Local redevelopment authorities profiled in the State of Base Redevelopment Report

25

BRAC Commission recommends closing 17 major military bases.

1988

NAID moves headquarters to Washington, D.C.

1991

BRAC Commission recommends closing 28 major military bases.

1991

Assistant secretaries deliver keynote addresses at the Defense Communities National Summit

3

242

Daily issues of *Defense Communities* 360 delivered to members' email inboxes

2

Military services launch partnership programs based on the shared services authority developed by ADC

16

Defense communities/states become ADC members

29

Redevelopment communities, representing all five BRAC rounds, attend the first-ever Base Redevelopment Forum in September

35

Communities at the Shared Services Workshop in Monterey, Calif.

3

U.S. Senators and 5 U.S. Representatives attend the first-ever Defense Community Awards Congressional Breakfast on Capitol Hill

2013

60

Presenters and faculty members lead discussions at the Installation Innovation Forum in January, which featured in-depth, interactive training workshops

NAID hires full-time staff with three-year technical assistance grant from Office of Economic Adjustment.

1993

BRAC Commission recommends closing 33 major military bases.

1993

Association forms a Strategic Planning Committee, develops Mission Statement, Vision and Goals to take NAID into the 21st century.

1995

BRAC Commission recommends closing 32 major military bases.

1995



# 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

1. 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.
  2. Expand and enhance collaboration among installations, communities and industry.
  3. Ensure base closure communities have the tools, funding and support to provide for the efficient cleanup, transfer and redevelopment of former military property.
  4. Continue to serve as the knowledge leader on policy and budget issues affecting defense communities and installations.
- 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

### 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

President Clinton announces five-point 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.

1996

1996

1999

2001

ADC Board Member Ann Charles and Sen. Pat Roberts (Kan.), a recipient of the 2013 Defense Community Award for Congressional Leadership



*"The speakers we heard at ADC conferences over the years and the invaluable information we learned at those events really started our conversation in Grand Forks on how to move things forward."*

— JOHN SCHMISEK, COUNTY COMMISSIONER,  
GRAND FORKS COUNTY, N.D.

ADC member Geoff Prosch and Maj. Gen. Robert S. Ferrell, CECOM Commanding General, Aberdeen Proving Ground, recipient of the 2013 Defense Community Award for Military Leadership



Major General Al Aycock, Director of Operations, Office of the Assistant Chief of Staff for Installation Management, U.S. Army, at the Defense Communities National Summit (far right)



Sen. Heidi Heitkamp (N.D.), a recipient of the 2013 Defense Community Award for Congressional Leadership



NAID changes name to "NAID, an Association of Defense Communities" (NAID/ADC) to reflect the Association's diversifying membership.

*“We have agreed to provide support to 13 locations where installation and community leaders have wholly embraced the Air Force Community Partnership concept. We are using these prototype initiatives to drive the development of policy, identification of an oversight framework/governance structure and training requirements, types of potential opportunities and requisite resource requirements and priorities.”*

— 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.

2004

2005





## 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



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

2005-06

Board of Directors accepts proposal to officially change the name from NAID/ADC to the Association of Defense Communities (ADC).

2006

Congress eliminates requirement for military services to seek fair market value when disposing BRAC properties.

2009

ADC enters management agreement with LRG Public Affairs.

2010

## ADC BOARD & STAFF

### PRESIDENT

- *Bob Murdock*, Director, Office of Military Affairs, City of San Antonio, San Antonio, TX

### VICE PRESIDENT

- *Mike Cooper*, Chairman, Oklahoma Strategic Military Planning Commission, Broken Arrow, OK

### TREASURER

- *Michelle Beekman*, Vice President, Matrix Design Group, Inc., Denver, CO

### IMMEDIATE PAST PRESIDENT

- *John Armbrust*, Executive Director, Kansas Governor's Military Council, Manhattan, KS

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- *Bill Cork*, Executive Director/CEO, TexAmericas Center, New Boston, TX
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- *Bob Hallenbeck*, Senior Vice President, Sales & Marketing, XL Insurance, Inc., Exton, PA
- *Gary Jones*, Executive Vice President, Military Affairs, Valley Partnership Joint Development Authority, Columbus, GA

- *Fred Meurer (ex-officio)*, City Manager, City of Monterey, Monterey, CA
- *Debbie Olson*, Executive Director, City of Riverbank Local Redevelopment Authority, Modesto, CA
- *Craig Quigley*, Executive Director, Hampton Roads Military and Federal Facilities Alliance, Norfolk, VA
- *Tom Swoyer*, President, Infinity Development Partners, San Antonio, TX
- *Michael Ward*, Vice President, Government Affairs, Huntsville/ Madison County Chamber of Commerce, Huntsville, AL

### LEGAL COUNSEL

- *George R. Schlossberg, Esq.*, Partner/Attorney, Kutak Rock LLP, Washington, DC

### OEALIAISON

- *Tara Butler*, Project Manager, Office of Economic Adjustment, Department of Defense, Arlington, VA

### STAFF

- *Tim Ford*, Chief Executive Officer
- *Todd Herberghs*, Chief Financial Officer
- *Matt Borron*, Director, Outreach and Conferences
- *Kateri Clifton*, Director, Finance
- *Dan Cohen*, Managing Editor
- *Patrick Davis*, Specialist, Policy and Research
- *Randy Ford*, Director, Legislative Affairs
- *Susie Gingrich*, Specialist, Association Services
- *Jared Kobilinsky*, Creative Design Specialist
- *LaShawn Maloy*, Director, Association Services

*Defense Communities 360* becomes a daily publication.

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

2011

2011

# 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.

2012

Budget sequestration triggers unprecedented across-the-board cuts at the Department of Defense.

2013

With ADC's support, Congress provides all installations broad authority, Sec. 331, to enter into shared-services agreements with their host communities.

2013







## 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.



## 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 explore the redevelopment projects around the San Francisco 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.

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.



2013

2013

