



THE
SPECTRUM
GROUP

Military Installation and Mission Support

Best Practices

(25 States / 20 Communities)



Prepared for:

Florida Defense Support Task Force (FDSTF)

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EXECUTIVE SUMMARY

The purpose of this report is to describe the “Best Practices” being utilized by 25 separate states, and a total of 20 communities throughout the country to protect, sustain, and enhance their resident military installations and missions. Specifically, the project entailed researching, identifying and reporting on:

- Initiatives/programs implemented by these states and local communities/organizations to sustain and/or enhance their resident military installations and missions.
- Relevant state statutes and local regulations which support the military installations, missions and military families.

In the study of the 25 states, several factors were analyzed to determine the states’ progress since the Base Realignment and Closure (BRAC) round of 2005. Additionally, an assessment was completed of the contributions that the states have made to assigned military personnel and their families, as well as the veterans residing in the states.

The specific factors analyzed consisted of the following:

- The overall state employment impact resulting from the BRAC 2005 process as reported in the Commission’s Report to the President (Volume 2).
- Military Construction (Milcon) investments made by the DoD and the Congress post BRAC 2005 (from 2006 through 2015) as an indication of mission stability and growth.
- An indication of total DoD expenditures in the state, as of 2011, and the amount of the state’s Gross Domestic Product (GDP) represented by these expenditures.
- Compliance with the 10 Key Issues of the *USA4MilitaryFamilies* initiative that the DoD and states have partnered on to support the needs of military members and their families.
- The *State Report Card (2013)* published by the Military Officers Association of America (MOAA) providing a state-by-state assessment of state-level programs and policies affecting active duty, military retirees, veterans, and family members.
- Legislative initiatives passed by state legislatures to support Active Duty, Guard and Reserve, military retirees, veterans, and family members from 2010 – 2014.
- Best Practices employed by states to support military installations and military service members and their families, as well as retirees and veterans.

In the 20 communities analyzed, the following information is provided:

- A listing of the military installations supported in the community.
- A description of the local Community Support Organization – CSO.
- A funding profile of the CSO.
- A description of major actions taken by the CSO to support the local military installation(s) and military personnel.
- A summary of Best Practices utilized by the CSO to provide support to the local military installation(s).

The report shows that most states and communities have taken a proactive approach to protecting and enhancing their military installations. The level of activity and commitment has increased from

BRAC round to BRAC round. From a state perspective, most states now have a state-wide military support organization that coordinates military-friendly legislation; community support organization funding; and an overall state-wide strategy that focuses on capturing economic impact and prioritizing state-wide and federal efforts.

In reviewing the factors utilized in analyzing state-wide efforts, it is interesting to note that licensure portability for military service members and their spouses from state-to-state has become generally common-place, as well as the provision of academic credit for military training and experience. Also, the provision of in-state tuition to military service members and the facilitation of absentee voting for deployed members of the Armed Forces have also become common-place in most states.

All states have now signed the *Interstate Compact on Educational Opportunity for Military Children* making the transfer of records, student placement, participation in extracurricular activities, and graduation requirements for military children common throughout the country. This cooperative effort between the DoD and the Council of State Governments has ensured the uniform treatment of military children as they transition from school to school.

Many other programs serving Active Duty, Guard and Reserve, as well as veterans and military retirees have been implemented on a statewide basis throughout the country. These programs include preferences for hiring; provision of unemployment benefits to spouses of service members who are transferred to new duty stations causing termination of employment; reductions or elimination of property taxes; no-fee hunting and fishing licenses and free access to state parks; the establishment of special courts for dealing with service members and veterans charged with offenses caused by drug and alcohol dependence, as well as post-traumatic stress disorder (PTSD); and many other special services focused on service members and their families, as well as veterans and military retirees.

It is interesting to note that of the factors evaluated in this report regarding the USA4MilitaryFamilies initiative and the MOAA Report Card items of interest, only one state received a “green / go” in all the areas evaluated – the state of Texas. Although Florida scored “green” in all the categories rated in the USA4MilitaryFamilies initiative, its MOAA Report Card ratings contained a “yellow” for property taxes and “red” for in-state tuition. All the remaining categories were “green”. Since the completion of the 2013 Report Card, Florida has received a “gain” rating with in-state tuition but still does not provide a property tax exemption for all veterans, only disabled veterans.

From a community and installation perspective, many communities are forging public-private partnerships and shared-services agreements with their bases to promote cooperation, efficiencies, and elimination of negative impacts such as encroachment, traffic congestion, and mission degradation. There has also been a proliferation of cooperative energy conservation and alternate energy projects on bases throughout the country to help the military installations reduce their cost of operations and help meet their mandated energy conservation goals and objectives.

