



Montana Defense Alliance Trip Report

To: The Honorable Senator John Tester (transmitted through Cheryl Ulmer – Field Director)
The Honorable Senator Steve Daines (transmitted through Cari Kent – Military Representative)
The Honorable Governor Bullock (transmitted through Chief of Staff, Tracy Stone-Manning)
Major General Matthew T. Quinn – Adjutant General, Montana Army/Air National Guard
Colonel Ron Allen – Commander 341st Missile Wing, Malmstrom Air Force Base
Colonel Lee Smith – Commander 120th Airlift Wing Montana Air National Guard
Commissioners of Cascade, Choteau, Fergus, Judith Basin, Lewis and Clark, Pondera, Teton, Toole and Wheatland Counties
Great Falls Mayor Kelly and City Commissioners
Montana Defense Alliance Members

From: Gregory T. Doyon – MTDA Executive Board/Great Falls City Manager

Re: Association of Defense Communities, 2017 Installation Innovation Forum Report

Date: March 13, 2017

Montana Defense Alliance (MTDA) Executive Board Members Doug Oswood and Greg Doyon attended the Association of Defense Communities, *Installation Innovation Forum* in San Antonio, Texas from February 29 – March 1, 2017. The MTDA sponsored attendance to the forum.

Conference Overview

The Association of Defense Communities (ADC) supports communities with active, expanding, or closed defense installations. ADC has over 1,200 members and the organization brings together the interests of communities, the private sector and the military on issues of mission enhancement/realignment, community partnerships, privatization, BRAC, and base redevelopment.

ADC developed two forums to better assist communities with military challenges: Installation Innovation and Base Redevelopment. Both forums provide opportunities for MTDA members to connect with military and civilian representatives from the Air Force, Office of Economic Adjustment, and others. These contacts are critical to MTDA in order for the community to develop strategies for military retention and mission expansion.

Executive Summary

- All branches expressed concerns about maintaining readiness at the expense of deferring capital needs/infrastructure.
- Branches describe themselves as taking “calculated” risks to maintain readiness.

- Community partnerships seem to be more of cost savings program for the military.
- The United States Air Force held its first workshop on Community Partnerships since initiating its Community Partnership Program (also known as P4) in 2013.
- USAF continues to use Readiness and Environmental Protection Integration (REPI) program to prevent base encroachment (<http://www.repi.mil/>). Another program named “Sentinal Landscapes Partnership” (<http://www.sentinellandscapes.org/>) is also used by the U.S. Departments of Agriculture, Defense and the Interior to preserve working or natural lands important to the Nation’s defense mission.
- Military Spending by States report available ([Defense Spending by State Reports](#)).
- All branches report that they have sacrificed facility maintenance, quality of life programs, and assets to maintain of readiness.
- Air Force Community Partnerships message: “Wait. Be patient.”
- Navy/Marine Corps have chimed in on mission readiness and facility maintenance issues.
- Air Force continues to explore base of the future models. There is an opportunity to use the American Planning Association (APA) and the International City Management Association (ICMA) to explore a partnership to assist the USAF with the concept. The City of Great Falls is currently exploring a project to determine viability and may seek OEA funding.
- There are several very strong examples of state, regional, local advocacy models and efforts to explore. See summary notes for the ADC session *Driving Economic Development Through Military-Community Partnerships* below.
- Opportunities exist to utilize and preserve the Hayes MOA for drone testing. Effort may keep the airspace viable for future military training needs.
- Community partnerships (with local funding) have a lot of traction when evaluating mission location.

Monday, February 29, 2017

The United States Air Force sponsored a pre-conference workshop on Air Force/community partnerships. Panelists described how they are mutually benefiting from partnerships to meet community needs and mission requirements in the face of declining resources. Military and community leaders discussed their successes, challenges, and best practices in taking these partnerships from working ideas to implemented agreements.

GUEST SPEAKERS: Lt Col Christopher Miller, Partnership Broker, SAF/IEI (Moderator); Chuck Butchee, Installation Management Flight Chief, 97th Civil Engineering Squadron, Altus AFB, OK; Brian Yates, Vice President, Military Affairs, Abilene Chamber of Commerce, TX; Judge Stephen Floyd, Judge for Tom Green County, TX; Lt Col Matthew Brennan, Commander, 628th Civil Engineer Squadron, JB Charleston, SC; Col Thomas Shank, Commander, 47th Flying Training Wing, Laughlin AFB, TX; Col Susan Riordan-Smith, Commander, 23d Mission Support Group, Moody AFB, GA; Vincent King, Jr, Community Partnership Program Manager, 88th Air Base Wing Plans and Programs, Wright-Patterson AFB, OH

