

**June 2013**

**ADC**

# **State of Base Redevelopment Report**





# The 2013 State of Base Redevelopment Report

## A Concise Overview

### Key Findings

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#### National Trends

- Military base redevelopment projects represent a significant untapped resource for job creation. Redevelopment projects in this study support more than 41,000 jobs and have the potential for creating close to 160,000 jobs.
- Federal economic development resources available for base redevelopment projects have all but dried up in the past decade. While a few BRAC 2005 projects have tapped into various non-DoD resources, the DoD Office of Economic Adjustment (OEA) has been the primary source of federal support.
- Seven years into the 2005 BRAC process, little more than one-third of the former base property has been transferred and is available for redevelopment.
- Base redevelopment is a dynamic process that requires adaption; according to the survey, nearly 50 percent of legacy redevelopment projects and one-third of BRAC 2005 projects have gone through at least one redevelopment plan update.
- While federal support is critical to supporting initial planning efforts, only 50 percent of LRA operational funding is coming from federal sources – a significant trend toward sustainability. Among legacy LRAs, only 7 percent of funding comes from federal sources.
- BRAC 2005 redevelopment plans are trending away from using former installations for industrial uses and tend to focus instead on commercial use.

**Major Challenges Facing BRAC 2005 LRAs**

- Attracting investment and encouraging economic development, especially given the economic downturn and the effects of sequestration
- Identifying resources to support infrastructure upgrades necessary to implement broader economic development goals
- Managing community expectations through a process that can face many challenges and take years to show progress
- Solidifying overall funding to ensure sustainable revenue streams to support redevelopment efforts
- Maintaining and funding the deferred maintenance necessary to maintain the viability of former military infrastructure
- Expediting property transfers, including negotiating acceptable economic development conveyances of surplus property

**Major Challenges Faced by Legacy LRAs**

- Funding infrastructure improvements necessary to attract economic development
- Maintaining long-term community support and managing changes in local politics and economic conditions
- Attracting new economic development through private investment, especially given various market changes and the recent economic downturn
- Navigating a range of local, state and federal policy issues over the years that can delay projects in many ways
- Achieving financial sustainability for projects to support themselves and fund necessary improvements
- Advancing final property transfer agreements on remaining property
- Managing prolonged and complex environmental cleanup issues that have often delayed property transfer and reuse for decades

**About the Association of Defense Communities**

The Association of Defense Communities is the voice for communities and states with a significant military presence. As the nation's premier membership organization serving America's defense communities, ADC's 1,200 members unite the diverse interests of communities, state government, the private sector and the military on issues of base closure, community-military partnerships, protecting defense infrastructure, defense real estate, mission growth, mission sustainment, military privatization, redevelopment/realignment, and support for military families and veterans.

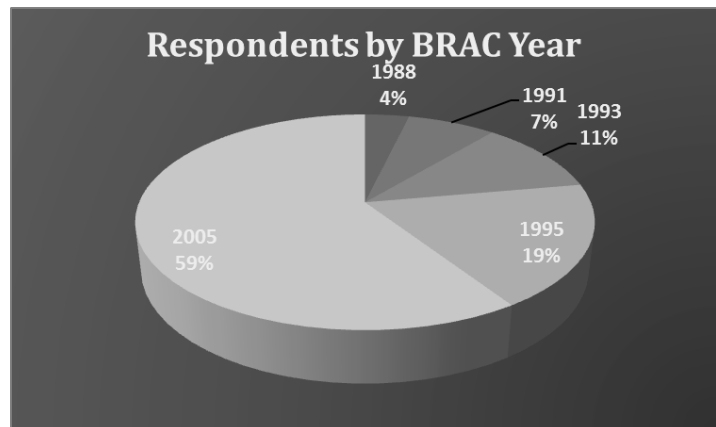
## Overview and Background

### Purpose

As part of the Association of Defense Communities' mission to understand and unite the diverse interests of our members, the State of Base Redevelopment Report (SBRR) was launched as an ambitious, long-term project to track and report the successes and challenges of base redevelopment projects across the country. By providing a community-based national perspective, the report aims to increase exposure and visibility for communities coping with military base closures. The directory is intended to be a valuable resource for all closure communities seeking information about the progress of their peers.

### LRAs Surveyed

For the purposes of this report, we sent surveys to 43 Local Redevelopment Authorities (LRAs) who are responsible for preparing plans for communities to reuse surplus military land and implement those plans. The surveys were sent to all LRAs who had military bases closed or realigned in the 2005 Base Realignment and Closing (BRAC). Further, we sent the survey to a group of legacy LRA's that had bases closed during the BRAC process in 1988, 1991, 1993 and 1995 and still had active redevelopment efforts and/or property disposal or environmental cleanup still occurring and are an active part of the Association of Defense Communities.



We received 27 responses from LRAs; 16 respondents had their bases shuttered in 2005, and 11 are Legacy LRAs. The information here has been provided to ADC by the LRAs. While ADC has made every effort to verify the information for consistency, the overall accuracy of the data is the responsibility of the LRA.

### Survey components

The 30-question SBRR survey was divided into four sections: (1) **Background** – Information about the LRA and the former military base; (2) **Redevelopment Authority Summary** – A snapshot of the LRA and the state of the redevelopment project; (3) **Environmental Issues** – A summary of the environmental status on the former military base, the cost and status of cleanup and an estimated end date; and (4) **Future Outlook** – LRA self-assessment: What has it done well? What has been challenging? What does the future look like?

## A Snapshot of Local Redevelopment Authorities (LRAs)

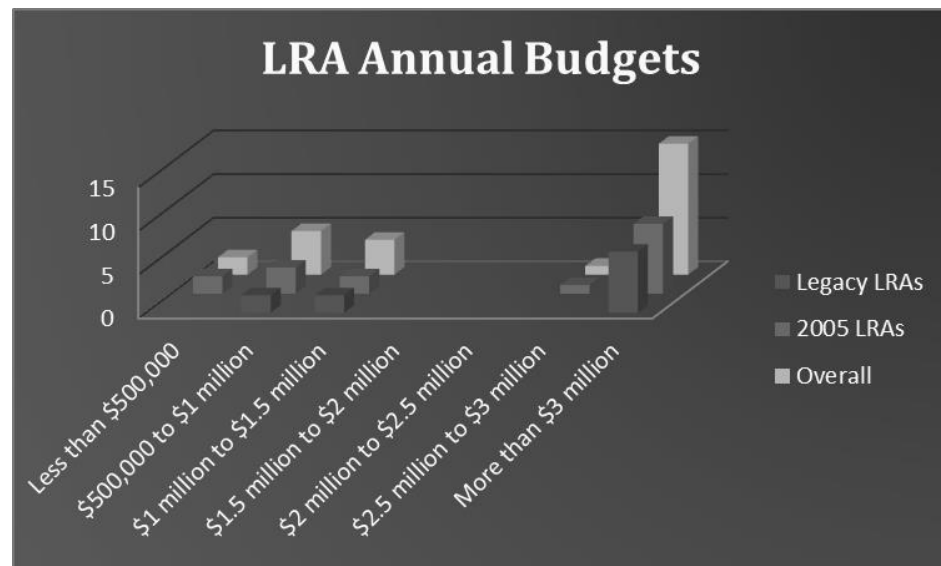
The 2013 SBRR survey revealed a fairly consistent picture across all the LRAs surveyed. A majority of the respondents, 59 percent were active LRAs from the 2005 BRAC round. However, there are a significant number of legacy LRAs that responded to the SBRR Survey. As ADC dissected the data in the survey, we split our analysis between the 2005 BRAC round LRAs and the legacy LRAs.

### Staffing Levels

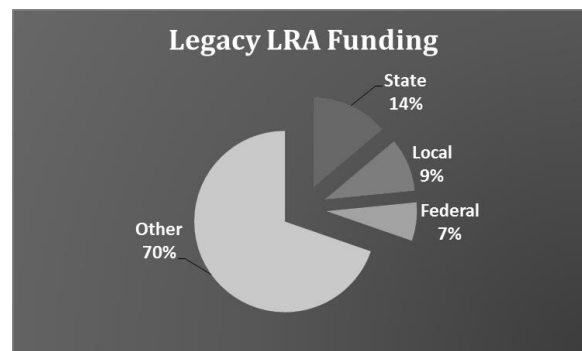
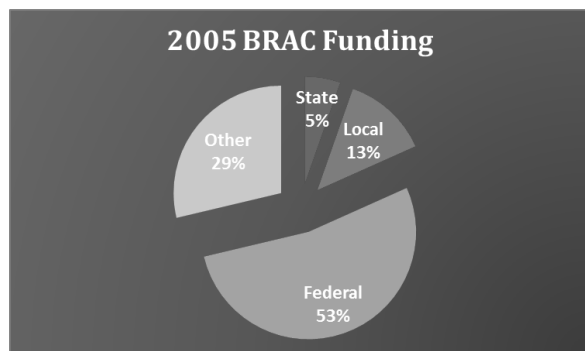
On average, the LRAs formed after the 2005 BRAC round employ 10.5 full-time employees. As time passes, staffing needs shrink; legacy LRAs employ only 8.5 full-time employees on average.

### Budgets & Funding

A majority of LRAs have budgets above \$3 million. The funding is derived from multiple sources including federal, state, and local governments and from the real estate revenue generated through the sale and leasing of property.



While federal funding makes up, on average, 50 percent of the budget for 2005 LRAs, there is a significant trend toward sustainability. Only 7 percent of legacy LRAs receive any funding from the Federal Government, and seven out of nine legacy LRAs generate more than 75 percent of their own revenue from property sales and/or leasing. Fifty-six percent of legacy LRAs are self-sufficient, meaning they cover all costs with real estate revenues.



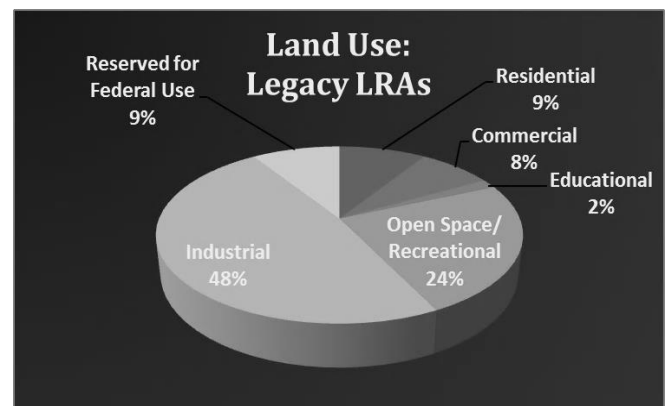
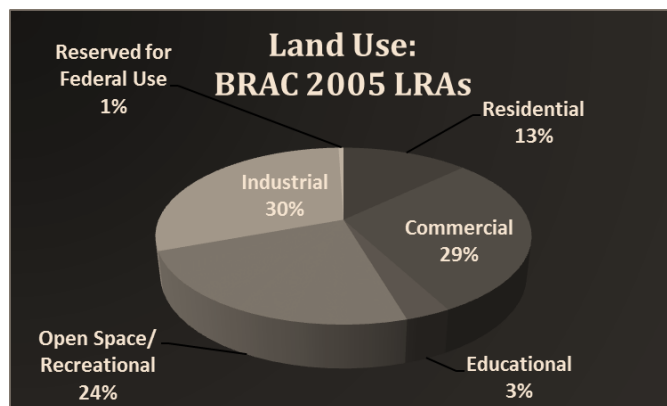
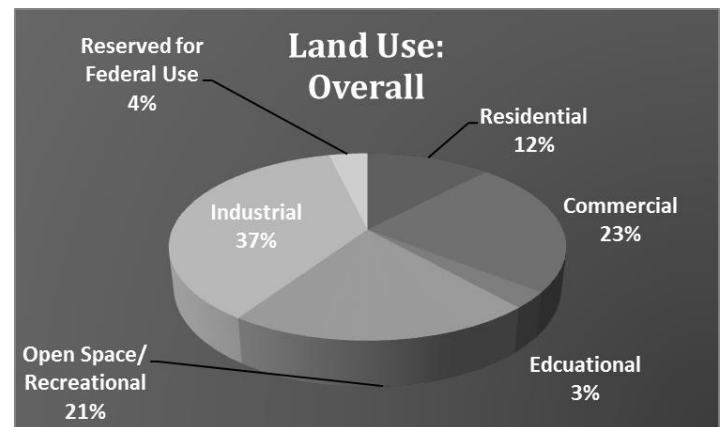
### **Redevelopment Plan Updates**

Prior to property transfer, all LRAs are required to create redevelopment plans that detail how the former military site will be used by the community. (See individual profiles for details on the redevelopment plans.) If a community changes how they plan to use the land, the redevelopment plan must go through the approval process again.

