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# INNOVATE

YOUR GUIDE TO INSTALLATION INNOVATION AND ADC  
FEBRUARY 2020

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# SAVE THE DATE



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## DESTINATION INNOVATION: Approaching Partnerships in New Ways

Welcome to ADC's 2020 Installation Innovation Forum and our new publication, **Innovate**.

When we started the Installation Innovation Forum in 2013, the conversation on military-community partnerships was much different compared to today. The discussion was less nuanced and the list of successful collaborations was short. Today we've seen a proliferation of partnerships across the country and the idea of collaboration between base and community has firmly taken root. Opportunities have proliferated and new ideas are in abundance.

This year, we will see the launch of the Defense Community Infrastructure Program – a game changer for communities and states. In **ADC Today**, we take a look at the impact of this new program, its ideas, and how it will be structured. This same spirit of innovation is driving ADC plans for 2020 and beyond. Learn more how "ADC 4.0" is taking off and what that means for its members and the military.

Whether supporting military-community collaboration or leading groundbreaking efforts– our industry partners are taking the lead on moving installation innovation forward. Hear from the top industry leaders in the **Voices of Innovation** section about what they see as the key indicators shaping the world of installation innovation in 2020 and beyond.

Taking new approaches to partnerships is the theme that unites the five featured projects highlighted in our report, **The Innovators**, ADC's yearly recognition of the best-in-class partnership efforts. Learn how six communities and bases from around the country are writing a new chapter on innovative partnerships. With a strong foundation in place, the next destination for installation innovation is wide open and its impacts far-reaching. The next chapter begins today. Enjoy IIF 2020.

-ADC



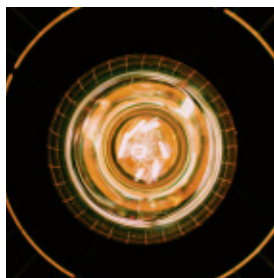
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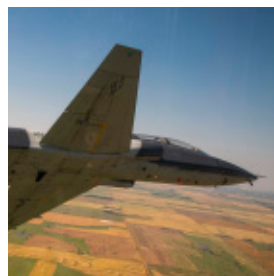
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# ADC TODAY

"It's a new decade and our sixth in service to America's defense communities and the military. It's a big year for our country, military and defense communities. ADC has big plans for 2020, including new services, events and plans for our future, including big focus on making sure the Defense Community Infrastructure Program (DCIP) is successfully launched and moving ahead with the important investments in our nation's defense infrastructure. We are also focusing on the future of ADC and our ambitious plans for the decade ahead we are calling ADC 4.0. We thank our members, sponsors and supporters for all you do to advance ADC's mission and look forward to working with you in the important year ahead. **Together we will build strong communities and states to ensure our military remains strong.**"

-Joe Driskill, ADC President

## ADC'S 2020 STRATEGIC GOALS:

- Advance issues that build strong communities and support the military.
- Be the thought leader on behalf of defense communities.
- Advance knowledge and understanding of best practices in connection with efforts to improve our service members' and families and quality of life.
- Enhance ADC's long-term sustainability and capacity.

Joe Driskill addresses the crowd at the 2019 Defense Communities National Summit in Washington, D.C.  
ADC photo by Will Noonan





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# THE GAME-CHANGER: WHAT THE DEFENSE COMMUNITY INFRASTRUCTURE PROGRAM MEANS FOR COMMUNITIES AND DOD

By Joe Driskill, ADC President



When you are dealing with the sheer size of the defense budget, \$50 million may seem like spare change. But, for defense communities and installations, the inaugural investment in the Defense Community Infrastructure Program (DCIP) is a big deal because it creates a way to forge new partnerships that will make a real impact on the readiness of military bases and their missions. It takes partnering to a new level and that will be a game-changer for everyone. **Before that can happen, we need a fair and effective program that will ensure Congress's mandate is implemented.**

It was a triumphant time for installations, defense communities, and states when Congress passed the DCIP authority in 2018. Then in 2019, with the support of House and Senate appropriations committee chairs Richard Shelby and Nita Lowey, plus dozens of other champions on both sides of the aisle, the new program got its first investment. It was the end of a long campaign led by America's defense communities, including hundreds of local elected officials, state leaders and community advocates voicing their support. This army of supporters is eagerly awaiting the program's launch.

With this in mind, ADC brought together its members and outside experts to share views of how the program should be structured. While recognizing that this is a DoD program that must benefit military missions, it is also clearly a partnership that requires a program that is fairly and efficiently implemented. ADC's principles outline a vision for DCIP that we hope DoD will embrace. We look forward to working with the department's leadership to make it a success.

We believe community infrastructure deficiencies directly impact military readiness and federal funding—together with required local matching funds—to address these deficiencies will enhance military value, resilience and quality of life at our nation's military installations. Congress recognized the importance of funding off-base infrastructure projects that support mission readiness, including support for transportation, education, emergency response, and other vital functions critical to military bases.

The broad support for DCIP remains strong and there are high expectations for its successful implementation. ADC's community and state members stand ready to ensure that DCIP moves forward quickly and begins to make investments in critical projects around the country.



Congress created DCIP to ensure critical infrastructure around bases receives the investment it needs. As DoD launches DCIP, here is what communities and states think is important:

## IMPLEMENTING THE DEFENSE COMMUNITY INFRASTRUCTURE PROGRAM

The Association of Defense Communities looks forward to working with DoD to implement this program based on the following principles:

### **Ensure the program develops a long-term partnership between DoD and communities that:**

- Supports the goals of the National Defense Strategy and the military value of our nation's military installations.
- Identifies projects that are clearly linked to increasing the military value of installations.
- Provides a way to "rack and stack" high military value projects by focusing resources on projects that increase mission capabilities, reducing costs and enhancing installation sustainability and resilience.

### **Implement a fully-developed program that is transparent and allows all eligible communities/states a fair chance to participate, including:**

- Providing clear and timely guidance on the program, the steps in the process and the basis for decisions.
- Creating a system that builds a prioritized list of projects that are ready for funding.
- Establishing a predictable timeline that can be easily integrated into other project funding resources.