Workshop Highlights

- Teran Judd, Director, Air Force Community Partnership and Encroachment Program started his position June 2016. His time is split between encroachment and the Air Force Community Partnership (AFCP) program ([APAN Community Partnership](#))

- The goal of the workshop was to re-energize program; connect with other installations and communities. Teran hoped the venue would allow participants to share lessons learned, discover something new, and ask questions.
- The Air Force almost lost funding for the program 1.5 years ago; Secretary Ballentine saw value in the program and restored funding.
- The program “broke-even” last year. The USAF is now seeking hard return on investment.
- AFCP partner’s with its sister services to assist with broader DoD partnership integration. The group meets once per month.
- When Teran was first hired in the USAF, he was not aware of the AFCP program. He shared his concern about the perceived “red line” around the installation. The red line represents the hard, stand-alone mindset of the installation representing a lack of accessibility between the base and the community. He wants to replace that with a dotted “green line” a more open, available, and partnership ready installation creating a new mindset: Airmen outside/community inside.
- Since 2013, 61 installations have participated in over 1000 initiatives. The Air Force has 250 agreements signed with community partners.
- Teran hopes to continue to build on what has “already been done” and learn from each other. He hopes to improve the quality of life for Airmen through partnerships.
- Some successful partnerships include emergency response, small arms firing ranges, base supplies, dependent employment, transition assistance, and morale welfare.
- Colonel Miller shared that Altus AFB benefits from an intergovernmental service agreement for refuse and recycling approved in 2014. The program saves the installation money and increases service opportunities for community.
- Colonel Rearden from Moody AFB shared that the installation has a formal partnership agreement for wastewater and water treatment operations. They have also pursued partnerships that increase the community’s and installation’s emergency capability by providing redundancy.
- Vince King from Wright Patterson AFB is a civilian employed to focus on community partnerships. Wright-Patterson has developed bulk purchasing for road salt (it took three years to develop). The USAF pays for Vince’s position.
- Teran stated for participant communities to be patient, ask questions, and utilize USAF facilitators to develop the AFCP program.
- Judge Floyd shared that a partnership at Good Fellow AFB created an international training program with a Defense Economic Adjustment Assistance Grant. Funding was provided by the state (\$2 million project - hard infrastructure). The city committed funding for an IT Collaboration Center.
- Joint Base Charleston used a partnership to eliminate a fragmented 911 through consolidation. The city of Charleston/county fronted \$850,000 to start the project. USAF receives an annual bill for maintenance. The benefits of the partnership are that 911 calls are dispatched immediately, medical dispatch services included, and the entities share a common operating picture.
- Colonel Yates shared that in Abilene Texas, partnerships were developed between Dyass AFB for mutual and emergency operations.
- Colonel Shank from Laughlin AFB in Del Rio, Texas indicated that a top priority for partnerships has been to improve the quality of life for Airmen. The installation has a poor reputation in the USAF as being “on the edge of America”.

- The local chamber and city worked to improve the bases' reputation by creating a magnet elementary school, on base deer hunting, pool use, spousal employment programs, access to on base marina and golf course.
 - AFCEC required a waiver for gym and pool usage.
 - Not saving money, but creating a better quality of life
- Panel advice: Don't always focus on reducing costs as there are other tangible benefits to the base and the community.
- Bring the local installation's general counsel early into the discussion on a potential partnership.
- It is critical to educate the base commander when there is a leadership transition on base.
- Share value of installation, not just economic, but cultural, work force, educate value of partnership with elected officials.
- Community partnership includes *the community!* It is a two way street!
- Camp Gurnsey funds partnership coordinator, but has concerns about financial support sustaining the program.
- P4 is not just about partnerships, but mission advocacy, base/community relations, and improving communication.
- Panel offered that currently, the program is safe for funding and funding will continue. A transition to AFIMSC (<http://www.afimsc.af.mil/>) will occur and is a logical transition for the program.
- The Air Force hopes to develop a quick reference guide, increased web presence. The Army has already developed a training module to train commanders.
- USAF Attorney White reported:
 - Air Force does not understand how to perform Business Case Analysis, which complicate proposals from local government for services.
 - IGSA models are difficult because of non-compete issues and local contractor protests.
 - Use facility managers, legal, contracting as part of team to construct partnerships.
 - USAF is looking for enterprise wide programs that can be easily duplicated
 - Housing privatization does not work under the P4 program
- Jennifer Miller on Strategic Basing:
 - Community partnerships (with local funding) obviously have a lot of traction when evaluating mission location.
 - Participants were encouraged to share program information with congressional representatives
 - Participation in an AFCP program is key in that communities who provide funding get noticed at a strategic planning level; but are not openly touted by the Air Force.
 - The USAF cannot advocate, but can share requirements and help "connect the dots"
- Tim Bridges: Be creative in the delivery of services through the AFCP as it may help with mission requirements
 - Communities must be on the same page of the Air Force
 - Don't advocate for something the Air Force does not want
 - Listen clearly to senior Air Force officials
- Problems with AFCP:
 - OMB scoring
 - IGSA better contract language required
 - Current five year term is too short – seeking 30 years
- Theron final thoughts:

