



City Manager's Office

Trip Report

To: Mayor Kelly and Commissioners

Cc: David Weissman – Montana Defense Alliance Chair
Cheryl Ulmer – Field Director, Senator Tester
Cari Kent – Field Director, Senator Daines Office
Christy Hagler – Field Director, Congressman Zinke
Major General Matthew T. Quinn – Adjutant General, Montana Army/Air National Guard

From: Gregory T. Doyon – City Manager

Re: Association of Defense Communities 2016 Installation Innovation Forum

Date: March 16, 2016

Forum Focus: Building and Sustaining Military Value

Attendees: MTDA Chair Dave Weissman, MTDA Director Greg Doyon

Location: Charleston, South Carolina

Date: February 29 – March 2, 2016

Conference Highlights

- MTDA Chair Weissman Co-Chaired the State Advisors Meeting, Moderated the Innovation Dialogue with the US Air Force's General Brad Spacey and Secretary Richard Hartley
- Director Doyon served as a community representative for a pre-conference workshop entitled *Advancing Community partnership and Shared Service Agreements*
- Air Force is changing its partnership process from a "top-down" approach to a "ground-up" approach – USAF message on P4 – "Be patient."
- Air Force wants a BRAC – touting 30% excess capacity
- Military construction inserts are back
- DoD seeks to make installations more resilient, flexible and affordable
- Decisions regarding basing will be data driven with a focus on placing resources to meet strategic priorities
- States continue to direct fund capital improvements on military installations
- Military branches are seeking efficiencies to survive current economic difficulties...there does not appear to be much daylight in terms of addressing infrastructure needs
- Cyber security continues to be a DoD top priority

Pre- Conference Workshop - Advancing Community Partnerships and Shared Service Agreements

Summary: Over 61 communities are involved with military partnerships. Panel discussed successes and setbacks.

FACILITATOR: Steve Bonner, President, SONRI, Inc.; SERVICE REPRESENTATIVES: Ivan Bolden, Chief, Army Privatization and Partnerships Division, Office of the Assistant Chief of Staff for Installation Management, U.S. Army, Mark Pohlmeier, Principle Director of Real Estate, Office of the Assistant Secretary of the Air Force for Installations, Environment and Energy, Tom Ruffini, Director of Installation Protection, Marine Corps Installation Command (G-7). COMMUNITY REPRESENTATIVES: John Hamilton, Deputy Mayor, Huntsville, AL, Rachel Castle, Director, Defense Programs, Dayton Development Coalition J. J Duvall, Economic Development, Planning and Building Director, City of Radcliff, KY, Abigail Beniston, Code Enforcement and Blight Remediation Superintendent, City of Youngstown, OH, Greg Doyon, City Manager, Great Falls, MT, Dino Pick, Deputy City Manager, Monterey, CA

Discussion and Key Points

Air Force is reviewing current agreements and evaluating cost/benefit.

- Air Force began exploring partnerships in 2013 with a top down approach. USAF is shifting model to a “bottom-up approach”
- USAF is hoping that communication at the lowest level, base level will foster improved communication and create more win/win scenarios
- 53 USAF installations have completed the 7 step partnership resulting in 158 partnerships \$23 million hard investment savings. Panel admitted that it is hard to ascertain the hard dollars return with “soft” partnerships (i.e., small arms training on recapitalized ranges)
 - Potential partnerships using underutilized space
 - Potential partnerships with mission support functions
- USAF is “stepping back”, evaluating lessons learned. Consider the partnership process to be an “evolving process”
- A joint- partnership committee recently formed across all branches including Army, Navy, Marines, and USAF
- US Army focusing on 100 partnerships (reform) key stakeholders
 - The US Army is training garrison commanders on the partnership process
- Marines are new to the P4 discussion
- Potential partnerships discussed include:
 - Fire Training - burn tower
 - Community signage/language
 - Heavy equipment maintenance
 - Local community investment with long term contacts
 - MILCON by bond (scoring tough; or states bonding for improvements)
- Problems with partnerships:
 - FAR restrictions
 - Military branch bureaucracy
 - Getting military folks “on board”
 - USAF Commanders not trained
 - Army provides training during command school and webinars
 - Process needs to be streamlined
 - More conversation rather than “no”
 - Decision making on partnerships should be at the lowest level possible