Overall 37 percent of LRAs have updated their plans since they were originally approved. That number grows to 45 percent for legacy LRAs. Communities that faced a closure in 2005 have updated their redevelopment plans only 37 percent of the time. Based on this, it is expected that several of the 2005 LRAs will need to update their redevelopment plans in the future.

### **Land Use Trends**

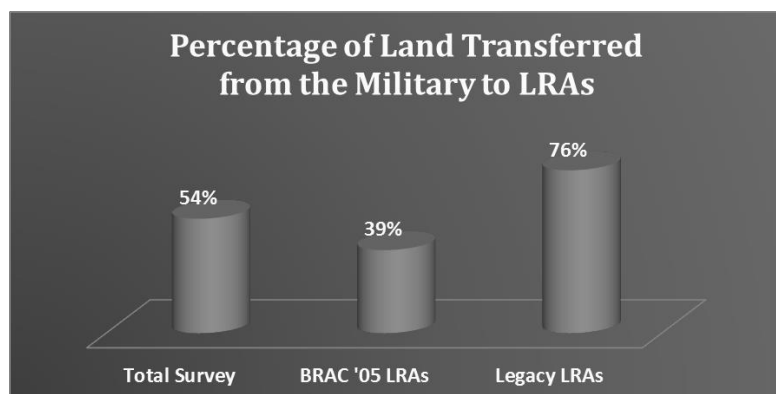
The 2005 LRAs created redevelopment plans that have four times the amount of commercial property when compared to the plans of legacy LRAs. According to the Bureau of Labor Statistics, the same time period between 1988 and 2013 saw a manufacturing jobs decline by one-third across the United States. The distinction between the two rounds may be more attributable to the types of bases closed in the various BRAC rounds. Many legacy base closures were large installations well-suited for industrial uses.



### **Property Transfer**

On average, approximately 60 percent of the original base property has been made available for redevelopment (legacy projects – 58 percent; BRAC 2005 – 60 percent). The remaining land was either retained by the federal government or transferred via a public benefit conveyance for parks, educational uses, or open space.

Legacy LRAs, which have been in the redevelopment process for at least 18 years, have only received on average 76 percent of the former military installation land promised.



Given the lengthy process of property transfer, the 2005 LRAs have received far less of the land. Half of the 2005 LRAs that responded to our survey have yet to receive any land from the military for redevelopment. The 2005 LRAs that have received land from the military have on average 83 percent of the land promised them. Each of these

LRAs has, on average, created 1,064 jobs and these communities account for 95 percent of jobs created at the 2005 BRAC sites.

### **Job Creation**

As part of their redevelopment plans, LRAs must specify the projected jobs their completed projects will attract to their communities. Today, 41,637 jobs have been created at former military installations participating in this survey. While impressive, this is merely 26 percent of the nearly 160,000 jobs planned on these former installations.

Not surprisingly, the longer a redevelopment project has been under way, the more likely that project is to employ people. Legacy LRAs have created 37 percent of their planned jobs, while 2005 LRAs have created 9 percent of the jobs they have planned for the final redevelopment.

	Legacy LRAs	BRAC 2005 LRAs
Jobs Projected	98,412	61,154
Jobs Created	36,050	5,587

## **Environmental Issues**

### **BRAC 2005**

While several former bases have minor environmental issues, most projects face at least one major cleanup issue. The majority of these contaminations are in the moderate level, versus major superfund sites located on some bases. One-quarter of the former bases had cleanup projects under way prior to closure. The most prevalent issues are asbestos, arsenic and lead paint issues. (See individual LRA profiles for a more detailed explanation of issues on individual bases.)

In terms of costs, a third of the surveyed projects do not have estimates yet, a third have ranges, and the last group has definitive numbers since cleanup is already occurring. No estimates are above \$100 million.

Overall, environmental conditions do not appear to have major impact on economic development efforts for BRAC 2005 projects. Surveyed LRAs rated the impact as a 3 on a scale of 1 to 5. Digging into the project profiles, there is isolated concern that projects with severe environmental problems will have plans impacted by environmental contamination and cleanup. At this point, environmental issues are not impacting interim leasing or overall financing efforts.

### Legacy

As described in previous editions of this report, the environmental contamination issues faced by legacy base redevelopment projects were on average much worse than what is being managed by BRAC 2005 LRAs. Contaminants included unexploded ordinance, major groundwater pollution, and other issues related to heavy industrial uses at many of the early base closure sites. Cleanup costs for most projects in the survey were in the hundreds of millions, but most report that a majority of the work has been completed and the focus has turned to monitoring the remedies in place. While severe in many places, the impact of environmental contamination on economic development efforts is only slightly higher than BRAC 2005 projects (3.18 on a scale of 1 to 5), and there seems to be only negligible impact on leasing and financing.

## Challenges and Accomplishments

### Challenges

Redeveloping a former military installation creates major challenges for defense communities. While the challenges are as unique as the communities trying to redevelop the installations, our survey revealed common challenges faced by many communities as they go through the redevelopment process.

As LRAs reflected on the major challenges they have faced in their projects, several major themes emerged:

- *Attracting Economic Investment*  
In the current economy, attracting investors or other stakeholders to any community is difficult. The issue is particularly acute in the 2005 LRA communities, which went through this planning and transfer process as the housing bubble reached its peak in 2007 and the economy entered into recession in December 2007.
- *Infrastructure /Facility Maintenance*  
As the military prepares to close bases, it slows spending on upkeep and update of the infrastructure on bases. Given the already slow transfer of surplus military property, this often means that by the time the deteriorating infrastructure is handed over to communities it is no longer up to building codes. In many instances, the buildings, sewer systems and electrical grids are a complete loss for communities. In the cases where infrastructure can be salvaged, the cost of upkeep of those facilities becomes a major drain on LRA resources as they recruit tenants to the property.
- *Funding for New Infrastructure*  
Implementing redevelopment plans and attracting new private investment often requires significant infrastructure improvements like roads and utility upgrades. Because these improvements are often required prior to development, LRAs have to identify resources to pay for the costs associated with these improvements. In the past, federal programs provided support, but these funds have all but disappeared.

Major Challenges Summary	
<i>BRAC 2005 Projects</i>	<i>Legacy Projects</i>
<ul style="list-style-type: none"> <li>• Attracting investment and encouraging economic development, especially given the economic downturn and the effects of sequestration</li> <li>• Identifying resources to support infrastructure upgrades necessary to implement broader economic development goals</li> <li>• Managing community expectations through a process that can face many challenges and take years to show progress</li> <li>• Solidifying overall funding to ensure sustainable revenue streams to support redevelopment efforts</li> <li>• Maintaining and funding the deferred maintenance necessary to maintain the viability of former military infrastructure</li> <li>• Expediting property transfers, including negotiating acceptable economic development conveyances of surplus property</li> </ul>	<ul style="list-style-type: none"> <li>• Funding infrastructure improvements necessary to attract economic development</li> <li>• Maintaining long-term community support and managing changes in local politics and economic conditions</li> <li>• Attracting new economic development through private investment, especially given various market changes and the recent economic downturn</li> <li>• Navigating a range of local, state and federal policy issues over the years that can delay projects in many ways</li> <li>• Achieving financial sustainability for projects to support themselves and fund necessary improvements</li> <li>• Advancing final property transfer agreements on remaining property</li> <li>• Managing prolonged and complex environmental cleanup issues that have often delayed property transfer and reuse for decades</li> </ul>

### **Accomplishments**

While the challenges and complexity of many of the redevelopment projects seem daunting, many LRAs have accomplished major goals. Each of the highlighted goals (see individual profiles) represents the distinct direction of each redevelopment project and each defense community.

The accomplishments of legacy LRAs' redevelopment projects are significant. They illustrate many of the versatile uses for former military bases. Some highlights include:

- The March Joint Powers Authority has developed 4.3 million square feet of building space and created 3,800 jobs.
- England Economic and Industrial Development District (England Authority) developed the Alexandria International Airport, a flourishing regional airport and the heart of a thriving multi-user campus.
- The Port Authority of San Antonio has emerged as a self-sustaining project that has generated 13,000 jobs and a \$4.2 billion annual economic impact.
- The Charleston Naval Complex Redevelopment Authority led the conversion of the former base into a successful private shipyard that maintains historic structures and is also home to Clemson University's \$100 million Drivetrain Test Facility.

The military bases that BRAC selected to close in 2005 have achieved momentous things in the past seven years. Specific examples from the 2005 LRA's include:

- Fort Monroe Authority secured presidential support for making a portion of the base a national monument.
- Brooks Development Authority became the home to a major new hospital and, more recently, a solar panel manufacturing company that will employ 400.
- Midcoast Regional Redevelopment Authority partnered with Mölnlycke Healthcare, a Swedish medical device manufacturer, to construct a \$16 million manufacturing facility utilizing New Market Tax Credits and a bank loan, creating 100 new jobs.
- Riverbank Local Redevelopment Authority nearly tripled the number of employees on site, despite limitations.

### What's Next for LRAs

In the coming year, LRAs across the country have major projects planned as seen in individual profiles. Over the next year, LRAs plan to:

#### *Legacy Projects*

- Make continued modifications of reuse plan and general plan updates
- Plan for the future of their LRAs and their roles moving forward
- Funding infrastructure improvements
- Receive final land transfers
- Continue to attract economic development

#### *BRAC 2005 Projects*

- Finalize EDC applications
- Receive property transfers
- Continue planning for and seek funding to support reinvestment in buildings and infrastructure to support redevelopment and job creation activities
- Obtain land use approvals, demolition, infrastructure construction and land sales
- Revise master plans for property





# **The 2013 State of Base Redevelopment Report**

## **Individual LRA Profiles**



## Brooks Development Authority

### Former Brooks Air Force Base

#### *LRA CONTACT INFORMATION*

Leo Gomez, President & CEO  
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San Antonio, TX 78235  
210-678-3300  
info@brookscity-base.com  
www.brookscity-base.com

### LRA Background

**Redevelopment Authority:** Brooks Development Authority (BDA)

**Alternative Name:** Brooks City-Base

**Location:** San Antonio, Texas

**Number of LRA Staff Members:** 27

**BRAC Round:** 2005

**Date of Closure:** 09/15/2011

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 0%

Other: 100%

**Funding Comments:** BDA is funded through commercial and residential lease proceeds

### Redevelopment Overview

#### **Overview of Project:**

Current state: Mixed-use development for commercial office space, educational facilities, residential areas, open space and historical areas.

**Redevelopment Plan Approval Date:** Master Plan notionally approved 2006

#### **Planned Redevelopment Land Use:**

Residential: 10%

Commercial: 60%

Industrial: 5%

Educational: 15%

Open Space/Recreational: 10%

Reserved For Federal Use: 0%

**Former Installation Size:** 1,236 acres

**Acres Currently Available for Redevelopment:** 1,236 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Special Congressional Legislation

**Jobs Created to Date:** 2,400

**Expected Jobs Created:** 4,000

## Environmental Issues

**Description of Environmental Contamination:**

Almost none remaining. There is one Installation Restoration Program site moving toward closure under Air Force responsibility. All other sites are closed with state/federal regulators.