- We need your ideas and suggestions
- Be patient
- The program is about better supporting the mission, not cost savings
- Hope to evolve partnership program into the “military’s DNA”

Opening Session

Welcome from Joe Krier, Council Member, District 9, San Antonio; Bill Perry, Vice President, Association of Defense Communities; City Manager, Gatesville, TX; Brig. Gen. Heather Pringle, Commander, 502 Air Base Wing, JB San Antonio, TX.

Welcome Highlights

- Joint Base San Antonio
 - Operations include joint Army, Navy, Air Force, Marines, and Coast Guard.
 - Cyber/intelligence
 - San Antonio 7th largest city
 - 3rd fastest growing city in US; creates challenges for firing ranges, training under the cover of darkness, utilities, water, etc.
 - The Air Force is the lead agency for Joint Base San Antonio, comprising three primary locations at JBSA-Fort Sam Houston, JBSA-Lackland and JBSA-Randolph plus 8 other operating locations and more than 200 mission partners.
 - Base must cooperate and innovate on compatible environments, maintenance sustainment, reduce energy expenses.
 - “Premier installation in the DoD.”

Session: The Innovators

Summary: Discussion with industry leaders about collaboration and innovation successes that may benefit the US military.

MODERATOR: Tim Ford, Chief Executive Officer, Association of Defense Communities SPEAKERS: Ian Dowdy, Director, Sun Corridor Legacy Program Sonoran; Tim Franklin, Vice President and COO, New Jersey Innovation Institute; Cindy Greb, Executive Director, Southern Maryland Resource Conservation and Development; Marcus Lingenfelter, Senior Vice President, State & Federal Programs, National Math + Science Initiative; Kay Rasmussen, Associate Director Economic Development Council& Manager Defense Support Initiatives Committee, Okaloosa County, Fla. Diane Rath, Executive Director, Alamo Area Council of Governments.

The Innovators

- Marcus Lingenfelter shared about a DoD nonprofit math and science improvement program NMSI (<http://www.dodea.edu/Partnership/grants.cfm>).
- Tim Franklin spoke of efforts to increase R&D investment.
 - Investment capacity is lacking – there needs to be greater visibility between large/small companies (connecting the large/small innovators)
- Ian Dowdy – Phoenix has a fast growing conservation community interested in new conservation technologies.
- Luke AFB (Glendale) shared concerns about use of solar panels

- Air traffic/mission concerns (flying over them was a concern).
- Developed a statewide GIS planning tool to help avoid military conflicts; assist with site selection for military and preserving natural landscape.
 - <http://www.re.state.az.us/AirportMaps/MilitaryAirports.aspx>
- San Antonio – City Council applied for water preservation/reduction grant.
- Kay Rasmussen – With a significant amount of effort created an enhanced use lease (EUL). Challenges included long lead-time and “getting to yes – no is easy.”
- Cindy Greb – Instituted preservation programs in the 1990 to preserve assets; created a rural legacy program using community matching funds.

Invite Only Session – Military Quality of Life Challenges

Session Overview: ADC hosted a special meeting to discuss quality of life issues on installations and in particular unique challenges and opportunities at Malmstrom Air Force Base. Session lasted over 1.5 hours.

Facilitators: ADC Chief Executive Officer, Tim Ford and ADC Chief Operating Officer Matt Boron. Attendees included: Timothy Bridges, Assistant Deputy Chief of Staff for Logistics, Engineering and Force Protection; Jennifer Miller, Deputy Assistant Secretary of the Air Force for Installations, Robert E. Moriarty, Director, Installations Directorate, Air Force Civil Engineer Center; Teran Judd, Director of Community Partnership and Encroachment; Mark Lavin, Senior Vice President Development, Balfour Beatty Investments. Colonel Denise Cooper, Commander of the 341st Mission Support Group; Colonel Ryck Cayer, 120th Mission Support Group Commander, CBRE Consultants Curt Cornellson, Reed Woodworth, Andrew Schulman, and Ed Shock.

Discussion Highlights:

- Quality of life issues and opportunities for Airmen.
 - Access to high speed internet
 - Access to technology
 - Access to child care
 - Recreation and fitness activities
- Use of traditional recreational services like bowling centers, pools, and libraries.
- Unaccompanied housing opportunities at Malmstrom Air Force Base.
- The mission drives base requirements. Some requirements include quality of life aspects applicable both on base and in the community.
 - Community may be able to support some of these off base

Installation Leadership Roundtable

Session Summary: Roundtable discussion from senior leadership responsible for managing installation portfolios. Discussion included current challenges, opportunities, and thoughts on the future of installation management.