- State of Florida provided over \$3 million dollars to communities to explore, promote, execute partnership ideas
- Mark Pohlmeier (USAF, Principle Director of Real Estate) stated appropriate personnel need to be in meetings and fully involved to “get to yes” - the broader the partnership, the better. Broader Air Staff and community involvement is best
 - Florida is a good example - governor “on down” is involved with P4
 - Ohio has a regional partnership approach that is also successful

State Advisors Council Meeting

Summary: Meeting open to ADC State Advisors Council Members Only

CO-CHAIRS: Kristine Reeves, Executive Director, Washington Military Alliance; David Weissman, Executive Director, Montana Defense Alliance

Discussion and Key Points

- Discussion relating to ADC’s Mission Statement and recent ADC survey
- Focus areas include:
 - Community Partnerships
 - BRAC/force structure/military realignment
 - Compatible land use
 - Nation’s posture /future missions
- Need to visit Hill/Pentagon as a group
 - In coordination with Federal Outreach Advisory Committee (FOAC)
- Direct MILCON requests – are they sustainable?
 - MILCON from state agencies vs. federal delegation/military installation?
 - New authority for statewide authority for military installation development?
 - Requests need to be very specific to state and local impact - be concise and direct!
- State agencies collaboration (Dept. Transportation, P&R,) local state/community Sect 331 enhancement
- Matt Boron - New regional ADC forum series (NC, WA, CO) looking for non-typical ADC attendees. Focus on local leaders and strategies.
- OEA software change – causing some challenges. Will ADC engage?
- **There was no state-by-state update.**
- *Readiness and Environmental Protection Integration* (REPI) briefed. Compatible land use/easement program with funding (in partnership with Dept. of Agriculture and others)
 - \$22 million benefiting military in AZ, GA, NC, TX ME,FL
 - <http://www.repi.mil/Home.aspx>

Lunch Session: Defining Issues Forum I: Understanding Military Value

Summary: Panelists discussed why it is imperative that communities understand military value and how DoD and the services use this concept when making basing and mission resourcing decisions.

MODERATOR: John Armbrust, Executive Director, Kansas Governor’s Military Council. SPEAKERS: Sec. Jennifer Miller, Deputy Assistant Secretary of the Air Force for Installations, Sec. Paul Cramer, Deputy Assistant Secretary of the Army (Installations, Housing, and Partnerships), Sec. Steve Iselin, Principal Deputy Assistant Secretary of the Navy (Energy, Installations and Environment).

ADC Slide Resource Link: [Army](#)

Discussion and Key Points

- Jennifer Miller - USAF has 30% excess capacity and wants a BRAC.
 - Air Force seeking to strategically base its assets
 - Desires strong community partnerships
- What can communities do to help the Air Force?
 - Reach out to installation
 - Complete a JLUS
 - Assists with ICEMAP
 - Air Force mission needs base support, as the fight comes from the base
 - Keep communication open and clear
 - Air Force seeking suggestions and comments
- What drives military value for Air Force?
 - For mission driven bases...real estate ...airspace/range issues...
 - Both are significant factors in major mission selection
 - Cost is a small piece
 - *Comment:* I've never been to a community that didn't support its military
- How does the Air Force consider new basing?
 - All installations considered (runway length is cost consideration when extension is needed)
 - Secretary of the of AF approves
 - Robust/informed discussion and bases are scored by a team of up to 60 people
 - All criteria for mission evaluated (including how it supports the direct mission)
 - Every base is considered
- Case Study - Bob Ross (from Connecticut)
 - State did not learn its lesson from first BRAC
 - Second BRAC, the state bonded to address facility needs
 - Navy diver support facility, boiler, sub gallery, sub bridge trainer
 - State continued with encroachment mitigation, micro grid development and RR encroachment management
 - State (from Governor) made a direct allocation to prevent another BRAC battle
 - In 2005, Connecticut made a \$200 million investment to allow the military to increase its value and capacity and help to preserve the base.
- Other Panelist comments:
 - Consultants were hired to assist with strategic basing process (KC46 & F35) and Congressional delegations
 - Luke AFB (AZ) performed “amazing” encroachment work (state effort), formal and informal efforts
 - Eielson Air Force Base (AFB)– Congressional delegation provided a strong assist for F35
 - Check out their web site: <http://www.alaskaf35s.com/>
 - Tinker AFB – State/community purchased 150 acres to prevent encroachment
 - Ranges and airspace critically important
 - Multi state/region approach required by delegation
 - Cannon AFB was slated to be closed, but after intervention of the New Mexico's Senator and Governor it was rescinded to create a USAF special operations base.
 - Gov. Richardson – allocated \$5million and land for operations...purchase land and transferred land for USAF (purchase and gifted)