### **Promotes equal access to all communities and states by providing information, planning resources and technical assistance including:**

- Creating a planning grant program that provides assistance to communities in developing project plans and proposals and ensures a strong pipeline of projects representing the diversity of installation needs.
- Developing partnerships with leading non-governmental organizations to provide education on the program goals, process and timelines and how communities/states can maximize the opportunity to increase the military value of their installations.

### **Enhances the impact of the program by focusing funding on a wide range of high military projects that:**

- Maximize the value of other resources, whether in place or able to be leveraged through this federal partnership.
- Spans a wide range of infrastructure projects.
- Establishes a project funding target that will fairly distribute resources.





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# THE FUTURE OF AMERICA'S DEFENSE COMMUNITIES

by Leif Walcutt



When a small group of communities impacted by sudden closures of their local base formed ADC (then known as the National Association of Installation Developers), few would have imagined the organization's evolution and where it is headed today. An evolution that began with base closure and defined by BRAC, now has emerged as an organization central to the issues impacting the readiness of our military and military families. Over forty years later, ADC is charting its future and a planning process the organization is calling ADC 4.0. As ADC charges into a new decade, its relevancy is growing in strength and its mission will continue to evolve and grow. ADC's leadership, with input from a variety of stakeholders and experts, is working to guide ADC's future directions and the opportunities that will emerge to enhance to organization's impact. This long-term plan, which will begin to be implemented in 2020, includes some exciting new ideas. Here is a short glimpse of the future at ADC:

## **BROADEN THE DEFINITION OF A DEFENSE**

**COMMUNITY** – A defense community is no longer defined by a base, but by a DOD presence in some form. Just as ADC defined what a defense community meant decades ago, ADC will now expand its mission to be more relevant to a larger number of communities and regions.

## **EDUCATING MILITARY LEADERS ABOUT WHO WE ARE FROM DAY ONE**

ADC's educational role will expand beyond communities and begin to focus more specifically on training our military leaders on the importance of communities and how to work with community, regional and state partners.

## **PROFESSIONALIZE THE DEFENSE**

**COMMUNITY LEADER** – As communities, regions and states invest more in sustaining their defense ecosystems, they will rely on leaders who have specific knowledge and understanding. There is growing consensus and uniformity in what it takes to be a successful defense community leader. ADC has a role in moving these roles to a recognized profession that has universally accepted standards.

**STATE/LOCAL ROLES** – Building on its successful regional outreach, ADC will continue to define its role beyond the national level to create more opportunities that share our value at a local, regional and state level.


**RESPONDING TO CHANGE** – Installations will continue to change with or without BRAC. It may be new issues such as climate change or emerging missions that drive change and ADC will ensure communities and states are at the center of these conversations and ready to assist them deal with the potential impacts.

## **UNDERSTANDING AND PLANNING FOR THE EVOLUTION OF DEFENSE COMMUNITIES**

Today's defense communities and installations are much different than a decade ago and the pace of evolution is moving faster than ever. ADC will ensure its members are ahead of the curve and help define the defense community of the future.

# A MILITARY FAMILY'S GUIDE TO BECOMING FINANCIALLY FIT: ADVICE FROM NAVY FEDERAL CREDIT UNION

by Leif Walcutt



It's not too late for service members and their families to get on track with their New Year's money management goals. Whether it's putting away money for emergencies to fund a retirement account, building wealth takes diligence and perseverance, especially sticking with a budget. Here's some advice Navy Federal provides military families to create lasting habits for healthy financial readiness.

## CREATE AN EMERGENCY FUND

The common rule of thumb for this type of savings account is enough to cover three to six months of take-home pay. Think that's a lot? Most American households lack this recommended cushion.

Nonetheless, Navy Federal suggests service members take a hard look at their current savings. Job loss, sickness within the family, or natural disasters are difficult to predict. Navy Federal suggests setting deadlines to hold one accountable to financial goals and resisting the urge to spend rainy-day savings. If need be, have a low-rate credit card for emergency situations or consider taking on extra work hours to buffer savings. Most importantly they recommend service members take a critical look at their spending habits and create a feasible savings plan.

## ESTABLISH A BUDGET

The bedrock of financial fitness is creating a practical budget and diligently following the plan. Core features of a budget should include a list of monthly income and expenses, which also includes Basic Allowance for Housing (BAH). Navy Federal has a budgeting template which will simplify the process on its website, as well as an Active Duty Checking account which includes free military checks and access to early military pay with qualifying military direct deposit.

## PREPARE FOR RETIREMENT

While the "golden years" may seem like an eternity away, preparation needs to start now. If actively investing seems too complicated, start with a simpler plan. Service members are eligible and should contribute to a Thrift Savings Plan, a retirement plan for uniformed services.

Navy Federal Financial Group has financial advisors ready and available to help service members create a plan to fit their financial needs and goals. Advisors can help create an investment plan, as well as creating a diverse portfolio depending on their level of risk in investing. The takeaway when it comes to saving for retirement comes down to the old adage, "The best time to plant a tree was 20 years ago. The second best time is now."

## TAME YOUR CREDIT AND DEBTS

The foundation of building credit requires paying bills on time and working to pay off more than the minimum payment that is required each month. Navy Federal suggests service members check their credit score to monitor potential fraud or errors from lenders. Setting up autopay can help simplify their payment schedule. Finally the credit union advises to be vigilant of predatory lenders offering deals that seem too good to be true. This goes the same with payday loans which can seem enticing on the outset, but will gouge borrowers with high-interest lending rates down the line.





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# VOICES OF INNOVATION

Top Leaders Share Their Views on the Future of Innovation

**Q: What will shape the world of installation innovation in 2020 and beyond?** ADC posed this question to its top industry partners and here is what they shared:

## **A: Enhance Resilience**

"The **mandate for increasing resilience** will continue to be tested by threats to our installations that are becoming increasingly ambiguous, dynamic, and unpredictable. At the same time infrastructure sustainment requirements are growing faster than the resources needed to meet them, forcing installations to accomplish more with fewer resources. Success over the next decade requires human ingenuity partnered with innovative technologies, such as Automation and Artificial intelligence, allowing us to accomplish more and prepare for the unimaginable."