Welcome/Introduction: Bill Parry, Vice President, Association of Defense Communities; City Manager, Gatesville, Texas; Moderator: Sal Nodjomian, Executive Vice President, Matrix Design Group Speakers: Lt. Gen. Gwen Bingham, Assistant Chief of Staff for Installation Management; Maj. Gen. John J. Broadmeadow, Commander, Marine Corps Installation Command; Joe Ludovici, Deputy Commander, Navy Installations Command; Maj. Gen. Brad Spacy, Commander, Air Force Installation and Mission Support Center

Army

- Complex operating environment of rising costs.
- Army is taking “prudent risks” on installations to fund mission needs.
- 22% excess infrastructure – much of which are in poor or failing condition.
- Facilities have an average of 45 lifespan; Army has lowest maintenance budget of branches.
- Poor Roads, facilities, air facilities affect readiness.
- Army is attempting to “arrest” current downward readiness trend.
 - By divesting of assets and services
 - Lowest priority services and infrastructure
- Army seeking to enable partnerships at the lowest level.
- Advocate for installation and be aware of problems and challenges.
 - Housing (only 35% soldiers live on base).
- Working to gain additional authorities to for more services.

Navy

- 11 regions, 71 installations, 53,000 employees.
- Focus is on fleet sustainment, ports, airfields, public safety, encroachments, strategic lay down of assets.
- Areas of need and focus: bachelor housing, galleys, morale, welfare, recreations, cyber, voting.
- Family support efforts include family housing, lodging, child/youth programs, fleet support, wounded warrior project.

Marines

- Focus on supporting war fighters and engaging communities.
- Seeking to ensure ready installations through partnerships.
- Challenges
 - Fiscal – Service approach to installations
 - Bolster support for operators at expense of installations
- Sustainment – Marine infrastructure is imbalanced – MilCon down.

Air Force

- General Spacey – on the job since last summer.
 - Dealing with aging infrastructure, long-term underfunding, encroachment (air space), new mission bed down, recruiting and retaining personnel.
- Air Force is trying to become more agile and resilient.
- Never appreciated the full value of the community until sequestration.
 - Outside funding for airmen for food from casino/entertainment industry
- Exciting times when presented with a challenge.
- Fred Muer – what are you doing to improve P4?
 - USAF response: Be patient, make a suggestions
 - Terry Yonkers...If the USAF continues to wait “your work will pile-up”
- Houston – “combined arms” veteran’s transition program.

State Advisors Council Meeting

The State Advisors Council is composed of state representative who oversee efforts to support defense communities and promote defense-related activity in their state. Participation from state advisors was limited at this forum.

Participant States: California, Iowa, Pennsylvania, Virginia, Idaho, Ohio (no official designee), South Carolina, Alabama, Alaska, Arkansas, Colorado (unofficial), Utah (community based not governor appointed), Massachusetts, Maryland, Kentucky, Texas, Missouri.

Council Discussion Summary:

- ADC's Strategic Goals require updates from 2015 outlined in its 2014 report: [ADC Strategic Goals 2015](#).
- Special thanks to former co-chairs David Weissman and Kristine Reeves for their work.
- New co-chairs want the Council more engaged and will require work from members.
- Discussion regarding five board goals:
 - Ensure that policy goals are communicated to the new administration
 - Be a leading voice
 - Activity advocate
 - Advance resiliency
 - Seek long-term sustainability
- Develop a council action plan.
- Complete State of the Defense Report: [State of the State Report](#).
 - Note Montana's efforts/support in relation to other states
- Support Outreach Efforts.
- Recruitment of Defense Communities Caucuses.
- Plan for the National Summit.
 - Congressional Visits (volunteers, white papers on ADC – connection)
 - Defense House/Senate Community Caucus (Congressman Courtney) back in action...getting Caucus members AC has letter to distribute
- Develop Council Workgroups (State of the Defenses Report; Congressional Outreach).
- Where is ADC and the Council going?
 - Organization is growing, needs changing (from BRAC transition to sequestration to new administration).
 - New law allows federalized troops to fall under the command of the National Guard
- Coast Guard needs to be part of ADC.

REPI Update

REPI program supports cost sharing partnerships with conservation focused partners to protect land around or impacted by (help support) military missions. Habitat protection, funding through DoD with local partners. DoD partners with willing land owners to protect the property, sometimes a purchase or create an easement.