- BRAC efforts before/during /after required a strong team and cohesive leadership
- Emerging issue: Water rights to accommodate growth and installation capacity
- Military construction inserts are back
- “DoD community looks like environment outside gate.”
 - Obesity rate tripled last couple of years and will become a national security issue by 2030, based on obesity rate projections
 - Healthy base initiatives underway

Session Continued - Part 2: Strategies for Enhancing Community and Installation Resiliency

MODERATOR: Susan Morris, Principal, Booz Allen Hamilton SPEAKERS: Lucian Niemeyer, President, The Niemeyer Group, Edward Shock, Deputy Director, Strategy and Innovation Office, Office of the Secretary of Defense for Personnel and Readiness, Military Community and Family Policy, Bob Ross, Executive Director, Connecticut Office of Military Affairs, Hon David Lansford, Mayor, City of Clovis, NM

Discussion and Key Points

- Army
 - Downsizing
 - Excess asset management (18%)
 - Managing worst facilities,
 - Facilities not equally utilized
 - Commanders tend to fill empty installations, but facilities are failing (WWII wood buildings)
 - Conducted a Military Value Analysis (MVA)
 - Partnership Spectrum (shows full range of opportunities with risk/complexity)
- Navy
 - Military value relates to mission needs
 - Underutilized vs. excess
 - Zoning laws restrict encroachment (JLUS) at certain Navy bases.
 - *Side Note: This is the first ADC I've heard Navy representatives talk about JLUS, underutilized property and/or partnerships*
- USAF
 - Installation Value:
 - **Mission** – Distance to low level routes, munitions storage, ranges
 - **Sustainability** - Encroachment, air quality, energy, land use, noise
 - **Capacity** – runway, ramp parking, aircraft, facilities, dorms, lodging, dining facilities
 - **Cost** – cost avoidance and budget reduction opportunities
 - Other pressures:
 - Climate change
 - Natural resources (water – *second time this was mentioned*)
 - Installations of the Future
 - Inside out approach starting with Mission requirements
 - Installations need to be more resilient, flexible, and affordable
 - Basing decisions will be data driven

- Resources to more strategic priorities
- Opportunity Areas:
 - Airmen and family services
 - Education and training
 - Strategic Acquisition
 - Airport joint use Agreement
 - Real estate
 - Transportation
 - Utilities
 - Lodging, housing, and medical
- Focus on high value AFCP initiatives: Air force wide applicability and large return on investment
- Power (reliability, redundancy, cost, security, etc.) is also an influence

Session: Defining Issues Forum II – Understanding Defense Infrastructure (Part 1: Assessing Infrastructure and Part 2: Part 2: Alternative Uses for Excess Infrastructure

Session Summary: Panelists discussed how infrastructure is evaluated on military installations and how communities/installations can work together to find alternative uses for underutilized infrastructure.

MODERATOR: Dr. Craig College, Vice President, CALIBRE Systems, Inc. SPEAKERS: Sec. Tim Bridges, Assistant Deputy Chief of Staff for Logistics, Engineering and Force Protection, U.S. Air Force; Joe Ludovici, Deputy Commander, Navy Installations Command; Maj Gen. Ted Harrison, Director of Operations, Office of the Assistant Chief of Staff for Installation Management, U.S. Army; Barry Scribner, Co-President, Public Institutions, International Director, JLL; John Walker, Specialist Leader, Real Estate Service Line, Deloitte Consulting George Schlossberg, Partner, Kutak Rock, LLP; Jay Brown, Managing Director, Alvarez & Marsal Public Sector Real Estate Services.