Additionally, several states and communities have taken actions to provide their installations with funds to aid in maintenance and restoration of facilities, as well as the construction of required administrative and training facilities through the enhanced use lease (EUL) process and other direct funding scenarios.

The following section of this report, *Best Practices Report*, will provide details on the states and communities that were studied, as well as the parameters and methodology that were used in the study. Additionally, this section will provide findings regarding state and community accomplishments and best practices employed.

The remainder of the report provides the details on the 25 states and 20 communities that were studied. Additional information on legislation enacted, major accomplishments achieved and best practices employed are contained within these detailed sections.

BEST PRACTICES REPORT

Purpose

The purpose of this report is to describe the “Best Practices” being utilized by 25 separate states, and a total of 20 communities throughout the country to protect, sustain, and enhance their resident military installations and missions. Specifically, the project entailed researching, identifying and reporting on:

- Initiatives/programs implemented by these states and local communities/organizations to sustain and/or enhance their resident military installations and missions.
- Relevant state statutes and local regulations that support the military installations, missions and military families.

States / Communities

States and Communities that were studied are listed below:

States

- | | | |
|-------------------|-----------------|--------------------|
| 1. Florida | | |
| 2. Alabama | 10. Kansas | 19. New York |
| 3. Alaska | 11. Kentucky | 20. North Carolina |
| 4. Arizona | 12. Louisiana | 21. Oklahoma |
| 5. California | 13. Maryland | 22. South Carolina |
| 6. Colorado | 14. Mississippi | 23. Texas |
| 7. Connecticut | 15. Missouri | 24. Virginia |
| 8. Georgia | 16. Nevada | 25. Washington |
| 9. Hawaii | 17. New Jersey | |
| 10. Illinois | 18. New Mexico | |

Communities

- | | | |
|----------------------|--------------------------|------------------------------------|
| 1. San Antonio, TX | 8. Monterey, CA | 15. Belleville, IL |
| 2. Clovis, NM | 9. Watertown, NY | 16. Daleville/Ozark/Enterprise, AL |
| 3. Hampton Roads, VA | 10. Lancaster, CA | 17. Oklahoma City, OK |
| 4. San Diego, CA | 11. Bremerton, WA | 18. Burlington, VT |
| 5. Fayetteville, NC | 12. Whidbey Island, WA | 19. Tucson, AZ |
| 6. Huntsville, AL | 13. Phoenix/Glendale, AZ | 20. China Lake/Ridgecrest, CA |
| 7. Dayton, OH | 14. Colorado Springs, CO | |

Project Participants

The study participants included the following individuals:

Don Fix – Served as Team Lead on the project and responsible for research and reporting on the 25 designated states with the assistance of Michael Fix. Also responsible for assembling the final report.

Michael Fix – Assisted in researching and reporting on the 25 designated states, as well as assisted with the assembly of the final report.

Lucian Niemeyer – Responsible for the research and reporting on the 20 designated communities.

MG Mike Jones, USA (Ret.) – Responsible for coordinating with the Florida Defense Support Task Force (FDSTF) throughout the conduct and completion of the project. Also, responsible for periodic reviews and “Red Team” of the draft report. Supported state and community research and report analyses as required.

Methodology

In the study of the 25 states, several factors were analyzed to determine the states’ progress since the Base Realignment and Closure (BRAC) round of 2005. Additionally, an assessment was completed of the contributions that the states have made to assigned military personnel and their families, as well as the veterans residing in the states.

The specific factors analyzed consisted of the following:

- The overall state employment impact resulting from the BRAC 2005 process as reported in the Commission’s Report to the President (Volume 1).
- Military Construction (Milcon) investments made by the DoD and the Congress post BRAC 2005 (from 2006 through 2015) as an indication of mission stability and growth.
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- The ***State Report Card (2013)*** published by the Military Officers Association of America (MOAA) providing a state-by-state assessment of state-level programs and policies affecting active duty, military retirees, veterans, and family members.
- Legislative initiatives passed by state legislatures to support Active Duty, Guard and Reserve, military retirees, veterans, and family members from 2010 – 2014.
- Best Practices employed by states to support military installations and military service members and their families, as well as retirees and veterans.

The following information is provided for the 20 communities analyzed:

- A listing of the military installations supported in the community.
- A description of the local Community Support Organization – CSO.

Methodology (Cont.)

- A funding profile of the CSO.
- A description of major actions taken by the CSO to support the local military installation(s) and military personnel.
- A summary of Best Practices utilized by the CSO to provide support to the local military installation(s).

