



## City Manager's Office

### Trip Report

To: Mayor Kelly and Commissioners  
David Weissman – Montana Defense Alliance Chair  
Cheryl Ulmer – Field Director, Senator Tester  
Robin A Baker – Liaison, Senator Daines  
Mike Waters - Director of Veterans & Military Affairs, Congressman Gianforte  
Major General Matthew T. Quinn – Adjutant General, Montana Army/Air National Guard

From: Gregory T. Doyon – City Manager, Montana Defense Alliance Director

Re: Association of Defense Communities -2018 Installation Innovation Forum

Date: February 16, 2018

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On February 11-14, 2018, I attended the Association of Defense Communities - Installation Innovation Forum in San Diego, California. The forum hosted over 650 attendees with 33 military facilities represented. Please find my trip report summary below. As always, if you have any questions, please contact me directly.

#### **Sunday, February 11, 2018**

ADC Board Interview – Board appointments will be made in June 2018 at the National Summit meeting.

#### **Monday, February 12, 2018**

##### **Program: *Air Force Profiles in Partnership 2018***

Session recognized Air Force and Community leaders who shaped the success of the Air Force Community Partnership (AFCP) Program.

*Speakers: Sec. Richard Hartley, Acting Assistant Secretary of the Air Force for Installations, Energy and Environment; Teran Judd, Director, Community Partnership & Encroachment, Office of the Deputy Assistant Secretary of the Air Force, Installations; Sec. Jennifer Miller, Acting Principal Assistant Secretary of the Air Force for Installations, Energy and Environment*

##### **Program Highlights:**

Mr. Hartley comments:

- Teran has a lot of independence - autonomy
- Air Force too big, for the money; too small for what we need to do

- Infrastructure budget a little worse off than last year
- Too many high priority modernization and readiness trump facility improvements
- Spectrum readiness deficits
- Significant fighter pilot shortfall,
- USAF is behind on 5<sup>th</sup> generation weapons (range size, interoperability, training)
- Need to modernize two legs (ICBMs and Bombers) of triad and growing threat to space platforms
- Growing need to rebuild force structure and technological needs that is more lethal, resilient, and a more aggressive force in future
- National Defense Strategy
  - NDS Summary - <https://www.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>
  - Resilience
  - Leveraging partnership allies
  - Readiness
- Not a lot of funding left for infrastructure (2% plant replacement value - \$33 billion backlog in investment)
- Only able to fund Major Command critical needs
- “Well beyond routine...”, concerned with deferred maintenance, catastrophic failures
- “No light at end of tunnel.”
- Five years from now, outlook looks worse – effort will take until 2030s to recover from funding shortfalls
- Defense objectives and infrastructure:
  - Cyber - digital, attacks on data
  - Mission, readiness assurance
  - Resilient, agile, and adaptive bases
  - Reduce excess infrastructure
  - Organize for innovation – at the “speed of relevance”
  - Sec Air Force – Squeeze more, scrub needs, leverage community partnerships
    - She’s asking for your help
      - Expects community to help
    - Improve Schools and Spouse Employment (retain Airman)
  - Need community partnerships now more than ever
  - Irreplaceable advocacy – legislations, ideas, business and government, peer pressure on Air Force; bringing vital people and resources to table we don’t have
  - Seeking higher return more on investment

Ms. Jennifer Miller comments:

- Please let me know if there are things we can do to make things better
- Ten years partnership experience
- Trying to reduce bureaucracy
- 64 installations participating with over 291 agreements
  - 262 agreements have a return on investment
- Quality of life impacts important

- Air Force competing locally for talents and employees

Mr. Judd's Comments:

- Visited 13 installations in 2017
- Great support from Mr. Hartley and Ms. Miller
- Last year's goal: Open installations – Airmen out and community in.
  - Red line green line; turned out yellow instead
- Community partnership hard, not easy. I was not successful, here's what I learned:
  - Leadership is Key
  - Must be at meetings, visible champions
  - Build Relationships
  - Trust, it's not about a deal or negotiation
  - Manage expectations
  - Brainstorming fun, implementation is HARD
  - Balance priorities; pick something that will work
  - Develop a portfolio of initiatives
    - Quick wins; momentum; develop list
  - Overcome the obstacles
    - Continuity; use key players; APAN toolkit
  - Leadership will change
  - Get your lawyers involved
  - SAF/IE Program Management
- What to Expect 2018
  - Leadership Updates
  - Wilson – “push authorities to lowest appropriate level”
  - General Goldfein “trusting Airmen pushing authority to commanders”
  - IGSA Updates
    - Delegating IGSA to commanders
  - Seeking implementable enterprise wide initiatives
- Focus on landscaping, refuse, pavement
- AFCP Success Stories - Chris Miller – (ANG Support)
  - STEM School on base Laughlin AFB
  - Goodfellow AFB; Transfer Community College Credits
  - Los Angeles AFB; Assembly Bill 306 School choice
  - Vance AFB; Medical shadowing for training
  - Robins AFB – Clergy Summit (network)
  - Luke AFB – Emergency vehicle operator's training group
  - Keesler AFB; Drone response policy
  - MacDill AFB; Traffic Gate Access Gate (access app)
- Be patient