PowerPoint Slide Links:

- [Military Infrastructure Gap](#)
- [Increasing Utilization of DoD Facilities](#)
- [How the Private Sector Views Land/Buildings](#)
- [USAF Assessing Infrastructure](#)
- [Navy - Assessing Infrastructure](#)
- [Army - Assessing Infrastructure](#)

Discussion and Key Points

- Is there commercial demand on excess military capacity?
 - Business relocation is complicated and is subject to many variables
 - If you build it, they may not come...
- EUL/redevelopment businesses will look at a multitude of issues before relocating to a facility (least of which is cost)
 - Market driven
 - Drones on Northern border – runway facilities and storage

- Ground Truths
 - DoD resources down
 - MILCON down
 - US does not have a capital budget
 - Projects run like a check register, EULs monetize assets
 - Grand Forks EUL noted as a good model, NEBA (Net Environmental Benefits Analysis) community paid for it
 - Joint use with runway...proposal under consideration, city water/sewer extension
 - Jay – “Juice not worth the squeeze”
 - DoD lack of money for old infrastructure...size matters economies of scale...\$850 billion infrastructure gap
 - Defense infrastructure is on the GAO’s high risk list

Session: Innovation Dialogue – U.S. Air Force

Session with Sec. Richard Hartley and Brig. Gen. Brad Spacy to discuss enterprise wide issues like Community Partnerships, management command structure, state and community on-base and infrastructure investment and the evolution of Air Force missions.

MODERATOR: David Weissman, Executive Director, Montana Defense Alliance SPEAKERS: Sec. Richard Hartley, Principal Deputy Assistant Secretary of the Air Force Installations, Environment and Energy Brig.; Gen. Brad Spacy, Expeditionary Support Directorate, Air Force Installation and Mission Support Center

Discussion and Key Points

- Air Force Mission Support newly centralized
 - 350 new employees; HQ element – forward operating agencies including Civil Engineers (EUL,P4), Security, Financial, Family, Contracting
- USAF challenge: Meeting mission requirements with evolving threats and missions
- Drive efficiencies to survive current economic difficulties - very challenging
- Not a lot of daylight regarding infrastructure over next ten years
- Panelists advised communities to read and know:
 - USAF Strategic Master Plan: [Air Force Master Plan 2015](#)
 - Fiscal Year 2015 Air Force Posture Statement: [Strategic Posture Statement 2014](#)
 - *Note – Dates are correct as cited*
- Future operating needs will drive resource and mission strategy that feeds the budget
- Concerned about your mission or want to expand it?
 - Communities need to watch:
 - USAF mission changes/needs
 - RPAs
 - Available bandwidth
 - Quality of life issues at installations (24 hr nature of missions)
 - Available workforce
 - CYBER Missions
 - People mission, diverse communications
 - High speed internet, JWICKS, communication input
 - Facilities
 - Installations linked to work force