- Unsure of funding for FY18.
- Two regional partnerships (western regional partnerships CA, NV AZ CO).
 - Southeast (FL, CA, AL, etc.) Sentinel Land Partnership (interior, federal programs)
 - <http://www.repi.mil/Large-Landscapes/>

- <http://sentinellandscapes.org/>
- DOD Defense Spending by State report is available FY15.
 - <http://www.oea.gov/defense-spending-state-fiscal-year-2015>

Office of Economic Adjustment Update

Presentation from Office of Economic Director, Patrick O’Brian.

- OEA will host focus groups in May to obtain feedback about the BRAC process.
- BRAC 2005 was unlike any other process, property has still not been transferred (frustrating).
- Grants program pending Armed Services Committee -briefings pending
- No formal Administration (Trump) position on BRAC
- Have heard three different variations
- Congress is moving around on it
 - McCain elevator comments caused a stir about the House needing to review a BRAC round.
- Someone needs to get serious on BRAC, not sure what a BRAC would look like
 - Commission or not?
- Looking at 2019 timeframe

State Advisor’s Report by State

(Short report limited due to low attendance)

State	Noted Comments
Pennsylvania	Governor formed military advisory commission and its up and running. Building relationships with Lithuania.
Georgia	Permanent military study group created.
South Carolina	New governor; previous governor appointed UN Ambassador
Illinois	TAG building strong relationship with Poland new alignments opportunities for defenses.
Montana	GBSD Program – Contractor visits from Northrup-Grumman and Lockheed Martin. Community Partnership update. MTANG – Mission fully operational; Training opportunities
California	Guard program and relationships used by the state department. State partners with Ukraine.
Idaho	Established Military Committee (chaired by Lt. Governor). JLUS completed. State is meeting about 2005 BRAC commission recommendations.

The Future of Installation Support—A Multi-Service Vision of What Comes Next

Session Summary: Discussion about new approaches to service delivery at installations to reduce costs while maintaining mission readiness.

Moderator: Kathleen Ferguson, Senior Advisor, The Roosevelt Group. Speakers: Dr. Todd Calhoun, Executive Director, Marine Corps Installations Command; Maj. Gen. Theodore Harrison III, Director of Operations, Office of the Assistant Chief of Staff for Installation Management; Joseph D. Ludovici, Deputy Commander, Navy Installations Command; Edwin H. Oshiba, Deputy Director of Civil Engineers, Deputy Chief of Staff for Logistics, Engineering and Force Protection, Headquarters U.S. Air Force

Army

- Priorities: Readiness / future readiness / taking care of troops.
- Army Readiness Assessment (ASRA).
 - Manning, equipping sustaining, training leading, installations
- Installation readiness: Mission, Soldiers and families, mission capacity.
- “Installation readiness is one of the foundational parts of overall readiness” – Gen. Milley, COS, Army.

Navy

- Navy has taken risks on shore to make sure the fleet is mission ready out to sea.
- Navy states it has more facilities than it can afford to sustain.
- Navy focus on:
 - Controlled access, restricted areas, logistics, admin, QOL (quality of life)support, exclusion zones
- Model for Navy’s base of the future:
 - Privatized warehouse, family housing, commissary, CDC/FFSC.
 - Why don’t we operate in an office park for administrative functions?
- Some facilities are so deficient (sewer) they are in jeopardy of being closed.

Air Force

- Focus is on building resilient missions.
 - For the Air Force, bases/installations are key – not enough money to maintain
- How do we deal with no money?
 - Installations of the future – right installation/right place; optimize facilities/assets
 - We look at inside out – what are the requirements needed to complete the mission?
 - How? Efficient infrastructure? Use innovation and experimentation
 - Maintain readiness through agility and partnerships
- The USAF does not have an installation command (unlike other branches)
 - No specific focus on installation readiness policy.
 - No team approach –piecemeal
 - Key: Joint leaders, teams, multi domain; heartbeat of the squadron
 - Enabling commanders in the field the ability, policy, authority to make decisions locally (not on the Pentagon)
- Week from today: Base of the future kick off initiative.

Marine Corps

- “Framing problem”. Marine footprint doubled since FY01.
- Infrastructure management problems are severe. The Corps are constrained – taken much risk to sustain readiness.
- Resource requirements on divergent paths – needs to change and reduce footprint.
- Maintenance backlog continues to grow.
- Facilities need to be demolished with a regional governance process over infrastructure.
 - Marines need to get footprint under control by 2028!