### TROY GONZALEZ

**Chief Engineer**

Booz Allen Hamilton

"**Resiliency is becoming a higher priority** for all parts of the government to address both human-made and weather-related natural disasters that affect the long-term operations of a base or installation. Behind-the-meter distributed energy generation systems like the comprehensive solution designed and built by Ameresco for Marine Corps Recruit Depot (MCRD) Parris Island is a showcase in how to deliver a layered defense against threats to the power supply. For MCRD Parris Island, resiliency means providing uninterrupted power in support of critical training operations using the Energy Savings Performance Contract vehicle where saving paid for the installation and operations of the base-wide systems."

### ROBERT JOHNSON

**Senior Vice President**

Hannon Armstrong



909th ARS conducts F-35 inaugural refueling. Photo by Senior Airman John Linzmeier

"**Innovation at military installations requires leaders and subject matter experts to cross organizational boundaries** and share information like never before. Increasingly, DOD is recognizing the interdependencies between functional areas and requires us to consider the second and third order impacts across the enterprise. Energy resilience projects are a great example of this due to the current focus on integrating mission assurance into investment decisions. To accomplish this, energy managers must be included in mission risk assessments, continuity of operations plans, and master planning. Combining these key inputs with traditional energy data such as consumption trends, new technologies, and performance contracts allows the installation to innovate beyond traditional solutions, optimizing limited resources and closing critical gaps faster!"

### JEN TETATZIN, USN (RET.)

**Principal Program Advisor**

Concurrent Technologies Corporation



## A: Adapt Cutting Edge Technologies

"21st Century conflicts demand innovative 21st Century technology solutions that help DOD protect our freedoms. DOD has made the strategic commitment to modernize and transform our military with proven commercial capabilities on bases, on the road, and wherever we need to take the fight across a global theatre. Ultimately, advanced technologies including resilient, **highly secure 5G services** and **modernized cybersecurity** protections will gird a new wave of innovations that allow DoD to retain and extend its military dominance globally."

### CHRIS SMITH

*Vice President, Technology and Civilian Market*  
AT&T Global Public Sector

"Installation innovation is being shaped by **the increasing connectivity of people, places, and things** at a pace that will never be as slow as it is right now. From the smart installation rebuild that Jacobs is executing at Tyndall Air Force Base; to the digital twins we use to plan, design, and optimize wastewater treatment plants; to our use of predictive data analytics to increase uptime and decrease maintenance costs for NASA in Langley, Va.; Jacobs is integrating cybersecurity, applied geospatial science, automated design, internet of things (IoT), and predictive data analytics into installations to help solve our clients' most challenging problems."

### HEATHER WISHART-SMITH

*Senior Vice President, Technology & Innovation*  
Jacobs

"**Data and analytics will continue to shape the future** of installation operations, and is a major Research and Development area at Trane. We are developing and fielding not only world class energy efficient HVAC, but also advanced sensors, controls and data analytics capability that drive down cost of operations while improving reliability and resilience. Our current CONUS and OCONUS projects at military installations are funding resilience capabilities with energy operational savings from new, efficient equipment."

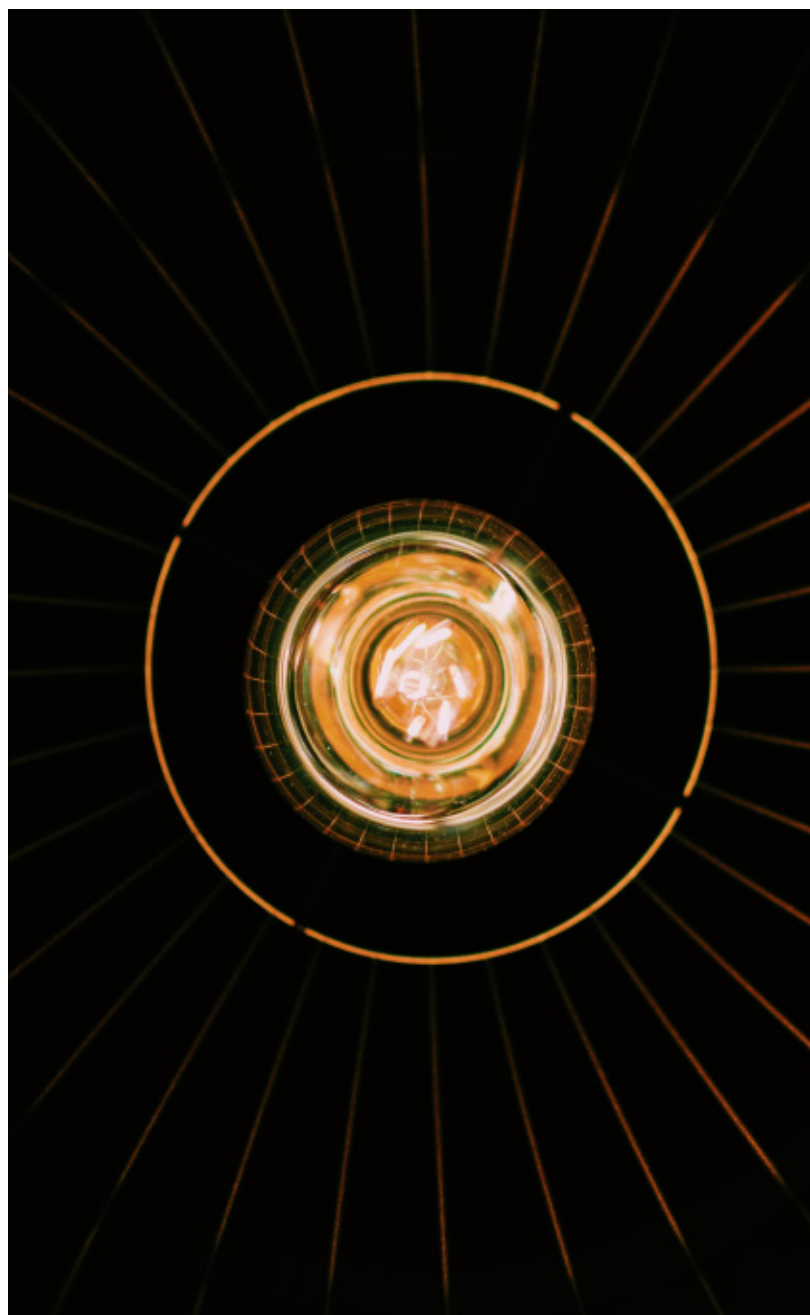
### JEFF RUD

*Director of Federal Sales*  
Trane

In the years ahead, installation innovation will be driven by the need **to integrate technology with resilience analysis, planning, and communication** to improve protection, response and recovery actions. The growing interdependence between installations and communities requires investment to increase resilience through infrastructure hardening, supply redundancies, and decreased recovery time. As an example, Cardno conducted an engineering analysis at a remote, mission-critical installation to identify means to harden the facility against single-points-of-failure, which resulted in recommended hardening investments and innovative means to increase resilience with enhanced backup capabilities and improved response and recovery actions.