- Education key thrust (both Active Guard and Reserve components)
 - Future work force – intellect/education
- USAF is looking across the entire enterprise and needs community feedback
 - EUL and Partnership involvement
 - Input from communities is critical – people closest to the problem
 - Air Force seeks “bright ideas” from communities
 - General Spacy: “be as creative as you can be...”
 - One of the key priorities of USAF Secretary and of congressional interest
 - Communities seeking to improve transportation and enhance EMS training, Fire Fighter Services, MOUs, Agreements, and sharing capabilities
- Utility privatization and services
- Secretary Hartley – 20 year forecast projects difficulty with meeting facility maintenance needs (space for aircraft, cyber, UAV)
- Discussed “Base of the future” concept – Link: [USAF- Base of the Future](#)
- Cannot overstate focus on force of the future (total force) to attract and retain the best and brightest
 - Total Force Considerations: Health care, retirement, leveraging reserve/guard, workforce flexibility to leave and come back
 - Installations – Schools are critical, affordable housing, off base safety, quality of life programs, commuting, spouse employment
 - Trails, etc. add quality of life aspects
 - Communities need to engage the installation on these issues
- Discussion on Community Partnerships (P4)
 - Community Partnership Program will present bureaucratic challenges for both; be patient.
 - The Air Force is continuing the program, but seeking a more significant rate of return
 - \$250 million in hard savings since program inception – program has been successful
 - Program is so strong and successful, it is a priority for the Secretary of the Air Force
 - Program funds are lower this year
 - Partnerships are not about cost avoidance
 - Proposals go through a tight filter
 - USAF reworking the program to rely more on base and communities to foster the process...enterprise wide look, webinars, other ways to program high value return
- What new personnel skill sets are needed for force of the future?
 - Cyber workforce
 - In 2014, 14 Cyber teams funded to 39
 - In 2016, 17 Cyber teams with 200-300 be added
 - RPA workforce – pilots may come from enlisted ranks
- Total force approach
 - Use science and technology
 - Strategic and flexible
 - Development of game changing technology
 - Multi-domain approach to 21 century
 - USAF seeking to be “High End Fight” capable

Tuesday, February 30

Defining Issues Forum III – Building the Defense Community of the Future Part 1: Understanding Today’s Military Families and Part 2: Redefining the Military Quality of Life

Discussion regarding technology, changing demographics, service member’s quality of life and innovative ways communities/installations adapt to meet their needs.

MODERATOR: Michael Ferriter, President, The Ferriter Group SPEAKERS: Edward Shock, Deputy Director, Strategy and Innovation Office, Office of the Secretary of Defense for Personnel and Readiness, Military Community and Family Policy; Steve Cox, Vice President, Public Relations, Sodexo USA; Daniel Ostrower, CEO, Altitude SPEAKERS: Curt Cornelssen, Managing Director, Public Sector Consulting, CBRE Debbie Karnes, President, VisionTen Group Chuck Parker, President, Corvias Military Living

Discussion and Key Points

- Discussion regarding military service aged millennials
 - Family – technology (use it, connect with other service members)
- Generation Z characteristics:
 - Born on or after 1995
 - Adjust to them; not to us
 - Born into the “War on Terror”
 - Lived through two recessions
 - Political partnerships shape them and how they think
 - 60 million to be recruited and/or become constituents
 - 1st generation raised on smart phone
 - They believe in privacy – but like to share a lot of info (digitally)
 - Relationships are digital – mixed ethnic diversity
 - 911 is history to them
 - 55% entrepreneurial
 - 32% autonomy is a career goal
 - 40% believe in a work-life balance (work and life away from work is equally important)
 - Digital, diverse, wellness focused (as opposed to fitness), purpose driven
- Military approach to Innovation
 - “Competitive advantage” is not long lasting anymore
 - Innovation is a core competency
 - Can’t ask what they want – find out what is *important* to them
 - Off duty time is as important as duty readiness and resilience
 - “Reset” unpredictable – don’t care about organizational limitations
 - Autonomy - they get to chose
 - “fundatory” activities like bowling on base – no desired
 - Give time back to service member for things that matter the most to them
- Quality of life discussion for force of the future
 - Cold war bases were a provision base model – designed to be self contained
 - Need to change (*heard this five times from panelists*) and adapt
 - Communities have a lot to offer - 70% personnel live off base
 - Empowering the customer...offering choices, that are available, affordable, and acceptable
 - Improve technology connections...on/off base

- Base of future are *purpose built* facilities

Session: Discussion Session - Confronting Installation Cyber Security Challenges

Discussed the potential for malicious cyber-attacks and threats on DoD and military installations.