General Panel Discussion

- National issue uncertainty / lifecycle year to year budgeting.
- Facility sustainment.
- Installation protection – encroachment; urban or suburban; training ranges (need additional training space – air as well). Energy, cyber protection.
- Opportunities
 - Infrastructure reset
 - Footprint, facility investment long term,
 - Best practices efficiencies
 - Best Management practices
 - Contract vs. internal optimization
 - transient order privatization
 - Community Partnerships (15 new agreements in smaller installations)
 - Innovation
 - “smart cities”; Uber, best practices

Community – Leadership Meeting with Air Force Leadership

Attendees included: Timothy Bridges, Assistant Deputy Chief of Staff for Logistics, Engineering and Force Protection; Jennifer Miller, Deputy Assistant Secretary of the Air Force for Installations, Robert E. Moriarty, Director, Installations Directorate, Air Force Civil Engineer Center; Teran Judd, Director of Community Partnership and Encroachment; Colonel Denise Cooper, Commander of the 341st Mission Support Group; Colonel Ryck Cayer, 120th Mission Support Group Commander, Doug Oswood, MTDA; Greg Doyon, MTDA.

Discussion Highlights:

- Shared appreciation for special session the previous day.
 - Session provided a great opportunity to find ways of addressing quality of life issues at Malmstrom
- Colonel Cayer provided a MTANG update and Community Partnership update
 - Reiterated concerns about the P4 process:
 - Program needs representatives in “uniforms”
 - Command interest and presence
 - Base/Community communication has improved from the program
 - Blend more of ICEMAP, JLUS, etc. into Partnership Model

- New JLUS Study inquiry
 - Base requested part of C-130 training expansion
 - Installation Planning Team at MAFB in April
 - Expressed interest in the study assisting with new encroachment issues; airspace, GBSD, and new encroachment issues
 - New development, land availability, momentum, balance of
 - commercial/military interests

Driving Economic Development Through Military-Community Partnerships

Session Summary: Discussion relating to community partnership efforts to advance its economic and workforce development goals.

Moderator: Sean Mikula, CEO, Power 10 Speakers: Bill Barron, Acting President and CEO, Knox Regional Development Alliance; Randy Bogle, Executive Director, San Diego Military Advisory Council; Maurice McDonald, Executive Vice-President of Aerospace & Defense for the DDC; John Nerger, Team Redstone

Knox Regional Development Alliance (KRDA)

- BRAC concerns drove the KRDA to “change its game” and create an alliance.
- Reviewed other community/military advocacy practices and learned that other entities were allocating “serious money” into base retention/promotion.
- Formed commission after a feasibility study.
 - Area previously did not focus on DoD or look at the advocacy efforts as economic development
 - KRDA hired a capital campaign manager to raise money
 - Alliance was all volunteer with a \$70k annual budget
 - Reached \$2.5 million goal in 7 months
 - If you want to duplicate, you’ll need a professional management campaign
 - Followed the flow of money from military contracts to target donors
 - Expect a 80/20 split between private/public support
- Alliance goals: 1) attract, recruit, retain workers 2) understand economic development impact on community and tap into it 3) foster a strong community partnership
 - <http://growknox.org/>

San Diego Mil Advisory Council (SDMAC)

- Council founded in 2004.
- Not enough emphasis of military in the region.
 - Marine Corps \$45 billion dollar business
- “Go to organization” for anything military related.
- Well integrated within the city – educate 104k personnel in one region.
- Annual economic impact study \$55k includes coast guard Nazarene University.
- Two annual DC trips.
- Monthly breakfasts – open to public; military folks – speakers.
- Annual achievement award event to recognize the public and military folks (ties people together; emotional and effective).
- Make money from breakfasts and sponsorships.
 - <http://www.sdmac.org/>

Dayton Development Coalition (DDC)

- DDC comprises of 14 counties around Dayton, Ohio.
- Wright-Patterson AFB employs 130k employees – largest single employer, with an obvious huge.
- Partnerships include:
 - Hospital impact- trauma training
 - \$2.5 million “free training” pre for doctor deployment
- Wright-Patterson AFB is a national player for drone development; however, there is no place to fly them.
 - Air Force testing lab on base
 - Trying to fly them anywhere there is a suitable range
 - Efforts under way to develop air space in Ohio to keep them in OH
 - Airport located for R&D paid for study. \$5mill investment (50%/50% split) Not using airspace, using it for private sector space
 - Hayes MOA opportunity alert!
 - <http://daytonregion.com/>

Huntsville Red Stone Arsenal

- “Unstructured” group meets as necessary.
- Red Stone Arsenal has rail access and a runway.
 - 41k work at installation (civilian and uniformed)
- Cyber contracting global logistics, air defense, FBI, NASA (1/3 of base).
- A “cotton town” that became a high tech operational facility.
- A coordinated and local effort created an environment to sustain installation growth.
 - Education focused effort
 - Business research park (2nd largest, built infrastructure for the future, intellectual capital investment)
 - Retired senior executives provide a pool of continuing talent
 - Focus on “Intellectual Capital”
 - “Opportunity goes where the best people go”
- Installation location is poor - no water or real-estate to bring people here just educational opportunities.
- Community invested in roads; EUL park; move gate; alliance built general officer quarters
- Tech opportunity alert for GBSD, drone development, EUL, airspace use
 - Potential partnership with Montana High Tech Council?