Recognition Ceremony:

**Luke AFB:** Air Show, refuse-recycling; veteran's service center;

**Dover Air Force Base:** YMCA discounts, recreation opportunity, public transportation, education opportunity

**JBSA:** Promoting use of base golf courses, joint bomb squad training, transition and training for vets, expanded library services, and public transportation

**City of San Angelo and Goodfellow AFB:** Spiritual support network with community, firetruck/ambulance maintenance, transportation for airmen, orientation tours for new military families, supplementing educational needs for airmen families, emergency management training

#### Audience Questions:

How do you overcome lack of involvement from the host state?

- Responses included MOUs and proactive responses to strategic basing inquiries
- Use one voice from the state (versus many voices from each state installation)

How do we get more base commanders up to speed on community partnerships?

- Base Commander Training – (CE has slides one bullet)
- Maybe Wing Commander training
- Army is training deputies

Do Guard Partnership Work?

- Unique relations have helped “getting to yes”

Will the Air Force provide more resources for the Community Partnership Program?

- Teran – this is a 50% position; my other duties are encroachment
- Funded by fallout funds. No baseline funding.
- Very few IGSA agreements. EUL there, land donation, there.

Will Partnership opportunities be expanded into housing?

- Funding not there, development difficulty return on investment
- Dependent on communities to fulfill need
- Scoring challenges some talk about changing – don’t want to lock up discretionary funding unless there is a business case to be made.

#### Welcome and Keynote

Welcome: Rocky Chavez, Chairman, Governor Military Council; Assemblyman (76<sup>th</sup> District), California State Assembly; Bill Parry, President, Association of Defense Communities; City Manager, Gatesville, TX

#### Keynote - The Innovators

Speakers from each of the projects selected for this year’s *Innovators* program addressed conference attendees

**Moderator:** John Dillard, Senior Program Manager, Government Solutions, AT&T **Speakers:** Troy Gonzalez, Chief Technical Specialist, Booz Allen Hamilton; Bill Harrison, Director of Small Business, Air Force Research Laboratory; Joe Ritch, Chairman, Tennessee Valley BRAC Committee; Sal Nodjomian, Executive Vice President, Matrix Design Group; President, Society of American Military Engineers; Eli Sanchez, Senior Project Manager, Civic San Diego; Tom Vinson, Vice President, Federal Regulatory Affairs, American Wind Energy Association

Keynote highlights:

- Session was a case study preview for later sessions
- Designed to highlight innovative partnerships

- Panelists: When does Innovation begin?
  - Redstone arsenal
    - Front gate move (and multiple other federal agencies)
    - ½ base population entered in one gate backing up traffic for five miles on interstate
    - \$13 million funds raised to relocate gate
- Panelists: What Critical element allowed the idea to come to fruition?
  - Perception that the installation is not a good neighbor
    - Vance AFB wind energy compatible use issue cited
  - Advancing technology advocates for new strategic partners in industry and military (remote technology)
  - Machine intelligence
  - Navy Broadway Complex (San Diego)
    - Reuse installation project
    - Site redevelopment began in 1979
      - public private partnership
        - lease property to private development mixed use connection with waterfront and downtown
- Panelists: If you could change one thing about the project what would it be?
  - Better mutual understanding – process for military review of energy projects; mitigation options are available
  - Exchange of 600 acres, two counties – literally took an act of congress
    - Large projects require a regional approach
    - Military does not care of political jurisdiction boundaries
  - Measure twice; cut once. Moved too fast without full consideration
    - Process from concept to design to creation
- What's next?
  - Technology won't stop – keep investment and push innovative tech across air forces and DOD
  - Addressing work force issues – having education needs for the challenges ahead
  - Litigation - environmental

### **Session: Escambia County, Fla.-NAS Whiting Field Land Swap**

Session addressed the unique partnership between Escambia County, FL and Naval Air Station Whiting Field to deliver a newly constructed helicopter training facility.