### MICK BILNEY

*Global Senior Principal, Asset Risk and Resilience*  
Cardno



## A: Engage New Leaders

"A new generation of leaders will ultimately drive innovation at our bases, communities and beyond as digital transformation impacts every facet of our military. While all eyes are on the slowly retiring baby boomers or the rise of millennials, it seems Generation X—"America's neglected middle child"—is well-poised to take the reins of leadership. The good news is that Gen X'ers are both savvy in an ever-evolving digital landscape and demonstrate a mastery of conventional leadership skills."

**ANTHONY R. HERNANDEZ,**  
COLONEL, USAF (RET.)

*President & CEO*

Defense Credit Union Council

## A: Create New Approaches to Partnerships

"We are living in historic times punctuated by an explosion in technology and innovation that will reshape transportation, communication and construction — and redefine boundaries and interactions within the defense community. I believe the primary enablers of that transformation will be procurement reform and partnership between industry and government, and it will spur unprecedented infrastructure capital investment. At SIA Solutions, we are partnering with some of the best and brightest thinkers and doers to usher in this future vision."

**GRANT HESLIN**

*Vice President*

SIA Solutions LLC

"Working in the BRAC arena since 2005 on several closed installations has revealed to me a proven method for installation innovation. Instead of awaiting a BRAC round for closure, installations can explore proactive investment options, such as enhanced use leases (EUL's) for surplus acreage or working with the private sector to better utilize unused base resources. This type of innovative installation thinking is a smart approach to providing a win-win scenario for both the installation and local community."

**MICHAEL MONTELEONE**

*Executive Vice President, PE*

Oasis Consulting Services



"The growing threats faced by installations and their surrounding communities from such concerns as emerging contaminants, decaying infrastructure and weather variability, will drive the need for installation innovation, now and in the future. The Services, communities and utilities privatization system owners will need to collaborate to keep installations resilient, and Service members and their families safe. American Water has seen the tremendous power of effective collaboration at Fort Leavenworth, where we worked with the Garrison and the City of Leavenworth to alleviate high levels of PFAS detected in the installation's wells. The primary objective is to keep mission critical functions operational under all conditions, and to safeguard the environment and citizens both on and off the installation, through steady long-term investment and professional operation."

**MARK MCDONOUGH**

*President*

American Water Military Services

"We believe that collaboration and communication will drive installation innovation in 2020 and beyond. Both public and private entities can provide solutions to the infrastructure and policy challenges that defense installations across the nation face. Opening the lines of communication and working collaboratively will help to address these."

**JEFF SIMONETTI**

*Senior Vice President*

Capitol Core

## A: Innovate Community Approaches

"Whether discussing resilience, cyber threats or protecting training airspace – it comes down to **finding creative ways to approach new challenges**. A rural defense community located far from an installation, yet still under a critical military airspace has no incentive to preserve compatible land use. This was the challenge in North Carolina when we helped the community take an alternative approach through creative problem solving. The result was a new partnership developed around supporting economic development and job creation. This helped keep these rural communities financially viable, while also preserving compatible land use."

### CELESTE WERNER

*Senior Vice President*  
Matrix Design Group

The 21st Century Installation can represent the same design principles, services, amenities, and quality of life supporting "smart cities." This includes diverse housing choices; vibrant, walkable, mixed-use development; multimodal transportation; and resilience. Changes in demographics, economy, and personal values are driving demand for design and lifestyles that attract and retain workers, employers, and high-value jobs. A strong shared regional vision and leadership; environmental, social and economic resilience; technology, especially related to transportation; and private sector real estate investment, with partnership incentives, will shape the built environment. Our installations and host communities are interdependent. **Together they must plan, design and finance "smart" to successfully shape the future.**

### JAMES A. PAULMANN

*Vice President, Community Development, U.S. Planning Discipline Lead*  
Stantec Consulting Services, Inc.

**Advanced manufacturing is the future of innovation** within the Department of Defense's organic industrial base and has already proven to reduce costs and increase innovation in the private sector. The partnership with the local community and private industry will help to share lessons learned and increase the pace of technology adoption thereby enhancing the readiness of the Army and potentially finding game changing technologies to improve major acquisition programs."

### MATTHEW HERRMANN

*Senior Advisor*  
The Roosevelt Group

"The rapidly changing demands that installation face will require a **highly skilled workforce, both uniformed and civilian**. The National Math and Science Initiative is helping schools, nationwide, deliver STEM education early and across educational disciplines to provide a strong American workforce of people who can work together, think critically, and execute effective solutions to meet the defense world's challenges."

### ED VEIGA

*Senior Director, Growth and Development*

National Math and Science Initiative

"Associations representing industries that support our Nation's military and veteran communities should regard installation innovation as **an opportunity to expand our view of installations** as closed mission platforms to installations as communities increasingly opening their doors to groups that previously were denied access. Retirees occupying base housing and veterans shopping at base exchanges are among the most recent examples of this transformation. AMBA's banks have been working hard to keep pace with these developments by expanding their services to include these groups. AMBA's new partnership with the Veterans Benefits Administration to provide banking services to thousands of "unbanked" veterans is an example of our efforts."