**Cleanup accomplished:** All hazardous waste sites have been decommissioned and closed. Asbestos abatement continues as buildings are demolished or renovated.

**Estimated cost of cleanup:** Unknown

**Estimated Completion date:** Unknown, perhaps in 2016

## Major Successes to Date:

- Creation of only "City-Base" in 2002
- Location of new hospital onsite
- Location of solar panel manufacturing company that will employ 400 people

## Major Challenges to Date:

- Funding for infrastructure improvements
- Attraction of new economic development projects
- Formulation of a revised master plan for the development

## Next Steps for the Project

- As noted above, we need to finalize a revised master plan for the property.

# Charleston Naval Complex Redevelopment Authority

Former Charleston Naval Complex

## LRA CONTACT INFORMATION

Robert Ryan  
1096 Navy Way  
North Charleston, SC 29405  
843-747-0010  
rryan@nuvox.net  
www.charlestonrda.com

## LRA Background

**Redevelopment Authority:** Charleston Naval Complex  
Redevelopment Authority  
**Alternative Name:**  
**Location:** Charleston, S.C.  
**Number of LRA Staff Members:** 5  
**BRAC Round:** 1993  
**Date of Closure:** 1996

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 99%

Local: 0%

Federal: 0%

Other: 1%

## Redevelopment Overview

### Overview of Project:

To maximize jobs.

**Redevelopment Plan Approval Date:** 1994

### Planned Redevelopment Land Use:

Residential: 10%

Commercial: 10%

Industrial: 50%

Educational: 2%

Open Space/Recreational: 3%

Reserved For Federal Use: 25%

**Former Installation Size:** 1,700 acres

**Acres Currently Available for Redevelopment:** 1,500 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Economic Development  
Conveyance

**Jobs Created to Date:** 6,000

**Expected Jobs Created:** unknown

## Environmental Issues

**Description of Environmental Contamination:**

Industrial, military landfill, fuel oil, dry cleaning

**Cleanup accomplished:** everything clean to state standards, but with land use controls

**Estimated cost of cleanup:** Unknown, Navy responsible for cleanup

**Estimated Completion date:** Unknown, forever/natural attenuation

## Major Successes to Date:

- Clemson University's drive train test facility \$100 million plus
- Conversion of shipyard into successful private shipyard
- Renovation of historic structures

## Major Challenges to Date:

- Politics

## Next Steps for the Project

- Continued renovation and development of historic properties and civil works.

# City of Concord Local Reuse Authority

## Former Concord Naval Weapons Station

### LRA CONTACT INFORMATION

Michael Wright  
1950 Parkside Dr  
Concord, CA 94519  
925-671-3019  
michael.wright@cityofconcord.org  
www.concordreuseproject.org

## LRA Background

**Redevelopment Authority:** City of Concord Local Reuse Authority

**Alternative Name:**

**Location:** City of Concord, Calif.

**Number of LRA Staff Members:** 2

**BRAC Round:** 2005

**Date of Closure:** Sequestered starting in 1997/ on closure list 2005

**LRA Budget:** Between \$1 million and \$1.5 million

**LRA Funding Sources:**

State: 15%

Local: 10%

Federal: 75%

Other: 0%

**Funding Comments:** This will change in FY 2013-2014 as OEA funds wind down and city general funds are used 80% local, 20% Federal

## Redevelopment Overview

### Overview of Project:

Community objective to build a world class project that is balanced, improves the quality of life and is financially feasible and fiscally sustainable.

**Redevelopment Plan Approval Date:** 02/01/2010

**Planned Redevelopment Land Use:**

Residential: 21%

Commercial: 8%

Industrial: 0%

Educational: 2%

Open Space/Recreational: 69%

Reserved For Federal Use: 0%

**Former Installation Size:** 5,170 acres

**Acres Currently Available for Redevelopment:** 2,400 acres

**Percentage of Land Transferred:** 0

**Primary Conveyance Mechanism:** EDC/PBC under negotiation

**Jobs Created to Date:** 0

**Expected Jobs Created:** 26,000 permanent and 10,000 temporary construction jobs

## Environmental Issues

**Description of Environmental Contamination:**

Approximately 2500 of the 5000 acres have some level of contamination; mostly arsenic and solvent/hydrocarbons

**Cleanup accomplished:** approximately 500 acres could be FOST ready

**Estimated cost of cleanup:** estimated at \$75 million

**Estimated Completion date:** unknown

## Major Successes to Date:

- Completion of a 7-year community planning process
- Adoption of an area plan and amendment of the city's general plan to reflect base reuse and certification of environmental impact studies under California laws

## Major Challenges to Date:

- site clean up to unrestricted land use
- building decontamination and demolition
- Timely land transfers
- Completion of section and consultations

## Next Steps for the Project

- Awaiting completion of Navy EIS and ROD.

## England Economic and Industrial Development District (England Authority)

### *LRA CONTACT INFORMATION*

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1611 Arnold Drive  
Alexandria, LA 71303  
318-427-6414  
jgrafton@englandairpark.org  
www.englandairpark.org

### Former England Air Force Base

### LRA Background

**Redevelopment Authority:** England Economic and Industrial Development District (England Authority)

**Alternative Name:** England Airpark

**Location:** Alexandria, La.

**Number of LRA Staff Members:** 25

**BRAC Round:** 1991

**Date of Closure:** 12/01/1992

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 0%

Other: 100%

**Funding Comments:** All funds are self-generated. No state or local tax dollars in operating budget of \$9 million.

### Redevelopment Overview

**Overview of Project:**

Creation of a multi-modal transportation facility with mixed manufacturing, distribution, offices supported by housing, recreation and leisure facilities

**Redevelopment Plan Approval Date:** 1994

**Planned Redevelopment Land Use:**

Residential:

Commercial:

Industrial:

Educational:

Open Space/Recreational:

Reserved For Federal Use:

**Former Installation Size:** 2,400 acres

**Acres Currently Available for Redevelopment:** 2,400 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** PBT

**Jobs Created to Date:** 2,000

**Expected Jobs Created:** 5,000 to 10,000

## Environmental Issues

**Description of Environmental Contamination:**

Clean facility with minor contamination of TCE

**Cleanup accomplished:** Last remedies in place

**Estimated cost of cleanup:** \$60 million

**Estimated Completion date:** N/A

## Major Successes to Date:

- Development of Alexandria International Airport
- Development of the Union Tank Car Complex
- Development of a thriving multi-user campus

## Major Challenges to Date:

- Money

## Next Steps for the Project

- We will continue to execute our 2009 master plan as posted on the web site: [www.englishairpark.org](http://www.englishairpark.org).

## Forest Park/Fort Gillem Implementation LRA

### Former Fort Gillem

#### *LRA CONTACT INFORMATION*

Fred E. Bryant  
745 Forest Parkway  
Forest Park, GA 30297  
404-366-4720  
fbryant@forestparkga.org  
www.forestparkga.org

### LRA Background

**Redevelopment Authority:** Forest Park/Fort Gillem  
Implementation LRA

**Alternative Name:** Gillem Logistic Center

**Location:** Forest Park, Ga.

**Number of LRA Staff Members:** 1

**BRAC Round:** 2005

**Date of Closure:** 09/15/2011

**LRA Budget:** Between \$500,000 and \$1 million

**LRA Funding Sources:**

State: 0%

Local: 10%

Federal: 90%

Other: 0%

### Redevelopment Overview

#### **Overview of Project:**

The Gillem Logistics Center is 1,168 acres and will support 7 million square feet of manufacturing, distribution, warehousing and business park activities. The Center is rail-served and located within 4 miles of Atlanta Hartsfield Jackson International Airport and served by three major interstates. The redevelopment plan calls for the creation of skilled jobs and the more than doubling of the city's tax base.

**Redevelopment Plan Approval Date:** 09/01/2008

#### **Planned Redevelopment Land Use:**

Residential: 0%

Commercial: 0%

Industrial: 90%

Educational: 0%

Open Space/Recreational: 10%

Reserved For Federal Use: 0%

**Former Installation Size:** 1,427 acres

**Acres Currently Available for Redevelopment:** 1,168 acres

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** Economic development conveyance application is approvable as of October 2012

**Jobs Created to Date:** 0

**Expected Jobs Created:** 2,500-3,000

## Environmental Issues

**Description of Environmental Contamination:**

The site has two burial areas that have produced groundwater contamination both on and off site. These areas comprise approximately 25-30% of the available acreage.

**Cleanup accomplished:** Army continues to work to clean the burial sites and has engaged in pump-and-treat operations for the groundwater contamination for many years.

**Estimated cost of cleanup:** \$18.3 million to \$74.2 million depending on the scope of the clean up.

**Estimated Completion date:** Within 3-5 years

## Major Successes to Date:

- HUD-approved homeless accommodation on an alternative site, not Fort Gillem.
- Notified by the Army that our EDC application is approved and awaits only the completion of the MOA and quitclaim deed.
- Attracting three major end users to the site before formally marketing the project.

## Major Challenges to Date:

- Keeping the site or a portion thereof off the National Priority List (Superfund).
- Timely closing on the property that can be transferred with the CERCLA covenant.
- Infrastructure improvements within the first two years of initial transfer.

## Next Steps for the Project

- Hope to close on 770 acres in July/August 2013 with a major distribution company closing on its property in October 2013.

## Fort Monroe Authority

### Former Fort Monroe

#### *LRA CONTACT INFORMATION*

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151 Bernard Road  
Fort Monroe, VA 23651  
757-251-2757  
goder@fmauthority.com  
www.fortmonroeauthority.com

### LRA Background

**Redevelopment Authority:** Fort Monroe Authority  
**Alternative Name:**  
**Location:** Hampton, Va.  
**Number of LRA Staff Members:** 25  
**BRAC Round:** 2005  
**Date of Closure:** 09/15/2011

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State:

Local:

Federal: OEA, National Park Service

Other:

### Redevelopment Overview

**Overview of Project:**

**Redevelopment Plan Approval Date:** 08/01/2008

**Planned Redevelopment Land Use:**

Residential:

Commercial:

Industrial:

Educational:

Open Space/Recreational:

Reserved For Federal Use:

**Former Installation Size:** 570 acres

**Acres Currently Available for Redevelopment:** 0 acres

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** Leases

**Jobs Created to Date:** 0

**Expected Jobs Created:** N/A

## Environmental Issues

### Description of Environmental Contamination:

Handled by Virginia DEQ

Cleanup accomplished: N/A

Estimated cost of cleanup: N/A

Estimated Completion date: N/A

## Major Successes to Date:

- Leasing all residential units from Army before decommissioning
- National Monument designation

## Major Challenges to Date:

- Property transfer
- Building maintenance
- Utility condition

## Next Steps for the Project

- Property transfer of 313 acres
- EDC application on balance

# Fort Ord Reuse Authority

## Former Fort Ord

### *LRA CONTACT INFORMATION*

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info@fora.org  
<http://www.fora.org/>

## LRA Background

**Redevelopment Authority:** Fort Ord Reuse Authority (FOR A)

**Alternative Name:** N/A

**Location:** Cities of Marina, Seaside, Del Rey Oaks and Monterey, and unincorporated Monterey County, Calif.

**Number of LRA Staff Members:** 14

**BRAC Round:** 1991

**Date of Closure:** 09/30/1994

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 3.7%

Local: 86.3%

Federal: 8.9%

Other: 1.1%

## Redevelopment Overview

### Overview of Project:

The Reuse Plan for the former Fort Ord was prepared by FORA pursuant to the provisions of Senate Bill 899 to guide the development of the former military reservation. The goals for the reuse plan elements are:

- **Land Use Goal:** Promote orderly, well-planned, and balanced development to ensure educational and economic opportunities as well as environmental protection.
- **Circulation Goal:** Create and maintain a balanced transportation system, including pedestrian ways, bikeways, transit, and streets, to provide for the safe and efficient movement of people and goods to and throughout the former Fort Ord.
- **Recreation and Open Space Goal:** Establish a unified open space system which preserves and enhances the health of the natural environment while contributing to the revitalization of the former Fort Ord by providing a wide range of accessible recreational experiences for residents and visitors alike.
- **Conservation Goal:** Promote the protection, maintenance and use of natural resources, with special emphasis on scarce resources and those that require special control and management.
- **Noise Goal:** To protect people who live, work, and recreate in and around the former Fort Ord from the harmful effects or exposure to excessive noise; to provide noise environments that enhance and are compatible with existing and planned uses; and to protect the economic base of the former Fort Ord by preventing encroachment of incompatible land uses within areas affected by existing or planned noise-producing uses.
- **Seismic and Geologic Hazards Goal:** To prevent or minimize loss of human life and personal injury, damage to property, and economic and social disruption potentially resulting from potential seismic occurrences and geologic hazards.
- **Fire, Flood and Emergency Management Goal:** To prevent or minimize loss of human life and personal injury, damage to property, and economic and social disruption potentially resulting from fire, flooding, or other natural disasters.
- **Hazardous and Toxic Material Safety Goal:** To prevent or minimize loss of human life and personal injury, damage to property, and economic and social disruption potentially resulting from hazardous and toxic materials.