**Moderator:** Sal Nodjomian, Executive Vice President, Matrix Design Group; President, Society of American Military Engineers **Speakers:** Craig Dalton, Former Vice President of Armed Services, Greater Pensacola Chamber of Commerce; Scott Luth, CEO, FloridaWest EDA; Keith Hoskins, former Commanding Officer, Naval Air Station Pensacola; Western District General Manager, Gulf Power Company

Session highlights:

#### ***Innovators Case Study Part 1: Naval Air Station Land Swap***

- Regional goal was to balance economic development and retain military missions
- City purchased property for economic development

- Adjacent to installation
- 650 acres prime development land
- Naval Air Station needed the property – encroachment/safety
- EDC asked: If we built a like property would you consider swapping it?
- Commanding Officer Comments
  - Sister installation was in next county Escambia/Santa Rosa
  - Mission readiness and sustainment are top issues for Naval Air Stations
  - Mission support includes sustainability, enhancements, and compatibility with the community
  - Base commander (needed military leadership) drove the process when he knew the community was serious
    - Helped with the “long view” – sustain mission and more use
  - Community champion as well
  - Strong business case for the land swap and development
    - Reduced training and fuel costs for the Navy
    - No loss of mission capability safety
    - No DoD scoring requirement
- Educating local leadership to understand the process was important
  - Initial proposal four pages
  - Deal resulted in Escambia County owning property in Santa Rosa County
- House Resolution was needed by congress to approve the deal (Resolution 1451, March 2015)
- Lessons:
  - Educate the public
  - Initially didn’t say anything about it and proposal was vetted
  - Conducted several economic studies, which indicated that site needed to be reconsidered for economic development.

### ***Innovators Case Study Part 2: Peterson AFB Installation Management 3D planning***

**Speakers:** Troy Gonzalez, Chief Technical Specialist, Booz Allen Hamilton; Gladys Singh, Vice President, Government Services, PrecisionHawk; Daniel Soto, Renewable Energy Division Chief, Air Force Civil Engineer Center

#### ***Session Highlights:***

- Session covered the use of 3D technology at Peterson AFB to assist with a wide range of planning, conservation, and communication projects.
  - Using technology will help the USAF with planning and facility management
    - \$33 billion AF infrastructure backlog
  - Innovation – new technology – DOD has been using it
- Troy Gonzalez: Secrets of success – advocacy with champions of the efforts
  - Champions assemble people (teams) just keep pushing even after “no”; strategic alliances
  - Design thinking combined with technology infusions
  - Capture – model – Analysis & Report – Information
  - 3D modeling for planning purposes (building dimensions, use, light, themes, find data errors, lines of sight, (solar array impacts from tower) view sheds,
  - Built “rapid energy model”

## Value of Model

- Much bigger than energy; base planning and community planning
- “Wide applicability”
- Decision making for leadership – easier to see issues and advocate for projects
- Shift focus to mission and energy assurance (versus energy efficiency)
- Peterson AFB (next project)
- Added interfaces
  - Energy consumption
  - Cost saving over time
    - Added real time sensor and thermal data
- Aerial drone use, hyper spectral, multitude of scans and layers
- Indoor geo-located digital records (LIDAR)
- Fixed sensors – vibration, sound, another layer
- Pixelate (Drone flyover for streets)
  - 360 acres video done in 3 days
- Virtual tour – enhanced visualization – wind turbine impact
- Light pollution impact on night operations (simulate that for encroachment)
  - Or firing ranges (mitigation)
- Tree species study (machine intelligence)
- Virtual reality – above, below, at elevation, interact with facility (base)
- Build out cities as well – disaster planning view sheds, etc.
- Drone/machine intelligence – live inspections simulation sandbox
- Training in virtual reality
  - Augmented reality application

## General Session – Empowering Innovative Installation Leaders

Panelists addressed preparing next generation of leaders with changing technology, community relationships, and quality of life requirements.