### MAJOR GENERAL (RET.) STEVEN J. LEPPER

*President & CEO*  
Association of Military Banks of America

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**Frosty Flight Line.** U.S. Air Force photo by Justin Connaehr





## A: Innovative Approaches to Supporting our Military Families

"Service members and their families want to take control of their own financial futures. They want greater on-installation access to client-focused companies that offer the kinds of financial services and career support that are already available to every other American. Today's military families deserve opportunities to easily secure financial advice and coaching. They also seek to control their financial futures through expanded career opportunities for active-duty spouses, who face unique challenges in finding and maintaining meaningful employment."

### MARK STEFFE

*President/CEO*

First Command Financial Services, Inc.

"Military-connected students deserve consistent, flexible, and highly effective educational capabilities regardless of where the mission takes their Service member. Programs that build "school around the student" through personalization instead of fitting students into school are required to meet that mission. Technology provides such capabilities and need to be deployed far and wide to ensure educational parity for all military-connected families regardless of duty station."

### MARCUS LINGENFELTER

*Senior Vice President, Strategic*

*Initiatives & Partnerships*

Edmentum

"Recruiting and retaining the next generation of warfighter requires new strategies to ensure these individuals, and their families, feel supported in their lives, both on and off base. The services strive to align the experiences on base (shelter, security, healthcare, food, amenities, etc..) to those experienced by the civilian. Medallia's FedRAMP authorized platform (Forrester leader) provides industry-leading analytical understanding of these experiences. With Medallia, the VA implemented a program to improve the lives of veterans with the use of proprietary AI, Social Media scanning and real-time health & wellness alerts. It has led to a 30% increase in overall Veteran Trust, a cost savings of close to \$1b over the next five years and the generation of real-time alerts resulting in the prevention of 1,000+ suicides in 2019."

### NICK MANZO

*Sales Director, Federal*

Medallia

# A MILITARY VIEW ON INNOVATION

**Lucian Niemeyer** is currently performing the duties of the Assistant Secretary of the Navy for Environment, Installation and Energy and was previously the Assistant Secretary of Defense for Energy, Installations, and Environment. A familiar face IIF, ADC asked him about his views on innovation:

**Q: What stands out to you as the top issues facing Navy bases, sailors and their families, and the defense communities that host them?**

A: "In one word? Resilience. Our Nation's Defense Strategy specifically directs our installation commanders, managing weapon system platforms, to be ready for attacks here at home, across all domains, to prevent us from projecting power. In response, we have all hands-on deck across a range of programs to aggressively improve our security posture, while meeting the demands of new generations of warfighting capabilities. Any defense community wanting to know what we are focused on should read our testimony to the Hill from last October on Installation resilience."

**Q: What are the installation partnerships and innovations you are most focused on this year?**

A: "We are doing exciting things to seize the future now. We will use IIF20 to update communities on our efforts to improve the command oversight of privatized housing, we will roll out implementing guidance and the need for community partnership on the development of base and range 5G capabilities. We'll also unveil a new Department of the Navy Energy strategy which will need the collaboration with local service providers to implement. I'm also excited to discuss bold initiatives recently developed by the Navy to improve our leveraging of assets around the country with support from our new Acquisition Modernization Office within NAVFAC, established to expand our use of intergovernmental support agreements and other public private partnerships."



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continue supporting its missions and  
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for the service members  
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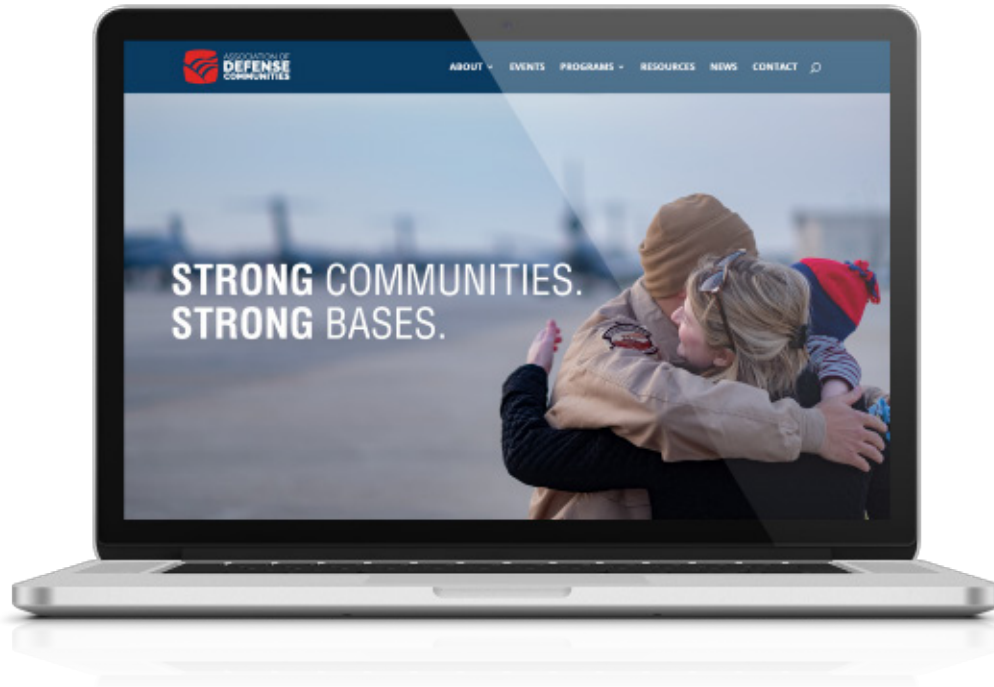


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# Introducing the **New** **Defensecommunities.org**



ADC's new website makes it easier than ever to access resources, learn about upcoming events and programs, and stay up to date on the issues impacting America's military communities.



Our new + improved online presence includes a cutting-edge platform to house ADC's resources. Knowledge Online for Defense Communities is our new resource portal that connects you with ADC's data base of reports, resources, articles, and videos – all on key topics of interest to defense communities and the military.





# DESTINATION INNOVATION: **THE 2020 INNOVATORS**

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Six communities and bases across the country are showing what innovation is all about. **Meet the 2020 Innovators.**



# RETHINKING THE COMPATIBLE USE PLAN

Aberdeen Proving Ground & Chesapeake Science and Security Corridor, Maryland

by Randy Ford

The service members, civilians and contractors at Aberdeen Proving Ground, Md., are testing some of the most innovative and important military technologies.