## Redevelopment Overview Continued

**Redevelopment Plan Approval Date:** June 13, 1997

**Former Installation Size:** 27,870 acres

**Planned Redevelopment Land Use:**

Residential: 8%

Commercial: 4%

Industrial: 10%

Educational: 6%

Open Space/Recreational: 69%

Reserved for Federal Use: 3%

**Acres Currently Available for Redevelopment:** 5,319 acres

**Percentage of Land Transferred:** 23%

**Primary Conveyance Mechanism:** Fed to Fed, Economic development conveyance, Public Benefit Conveyance, Direct Sale

**Jobs Created to Date:** 4,101

**Expected Jobs Created:** 18,342

## Environmental Issues

**Description of Environmental Contamination:**

Approximately 10,000 acres have been contaminated with munitions and explosives of concern. Groundwater contamination has occurred primarily in the northern one-third of the former base. A consolidated landfill on approximately 200 acres restricts development on the landfill caps and development of sensitive uses (residential and schools) within 1,000 feet of the landfill.

**Cleanup accomplished:** Approximately \$400,000 or more clean up dollars have been spent to date.

**Estimated cost of cleanup:** Several hundred million dollars.

**Estimated Completion date:** 2020

## Major Successes to Date:

- FORA invested more than \$100 million in former Fort Ord infrastructure improvements, including transportation/roadways, storm drainage improvements, fire-fighting enhancements, water augmentation and building removal.
- FORA obtained an Environmental Services Cooperative Agreement (ESCA) Grant from the Army in 2007 to complete a privatized clean up on approximately 3,300 acres of EDC land. The physical removal of MEC contamination is nearing completion.
- FORA has received approximately 96% of the 6,705 acres designated for transfer from the Army to FORA under the FORA-Army EDC agreement.

## Major Challenges to Date:

- FORA is nearing completion of a base-wide habitat conservation plan that will allow FORA and the local community to fully implement the Army 1997 habitat management plan, but must complete processing the draft document with the California Department of Fish and Wildlife and the U.S. Fish and Wildlife Service.
- FORA has over \$200 million in capital improvement obligations to complete, which is highly dependent on developers paying FORA development fees and purchasing former Army lands for reuse.
- FORA is working with California to complete land transfer and planning work for the long-awaited California Central Coast Veterans Cemetery project, a planned state of California Veterans Cemetery.

## Next Steps for the Project

- FORA received notice of two initiatives to modify the Fort Ord Reuse Plan adopted June 13, 1997, in March and April of 2013. It is likely that both initiatives will be voted on by the Monterey County electorate in the coming year.
- The FORA Board is considering policy options described in the December 2012 base reuse plan reassessment report that related to possible modifications to the 1997 base reuse plan. Board direction for a work program will likely be forthcoming in the next year.



# Ft. Chaffee Redevelopment Authority

Former Fort Chaffee

## LRA CONTACT INFORMATION

Ivy Owen  
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Ft. Smith, AR 72916  
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lowen@chaffeecrossing.com  
www.chaffeecrossing.com

## LRA Background

**Redevelopment Authority:** Ft. Chaffee Redevelopment Authority (FCRA)

**Alternative Name:** Chaffee Crossing

**Location:** Fort Smith, Ark

**Number of LRA Staff Members:** 19

**BRAC Round:** 1995

**Date of Closure:** 1998

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: None

Local: \$60,000 per year

Federal: None

Other: Land sales, leases and mining income

## Redevelopment Overview

### Overview of Project:

7,000 acres of smart growth redevelopment utilizing all land use classifications. Redevelopment will result in the premier smart growth community in the region.

**Redevelopment Plan Approval Date:** 2000

### Planned Redevelopment Land Use:

Residential:

Commercial:

Industrial:

Educational:

Open Space/Recreational:

Reserved for Federal Use:

**Former Installation Size:** 71,359 acres (Army retained 65,000 acres for National Guard and reserve; 6,359 acres realigned)

**Acres Currently Available for Redevelopment:** 5,700 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Warranty deed

**Jobs Created to Date:** 1,650

**Expected Jobs Created:** 3,650

## Environmental Issues

**Description of Environmental Contamination:**

Asbestos and lead-based paint on 700 buildings. Catastrophic fires destroyed 256 buildings.

**Cleanup accomplished:** Minimal contamination left.

**Estimated cost of cleanup:** \$4 million

**Estimated Completion date:** Done

## Major Successes to Date:

- Pending completion of I-49
- Record-setting land sales
- Adopting and implementing smart growth land use plan

## Major Challenges to Date:

- Bringing existing buildings up to city code
- Completing military/FCRA land exchange
- Convincing local electrical utilities to build new services underground

## Next Steps for the Project

- I-49 completion
- Continued record-setting land sales
- Announcing new industrial projects

## Great Plains Development Authority

### Former Kansas Army Ammunition Plant

#### LRA CONTACT INFORMATION

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Parsons, KS 67357  
620-421-1228  
acharles@parsonsksk.com  
www.greatplainsindustrialpark.com

### LRA Background

**Redevelopment Authority:** Great Plains Development Authority

**Alternative Name:** Great Plains Industrial Park

**Location:** Parsons, Kan.

**Number of LRA Staff Members:** 4

**BRAC Round:** 2005

**Date of Closure:** 03/01/2009

**LRA Budget:** Between \$500,000 and \$1 million

**LRA Funding Sources:**

State: 0%

Local: 10%

Federal: 90%

Other: 0

**Funding Comments:** This covers LRA administration only.

### Redevelopment Overview

#### Overview of Project:

Redevelopment of the former KSAAP is focused on industrial use, including becoming a mega-site industrial park. With nearly 7,000 acres served by 30 miles of rail, a direct connection to a Class I rail line, 80 miles from an inland port, its own source of water, and central to a population of 280,000, Great Plains is in an ideal position to attract large industrial tenants. The primary goal is to create an economic engine that will contribute to improving the regional economy for current and future residents. Great Plains additionally plans to partner with the local community college to establish a heavy-equipment operators and diesel mechanics schools, which will help serve the tenants of the industrial park.

**Redevelopment Plan Approval Date:** 02/10/2010

**Former Installation Size:** 13,700 acres

#### Planned Redevelopment Land Use:

Residential: 0%

Commercial: 0%

Industrial: 76%

Educational: 2%

Open Space/Recreational: 22%

Reserved for Federal Use: 0%

**Acres Currently Available for Redevelopment:** 8,800 acres

**Percentage of Land Transferred:** 49%

**Primary Conveyance Mechanism:** EDC

**Jobs Created to Date:** 8

**Expected Jobs Created:** hundreds

## Environmental Issues

**Description of Environmental Contamination:**

Explosive contamination, limited chemical downgradient concerns, PCB, asbestos, lead-based paint, munitions and explosives of concern

**Cleanup accomplished:** Some production lines are now clean, but not released from RCRA; spot concerns are also cleaned, but not released.

**Estimated cost of cleanup:** \$80 million

**Estimated Completion date:** 2020

## Major Successes to Date:

- Transfer of the property (seven-plus years)
- Multi-million dollar, 10-year lease for the rail
- Outstanding structure for governing board

## Major Challenges to Date:

- Dealing with the deferred maintenance of the property
- Developing a sustainable revenue stream
- Battle with county over property taxes

## Next Steps for the Project

- Focus on the economic development aspect of the park

# Horsham Land Redevelopment Authority

Former NAS-JRB Willow Grove

## LRA CONTACT INFORMATION

Michael McGee  
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Horsham, PA 19044  
215-643-3131  
mmcgee@horsham.org  
www.hlra.org

## LRA Background

**Redevelopment Authority:** Horsham Land Redevelopment Authority

**Alternative Name:**

**Location:** Horsham, Pa.

**Number of LRA Staff Members:** 2.5

**BRAC Round:** 2005

**Date of Closure:** 09/15/2011

**LRA Budget:** Less than \$500,000

**LRA Funding Sources:**

State: 0%

Local: 10%

Federal: 90%

Other: 0%

## Redevelopment Overview

### Overview of Project:

The Redevelopment Plan is focused on the creation of job generating uses through a variety of uses including office parks, a hotel/conference center, low- and moderate-density residential areas and a town center. Possible amenities in the town center could include a movie theater, bowling alley, ice skating rink and other retail and restaurant options to serve the Horsham community. The redevelopment plan also provides for a school and recreation area, a historical aviation museum, family entertainment facilities, and parks and open space.

**Redevelopment Plan Approval Date:** 04/01/2012

**Former Installation Size:** 910 acres

**Planned Redevelopment Land Use:**

Residential: 17%

Commercial: 54%

Industrial: 0%

Educational: 5%

Open Space/Recreational: 24%

Reserved for Federal Use: 0%

**Acres Currently Available for Redevelopment:** 862

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** N/A

**Jobs Created to Date:** 0

**Expected Jobs Created:** 7,578

## Environmental Issues

### Description of Environmental Contamination:

NAS-JRB Willow Grove is listed on EPA's Superfund List. There are 12 sites which have been identified under the Navy's Installation Restoration Program (IRP) as posing potential threats to human health and/or the environment due to past hazardous materials handling at the base.

**Cleanup accomplished:** Of the 12 IRP sites, the regulators have agreed with the Navy that "no further action" (NFA) is required on 8 sites. Two sites have records of decision signed and two are still under investigation.

**Estimated cost of cleanup:** Unknown

**Estimated Completion date:** Unknown

## Major Successes to Date:

- The NAS-JRB redevelopment plan and homeless assistance submission was approved by the HLRA Board with broad community support.
- An implementation LRA (Horsham Land Redevelopment Authority) was established to implement the redevelopment plan.

## Major Challenges to Date:

- Negotiating an acceptable EDC transfer of the surplus property.
- No water or sewage treatment is available.
- Little if any existing infrastructure is anticipated to be used in the redevelopment.
- The property was not declared surplus until September 2010 due to special legislation

## Next Steps for the Project

- Completion of an EDC application for submission to the Navy.
- We are four years behind in the redevelopment process due to the state's attempt to creat a joint interagency Installation. Once our EDC has been negotiated, the environmental conditions will be a major issue. The steam plant that was a source of heat for most buildings was transferred to the Air Force along with the water wells and sewage treatment plant.