**Moderator:** Bill Parry, President, Association of Defense Communities; City Manager, Gatesville, TX **Speakers:** Gen. Vincent Coglianesse, Commander, Marine Corps Installation Command; Gen. Kenneth Dahl, Commander, Installation Management Command, U.S. Army; Mr. David Dentino, Director, Installation Support Directorate, Air Force Installation and Mission Support Center; Sec. Steve Iselin, Acting Assistant Secretary of the Navy (Energy, Installations & Environment)

### Panelists Opening Comments:

- There are partnership opportunities at all levels in all branches
- DoD adopted new factors to evaluate mission readiness
- Air force: Too big; too many assets.
- Communities need to understand the future mission areas (cyber, drones) AF is seeing expansion in those areas
- Use “Snowball” effect at installations
  - Installations that have coordinators (P4) working EULS, IGLSA, and others build momentum.
    - Grand Forks efforts mentioned specifically

- Looks for all innovative solutions training, technology education, security daycare, schools

**Panel Question: Can communities get in the way? How can Communities help?**

**Army**

- Finds it success in the strength of relationships
- Communities need to be forward looking planning, open lines of communication, longer lead time, strategic plan focusing on Garrison
- Deputy is the continuity – community should embrace that and use relationship

**Marine Corps**

- Residents have not seen the installation
- Commanders only have so much bandwidth to reach out to the community

**Navy**

- Understand the mission
- Help with encroachment
- Make personnel part of the community (family, home during their duty station)

**Air Force**

- Community continuity
  - Two year commander – likely many commanders for any initiative
- Bring cultures together
- Have patience
  - Look at it over time...first partnership difficult
- Communication critical – wartime we move fast; when not, slower

**Panel Question: How does your branch train commanders?**

**Army**

- We don't do a good enough job. Trying to make it more experiential for commanders.
- Garrison commander's conference (annual) includes deputies
  - Used ADC during the breakout groups.
- Model is "fail often to succeed earlier."
  - Army is beginning to knock down legal and process obstacles.

**USAF**

- Primary concerns include encroachment
- Need more space as the weapon systems are faster at longer distances
- Save access to training ranges and retain space on those ranges
  - USAF needs the freedom to practice on all attack methods (kinetic) protecting those areas from encroachment
- Fly-Fight-Win includes family support from the community
- Systems becoming more complex
  - Training opportunities needed to keep current on new technologies

## **Navy**

- Goal is to lower total ownership cost for branch
- Navy has more infrastructure than it can afford
- Live with less to better support mission

## **Marines**

- New model for reshaping their footprint
- Evaluation of whole portfolio – new buildings have been more expensive and we can't afford it
- Force leadership (senior) to make these hard decisions about what they really need
- Cost so much more not to maintain infrastructure than to let it go
- Training base commanders
  - It's the generals that don't understand the bases
  - Don't understand the complexity of the investment

## **What could you really use a communities help with?**

- Encroachment
- Ask the commander
- Help them to understand the community
- Community culture
- Lack of funds to support quality of life issues
- Base security – what can you assist with?

## **Final thoughts:**

### **USAF**

- Thanked the communities for all their support
- All different kinds of way to serve

### **Army**

- Be there
- The community needs to understand that we all contribute to the national defense model
- Tough times – deployment tempo high, more threats than we can address

### **Navy**

- Shift paradigms brainstorm possible partnerships
- Look with great anticipation to solve difficult problems

### **Marines**

- Significance of installations – (i.e., Korea)
- When the bell goes off, the bases need to be ready to generate a response

## **Tuesday February 13, 2018**

### **State Advisors Meeting**

- ADC requested information regarding Infrastructure/Capital Needs
  - Only received three responses – will reformat and send request out again.
  - Challenges: political priorities, not limiting number of projects
  - Off base requests only (Enhance readiness and military value)

- Hon. Lucian Niemeyer, Assistant Secretary of Defense for Energy, Installations and Environment was present at the meeting
  - Shared his appreciation for the effort, wants to take a good list to Congress/President
- A House Armed Service Committee Member was present (Andy?)
  - Suggested reviewing fence line projects
  - Any project relating to water or capacity for services outside fence for resilience are important
  - Rules on exchanging land were adopted
  - Look for mutually beneficial infrastructure projects
- General discussion on infrastructure list: Political impact of list; how ADC will use it...how to present it, what would be helpful to the DOD – Congress

#### **JLUS – OEA Update**

- Push to reinvigorate the JLUS process/projects
- Cyber security – adding into industry adjustments
- Defense Spending by state report pending - spring release

#### **REPI- Program Update**

- 516k acres protected in 38 states
- \$75 million a year budgeted
- Works better with OEA, local partners, JLUS
- Engaging veterans during a REPI project
- MAFB REPI Status
  - MAFB project hit the list for funding (not sure of priority)
  - April \$ may be released
  - Visit with Alex from AFCEC on encroachment concerns

#### **State Reports**

- No reports

#### **Final Discussion**

- CO-Chair terms up seeking volunteers
- RECAP
- New survey 1 April due
- Leave projects vague
- Public or list for ADC purposes to use for DOD discussions and Congress

#### **General Session – Defining Military Value**

Panel addressed DoD standards and how communities can help add value to their military installations.