Expanding and Protecting Training Space

Session Summary: Technology changes have required the Department of Defense to change its approaches to training ranges and airspaces.

Moderator: Ray Klug, Associate, Booz Allen Hamilton Speakers: Fred Engle, Deputy Director, Training Ranges, Sea and Air Space, Office of the Assistant Secretary of Defense for Readiness; Scott Landguth, Executive Director, South Dakota Ellsworth Development Authority; Andreas Mueller, Executive Director, Governor’s Military Council, CA; Tom Thomas, Director, Southwest Defense Alliance; Civilian Aide to the Secretary of the Army

Session Highlights:

- Ranges designed for WWII do not come close to meeting the needs of modern training and weapon testing.
 - Ranges that have not expanded (or cannot expand – static ranges) cannot provide the level of space needed to accommodate modern weapons
- Panel suggested, “be creative” in working with local partners, state/federal, etc. to accommodate current range needs.
- Congress recently asked DoD to respond to two reports regarding training ranges:
 - [2014 Report to Congress on Sustainable Ranges](#)
- Airspace can be more complicated.
 - Multiple users, land not owned under airspace, etc.
- Protection needed.
 - More cost effective approach to use what you have and consider them as national assets
 - Requires good local planning cities, counties, states
- Buffer, protect, mitigate efforts NACO, training ranges are part of the national defense.

Southwest Defense Alliance

- Regional Org – AZ, CA, NV, NM, TX, UT.
- Board of 18 directors, legal (pro bono).
- Seeking to be competitive for missions.
- Encroachment, wind turbines anything potentially causing conflict are a challenge.
 - <http://swda.us/>

State of California

- California enacted laws to notify military if any new construction affects land use or range or protected air space.
- State tool for assessing military impacts.
 - <http://cmluca.gis.ca.gov>
- Some communities have zoning restrictions to protect installation.
- Includes REPI program use.
- Ranges include cyber infrastructure network training.

Ellsworth

- \$23million to preserve a B-1 Bomber training range
- PRTC Powder River Training Area (no or very little commercial operational)
- Wing Commander leadership changes made it difficult to execute the training range

Community-Installation Workforce Development Partnerships: Refining MOS-Related Skills and Civilian Expertise

Session Summary: Panel discussion on building a skilled workforce for communities, military, contractors, and high-tech.

Moderator: Joe Driskill, ADC Board of Directors; Missouri Military Advocate, Missouri Department of Economic Development Speakers: Dino Bonaldo II, Director, 721st Civil Engineer Squadron, Cheyenne Mountain, AFS, CO; Maj. Gen. Mark Brown, Vice Commander, Air Education and Training Command, U.S. Air Force; Andy Merritt, Chief Defense Industry Officer, Colorado Regional Business Alliance

Colorado Regional Business Alliance

- Helping the service develop a workforce.
 - Work with schools and universities to develop programs to support local employer needs
 - Universities can move fast to meet a need
- Needed more unique partnerships.
- Cheyenne Mountain is underground creating unique maintenance challenges.
 - Facility difficult to maintain (rock slides)
 - Water leaking
 - Rock bolts (geological issues)
 - Colorado school of mines located in Denver (several hours away)
 - Student intern program to develop a maintenance work force
- Nurse training program instituted.

Maj. Gen. Mark Brown, Vice Commander, Air Education and Training Command

- Air Training, “First P4” – training first pilots.
- Sequestration resulted in the USAF stopped doing things.
 - Started separating “beans and bullets”
 - Fueled desire to pursue P4
- City granted \$3.5 million dollar grant for shelters.
 - Hail Storms T-1 fleet several millions
- Seymour Johnson Air Force Base:
 - City of Goldsboro, North Carolina released 62 acres to city built recreation facility
 - “Extended gate into community”
- Oakdale, PA (not sure if I heard this correctly).
 - Small arms training range (partnership)
 - Widened footprint of how well we know each other
- Senior leader turnover and communication problems with community can make partnerships a challenges.
 - Institutional process – civilian staff usually provides continuity

Missouri Department of Economic Development

- Spousal employment challenges.
 - Legislation for federal preference on installations – how about off?
- Is your community “transient friendly”?
 - Education/certificates not always transferable

- Ideas to consider:
 - New military welcome program by mayor
 - St Angelo, Texas (Intel school) bus tour provided to both airmen and spouse
 - Transition programs for retiring/end of military service

ADC Federal Outreach Advisory Committee (FOAC)

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.

Session Summary:

- Reviewed and discuss ADC's legislative recommendations regarding BRAC
- Discussed next steps for policy statement development, including the development of focused white papers
- Caucus update and recruitment strategy

OEA Town Hall

Office of Economic Adjustment Director Patrick O'Brian held a town hall style meeting to discuss recent OEA activity.