# Jo Carroll Depot Local Redevelopment Authority

## Former Savanna Army Depot Activity

### LRA CONTACT INFORMATION

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www.lrasavannail.us

## LRA Background

**Redevelopment Authority:** Jo Carroll Depot Local

Redevelopment Authority

**Alternative Name:** Savanna Depot Park

**Location:** Savanna, Ill.

**Number of LRA Staff Members:** 2

**BRAC Round:** 1995

**Date of Closure:** 03/17/2000

**LRA Budget:** Between \$1 million and \$1.5 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 0%

Other: 100% sale and lease of property

## Redevelopment Overview

### Overview of Project:

After successfully competing in a state-wide competition for the siting of a correctional facility, environmental concerns forced the Illinois governor to relocate the prison. Not only did the LRA lose the potential utility revenues and jobs when the prison went elsewhere, but all infrastructure needed by the prison was to be sized, upgraded and located to accommodate much of the future industrial, commercial and residential needs. The utility upgrades would have provided a major cost savings to a financially strapped rural LRA. The LRA regrouped and negotiated with several smaller businesses. Together we must successfully market the nearly 3,000 acres being transferred as part of the no-cost EDC, which consists of industrial, commercial and planned unit development property, with the largest selling point being the shortline railroad and connection with the BNSF.

**Redevelopment Plan Approval Date:** The 1996 reuse plan and implementation strategy was completed. In 1998 this plan was submitted with an EDC application. The application and plan were deemed aggressive due to the rural nature and market conditions of the SVDA site.

### Planned Redevelopment Land Use:

Residential: 2%

Commercial: 3%

Industrial: 95%

Educational: 0%

Open Space/Recreational: 0%

Reserved for Federal Use: 0%

**Former Installation Size:** 13,062 acres

**Acres Currently Available for Redevelopment:** 2,930 acres

**Percentage of Land Transferred:** 36%

**Primary Conveyance Mechanism:** No-Cost EDC, quit claim deed

**Jobs Created to Date:** 74

**Expected Jobs Created:** 420

## Environmental Issues

### Description of Environmental Contamination:

Chemical weapon munitions/chemical agent (U.S. Fish and Wildlife Service only), explosives, herbicides, metals, pesticides, polycyclic aromatic hydrocarbons (PAH), SVOCs and VOCs

**Cleanup accomplished:** 111 sites have reached close-out

**Estimated cost of cleanup:** \$94.6 million

**Estimated Completion date:** 2017 (LRA); 2023 (U.S. Fish and Wildlife Service)

## Major Successes to Date:

- Worked with the Army to get a parcel carved out so a private business, now the parks largest employer, was able to build a new facility
- Provided the infrastructure needed to connect to a 900-mile fiber optic network across the Northwest Illinois region for access to efficient multimodal transportation options to support high-demand data needs.
- Although the prison did not end up locating on depot property, it was the effort of the LRA that landed the prison within our county.

## Major Challenges to Date:

- Receiving property from the Army
- Extending natural gas to the property (\$7 million - \$10 million)
- Ability to utilize the Mississippi River for barge access over a USFWS national wildlife refuge

## Next Steps for the Project

- Continue to push for property and fight the Uniform Environmental Covenants Act that is holding up transfer of certain property and which will set a precedence for many other parcels within our footprint.

# Letterkenny Industrial Development Authority

## Letterkenny Army Depot - Realignment

### LRA CONTACT INFORMATION

John M. Van Horn  
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Chambersburg, PA 17201  
717-267-9351  
vanhorn@cvbp.com  
cvbp.com

### LRA Background

**Redevelopment Authority:** Letterkenny Industrial Development Authority  
**Alternative Name:** Cumberland Valley Business Park  
**Location:** Chambersburg, Pa.  
**Number of LRA Staff Members:** 3  
**BRAC Round:** 1995  
**Date of Closure:** N/A

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 0%

Other: 100%

**Funding Comments:** Real estate and utilities

### Redevelopment Overview

**Overview of Project:**

- Generate high-quality jobs
- Enhance DOD mission
- Minimize fiscal risk
- Attract private investment
- Promote quality of life

**Redevelopment Plan Approval Date:** 1997

**Planned Redevelopment Land Use:**

Residential: 0%

Commercial: 10%

Industrial: 80%

Educational: 0%

Open Space/Recreational: 10%

Reserved for Federal Use: 0%

**Installation Size:** 19,243 acres (1,462 acres were realigned.)

**Acres Currently Available for Redevelopment:** 1,100

**Percentage of Land Transferred:** 80%

**Primary Conveyance Mechanism:** No-Cost EDC

**Jobs Created to Date:** 745

**Expected Jobs Created:** 1,500-2,000

## Environmental Issues

**Description of Environmental Contamination:**

DNAPL-groundwater and soil contamination

**Cleanup accomplished:** \$25 million

**Estimated cost of cleanup:** \$26.5 million

**Estimated Completion date:** Long-term remedy

## Major Successes to Date:

- Utility privatization
- NPL de-listing (partial)
- Limited depth transfer

## Major Challenges to Date:

- Market
- Delay in property transfer (environmental)
- DOD mission changes

## Next Steps for the Project

- Infrastructure improvements
- Receiving the balance of BRAC 1995 property

## Lowry Redevelopment Authority

### Former Buckley Annex

#### *LRA CONTACT INFORMATION*

Montgomery Force  
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Denver, CO 80230  
303-343-0276  
monty.force@lowryredevelopment.org  
lowryredevelopment.org

### LRA Background

**Redevelopment Authority:** Lowry Redevelopment Authority

**Alternative Name:**

**Location:** Denver, Colo.

**Number of LRA Staff Members:** 5

**BRAC Round:** 2005

**Date of Closure:** 09/15/2011

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 0%

Local: 16%

Federal: 3%

Other: 81%

### Redevelopment Overview

**Overview of Project:**

800 residential units; 200,000 square feet of commercial space

**Redevelopment Plan Approval Date:** 05/14/2010

**Planned Redevelopment Land Use:**

Residential: 66%

Commercial: 15%

Industrial: 0%

Educational: 0%

Open Space/Recreational: 19%

Reserved for Federal Use: 0%

**Former Installation Size:** 1,866 acres

**Acres Currently Available for Redevelopment:** 70 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** EDC

**Jobs Created to Date:** 10

**Expected Jobs Created:** 400

## Environmental Issues

**Description of Environmental Contamination:**

Determined clean at time of transfer except for asbestos in buildings. However, have encountered unknown asbestos on site

**Cleanup accomplished:**

**Estimated cost of cleanup:** Known \$0. Unknown \$2 Million??

**Estimated Completion date:** end of 2013

## Major Successes to Date:

## Major Challenges to Date:

## Next Steps for the Project

- Obtaining land use approvals
- Demolition
- Infrastructure construction
- Land sales

## March Joint Powers Authority

### Former March Air Force Base

#### *LRA CONTACT INFORMATION*

Lori Stone  
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Riverside, CA 92518  
951-656-7000  
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www.marchjpa.com

### LRA Background

**Redevelopment Authority:** March Joint Powers Authority  
**Alternative Name:** Meridian Business Park/March Inland Port, March LifeCare Campus  
**Location:** Riverside, Calif.  
**Number of LRA Staff Members:** 14  
**BRAC Round:** 1993  
**Date of Closure:** Realigned to March Air Reserve Base, April 1, 1996

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 0%  
Local: 0%  
Federal: 24%  
Other: 76%

### Redevelopment Overview

**Overview of Project:**

Approximately 3,500 acres redeveloped in three key development areas: a business park, an airport and a medical campus

**Redevelopment Plan Approval Date:** 1996

**Planned Redevelopment Land Use:**

Residential: 4%  
Commercial: 11%  
Industrial: 22%  
Educational: 0%  
Open Space/Recreational: 29%  
Reserved for Federal Use: 34%

**Former Installation Size:** 26,500 acres

**Acres Currently Available for Redevelopment:** 26,500 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Economic development and public benefit conveyance

**Jobs Created to Date:** 3,863

**Expected Jobs Created:** 32,000 jobs at build-out

## Environmental Issues

### Description of Environmental Contamination:

The U.S. Air Force completed the transfer of property ownership from the Department of Defense (DOD) to the March Joint Powers Authority (JPA) in Fall 2006. The final transfer was accomplished under a Finding of Suitability for Early Transfer (FOSET) on 18 September 2006, which contained covenants indicating that all remedial action necessary to protect human health and the environment, with respect to any hazardous substances remaining on the Property, has been taken prior to transfer of such property by deed (ref CERCLA § 120 (h)(3)(A)(ii)(I)). The Air Force proposed final transfer (292-acres) was an “early transfer (FOEST)” pursuant to CERCLA §120 (h)(3)(C), which allows the federal government to transfer real property before all environmental remediation is complete as required by the covenant, provided certain conditions are met. The deferral of the CERCLA §120 (h)(3)(A)(ii)(I) covenant is allowed after the Administrator of the U.S. Environmental Protection Agency (EPA), with concurrence from the Governor of California, finds that:

- 1) the Property is suitable for transfer based on its intended use,
- 2) the deed and/or contract for a sale of the Property contains certain provisions relating to future remediation,
- 3) the public has had an opportunity to comment on the proposed transfer, and
- 4) the deferral and transfer will not substantially delay any necessary response action at the Property. All the other transfers prior to the FOSET were completed under a Finding of Suitability to Transfer (FOST).

During the FOST preparation, environmental documents are evaluated to identify environmental factors that may warrant constraints on certain activities in order to substantially minimize or eliminate any threat to human health or the environment. Such constraints are generally embodied as restrictions in the Deed or as specific notifications in other documents supporting the transaction.

**Cleanup accomplished:** All the environmental sites requiring remediation have either been completed or initiated to protect human health and the environment. Installation Restoration Program (IRP) Site FT007 will require some additional investigation in the near future as the performance of the remedial action is under evaluation/optimization. No other IRP site is scheduled for additional characterization at this time.

**Estimated cost of cleanup:** \$9.5 million estimated for BRAC Sites

**Estimated Completion date:** The long-term maintenance and groundwater monitoring of two former landfills (LF004 and LF006) will be for perpetuity. However, the duration of remediation of the other environmental sites will not directly affect the reuse of that parcel.