**Moderator:** Dr. Craig College, Executive Vice President, CALIBRE Systems **Speaker:** Hon. Lucian Niemeyer, Assistant Secretary of Defense for Energy, Installations and Environment

#### **Key Points:**

- NDS Release
- Base of the future concepts

- NDS Four pillars: enhanced lethality, readiness, resiliency, agility
- Base of the future
  - Emerging technology
  - Autonomous vehicle
  - Electronic warfare
- Military Value evolving with NDS?
  - Infrastructure mission realignments not focused on physical ranges, airspace, may not be future focus
  - UAS system (Air space needs) cyber force (maybe not on an installation)
- Army looking for a city for training
- Homeland not a sanctuary (specific cyber)
- Energy security of installations (reliable, resilient)
- Different evolving focus – technology innovation rapid changes need to keep up with

#### Installation Resources under the President's Budget

- Some increases for facilities
- Will see higher level facility funding; demolition, better manage what we have, while we evaluate what we want under a BRAC round
- Must spend top level funding wisely – not waste any dollars

#### Community Partnerships

- Received a lot of feedback
  - When congress provides an authority Office of Secretary of Defenses (OSD) is not in the role of prescribing which programs to be rolled out; but to help with making things consistent, but that's it
  - Energy programs may have more direct participation

#### BRAC 2019

- Desire to take a pause for the NDS and force growth assess infrastructure needs
- Committed to work with Congress to assess best method to determine what's in our best interests
- Optimize facilities, increase in demolition, setting a unified strategy in all branches
  - Standards for housing for example – spread out
  - Excess capacity? Hard to evaluate when commanders have spread themselves out

#### **Audience Questions**

- Utility privatization?
  - Housing privatization a success and is maxed out
    - No new privatization efforts underway
  - Capitalize utility systems that are failing
  - Will advocate, but determining how to move forward
  - There are opportunities – construct as larger RFP
- Scoring issues?
  - Discussed with White House
  - Appendix B – outdated; doesn't address opportunities

- Nuanced circular? Risks, future obligations, flexibility with capital funding
- Adaptive Basing – Installation Security
  - Working with both Pacific, Europe flexible posture and capability
  - Airfield in Tinian - need for new forward operating bases
- Community Partnerships
  - They are not working....work with installation
  - Hoping to see some improvement
- “Organic” Industrial Base Development
  - Partner companies on addressing facilities and weapon platforms
    - Navy modernization
  - Private sector funded construction
- MILCON premium study as compared to private market costs – review again?
  - Trying get a handle on requirements that drive up cost
- Rebalance to the Pacific (16 more ships)?
  - \$109 million in NDA into San Diego
  - Administration still committed to Asia/Pacific
  - Enhanced capability for Pacific
  - Hawaii, Guam and other Pacific locations
- CR – SRM changes in works?
  - Continuing resolution – once money comes in, difficult to get it under contract (creating a higher contract)
  - 5-6 month window versus a year
  - Funds expire Sept.30

#### Final comments

- Need and desire for expanded ranges, virtual and real, testing and training will be a high priority for base of the future
- Need more bandwidth and more electricity
- More fiber into installations – key aspect to military value
- Training lands – reduce ESA impact
- Balance nations energy policy
- Future missions may require more space

#### Session - The Future of Shared Services

Panel reviewed new opportunities in military-community partnerships.

**Moderator:** Charlie Perham, Deputy Director, Government Consulting Services, Matrix Design Group

**Speakers:** Valerie Berube, Community Partnership Program Manager, Luke AFB; Lt. Col. Jeff Ivey, Garrison Commander, Picatinny Arsenal, NJ; Toni Hansen, Deputy Director, Mission Support Group, Goodfellow AFB; Col. Rockie Wilson, 628th Mission Support Group Commander, Joint Base Charleston, SC

#### San Angelo/Goodfellow

- Shared fire/ambulance repair service
  - Sponsored DoD school for repair
  - Required a waiver to an AFI – work on federal/state assets

- City provides parts/fluids etc. City return provides free ambulance service

#### Picatinny Arsenal

- Weapon systems development
- Fire/Police Dispatch services (Minimum trained personnel for dispatching)
- HazMat Resources
- 30k dispatch contract proposed - negotiated

#### Luke AFB

- Solid waste management – Glendale ISGA (\$70 k savings)
- Shared small firearms range

#### Joint Base Charleston

- 67 mission partners
- Law enforcement training – firearms, track, crime scene, MRaP training
- IT – cyber; Google training
- College of Charleston
- Engineering - Joint use airfield with local airport

#### Final Thoughts

- Shared services not our core competency
- Change the approach to shared services
  - Current - P4
  - Future – Open houses and RFP
- Leverage combined size/requirements
  - Break out reluctance to try

#### General Session – Base of the Future

Panel discussed ideas and technologies related to defense infrastructure.