"If a soldier uses a piece of technology for protection, intelligence, to shoot, to move or to communicate, chances are it was developed, tested and fielded by an APG organization," the installation boasts on its website.

The northern area of the sprawling installation is focused largely on equipment testing. Miles away at the base's southern tip are labs focused on biochemical testing and public health. Harford County and other surrounding communities make up the Chesapeake Science and Security Corridor, which was named a Great American Defense Community in 2018.

## AN INNOVATIVE USE PLAN

It is no surprise that a community with a forward-looking military mission found innovative ways to conduct a joint land use study beyond how many communities use such a process.

"We didn't have encroachment issues, but we found out that we needed to work on communications and transportation," said Karen Holt, the federal installation administrator for the Harford County Office of Community & Economic Development. "We thought this was a creative way to use a joint land use study."

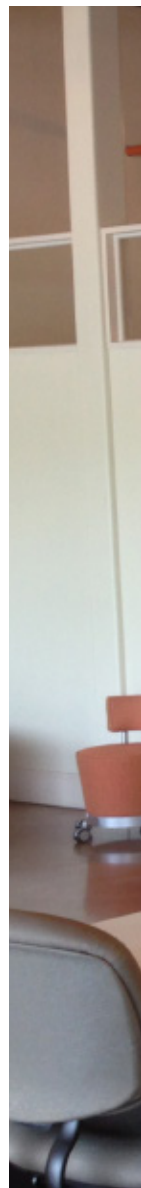
The study, which started in 2015, focused on areas such as communications, transportation infrastructure, public engagement, military-community coordination and emerging threats. APG Garrison Commander Col. Timothy Druell said the study and resulting compatible use plan have been successful.

"It has established a roadmap, integrating the Army mission with surrounding counties' development which aids in cooperative long-term strategic planning and budgeting," he said. The process has led to a Memorandum of Understanding about cooperation across the fence, formalizing the long-standing relationship between the installation and community leaders, which provides additional continuity when leadership changes at the base or in a local community.

## THE COMPATIBILITY USE PLAN

The study resulted in a playbook with recommendations in 10 areas: communication and coordination, frequency spectrum, housing, land use, climate adaptation, noise, roadway capacity, safety, vertical obstructions and water.

2018 Best Warrior Competition - MDNG Photo by Senior Airman Enjoli Saunders





The community created a web site, [apg-chesapeakejulus.com](http://apg-chesapeakejulus.com), to house information about the compatible use plan, including a series of videos that help communities understand the process, what it means to live in a defense community and Aberdeen Proving Ground's "legacy of innovation."

Leaders wanted "people to come and look at the process we've gone through and how we did this study for little to no cost, as well as the successes we've had," according to John Fink, the deputy director at the installation's Directorate of Public Works.

#### THE PLAYBOOK IN ACTION

Since BRAC 2005, the DOD Office of Economic Adjustment has provided the CSSC region with \$11 million to help with infrastructure planning, and the community has stepped up its efforts to keep local residents informed about what's happening at the base.

The U.S. Army Futures Command Network Cross-Functional Team, a recent addition to Aberdeen Proving Ground, now staffs an outreach office at the Harford Business Innovation Center, which is also home to a new coworking lab operated by the Harford County Office of Community and Economic Development. The unit functions as an "offsite HQ for industry engagement," as Holt described it.

"We're going to modernize the Army in a big way, and it's extremely important that we do it together," Maj. Gen. Peter Gallagher, who leads the cross-functional team, said when he helped open the center in December. "Co-location and the presence and power of positive relationships is key to our approach."

Photo by GroundFloor  
Harford

# THE AIR FORCE AND AACOG: A HISTORIC PARTNERSHIP FOR SAN ANTONIO

Alamo Area Council of Governments and Joint Base San Antonio, Texas

by Randy Ford

The first formal intergovernmental service agreement (IGSA) in the San Antonio region was a paving project in 2017. If Joint Base San Antonio (JBSA) had done the work itself, it would've taken eight months.

The Alamo Area Council of Governments (AACOG) stepped in. The partnership meant it was finished in a month and cost taxpayers 22% less.

That quick project also paved the way for a national milestone: the first blanket IGSA between an installation and a community since Congress authorized shared services agreements in 2013, legislation that was modeled after a long-standing agreement in Monterey, Calif.

## A HISTORIC WIN-WIN AGREEMENT

The IGSA was signed in September 2019 by Air Force Brig. Gen. Laura Lenderman, commander of the 502nd Air Base Wing, and Diane Rath, the executive director of AACOG, which is comprised of 70 member governments across 13 counties.

"This new relationship will ensure JBSA is able to focus on its true mission to deter war and protect the security of our country," Rath said at the time. "It will also translate into a new stream of revenue for our local governments. Best of all, we will be able to do this at no cost to local taxpayers."

Gen. Lenderman said it will lead to a "tremendous" impact to the installation, where 80,000 service members work at 11 major facilities.

"With the support of our AACOG teammates, we will be able to save time and money as we improve installation support for the men and women living and working in and around JBSA," Lenderman said.

## NO REASON WE SHOULDN'T WORK TOGETHER

The first contracts being considered include high-volume purchases such as furniture and big services such as demolition, installation leaders said.

Col. Richard Ward, commander of the 502nd Contracting Squadron, said it's largely an issue of efficiency and cost.

**The 560th Flying Training Squadron** at Joint Base San Antonio-Randolph, train over the area Dec. 19, 2019. Air Force photo by Master Sgt. Christopher Boitz







"The more we can work with them for common services commodities that we buy, the better it is. There's no reason we shouldn't work together," Ward said.

Once a need is identified and the installation studies whether a local partner can do it cheaper, it should take only a few weeks to determine if the service or purchase can be handled by one of AACOG's member governments or their contractors, Rath said.

The projects don't have to go through the extensive regulations of the Federal Acquisition Regulations but will let the local governments rely on their own policies, including protections for small businesses, said Steve Bonner, the president and CEO of consulting firm SONRI, Inc. Bonner worked with the Association of Defense Communities to help get the shared services agreement signed into law.

Joe Preusser is relatively new as services infrastructure acquisitions flight commander of the 502nd Contracting Squadron but has lived in San Antonio for several years and said what he has seen from the community's enthusiasm bodes well for the future of the arrangement.