## Major Successes to Date:

- The joint land use study (JLUS) curtailing encroachment around the airport
- The development of 4.3 million square feet of buildings
- Over 3,800 jobs created

## Major Challenges to Date:

- Infrastructure / utilities
- The BRAC property screening process

## Next Steps for the Project

- The medical campus and the General Plan's final update

# The McClellan Development Authority

Former Fort McClellan

## LRA CONTACT INFORMATION

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Anniston, AL 36205  
256-236-2011  
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## LRA Background

**Redevelopment Authority:** The McClellan Development Authority

**Alternative Name:** former Joint Powers Authority

**Location:** Anniston, Ala.

**Number of LRA Staff Members:** 4

**BRAC Round:** 1995

**Date of Closure:** 2000

**LRA Budget:** Between \$1 million and \$1.5 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 0%

Other: 100%

**Funding Comments:** revenues comprised of property sales and leases

## Redevelopment Overview

### Overview of Project:

Redevelop as a mixed-use community. Plan assumed that current market trends (in 1997) would continue, all public sector requests would be accommodated and that public investment in infrastructure would be minimized

**Redevelopment Plan Approval Date:** 1997

**Planned Redevelopment Land Use:**

Residential: 37%

Commercial: 3%

Industrial: 19%

Educational: 4%

Open Space/Recreational: 26%

Reserved for Federal Use: 11%

**Former Installation Size:** 47,000 acres

**Acres Currently Available for Redevelopment:** 9,313 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** no-cost economic development conveyances

**Jobs Created to Date:** 2,715

**Expected Jobs Created:**

## Environmental Issues

**Description of Environmental Contamination:**

Unexploded ordnance (UXO) and sites requiring lead cleanup and groundwater remediation

**Cleanup accomplished:** Cleanup program is 60% complete

**Estimated cost of cleanup:** \$216 Million

**Estimated Completion date:** 2018 for UXO, 2037 for hazardous waste

## Major Successes to Date:

- Securing \$216 million in environmental clean up funding
- Receiving \$7.5 million in state and federal grants for road improvements
- New state legislation authorizing the creation of public corporations with broad authorities for redevelopment of BRAC bases

## Major Challenges to Date:

- Steady revenue stream for economic development efforts
- Securing buildings from copper theft and vandalism
- Attracting new industries in current economic environment

## Next Steps for the Project

- Continuing infrastructure improvements for our new industrial and research/technology parks (approximately 600 acres)

# McPherson Implementing Local Redevelopment Authority

## Former Fort McPherson

### LRA CONTACT INFORMATION

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mcphersonredevelopment.com

## LRA Background

**Redevelopment Authority:** McPherson Implementing Local Redevelopment Authority

**Alternative Name:**

**Location:** Atlanta, Ga.

**Number of LRA Staff Members:** 6

**BRAC Round:** 2005

**Date of Closure:** 09/14/2011

**LRA Budget:** Between \$1 million and \$1.5 million

**LRA Funding Sources:**

State: 10%

Local: 10%

Federal: 80%

Other: 0%

## Redevelopment Overview

### Overview of Project:

The 488-acre development (including the VA parcel) will contain 3.5 million square feet of office and lab space and 1,617 residential units in a campus-style environment. Several projects are being considered for the FORSCOM building that could serve as the centerpiece for the Science and Technology Employment Center. The balance of the master plan also calls for a high-density, mixed-use commercial boulevard that runs east-west along the green pathway leading to the event space and then north through the center of the property. This area would become a “Main Street” development with mid-rise residential, public plazas, street-level retail, restaurants, offices and research space. The historic area around the parade ground will be developed for residential, commercial and public uses under a cultural theme and would include ground-level retail, restaurants, office space, galleries and boutique lodging. The exclusive “Staff Row” homes would be preserved and used for single-family residential or other complementary uses. Overall residential use will be a balanced mix of 73% market-rate and high-end housing, 20% affordable housing and less than 7% housing for the formerly homeless or families at-risk of homelessness. A developer-managed green space will wrap around the entire property from MARTA station to MARTA station providing a valuable amenity for commercial and residential sites.

Our overall goal is to gain ownership of and direct the redevelopment of the 488-acre former Fort McPherson to create jobs and promote economic development. Our plan is to create a science park/employment center/live, work, learn and play community containing a campus-style collaborative environment to house Georgia’s world-class technologies that will have positive societal and economic impacts across a wide variety of industries.

**Redevelopment Plan Approval Date:** 09/02/2011

**Former Installation Size:** 487 acres

### Planned Redevelopment Land Use:

Residential: 10%

Commercial: 45%

Industrial: 17%

Educational: 0%

Open Space/Recreational: 25%

Reserved for Federal Use: 11%

**Acres Currently Available for Redevelopment:** 470 acres

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** EDC is anticipated

**Jobs Created to Date:** 6

**Expected Jobs Created:** 11,959

## Environmental Issues

### Description of Environmental Contamination:

The Army conducted a due diligent sampling event in May 2009. The analytical results revealed that the old crematory site had a few sampling points that exceeded the EPA's regional residential screening criteria for metals and lead. Thus, (FTMP-14 burial Site/crematory) was added to the AEDB-R database in the spring 2010 in order to get adequate funding to do a more thorough site investigation (SI). The Total Environmental Restoration Contract (TERC) sites: Work Plans for FTMP-04-R-01 trap and skeet range and FTMP-13 dry cleaning facility, document review has been completed by GAEPD and approved. SHAW Environmental began field work on FTMP-13 in April 2010. The Army anticipates having a remedy in place (RIP) by September 2011. The old incinerator ash disposal site (FTMP-06) is awaiting regulator comments and GAEPD's next move. The Army is recommending no further action (NFA), at this site.

Underground storage tanks (USTs) and above ground storage tanks (ASTs) are located throughout the installation. There are a total of 54 tanks and the Army is seeking closure on all. A contract has been awarded for \$3.5 million to remediate USTs and ASTs at both Installations – McPherson and Gillem. AEROSTAR is the lead contractor to remediate the USTs/ASTs. Tanks are located using ground penetration radar. Soil and groundwater are taken and analyzed. Tanks are closed in place; if it's a leaker, tank is removed and remediated.

FTMP-10 (Bldg 105, old gas station/vet office) and FTMP-09 (Bldg 143 former gas station) both have free product in the groundwater and soil. Efforts have begun to remediate free product. A pilot test conducted during late summer of 2009 was successful and instrumental in designing a system to implement remediation. A multi-phase extraction and treatment system will be installed mid-summer 2010 to begin an aggressive product and vapor recovery of these two sites. This multi-phase extraction system works by extracting the water and free product from the ground. The system then separates the free product from the water and disposes of the water within the sanitary sewer. Vapor is also extracted from the soil and is burned off. Response complete is in 2-5 years once online and operating successfully. Land use controls (LUCs) will be utilized at these two sites until the system is operating successful and contaminants remain below approved contaminant levels.

### Military Munitions Restoration Program (MMRP) - Two sites under this category:

FTMP-004-R-01 trap and skeet range: The supplemental site inspection, remedial investigation will be conducted under TERC contract. The area of the former range is currently part of the Fort McPherson golf course, specifically between holes number eight and eleven. As part of the 2007 site investigation, samples were collected for lead and PAH in the underdeveloped portions of the former range. Levels of lead and PAH in the soil were above screening values. Work began to further delineate the nature and extent of the contamination of the lead during the spring of 2010. LUCs are likely to be the only required final remedy.

FTMP-12 small arms range: 1.96 acres, and is currently used as a semi-enclosed firing range for the military police. The assumption is that there is significant lead contamination in the natural embankment. A more thorough SI is scheduled for June 2011 or sooner if the range closes. Upon completion of the SI and remedial investigation and feasibility study (RI/FS) it is expected that we will excavate and dispose of approximately 167 cubic yards of contaminated soil as hazardous waste. This project will get started when all operational requirements for the range have been met. Again, we anticipate that date to be June 2011 or sooner if the opportunity exists.

**Cleanup accomplished:** See above

**Estimated cost of cleanup:** N/A

**Estimated Completion date:** Finding of suitability for transfer - June 2013

Finding of suitability for early transfer - June 2015

**Major Successes to Date:**

- State and city participation
- Anticipated sale of major building
- HUD approval

**Major Challenges to Date:**

- Transfer completion
- Financing
- Caretaker

**Next Steps for the Project**

- EDC application approval
- Transfer



## Mesa Redevelopment Authority

### Former Mesa Air Force Research Lab

#### LRA CONTACT INFORMATION

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<http://www.mesaaz.gov/government/advisory/MRA.aspx>

### LRA Background

**Redevelopment Authority:** Mesa Redevelopment Authority  
**Alternative Name:**  
**Location:** Mesa, Ariz.  
**Number of LRA Staff Members:** The city has contracted with Alion Science & Technology for property management. Alion employs seven full-time employees.  
**BRAC Round:** 2005  
**Date of Closure:** 09/15/2011

**LRA Budget:** More than \$3 million

#### LRA Funding Sources:

State: 0%  
Local: 100%  
Federal: 0%  
Other: 0%

### Redevelopment Overview

#### Overview of Project:

1. To continue the legacy of the Air Force Research Lab (AFRL) by using the site as a science and technical research center.

**Redevelopment Plan Approval Date:** 03/10/2011

**Former Installation Size:** 80 acres

#### Planned Redevelopment Land Use:

Residential: 0%  
Commercial: 100%  
Industrial: 0%  
Educational: 0%  
Open Space/Recreational: 0%  
Reserved for Federal Use: 0%

**Acres Currently Available for Redevelopment:** 0 acres

**Percentage of Land Transferred:** EDC has not been finalized

**Primary Conveyance Mechanism:** Economic development conveyance

**Jobs Created to Date:** 0

**Expected Jobs Created:** 280

## Environmental Issues

**Description of Environmental Contamination:**

N/A

**Cleanup accomplished:** N/A**Estimated cost of cleanup:** N/A**Estimated Completion date:** N/A

## Major Successes to Date:

- Successfully negotiating an interim lease with the Air Force to operate the AFRL while the EDC negotiations continue.
- Being able to maintain the security protocols of the Air Force Research Lab.
- Contracting with Alion Science and Technology to provide property management and business attraction.

## Major Challenges to Date:

- The economic downturn and the effects of sequestration have affected recruitment efforts.
- Negotiating with the Air Force to acquire the property through an economic development conveyance (EDC).

## Next Steps for the Project

- Finalizing the EDC agreement with the Air Force.
- Increasing the occupancy at the facility.
- Identifying a means to finance needed improvements.

# Midcoast Regional Redevelopment Authority

## Former Naval Air Station Brunswick Maine

### LRA CONTACT INFORMATION

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## LRA Background

**Redevelopment Authority:** Midcoast Regional Redevelopment Authority

**Alternative Name:** Brunswick Landing and the Topsham Commerce Park

**Location:** Brunswick and Topsham, Maine

**Number of LRA Staff Members:** 14

**BRAC Round:** 2005

**Date of Closure:** 05/20/2011

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 25%

Other: 75%

**Funding Comments:** Other sources include rental and utility income from electrical, water and sanitary sewer fees.

## Redevelopment Overview

### Overview of Project:

The economic development plan for Brunswick Landing is designed to grow specific industry clusters that build on the strengths of the skills, capacity, and supply chains available in the Midcoast region, thereby promoting critical mass to support these fledgling industry clusters on a national scale, to promote local job growth, and build on the skills of the local workforce. In short, the reuse master plan will guide MRRA to:

- Enhance the economic health and long-term viability of the region;
- Develop and protect a vibrant, multi-prong economic development strategy to grow critical industry clusters in Midcoast Maine, including aviation and aerospace R&D; maintenance and manufacturing; composite and high-tech research and manufacturing; alternative energy research and development and production; and information and telecommunications technology; and
- Create high-quality employment opportunities for citizens in Maine. MRRA has been quite successful today in attracting new business growth and development on the base, even prior to closure.

The Navy has been extremely accommodating with our redevelopment timeframes through the issuance of interim leases and property licenses. The net result is that we currently have business activities occurring on the base prior to full base closure, which is extremely unusual in the BRAC world. Currently, the 23 approved leases are expected to create 563 jobs and \$147.5 million in private investment.

## Redevelopment Overview Continued

**Redevelopment Plan Approval Date:** 12/01/2007

**Former Installation Size:** 2,100 acres

**Planned Redevelopment Land Use:**

Residential: 7%

Commercial: 9%

Industrial: 29%

Educational: 6%

Open Space/Recreational: 49%

Reserved for Federal Use: 0%

**Acres Currently Available for Redevelopment:** 485 acres

**Percentage of Land Transferred:** 51.7%

**Primary Conveyance Mechanism:** Economic development conveyance and public benefit conveyance for the airport

**Jobs Created to Date:** 197.5

**Expected Jobs Created:** 437

## Environmental Issues

**Description of Environmental Contamination:**

The largest environmental issues on base now are volatile organic compounds (VOCs) that have entered into an aquifer. A second issue is lead from three former skeet ranges. There are also the regular issues associated with older industrial facilities like PAH contamination from underground storage tanks, lead paint and asbestos.