**Moderator:** Joe Driskill, Vice President, Association of Defense Communities; Missouri Military Advocate, Office of the Governor **Speakers:** Lt. Gen Kenneth Dahl, Commander, Installation Management Command; John Dillard, Senior Program Manager, AT&T Government Solutions; Bill Beyer, President, Federal Human Capital, Deloitte; Robert Moriarty, Director, Installations Directorate, Air Force Civil Engineers; Col. Eric Shafa, Commander, 42nd Air Base Wing, Maxwell AFB

#### Session Highlights

##### Army Installation Command

- \$17 billion annual spent on army installations a year
- Emerging risk, future generations
- Operate on base (air, ops, and cyber),
  - “ bases are on the front lines”
- Reliable access to water, electric – sustainable-resilient
- Leveraging emerging technologies
- Community partnerships and industry trends to AI – solve complex problems

- Autonomous security
- Sensors- biometrics(facial recognition, license plate readers)
- Data driven decisions related to traffic and energy
- Sharing with local state, partners
  - Reduce barriers address legal architecture
  - Shared master planning inside/outside gate

#### **What is smart Technology Smart City?**

- Helsinki seeks to eliminate vehicles by 2025
- Australia adopting smart lights
  - Adjust brightness by proximity
- IOT Devices – SCADA Security
- Autonomous vehicles; smart meters
- On base controlled environment unlike in a city (with politics)
  - LIFT/UBER willing to come to base for free

#### **USAF - Bob Moriarty Comments**

- Enduring missions, encroachment (ranges)
- Military needs to be thoughtful about controlling those systems (security access)
- Installations that will endure over time – encroachment (he mentions this 5Xs)
- Smart buildings, fleet management, force protection, security
- Maxwell AFB – test bed for smart basing
  - Remote monitoring dictate appropriate response level
  - Smart Gate 15,000 cars a day (some entering through the exit)

#### **Most excited about which application?**

- Cyber protection – systems that are most critical
- Common operating point – present user with data
- Access management – facial recognition apps for apple device; access control
- Reliable data for decision making
- Portal for data for better decision making synergy with smart city community efforts (fiber)
- Data fusion
- Smart automations
- Smart applications access/control
- Better connectivity
- Supporting mission success

#### **General Session – Future Power: The Next Generation of Installation Energy**

**Moderator:** Bob Ross, Executive Director, Connecticut Office of Military Affairs; **Speakers:** Sec. Steve Iselin, Acting Assistant Secretary of the Navy (Energy, Installations & Environment); Sec. Richard Kidd, Deputy Assistant Secretary of the Army, Strategic Integration; Hon. Lucian Niemeyer, Assistant Secretary of Defense for Energy, Installations and Environment

- Cyber concerns on grid/energy
  - Preparing for prolonged power outage
- Navy

- Micro grids requirements for resiliency requirements (gap analysis)
- All sources of funding to help address those gaps
- Readiness; deploy immediately
  - No facility related deficiencies in the way of deployment
  - Homeland no longer a sanctuary – digital domain vulnerable
  - Energy Security 14 - day supply Army
  - Possible energy on base to provide backup
  - Backup power
    - Chasing markets for particular source, may not be wise. Variety of sources on/off provide better energy security
- Harden bases – top DOD priority
- More interaction with community
- Losing grid outside the base is a real issue!
  - Micro grid, local issue broader/regional grid
  - Difficult choices - power mission or hospital?
- OSD setting goals laying them out will help focus DOD and state/local entities to partner
- Diesel Generators used to be the answer...what next?
  - Yuma AZ added peak plant eliminated 40 generators – diesel supply many 48 hours not enough to provide energy assurance.
- California is an island as it relates to energy – they is a desire to expand into regional grid

### **General Session – OEA Town Hall**

OEA Director Patrick O'Brien spoke about current state of office programs.