"I have been pleasantly surprised how eager San Antonio and the greater area are to help out all the active duty military in San Antonio."

**AACOG Executive Director Diane Rath, left, and 502nd Air Base Wing Commander Brig Gen. Laura Lenderman** sign the formal agreement Sept. 25, 2019. AACOG photo

# THE BIG MOVE: COOPERATION, BUILDING PARTNERSHIPS AND INCREASING PUBLIC SAFETY

Joint Base Lewis-McChord and Lakewood, Washington

by Leif Walcutt

While a passive observer wouldn't take notice, the encroachment area north of McChord Field near Joint Base Lewis-McChord (JBLM) in Lakewood, Washington has a major safety issue. The Air Force has an established concept of a clear zone: a federally-designated, 3,000-by-3,000-foot safety area adjacent to the end of a runway. Today McChord Field has 21 operating businesses in this restricted area.

About 28% of all Air Force accidents occur in clear zones, and in the 1950s a crash at the McChord Field clear zone killed 37 people. Perhaps incidents like this prompted the Air Force conduct an Air Installation Compatibility Use Zone (AICUZ) study in 1975 formalizing clear zones in Air Force regulations.

Before Lakewood incorporated as a city in 1996, about a dozen or so businesses were operating near the field. Over time, both the country and the city allowed more businesses to move into the area. "Resolving encroachment in the clear zone wasn't a priority for the Air Force or the city," said Bill Adamson, Lakewood's South Sound Military and Communities Partnership manager.

## IDENTIFYING AND DIAGNOSING THE ISSUE

In 2005 a BRAC assessment of McChord Field found that the base was out of compliance and its clear zone was a major detriment. Based off recommendations from the BRAC, in 2010 Joint Base Lewis-McChord was established, and a year later the South Sound Military and Communities Partnership (SSMCP).

SSMCP is a partnership bridging the military-civilian community for the South Puget Sound region. It currently consists of 55 member organizations including 14 municipal jurisdictions such as the Nisqually Tribe, Pierce and Thurston County and most of the cities within these counties.

While in other parts of the country the SSMCP might have been an offshoot of a city's chamber of commerce, this partnership is unique because it is member funded; having buy-in and participation from its partner organizations from the local governments to the military installation; a "coalition of the willing" according to Adamson.

With over 52,000 employees and over \$9 billion impact on Pierce County, JBLM is a crucial partner in the region. Along with working

Seattle Chamber of Commerce members gain better insights to JBLM  
Photo by Senior Airman Tryphena Mayhugh







on land use issues, legislative advocacy and education efforts, SSMCP's big crusade has been tackling the McChord Field dilemma.

#### **CLEARING THE CLEAR ZONE**

After an appraisal in 2016 found that it would cost \$80 million to buy out the land of the properties falling within the clear zone, SSMCP got to work to figure out how to fund the hefty transition process, "We started to hit up federal and state channels for money," said Adamson.

September 2019 was a big win for SSMCP when a cooperative agreement was signed between Lakewood and the Department of Defense to move the businesses away from JBLM's McChord Field runway – and the DOD agreed to foot the \$80 million bill over 50 years to aid the process.

"This is a major milestone in our longstanding efforts to address public safety, urban encroachment and the facilitation of future missions for McChord Field," said Lakewood Mayor Don Anderson in a press release. The first business that has agreed to relocate is also the largest: Tactical Tailor, a tactical gear manufacturing business with over 140 employees. "A lot of companies could kick and scream about it, but it's inevitable so we worked with the city," CEO of Tactical Tailor Casey Ingels said in a recent news article. Adamson said that SSMCP is working with the businesses to relocate within the City of Lakewood or Pierce County.

While the DOD's financial commitment is a great start, Adamson said that the process of moving businesses won't happen overnight, "Every year we'll have to identify willing sellers, put them on a timeline for funding, and work with businesses for relocation."

**JBLM Airmen, Soldiers** highlight interoperability in mobility movement exercise.

*Photo by Senior Airman Tryphena Mayhugh*



# ON THE COAST, A FIGHT TO SAVE A MISSION AND MORE

State of Georgia and Naval Submarine Base Kings Bay

by Randy Ford

More than 300 animal species depend on the Georgia gopher tortoise for survival, considered a “keystone species” because of the large burrows they dig that also provide shelter for other animals along the coast. A push is on to save them and their habitats to make sure they don’t end up on the endangered species list, which would also lead to regulatory restrictions for Naval Submarine Base Kings Bay, Ga.

## THE CHALLENGE AWARD

Protecting the tortoises is just one goal of the installation’s Readiness and Environmental Protection Integration (REPI) initiative to acquire easements encumbering more than 11,000 acres along the Georgia coast.

“This project aims to ensure compatible development within Cabin Bluff, while simultaneously improving fire management, enhancing installation resilience along the coast, protecting critical gopher tortoise habitat, and mitigating maritime and airspace operational conflicts,” DoD said in September 2019 when announcing a REPI Challenge award.

DoD awarded \$8 million to the project, matched by more than \$32 million from such partners as the Georgia Department of Natural Resources, the Nature Conservancy, the U.S. Fish and Wildlife Service, the U.S. Forest Service, the Open Space Institute and private donors.

## ‘UNIQUE PIECE OF LAND’

“The property just had so much going for it,” said Russ Byrd, the installation’s community planning liaison officer, whose familiarity with REPI helped get the initiative off the ground as the property was being actively marketed for high-end development.

The area, known as Cabin Bluff, was on the market with zoning for up to 10,000 residential units and more than 1 million square feet of commercial development. The Nature Conservancy and the Open Space Institute joined together in 2018 to remove the threat of residential, resort and commercial development to work toward its long-term protection.

“The Conservancy prioritized the protection of Cabin Bluff not only because of the critical coastal ecosystems and rare plants and animals it harbors, but also because its elevation makes it important in adapting to storm surges,” said Deron Davis, the executive director of the Georgia chapter of The Nature Conservancy.