**Cleanup accomplished:** The property is currently listed on the Environmental Protection Agency's (EPA) Superfund list of contaminated sites. A comprehensive environmental investigation continues on the property by the Navy. Hazardous contamination is below the ground surface (bgs) level in soils or groundwater and is not accessible except through excavation of the soils or through groundwater extraction, upon which the Navy currently has limitations. The Navy identified 20 Installation Restoration Program (IRP) sites at NAS Brunswick. On October 19, 1990, the Navy entered into a Federal Facilities Agreement with the EPA and the Maine Department of Environmental Protection that established goals and responsibilities among the Navy and the regulatory agencies and set enforceable cleanup schedules for the IRP sites at NAS Brunswick. Currently, there are 12 active sites of which 10 have a remedy in place and eight inactive sites at NAS Brunswick. There are no IRP sites associated with Topsham Annex or McKeen Street housing area. The Navy cleaned up a number of sites and consolidated wastes at a new capped landfill facility.

**Estimated cost of cleanup:** The Navy since the early 1980s spent over \$80 million on environmental cleanup. It is estimated that the remaining cost of clean up is between \$20 and \$30 million dollars.

**Estimated Completion date:**

## Major Successes to Date:

1. The cooperative relationship we have with the Navy. We were able to receive licenses and leases on property including runways and a hangar prior to base closure in May 2011. This allowed us to bring new tenants in prior to closure and help us support rapid and successful reuse.
2. We partnered with Molnlycke Healthcare, a Swedish medical devices manufacturer, to construct a \$16 million manufacturing facility utilizing New Market Tax Credits and a bank loan. The plant will create 100 jobs.
3. The financial support of the DoD's Office of Economic Adjustment and the state of Maine and its voters who supported a \$3.25 million bond issue to support redevelopment.

## Major Challenges to Date:

1. Property maintenance has been an issue for us as the Navy spent very little money on maintaining buildings and infrastructure since the base closure announcement and transfer of property.
2. The condition of infrastructure, particularly the electrical distribution and sanitary sewer collection system.
3. The last challenge is having sufficient financial resources to invest in infrastructure to allow the transfer of those utilities to the respective utility districts. We have also been required by the town of Brunswick to fund the maintenance, repair and operational cost of roads, sidewalks, street lights and public areas on base that would normally have been funded by the town and local property taxes.

## Next Steps for the Project

1. Continue to plan for and seek funding to support reinvestment in buildings and infrastructure to support redevelopment and job creation activities.
2. Work on the transition of the aircraft intermediate maintenance department facility into a science and technology incubator.



## City of New Orleans

### Former Naval Support Activity New Orleans "East Bank"

#### *LRA CONTACT INFORMATION*

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### LRA Background

**Redevelopment Authority:** City of New Orleans  
**Alternative Name:**  
**Location:** New Orleans, La.  
**Number of LRA Staff Members:** 2  
**BRAC Round:** 2005  
**Date of Closure:** 09/15/2011

**LRA Budget:** Less than \$500,000  
**LRA Funding Sources:**  
State: None  
Local: None  
Federal: None  
Other: None

### Redevelopment Overview

#### **Overview of Project:**

The facility will be developed to become the International Resilience Center. The Mission of the International Resilience Center is to foster the capacity of individuals, communities, companies, and governments to withstand, respond, adapt and recover from disasters. The facility will serve as the nexus of disaster management, recovery, and resilience by creating the opportunity to educate, train, research and deploy information and experience to communities and individuals around the globe.

**Redevelopment Plan Approval Date:** 01/21/2011

**Former Installation Size:** 30 acres

#### **Planned Redevelopment Land Use:**

Residential: 0%  
Commercial: 85%  
Industrial: 0%  
Educational: 10%  
Open Space/Recreational: 5%  
Reserved for Federal Use: 0%

**Acres Currently Available for Redevelopment:** 17.66 acres

**Percentage of Land Transferred:** None

**Primary Conveyance Mechanism:** N/A

**Jobs Created to Date:** N/A

**Expected Jobs Created:** 2,500-4,000

## Environmental Issues

**Description of Environmental Contamination:**

Asbestos and lead based paint

**Cleanup accomplished:** None

**Estimated cost of cleanup:** Estimated at \$3.0 Million

**Estimated Completion date:** FYE 2014

## Major Successes to Date:

- The reuse plan and homeless submission required only minor revisions.
- The EDC conveyance application elicited very few questions or revisions.
- Negotiations with the Navy went very smoothly.

## Major Challenges to Date:

- Getting the developers under contract.
- Solidifying all the funding sources.
- Designing the facility.

## Next Steps for the Project

- Transfer of the property

# Newport Chemical Depot Reuse Authority

## Former Newport Chemical Depot

### LRA CONTACT INFORMATION

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## LRA Background

**Redevelopment Authority:** Newport Chemical Depot Reuse Authority

**Alternative Name:** Vermillion Rise Mega Park

**Location:** Newport, Ind.

**Number of LRA Staff Members:** 10

**BRAC Round:** 2005

**Date of Closure:** 07/01/2010

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

State: 5%

Local: 3%

Federal: 63%

Other: 29%

**Funding Comments:** Our other source of funding is generated via lease revenue.

## Redevelopment Overview

### Overview of Project:

The Mega Park's allocated land uses achieve a near 50/50 split between natural and built areas. Based on input from local citizens, the following goals and objectives were established for the transfer of the property and the reuse plan:

1. Acquire the property at little or no cost
2. Develop a reuse plan for business and job creation
3. Ensure preservation of natural resources
4. Maximize local jobs and investment for the region
5. Maximize tax base for public bodies

**Redevelopment Plan Approval Date:** September 2010

### Planned Redevelopment Land Use:

Residential: 0%

Commercial: 17%

Industrial: 46%

Educational: 1%

Open Space/Recreational: 36%

Reserved for Federal Use: 0%

**Former Installation Size:** 7,098 acres (with easement)

**Acres Currently Available for Redevelopment:** 3,425 acres

**Percentage of Land Transferred:** As of today, 99.95% has been transferred.

**Primary Conveyance Mechanism:** Economic development conveyance

**Jobs Created to Date:** 115 jobs

**Expected Jobs Created:** 2,000

## Environmental Issues

**Description of Environmental Contamination:**

Environmental contamination was generated solely through manufacturing processes.

**Cleanup accomplished:** 99.5% percent of all cleanup has been accomplished to date.

**Estimated cost of cleanup:** Unknown

**Estimated Completion date:** Sept. 30, 2013

## Major Successes to Date:

- Timely transfer of the property.
- The redevelopment of the property has occurred more quickly than expected.
- Partnering with Duke Energy and CSX which has resulted in securing land options from multi-national companies.

## Major Challenges to Date:

- Infrastructure upgrades
- Workforce development
- Managing community expectations

## Next Steps for the Project

- Transferring the electrical distribution system to Duke Energy.
- Leasing the balance of the manufacturing buildings.
- Playing an active role in coordinating a \$2 billion investment at Vermillion Rise Mega Park.

# Plattsburgh Airbase Redevelopment Corporation (PARC)

## LRA CONTACT INFORMATION

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Plattsburgh, NY 12903  
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bruces@parc-usa.com  
www.parc-usa.com

## Former Plattsburgh Air Force Base

## LRA Background

**Redevelopment Authority:** Plattsburgh Airbase Redevelopment Corporation (PARC)  
**Alternative Name:** Champlain Valley Industrial Trade-parc (CVIT) or Plattsburgh Intermunicipal Development Council (PIDC)  
**Location:** Plattsburgh, N.Y.  
**Number of LRA Staff Members:** 1.5 equivalent Full-Time Employees (5 part time employees)  
**BRAC Round:** 1993  
**Date of Closure:** 09/30/1995

**LRA Budget:** Between \$500,000 and \$1 million

### LRA Funding Sources:

State: 22%  
Local: 0%  
Federal: 29%  
Other: 49%

**Funding Comments:** Above breakdown is cumulative starting in 1995. "Other sources" indicates rent and sales income derived from property use. Current budget is primarily funded by "Other sources" as federal and state sources have mostly been exhausted.

## Redevelopment Overview

### Overview of Project:

Maximize facilities for redevelopment in areas such as aviation, industrial, manufacturing, warehousing, commercial, residential, historical and recreational uses. Promote multi-modal concept; i.e. centralized commerce and access to the former base via highway, rail, air, and nearby waterway; promote job creation.

**Redevelopment Plan Approval Date:** 1996

### Planned Redevelopment Land Use:

Residential: 15%  
Commercial: 20%  
Industrial: 50%  
Educational: 3%  
Open Space/Recreational: 12%  
Reserved for Federal Use: 0%

**Former Installation Size:** 3,500 acres

**Acres Currently Available for Redevelopment:** 1,800 acres

**Percentage of Land Transferred:** 99%

**Primary Conveyance Mechanism:** Economic development conveyance and public benefit conveyance

**Jobs Created to Date:** 1,852 (from 2007 base reuse status report.) Harder to measure current jobs, since there are now many different owners and no longer a centralized LRA controlling the entire property.

**Expected Jobs Created:** Unknown

## Environmental Issues

### Description of Environmental Contamination:

There is prolific documentation of any environmental contamination and on-going clean up and remediation efforts. However, much of this work has been handled directly by the Air Force, so this office of the LRA cannot easily offer comprehensive data on the contamination. The property has all been cleared for transfer via Findings of Suitability for Transfer (FOST) or Findings of Suitability for Early Transfer (FOSET) for those parcels where a transfer will precede completion on environmental cleanup and/or ongoing remediation and monitoring.

**Cleanup accomplished:** N/A

**Estimated cost of cleanup:** N/A

**Estimated Completion date:** Unknown

## Major Successes to Date:

- Progress speaks for itself. So, the fact that PARC has only 3% of the entirety of the former base left under its auspices is a major success.
- Maintenance, upkeep and development of the runway and aviation facilities was a seed that has sown roots. Today, via a PBC to Clinton County, the former base is home to the Plattsburgh International Airport, which continues to be a work in progress for expanded passenger and commercial aviation development. PARC operated the aviation facilities until 2005 and landed several aviation tenants in that time. The 10 years that PARC preserved and grew the aviation portion of the base is a key component of the successful development that continues there today.
- The decision to demolish. Eventually, it was learned that not everything can be preserved, or is cost-efficient to renovate. PARC spent millions of dollars to demolish obsolete structures, leading to new construction and new development opportunities. Unfortunately, the cost was often high due to asbestos abatement or lead paint remediation, so such costs were a major lesson learned. But, in most cases, the expense has proven to be worth it, and in some cases, was supported by state funding.

## Major Challenges to Date:

- Bureaucracy. We learned that we had to be willing to challenge the Air Force and not get caught up in too much process (at the local level, too). To keep the focus on progress instead of process, which was a culture shift within our organization too when new leadership was brought in in the early 2000s.
- Sustainability, self-sufficiency and access. These have been ongoing challenges as funding shifts have taken place, and as the winding down of the LRA has continued to take longer than anticipated. Some of that challenge has been recession related, too. And, we are a much smaller fish in a big pond now that most of our work is behind us, so access is harder when help is needed.
- Community buy-in. There was a lot of nay-saying and doubt throughout the redevelopment process. And, sometimes the community does not want to let go of the past and move forward, or has different visions of what the new development should look like. So, community education is/was vital and continues to be a challenge. Ultimately, you have to make the best decision you can at the time, avoid paralysis by analysis, and accept that you can't please all of the people all of the time. But, we keep moving forward.

## Next Steps for the Project

- The wrap up. PARC is down to the last 3% of the property, so it is trying to tie up any loose ends on the property and find buyers/users for the remaining property, which is mostly vacant land (pursuant to some demolition by PARC) and one remaining commercial property.