*Speaker: Patrick O'Brien, Director, Office of Economic Adjustment*

- OEA oversees state and local government response and engagement with the DOD
  - Employ project managers – “one stop shops”
- Refer back to the three pillars of DoD
  - Readiness
    - lethal force
  - Strengthen alliances
    - Need state and local governments – households stay behind when warfighter leaves
  - Business reforms to DoD
- Budget drama – government shutdown for five minutes
  - Budget amounts instead of an appropriation make it difficult
- A CR makes government stuck with what they were doing – no new anything
- Government is funded until March 23, 2018
  - Clouds and hurts everything we do
- FY17 obligations BRAC compatible use, procurement (contractor adjustment, defense realignment), community investment
- Still supporting BRAC 2005
  - Agency's goal is customer service

- Held many BRAC focus groups
- Introduced Payment Management System
- IT and EADSII Challenges
- User guides, webinars, software tech assistance
- OEA Project Management Turnover
  - Improving consistency
  - New people learning the ropes (35% reduction -losing two key people; rate 2 years to fill position)
- Compatible Use Program
  - Unique program to respond where mission of local base is impaired
  - Foundation for conservation buffers and sentinel landscapes
  - Flexibility to respond local requirement – service nomination
  - Focus groups planned for 2018
  - 75 active compatible us projects
- Map showing JLUS in last five years – strong hint to do it again or refresh it
- Procurement Adjustments (former Defense Realignment program)
  - 90 billion dollar reduction since 2010
  - Building a resilient industrial base capable of advancing warfighting lethality and capabilities
  - Assisting states with job loss, defense dependencies, supply chain needs
  - Enhancing supply chain resiliency in rural communities
  - Meet new cyber security requirements
- Public Schools on Military Installations
- Address capacity and condition issues on schools \$235 M for 2018

### **Mission Growth**

- New catalog of domestic assistance CFDA 12.618 approved for communities with military expansion
- Funds studies and planning
- Eligible:
  - Growth includes; 2k or more military civilian, contractor positions or more military civilian, contractor, and DoD personnel than the number equal to ten percent of the number of persons employed in counties or municipalities within 15 miles of the installation or whichever is lesser.
- The Secretary through the OEA determines the action is likely to have direct and significant adverse consequence on the affected community.

### **Session - Next Generation EULs – The Grand Forks AFB Case Study**

Grand Forks County's EUL. "Grand Sky" is one of the most successful EUL's in Air Force inventory. Panelists included representatives from the USAF, Grand Sky, Grand Forks County, General Atomics and Northrop Grumman to share how the model is successfully supporting economic development in Grand Forks County while supporting and enhancing the mission at Grand Forks AFB.

**Moderator:** John Walker, Specialist Leader, Real Estate Service Line, Deloitte Consulting, LLP; Director, Board of Directors, Association of Defense Communities **Speakers:** Everett Dunnick, Manager, UAS Flight Test & Training Center, General Atomics Aeronautical Systems; Tom Ford, Government Relations Administrator, Grand Forks County, North Dakota; David Hambleton, Grand Sky Program Manager & Site Lead, Northrop Grumman Corporation; Tom Swoyer, President, Infinity Development Partners

#### **Session Highlights:**

- EUL is simply another land transaction (albeit more complex) for 50 year lease with the USAF
  - Compatible use is key to a successful EUL
- The USAF did not initially desire an EUL business park
  - Since there is no Congressional appetite for a BRAC, the USAF was needed and will continue to look at other opportunities
- Joint use of airfield
  - Should not be a concern because it is done in so many places
  - Speaker said, "I'm way over it."
- The EUL took 2 years to construct and required competition
  - Select highest level offer at least fair market value - it's the floor, not the ceiling
- Coastal EULs are easy (i.e., beachfront real estate for hotels, etc.)

#### **Comments from Mr. Ford**

- Why did Grand Forks pursue an EUL?
  - BRAC 2005
  - Opportunity – Increased need for Global Hawk program
  - Need for communications, manned/unmanned training, technology
  - Driven by the economic impact of losing a mission
- What if there is another BRAC?
  - EUL supports jobs
  - County is able to retain students because of high-tech jobs
  - Attracted new and emerging companies
  - Increase need for UAVs with border security
- The effort took three years to negotiate the first lease
  - State contributed \$18 million for infrastructure

#### **Comments from Mr. Swoyer**

- EULs are an exercise in patience and flexibility
- Engaged and supportive community key as well as base leadership
- Made market sense
  - 140 jobs so far
  - 10% project is developed
  - \$30 million private investment
- Chasing an EUL is expensive
  - Spent \$100k on studies
  - Negotiating a lease took \$500k
  - Attracting tenants, operations (utilities, fire)
  - Helping tenants to find business, industry cluster analysis
  - First lease 2015
- 70 UAVs flying at any given time in areas of operation
- EUL has multiple spin offs

- education, business support, facility use, partnership with USAF

## Session - Navigating Encroachment

Encroachment is a key challenge for many installations and requires multiple partners mitigate its challenges.