MODERATOR: Mark Duszynski, Vice President, Johnson Controls SPEAKERS: Daryl Haegley, Chief Operations Security Advisor, Office of the Under Secretary of Defense, Acquisition Technology & Logistics; Program Manager Energy & Control Systems Cyber Resilience, Office of the Assistant Secretary of Defense for Energy, Installations and Environment

Discussion and Key Points

- Industrial Control System (ICS) – virtually everything is controlled by an ICS on installations
 - Imagine a cyber attack on one of these controls
 - Generators are normally safe, but what about the connected “secure” network?
- Commercial and residential controlling modules are very vulnerable to cyber attacks - yet, most IT folks do not know how to deal with these threats.
 - No difference between commercial controllers and use by DoD
- Cyber threats are both inside and outside the fences
- Smart meters are vulnerable (and cost over \$10,000)
- Installation network vulnerabilities
- There are over 250,000 intrusion attempts an hour
 - Hackers control locks, elevators, electricity, etc.
 - Example included the US Chamber of Commerce
 - In 2011 China hacked a thermostat – created a microphone and recorded trade conversations
- Hackers do not need to destroy something, they just need to delay or create uncertainty with info/data
- IT’s response to cyber issues: not mine, not funded, not trained
 - *Never attribute evil when stupid is still available*
- New building construction requirements need to be considered to protect against cyber attacks

Session: Air Force Communities Forum

Open discussion with Air Force Leaders.

FACILITATORS: Kevin Sullivan, Executive Director, Utah Defense Alliance; James Ward, Chairman, Military Policy Council, Charleston Chamber of Commerce; Jim Roy, 16th Chief Master Sergeant of the Air Force (retired) SPECIAL GUESTS: Tim Bridges, Assistant Deputy Chief of Staff for Logistics, Engineering and Force Protection, U.S. Air Force; Sec. Richard Hartley, Principal Deputy Assistant Secretary of the Air Force, Installations, Environment and Energy; Brig. Gen. Brad Spacy, Expeditionary Support Directorate, Air Force Installation and Mission Support Center; Sec. Jennifer Miller, Deputy Assistant Secretary of the Air Force, Installations, Environment and Energy

- What are the advantages to joint basing?
 - Potential operational efficiencies – leveraging other service strengths
 - “We’re all in the same fight.”
 - Economic advantages and operational advantages
 - There is a natural resistance to joint basing, but it is working more than it isn’t working
 - Don’t always achieve the same commonality when first joined
 - Cultural challenges arise

- Strategic basing process
- Example: Joint Base Andrews – Navy and USAF its working
- General Spacey: Installation Support Center (expeditionary) stood up as an efficiency from the ten Major Commands
- Steve: Community Partnerships Challenges
 - Legal
 - Bureaucracy
 - Civil Engineering restructure – cultural barriers
 - Two year transfer process...
 - Section 331 is “a handful”
 - No one quite knows what to do
 - Created a team to address questions with governance structure/charter
 - Executive team meeting recently
 - Exploring return on investment versus affect of mission
 - Intent is to consider project concepts early and raise issues early
 - Example of a success Tinker/Andrews – food bank
 - Be patient – some bureaucracy is good; prevents us from doing stupid things
 - USAF developing quick reference guides
 - ADC leverage training in future conferences
 - Excess Capacity
 - Air Force 2019 BRAC pitch – needs congressional support
 - How will USAF respond to the excess capacity question?
 - Be detailed on your response
 - What is the exact percentage?
 - What is the USAF unfunded priority list?
 - BRAC advocacy needed given demands
 - Mission
 - Aging infrastructure
 - Budget status
 - 5% budget reduction history
 - BRAC resistance from *your* elected officials
 - Mission assurance through energy assurance – clean and cheap energy
 - Redundant systems not adequate...especially for RPA
 - P4 energy ideas? (MAFB underutilized boiler, for example)
 - Energy assurance is a key candidate increasing military value for your installations

Session: Defining Issues Forum IV: Synchronizing Installation Missions/Infrastructure with Regional Economic Development - Part 1: Leveraging Military Infrastructure and Missions for Economic Development Part 2: Strategies for Economic Development and Diversification

Discussion regarding the benefit of military installations on the regional economy and the overall capability of the installation.