## Port Authority of San Antonio

### Former Kelly Air Force Base

#### *LRA CONTACT INFORMATION*

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### LRA Background

**Redevelopment Authority:** Port Authority of San Antonio  
**Alternative Name:** Greater Kelly Development Corp./Greater Kelly Development Authority  
**Location:** San Antonio, Texas  
**Number of LRA Staff Members:** 130  
**BRAC Round:** 1995  
**Date of Closure:** 07/13/2001

**LRA Budget:** More than \$3 million  
**LRA Funding Sources:**  
Operationally self sufficient at this time

### Redevelopment Overview

#### **Overview of Project:**

Develop the former Kelly AFB to its highest and best use; attract and retain quality jobs.

**Redevelopment Plan Approval Date:** 06/01/1997

#### **Planned Redevelopment Land Use:**

Residential: 6%  
Commercial: 9%  
Industrial: 70%  
Educational: 0%  
Open Space/Recreational: 5%  
Reserved for Federal Use: 10%

**Former Installation Size:** 1,887 acres

**Acres Currently Available for Redevelopment:** 1,887 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Economic development conveyance

**Jobs Created to Date:** 13,000

**Expected Jobs Created:** 35,000

## Environmental Issues

### Description of Environmental Contamination:

**Cleanup accomplished:** All but long-term groundwater cleanup and monitoring

**Estimated cost of cleanup:** Approximately \$300 million

**Estimated Completion date:** 2030 to attain final cleanup levels

## Major Successes to Date:

- Self-sustaining
- 100% fee simple ownership of property
- 13,000 jobs; \$4.2 billion economic impact

## Major Challenges to Date:

- Workforce availability to replace current workforce
- Dynamic marketplace for customers (aerospace, military, logistics/manufacturing)

## Next Steps for the Project

- Airport, railport, Lindbergh Park and town center

## Pueblo Depot Activity Development Authority

### Former Pueblo Chemical Depot

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### LRA Background

**Redevelopment Authority:** Pueblo Depot Activity Development Authority  
**Alternative Name:** PuebloPlex  
**Location:** Pueblo, Colo.  
**Number of LRA Staff Members:** 4  
**BRAC Round:** 1988  
**Date of Closure:** It is still operational; we were realigned in 1996.

**LRA Budget:** Between \$500,000 and \$1 million

**LRA Funding Sources:**

State: 0%

Local: 0%

Federal: 0%

Other: 100%

**Funding Comments:** All revenues are derived from local leasing activity by the LRA

### Redevelopment Overview

**Overview of Project:**

The prior plan, approved in 2000, was predicated on destruction of chemical agents on the original timescale. Present destruction plans take this facility's anticipated active use to 2020.

**Redevelopment Plan Approval Date:** It was last updated on June 29, 2000

**Former Installation Size:** 22,847.5 acres

**Acres Currently Available for Redevelopment:** 0 acres

**Planned Redevelopment Land Use:**

Residential: 1%

Commercial: 0%

Industrial: 37%

Educational: 0%

Open Space/Recreational: 62%

Reserved for Federal Use: 0%

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** None for conveyance. A Master Lease Agreement (MLA) is in place through 2/29/16.

**Jobs Created to Date:** Less than 50.

**Expected Jobs Created:** Unable to determine at this time, pending new re-use plan.

## Environmental Issues

### Description of Environmental Contamination:

There are 60 solid waste management units (SWMUs) located at PuebloPlex, ranging from industrial contamination to unexploded ordinance.

Mustard agent is stored on the property and is being destroyed; other solid waste includes, but is not limited to:

- |                            |                               |
|----------------------------|-------------------------------|
| 1) Unexploded ordinance    | 8) Mercury storage            |
| 2) Contaminants from burns | 9) Zinc chlorate/chromate     |
| 3) Radiation tube burials  | 10) Oil separators            |
| 4) sodium-filled valves    | 11) Groundwater contamination |
| 5) TNT from wash-outs      | 12) Asbestos                  |
| 6) UDMH wash-outs          | 13) PCBs                      |
| 7) RFNA wash-outs          |                               |

**Cleanup accomplished:** Cleanup is in process in accordance with the prior land use plan. Several sites are in the final stages of completion; however, that plan may change based on what is anticipated to be a revised land use plan.

**Estimated cost of cleanup:** \$110 million, at present

**Estimated Completion date:** 2021

## Major Successes to Date:

Our three biggest successes are mostly qualitative, as the quantitative ones will largely rely on additional transition activity occurring:

- Collaboration - Re-engaging with the Army in a collaborative relationship. The extended transition led to challenges with caretaking functions and fostered an environment of distrust and discontinuity. Now, thanks to the Army's mission moving forward meaningfully and a new focus from the Development Authority aligned with that mission – indeed, being complementary to that mission – there is greater concordance between the parties and a foreseeable transition on the horizon.
- Internal restructuring – The Development Authority has transitioned its mission from caretaking to market making. Migrating the mindset as well as aligning the staff with that mission has brought a more appropriate focus.
- Rebranding – As part of our preparatory efforts for conveyance, the Development Authority is rebranding itself as PuebloPlex to reflect its desired end-state utilization.

## Major Challenges to Date:

Our three most pressing issues are:

- BRAC Recognition - As a result of the delayed neutralization project, we have become unrecognized/forgotten about financially
- Funding - Secure OEA funding to update land use plan and implement transition and caretaking elements of plan
- Master lease agreement - Get closure with master lease agreement or lease in furtherance of conveyance, or outright transfer. At the present time, our site is in a degree of limbo, which makes securing clients significantly more difficult than if we were a single-owner site.

## Next Steps for the Project

- Updating our land use plan based on new information and local needs.



# Riverbank Local Redevelopment Authority

## Former Riverbank Army Ammunition Plant

### *LRA CONTACT INFORMATION*

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## LRA Background

**Redevelopment Authority:** Riverbank Local Redevelopment Authority

**Alternative Name:** Riverbank Industrial Complex (developed portion)

**Location:** Riverbank, Calif.

**Number of LRA Staff Members:** 3.5

**BRAC Round:** 2005

**Date of Closure:** March 2010

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

## Redevelopment Overview

### Overview of Project:

The plans for the site include development of the vacant land as an industrial park or business park and reuse of the existing developed area as an industrial park. The key objective is to bring jobs to the area where unemployment is still nearly 15%.

**Redevelopment Plan Approval Date:** 03/01/2009

**Former Installation Size:** 174 acres

### Planned Redevelopment Land Use:

Residential: 0%

Commercial: 0%

Industrial: 100%

Educational: 0%

Open Space/Recreational: 0%

Reserved for Federal Use: 0%

**Acres Currently Available for Redevelopment:** 174 acres

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** EDC

**Jobs Created to Date:** 200-250

**Expected Jobs Created:** 1,500

## Environmental Issues

### Description of Environmental Contamination:

First, there is groundwater contamination that was discovered in the late 1980s. The contamination appears to have been caused by a landfill of metal. The landfill has been excavated, capped and is monitored. The groundwater is being cleaned up.

Second, there is galbestos (non-liquid PCBs and asbestos) siding on some of the buildings. This has caused the contamination of much of the equipment on site as well as the buildings and ground. The equipment is being remediated in the next year.

The remainder of the contamination will be remediated as part of an environmental services cooperative agreement. There are a number of other areas on the site that have some contamination from various metal processes that have taken place on the site including a wastewater treatment plant as well as various pits and trenches.

**Cleanup accomplished:** Groundwater remediation has been on-going for more than 20 years. In addition, an old landfill that contained metal was remediated in 1994.

Currently finishing negotiations to provide personal property cleanup on the site. The remainder of the cleanup is expected to occur under an ESCA.

**Estimated cost of cleanup:** Currently \$50 million to 60 million-plus on-going groundwater remediation.

**Estimated Completion date:** With the exception of the groundwater remediation, the remainder should be cleaned up within the next 5 years. Groundwater could take 20 years or more.

## Major Successes to Date:

- We have more than doubled (nearly tripled) the number of employees on site, despite the limitations.
- We are within days of signing an agreement with the Army to remove the remaining equipment so that more space can be leased providing even more jobs.
- Specific Plan and environmental impact report will be adopted shortly.

## Major Challenges to Date:

- Dealing with the contamination on the site. We discovered some of it ourselves, like the surplus galbestos, which is proving to be a major issue.
- Limited space to lease out as there is equipment in the way.
- Being unfamiliar with Army processes.

## Next Steps for the Project

We are working on completing the EDC memorandum of agreement and transfer. This includes completion of the FOSET and an ESCA. The specific plan should be adopted in the next few months to guide redevelopment of the site. We expect to be able to remove the contaminated equipment soon.

## Walter Reed LRA

### Former Walter Reed Army Medical Center

#### *LRA CONTACT INFORMATION*

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### LRA Background

**Redevelopment Authority:** Walter Reed LRA  
**Alternative Name:** Walter Reed  
**Location:** Washington, D.C.  
**Number of LRA Staff Members:** 2  
**BRAC Round:** 2005  
**Date of Closure:** 09/01/2011

**LRA Budget:** Between \$2.5 million and \$3 million

**LRA Funding Sources:**

State: 40%  
Local: 0%  
Federal: 60%  
Other: 0%

### Redevelopment Overview

#### **Overview of Project:**

The District of Columbia's Walter Reed Army Medical Center (WRAMC) Local Redevelopment Authority (LRA) prepared the reuse plan as part of the BRAC process for the 66.57-acre surplus portion of former WRAMC campus in Northwest Washington, D.C. The remainder of the 110.1-acre property will be redeveloped by the Department of State and was not the subject of the Reuse Plan. The District, in collaboration with neighborhood stakeholders, has developed the following goals for the site:

- Integrate the site with the community — Establish a reuse, preservation and development strategy that integrates the site with its local neighborhoods, supports the redevelopment of the Georgia Avenue corridor and provides public benefits for the surrounding community;
- Provide a mix of uses — Create a plan that accommodates a mix of uses, including retail, diverse housing options, institutional and cultural uses;
- Create new jobs and revenue for D.C. — Mitigate the potential impact of lost jobs and revenues from the vacated site on the adjacent commercial corridor by creating new employment opportunities for D.C. residents and increased revenue from property and sales taxes for the District that can, in turn, help support neighborhood services, as well as create business opportunities for D.C.-based small and local businesses; and
- Activate the Site — Develop a realistic implementation and phasing strategy that addresses environmental issues, maximizes market viability, minimizes site vacancy, and competitively attracts qualified and quality development partners. The total square footage of developable space is expected to be about 3.1 million, with 14 acres of open space, office and retail, and 2 million square feet consisting of residential town houses and multi-family buildings.

## Redevelopment Overview Continued

**Redevelopment Plan Approval Date:** Pending approval since 7/23/2012

**Former Installation Size:** 113 acres

**Acres Currently Available for Redevelopment:** 66.57 acres

**Planned Redevelopment Land Use:**

Residential: 65%

Commercial: 26%

Industrial: 0%

Educational: 9%

Open Space/Recreational: 0%

Reserved for Federal Use: 0%

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** Negotiated sale & EDC

**Jobs Created to Date:** 0

**Expected Jobs Created:** N/A

## Environmental Issues

**Description of Environmental Contamination:**

Still to be determined; however, some evidence of petroleum spills, arsenic, mercury, asbestos tile, and lead paint.

**Cleanup accomplished:** The Army has been cleaning up some of the identified petroleum leaks.

**Estimated cost of cleanup:**

**Estimated Completion date:**

## Major Successes to Date:

- Completion of the reuse plan and submission to HUD, as well as the completion of the local small area plan and issuance of a master developer RFQ.

## Major Challenges to Date:

- Negotiating the transfer of a building for a fire station.
- Clarifying the environmental records for the site.
- Having the Army utilize similar assumptions to the LRA when completing their appraisal for the facility.

## Next Steps for the Project

- Negotiating with the Army during the EDC preparation
- Getting HUD approval
- Being recognized by OEA as an implementation LRA
- Issuing an RFP for a master developer and making a selection.