**Moderator:** Celeste Werner, Vice President, Matrix Design Group; ADC Board of Directors **Speakers:** Bill Adamson, Program Director, South Sound Military and Communities Partnership; Clifford Maurer, Director of Public Services and Engineering, City of Coronado; Hillary Merritt, Senior Project Manager, The Trust for Public Land; Kristin Thomasgard-Spence, Program Director, Readiness and Environmental Protection (REPI) Program, Office of the Assistant Secretary of Defense (Energy, Installations and Environment)

## Session Highlights

### Lewis McCord

- Clear Zone – evaluation of property clear or compatible use
- State of Washington assisted with protecting land
  - Invested \$2million
- Joint basing complicates encroachment resolutions
- Encroachment issues predated any ACUZ studies
- Air Force Accident Study 1995 % accidents in clear zones
- With an active mission, USAF responsible for funding, but partnerships help with cost

### Coronado City

- Unique property: “three cities” on one island
- Heavy commuter traffic to San Diego
  - 80k crossing bridge a day!
- Private property right concerns, especially with noise
- Concern relative to major incidents
  - nuclear, aircraft operations, environmental release
- Community sought methods of “optimal cooperation”
  - Bases needed to know the demographics of neighbors
  - Base conducted regular public forums (monthly)
  - Base familiarized city leader of military operations
- Recommendations
  - Engage city prior to change in operations
  - People do not know much about the military – Hollywood version portrayal
  - NEPA brutal “never too early to overreact”

### Hillary Merritt – Trust for Public Lands

- Buckley AFB Early Threat Detection
  - 94k personnel on base
- Lowry AFB
  - closed because of encroachment
- P4 Use - during a real estate lull, able to refocus on adjacent parcels for open space/buffer
- REPI: Very difficult to grow installation foot prints, so we manage them

## Partnership Comments

- Communication with installation - early often and continual
- Funding from multiple sources
- Challenging DoD standards and community efforts
- Trust for public lands – local officials concerned of tax loss – recommended moving investment to other area which increased tax there instead

## General Session – Next Generation Partnerships: What’s Holding Us Back?

Even after new legislation to enhance community partnership, there are still many roadblocks. Panel discussed possible solutions and consider how installation-community partnerships will evolve in the coming years.

**Moderator:** Fred Meurer, Booz Allen Hamilton **Speakers:** Col. Che Bolden, Director, G-7, Marine Corps Installations Command; Col. Brian Foley, Chief of Strategic Initiatives Group, Office of the Assistant Chief of Staff for Installation Management; Curt Jones, Chief of Staff, Navy Region Southwest; Teran Judd, Director, Community Partnership & Encroachment, Office of the Assistant Secretary of the Air Force for Installations, Energy and Environment

## Session Highlights

- The best partnerships may not be those that are attached to money
- Evaluating partnership opportunities
  - Gap analysis – what is really causing problems for the installation
  - Every base is different
  - Keep pushing
- IGSA Powerful tool, but not the only one
  - Use MOA, MOU, EUL

### Marine Corps – Big Ideas for the Partnership Programs?

- Letting go of control over certain facility services (biggest hurdle)
- Difficult to talk to local official about new capabilities
  - 29 Palms WWTP issue (outside scope of regulations)

### Navy

- “Throwing spaghetti against the wall phase” looking outside facilities into other opportunities (child care, etc.)
  - Shareholder communications

### Army

- We need to make sure we have the best use of taxpayer dollars across the full spectrum (local to federal)
- Maximize the authority authorized
- Security concerns

### Air Force

- 305 Community Agreements
- IGSA but one tool (USAF has 8)

- Delegated to commanders to do IGSA's
- Staffing takes time, it's hard, trying to learn from you
  - Incorporate technology from communities to support partnership program

What does the future look like?

- Cost of Bureaucracy
  - Incentivizing the process
  - Installations save money
    - Any current savings goes back to the federal budget
    - Hope to change in future
  - Greatest incentive should be to partner with the community to have a successful mission
- Relationships critical – intangibles
- Infrastructure bill – opportunities? Scoring needs to be addressed first!
- Base leadership difficult when dealing with multi-layer government
  - Welcome new commanders

-End of Report-