MODERATOR: Sal Nodjomian, Executive Vice President, Matrix Design Group SPEAKERS: Kristine Reeves, Executive Director, Washington Military Alliance; Director, Governor’s Defense Industry Sector Development Program; Andy Merrit, Chief Defense Industry Officer, Colorado Springs Regional Business Alliance, CO; Tom Ford, BRIC/Government Relations Coordinator, Grand Forks County, ND Paul Rumler, Chief Economic Development Officer and Executive Vice President, Quad Cities Chamber of Commerce, IL; Tom Knight, Chief of Staff, Joint Base Lewis-McChord; SPEAKERS: Dr. Erik Pages,

President, EntreWorks, Inc.; James Ward, Chairman, Military Policy Council, Charleston Chamber of Commerce; Senior Vice President of the Integrated Systems and Solutions Division, Scientific Research Corporation; Chris Chmura, President & CEO, Chmura Analytics

- Case Study - State of Washington - Joint Base Growth Lewis McCord
 - State failed to recognize local impacts (transportation, schools, medical care) of the installation
 - Established partnership based on areas of mutual concern
 - Economic case convinced stake holders to embrace public partnerships
 - WA does not consider itself a “military state”
 - Yes, Washington is known as a “tech state” not a “military” state
 - 3% of WA state’s GDP is military related
 - Nobody was having a conversation about the economic impact
 - Local economic study completed and presented
 - Focus on military aspects of Microsoft, Boeing, Amazon, potential KC-46 Boeing production
- Case Study - Colorado
 - Economic review – what do the base commanders need?
 - Cyber Innovation Center (needed private sector industry)
 - Academic centers of excellence at local universities
 - transitioning workforce from military
 - City Mayor was the project champion – governor provided support
- Case Study – Grand Forks North Dakota
 - BRAC 2005
 - Lost 2000 service members and missions
 - Economic impact excess of \$350 million hit
 - County/city/education institutions/civic groups/chamber joined forces to respond
 - Community sought OEA grants to create a UAV Center of Excellence
 - OEA funded business plans...with plan the community socialized the idea
 - Used EUL process for BRAC air base
 - EUL has to complement both community and base. You have to have a plan!
 - Plan required education, training, and 217 acres leased from GFAFB.
- Case Study – Rock Island Arsenal (Tri-Cities)
 - Rock Island - 900 acre island middle of Mississippi
 - Targeted defense industry and non defense contractors that support defense contractors
 - Strong marketing effort – over 70 new businesses
 - Used Asset mapping – Link: [OEA DIA](#)
 - Evaluating defense economic impact:
 - Community Questions: Is it good to have the installation in our community? How much is tied to that? Is it too much? What other assets exists in the community? Are we pursuing economic development diversification or focusing on installation? How is the base an asset?
 - Military community as an economic anchor: What are the strategies for funding supplemental businesses that support base?
 - Is the base or defense industry a driver of industry clusters?
 - Example: Macon, GA project at Warner Robbins AFB –created logistic clusters in central GA
 - Is your community a magnet for talent?

- Community goal: Make educated stay in community
- Develop an entrepreneurial strategy (because they tend to stay in community)
- Recognize what the community has of value to national defense
- Identify leakages

Wednesday, March 2, 2016

ADC - Federal Outreach and Advisory Committee Meeting

FOAC develops ADC's yearly legislative and policy priorities and advises the House and Senate Defense Community Caucuses. FOAC is divided into two subcommittees — one for active base communities and one for base redevelopment communities. I serve on the Active base committee.

Brief Meeting Summary

Committee recommended preparing a transition document for new administration. The transition document assists the new president with executive/legislative policy from ADC. Committee will conference during the summer and share ideas at the June 2016 summit meeting.

Policy Bucket Discussion

- BRAC – sequestration, downsizing, BRAC (best way to address this?) ADC reluctant to support BRAC – not all communities support one
- Use other authorities...Trump admin (high level transition) congress no interest in using BRAC
- Defense infrastructure – Decisions about staffing lead to issues with infrastructure
- Privatization - Partnership Process and in lieu of BRAC related adjustments?
- OEA – DIA program
- Energy resiliency
- OSD Clearing house (REPI with OEA)
- USAF Counterproductive with 30% numbers – hurting themselves
- Evaluating the amount of state/community financial resources dumped into installation
- OEA - May be some BRAC planning dollars available if BRAC is adopted