Discussion Summary:

- Described OEA as an organization whose “oil is not getting changed”
 - OEA – created to be the sole point to assist communities with transition to overcome impacts versus each branch performing that function
 - Project managers – learn local area and installation characteristics
 - No political appointees in place at the moment – agency will continue to work with local governments
 - BRAC total cost impact (i.e., environmental impact on soils) “hard to gauge”
 - Hiring Freeze – OEA 20% vacancy; already cut a lot on top of readiness issues
 - Branches do not have enough people for certain positions, in some cases losing skilled/inst memory
- Services are linear in their approach to processing paperwork.
 - Acquisition function problem
 - DoD branches – Not enough lawyers/contracting to process paperwork
 - Struggled with effective legal/contracting services in 2005
 - Moving ahead, EULS, etc. will be tough to process without these people
- Defense Industry Alignment (DIA) program is in decline.
- Army is downsizing and the Air Force has critical infrastructure challenges.
 - Response to Army downsizing (local market, schools, infrastructure, significant community impact)
 - What if they “plus-up”?
 - Europe not the same – stateside/oversees

- OEA will host BRAC Focus Groups.
- Deterrence – may have pulled too much out of Europe.
- There will be an impact on OEA and installations that will see a plus up.
- Air Force is suffering from a chronic downsizing action.
 - Struggling to get people to stay or come back
 - F-35 personnel unique needs; facility and people to operate it
- BRAC, “We may need it again, but it may be ok to have too much.”
 - Deferred infrastructure issue
- Mattis – new memo on efficiency

Future of Installation Innovation – What’s Next?

Session Summary: A panel of installation management experts discussed concepts and ideas that could redefine the future of defense infrastructure.

Moderator: Dr. Craig College, Senior Vice President, CALIBRE Systems, Inc. Speakers: Sandy Apgar, Senior Advisor, Center for Strategic and International Studies; Scott Corwin, Senior Managing Director, Future of Mobility Initiative, Deloitte Consulting; Michael De La Rosa, President and Chief Operating Officer, Corvias; Maj. Gen. Michael Smith, Deputy Chief, U.S Army Reserves; Jennifer Miller, Deputy Assistant Secretary of the Air Force for Installations

Jennifer Miller - USAF Strategic Basing

- BRAC is ideal platform for USAF to reduce excess infrastructure.
- USAF accepts “gifts from the community”.
 - Communities monitor ranking and then ask how to compete better
 - Gifting helps offset base expenses (quality of life services, certain infrastructure)
- Much of the issues are not controllable by the community (factors – weather, locations, mission requirements).
- Should we consider Quality of Life?
 - LA Air Force Base – concerns about quality of schools for example
- Encroachment changes F-35 requirements best ranges cannot challenge F-35.
- Climate change, water scarcity, energy resiliency are all issues facing the USAF.

Sandy Apgar, Senior Advisor - Center for Strategic and International Studies

- P3 – one of the most advanced business models
 - Tiny homes for veterans, health care
 - WeWork (company); Uber Lift; innovative
- New doctrine from justifying P3s to “new normal” that makes it current doctrine shift from a “communist model”.

General Smith – Army Reserve

- Rising threats, reduced readiness, families and employers focus.
- P3 program dept/employer outreach program.
 - Program evolved; boss lifts – explaining leader development in both army and at work
- Program - reduce army cost and enhancing readiness.

- P3 program becoming a cost savings measure
- Recruit in community for the community.
- P4 bulk purchasing – looking at community for shared services.
- Army Reserve out of balance from a brick/mortar perspective.
 - USAR weighted to the NE
 - Not represented where we want to be; where the growth of the nations
 - Demographic shift, trends, growth areas in the county
 - Excess capacity? Yes, in some places in other places, no.
 - We need to rebalance it to where people are, especially for cyber:
 - New cyber command location – Cambridge, San Antonio, Silicon Valley location efforts
 - Cyber warriors in uniform? Trying to do so. Not enough financial incentive; but the part time reserve guard model may work better
 - Military not on the cutting edge of technology...struggles, need people from private sector

Michael De La Rosa, President and Chief Operating Officer

- Military needs innovation – forward thinking that is fresh.
- Open mind set to take experiences and apply that toward economic challenges, community mindset, retention needs of members, defense needs that the private sector needs that could be met.
- Military Housing Privatization Initiative (**MHPI**) is an example of forward thinking.

Scott Corwin, Senior Managing Director

- Military needs to evaluate “mobility innovation”
- Develop unused assets for effectively solving quality of life aspects
- Private sector seeks talent in various cities (Google looking for talent)
 - Could provide a gateway for service members into the private sector

Please let me know if you have any questions or require additional information.

Gtd