**The Ohio-class ballistic-missile submarine USS Tennessee** returns to its homeport at Naval Submarine Base Kings Bay, Ga., Aug. 8, 2019. Navy photo by Mass Communication Specialist 1st Class Ashley Berumen







Without the easement, commercial buildings could have been constructed on the uplands adjacent to the marsh and tidal lands that are critical to absorb stormwater and protect the area and its wildlife. The area also provides water recharge to the Floridian Aquifer system that serves four states.

#### MISSION PROTECTION

The effort also ensures Kings Bay can meet its obligations in the National Defense Strategy. Coastal flooding could cause devastating damage to the base's mission. It is one of two homes to the Ohio-class ballistic and guided missile submarines and is ready for the arrival of new Columbia-class submarines.

"This project will protect the military mission by acquiring strategically located conservation easements, while also maintaining and improving installation resilience from potential coastal flooding," DoD said. "The base will continue to be essential to the maintenance and operation of the Atlantic [submarine] fleet."

**The gopher tortoise** is the official reptile of the state of Georgia.  
*Army Corps of Engineers*  
*photo by Bob Karlen*

# COOPERATION AND MUTUAL RESPECT: A SMALL CITY'S PRIDE OF THEIR LOCAL BASE

Vance Air Force Base and Enid, Oklahoma

by Leif Walcutt

In 1995 Vance Air Force Base was selected as a late addition to a list of installations that were being considered for closure due to BRAC. As a response, over 12,000 people from the local community of Enid, Oklahoma gathered at the main gates of Vance to show their support of the base when the BRAC commission came to visit.

"They are constantly looking out for our well-being," said Col. Corey Simmons, who commands Vance Air Force Base. "The people of Enid truly believe in what we do."

The relationship between the City of Enid and Vance started in 1941 when the Department of War began leasing land from the town to establish a pilot training facility. Today, Vance graduates about 400 pilots a year, in addition

to serving other aviation-related functions including aircraft maintenance and civil engineering.

Vance contributes around \$280 million to the economy of Enid each year – not an insignificant figure for a city with a population of 50,000 in the northwest part of Oklahoma. Additionally, about half of the base's 2,500 staff are civilians employed from the surrounding area. To show their appreciation, the Enid community has invested substantial resources to support the installation located just five miles south of their city.

## INCREASING MISSION CAPABILITY

Before 2013, Woodring Regional Airport's runway in Enid was around 6,000 feet. This meant that if Vance required any emergency landings, the airport could only accommodate T-6 airplanes. After grant funding from the Department of Transportation, Federal Aviation Administration, and the City of Enid itself in 2014, the airport's runway expanded for 5,200 to 8,200 feet. This means that the airport could now accommodate T-1 and T-38 airplanes as well.

"We allow Vance to use the Woodring Airport at no cost, the only thing we charge is the fuel the military uses," said Mike Cooper, Chairman of the Oklahoma Strategic Military Planning Commission. Cooper estimates that improvements to Woodring have been around \$15 million over the past decade.

Other improvements to the airport included construction of a joint-use hanger, military-style parking apron, as well as a new terminal with a mission debriefing room. "Enid did this on their own- they thought it was the right thing to do," said Col. Simmons.

**Lightning.** Photo by Airman Zoe Perkins







### INVESTING IN THE COMMUNITY

Enid's relationship with Vance goes beyond mission-related infrastructure. The current mayor of Enid, George Pankonin, says that he works closely with Vance leadership throughout the week to work on projects impacting the area. "It's the best relationship I've seen between a city and military installation," said Pankonin who has worked with eight other bases during his career.

The City of Enid offers to pay for the cost of books for service members attending its local universities, as well as 50% tuition assistance to military spouses. Additionally Enid Chamber of Commerce throws an annual event each year called the Enlisted Appreciation Night to support local troops.

But the community support is not one-sided; Vance provides the venue for the annual regional Special Olympics event, as well as hosting "Camp Tomahawk," a two-week overnight camp for financially disadvantaged children in the region.

"The cooperation is a mutual respect that has matured over time," said Pankonin. Colonel Simmons agrees, "I never have to ask anything from Enid. They have a lot of pride that air force pilots are made in Enid. They want to hear jet noise over their city for many years to come."

**Vance pilot** flies over Oklahoma  
Photo by Senior Airman Taylor Crul



# HOW FORT CARSON WENT FROM CUSTOMER TO **PARTNER**

Colorado Springs, Colo., and Fort Carson

by Randy Ford

Colorado Springs Utilities (CSU) has been the contracted provider of utility services to Fort Carson, Colo., for years. That eventually "led to other conversations about energy resilience in general," said Col. Brian Wortinger, the garrison commander.

Those conversations then led to a new model of service delivery. Beginning next year, CSU will take over directly, saving federal taxpayer money and making the service more efficient.

## **THIS IS WHAT THEY DO**

The partnership is possible because of a new intergovernmental services agreement (IGSA), an authority that became law in the 2013 National Defense Authorization Act. With that option available, it just made sense to let CSU take over directly, Wortinger said.

"They are the experts in this," he said. "This is what they do. They're excellent at providing that service. It will be a higher quality of service and better utilities."

The model and transition of services are "a little more complex than anything we've done before," said Tami Gale, the garrison's strategic community liaison, who noted the utilities board is currently establishing the implementation plan.

## **COST SAVINGS**

Removing the installation as an operator and allowing CSU to directly serve the base – where 26,000 soldiers are stationed – will save federal tax dollars, open an additional revenue source for Colorado Springs – of which CSU is a subsidiary – and help scale the service to make it more cost-efficient for all users.

**4ID Welcomes New Commander** during Ceremony. Photo by Staff Sgt. Scott Evans





"They look to us to have the best trained operators and line people, equipment, maintenance and practices," said Aram Benyamin, CSU's CEO, told the American Power Association. "We have hundreds of training programs for our lineworkers, technicians, and engineers. We're a 365-day, 24/7 utility that's always improving. You cannot leverage that kind of expertise if it's not your core business."

#### **STRONGER RELATIONSHIPS**

Wortinger said the discussions have strengthened his relationship with Benyamin and other local leaders.

"We are opening discussions for the future," he said.

**1SBCT, 4ID 'Raider' week** — Celebrating heritage through brigade competition *Photo by Sgt. Micah Merrill*







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