Sources

In addition to numerous conversations with state and community representatives, the information contained within this report incorporates public domain material gathered from websites and public-source documents. Documents used for the state-wide informational gathering process consisted of the following:

- **BRAC 2005 Employment Data**
2005 Defense Base Closure And Realignment Commission, Report to the President, Volume 2.
- **Military Construction Investments**
<http://thomas.loc.gov/home/approp/app12.html>
- **DoD State Spending**
Bloomberg Government, Impact of Defense Spending: A State-by-State Analysis, 2011.
- **USA4MilitaryFamilies Initiative**
<http://www.usa4militaryfamilies.dod.mil/MOS/f?p=USA4:HOME:0>
- **MOAA State Report Card**
MOAA State Report Card, November 2013.
- **State Legislative Initiatives**
<http://www.ncsl.org/research/military-and-veterans-affairs/military-veterans-affairs-state-leg-database.aspx>
- **State Best Practices**
<http://www.defensecommunities.org/category/headlines/#>

Specific data for the communities' information gathering process is appropriately footnoted in the individual community sections.

Findings

In analyzing the data accumulated on the states and the individual communities, there are some interesting findings and best practices utilized by most states and communities, as well as some unique statewide and community specific initiatives that have been implemented. A summary of the general and specific statewide and community findings and best practices are recapped below.

General Comments

Most states and communities have taken a proactive approach to protecting and enhancing their military installations. The level of activity and commitment has increased from BRAC round to BRAC round. From a state perspective, most states now have a state-wide military support organization that coordinates military-friendly legislation; community support organization funding; and an overall statewide strategy that focuses on capturing economic impact and prioritizing statewide and federal efforts.

It is interesting to note that licensure portability for military service members and their spouses from state-to-state has become generally common-place, as well as academic credit for military training and experience. Also, the provision of in-state tuition to military service members and the facilitation of absentee voting for deployed members of the Armed Forces have also become common-place in most states.

All states have now signed the *Interstate Compact on Educational Opportunity for Military Children* making the transfer of records, student placement, participation in extracurricular activities, and graduation requirements for military children common throughout the country. This cooperative effort between the DoD and the Council of State Governments has ensured the uniform treatment of military children as they transition from school to school.

Many other programs serving Active Duty, Guard and Reserve, as well as veterans and military retirees have been implemented on a state-wide basis throughout the country. These programs include preferences for hiring; provision of unemployment benefits to spouses of service members who are transferred to new duty stations causing termination of employment; reductions or elimination of property taxes; no-fee hunting and fishing licenses and free access to state parks; the establishment of special courts for dealing with service members and veterans charged with offenses caused by drug and alcohol dependence, as well as post-traumatic stress disorder (PTSD); and many other special services focused on service members and their families, as well as veterans and military retirees.

It is interesting to note that of the factors evaluated in this report regarding the USA4MilitaryFamilies initiative and the MOAA Report Card items of interest, only one state received a “green / go” in all the areas evaluated – the state of Texas. Although Florida scored “green” in all the categories rated in the USA4MilitaryFamilies initiative, its MOAA Report Card ratings contained a “yellow” for property taxes and “red” for in-state tuition. All the remaining categories were “green”.

From a community and installation perspective, many communities are forging public-private partnerships and shared-services agreements with their bases to promote cooperation, efficiencies, and elimination of negative impacts such as encroachment, traffic congestion, and mission degradation.

Findings (Cont.)

There has also been a proliferation of cooperative energy conservation and alternate energy projects on bases throughout the country to help the military installations reduce their cost of operations and help meet their mandated energy conservation goals and objectives.

Additionally, several states and communities have taken actions to provide their installations with funds to aid in maintenance and restoration of facilities, as well as the construction of required administrative and training facilities through the enhanced use lease (EUL) process and other direct funding scenarios.

State and Community Best Practices

A sampling of the Best Practices from the study are listed below while a detailed listing of specific state and community initiatives are contained within the individual state and community profiles:

Education

- The State of Alabama has made the construction of new schools and the completion of necessary renovations to existent schools a top priority. With the influx of new personnel and families brought about by the mission growth created in BRAC 2005, the State has accomplished the following:
 - Provided North Alabama school system (supports Redstone Arsenal) with \$175 million in state bond funds. Impacts on 15 local school districts.
 - More than \$200 million in new construction of high schools and elementary schools has been programmed.
- The State of Arizona launched a website, ***Helping Military Children Transition and Succeed***, to help students of military families and school personnel navigate the challenges associated with the frequent relocations of military personnel. This followed the Governor's establishment of a council to coordinate the State's participation in the Interstate Compact on Educational Opportunity for Military Children.
- Naval Submarine Base New London, in Connecticut, has implemented a two week fellowship program for six teachers from southeastern Connecticut and Rhode Island to learn about the history and technology inherent in the Navy's submarine force in order to assist them with their Science, Technology, Engineering and Mathematics (STEM) instruction for their high school students.
- The State of Missouri also has a unique ***A+ Scholarship Program***, which provides funds to eligible high school graduates who desire to attend participating public community colleges or vocational / technical schools.
- The State of Virginia's legislature has approved the ***2014 Credentialing Improvement for Troop Talent (CREDIT) Act*** which allows DoD tuition assistance programs to pay for state licensing and credentialing fees that were not previously covered. This legislation is expected to ease the service members transition into the civilian workforce.

Findings (Cont.)

- The Army Logistics University at Fort Lee, VA, is partnering with Virginia Commonwealth University to create a new graduate program in supply chain management. The 12-month joint program will be a part of the VCU School of Business and will draw students from the corporate sector, as well as the military.

Encroachment

- Subsequent to BRAC 2005, the State of Arizona instituted a Military Installation Fund to purchase buffers around the State's military installations to protect them from encroachment. To date the State has invested over \$22 million for this purpose, and the Governor has requested continued support for the program from the State Legislature.
- The Mississippi Army National Guard recently purchased a 1,522 acre parcel around Camp Shelby to protect it from encroachment. The purchased land will participate in the ***California Carbon Market Program*** and will generate about \$10 million by selling carbon sequestration credits. The partnership between the Army Guard and the Compatible Lands Foundation is the first of its kind relative to its participation in the California Carbon Market program.
- One of the largest Joint Land Use Study (JLUS) efforts ever conducted was recently completed at a cost of \$500,000. The study encompassed areas around White Sands Missile Range and Holloman AFB in New Mexico, and Fort Bliss in Texas. The three installations encompass more than 3.4 million acres and airspace covering almost 10,000 square miles. Recommendations for ensuring compatible land use entailed:
 - Mapping regional energy development opportunities.
 - Promoting interagency consultation on land use.
 - Promoting an integrated regional water planning process.
 - Establishing a notification process for erecting vertical structures.
 - Coordination with communities on aviation noise issues.
- DoD, the Department of the Interior, the State of New Mexico, and the developer of a 515 mile high-voltage transmission line crossing the northern extension of the White Sands Missile Range (WSMR) recently reached an agreement on how to continue the unparalleled military testing that goes on at WSMR. A decision was made to bury five miles of the projects transmission lines so as not to conflict with training and weapons testing at WSMR. This resolution allows the developer to complete an unprecedented, transformational clean energy infrastructure project.
- The State of New Mexico and the Air Force have signed a lease to add 11,000 acres to the Melrose Range which is west of Cannon AFB. The range currently has 66,000 acres and is used for Cannon's Special Operations Forces training.
- New York State will spend \$1 million during 2014-2015 to extend a buffer zone around Fort Drum. These funds will be leveraged by federal funds to preserve at least 2,500 acres around the installation. Since 1999, 3,500 acres have been conserved through the Army Compatible Use Buffer (ACUB) program.

Findings (Cont.)

- Officials in the South Carolina Low-country have launched a ***Transfer-of-Development-Rights Program*** that will stem new construction in the MCAS Beaufort's air installation compatible use zone (AICUZ) which provides a buffer around the airfield. The program provides for developers to sell the rights to develop property in the AICUZ and purchase rights to increase building densities in other parts of the region. This program is considered the first of its kind in the nation, and the state provided \$250,000 to start the initiative.
- The State of Virginia's Federal Action Contingency Trust (FACT) fund is awarding three cities in Virginia (Hampton, Virginia Beach, and Chesapeake) with \$4.1 million to prevent development in these cities from interfering with the missions of the nearby military installations. Each of the cities are required to match the state grants on a 1 to 1 basis.
- The city of Chesapeake, VA, has spent \$4.3 million since 2008, and intends to spend an additional \$1 million, to protect Fentress Naval Auxiliary Landing Field from encroachment. The airfield is used by pilots from nearby NAS Oceana to practice carrier landings. The city also recently reversed an earlier decision that the city council had approved that would have allowed residential construction near the airfield.
- As a result of BRAC 2005, Virginia Beach, VA; the Hampton Roads area; and the State of Virginia have undertaken a \$15 million per year effort to stem encroachment around NAS Oceana to conform with guidance given by the BRAC Commission to prevent the base's closure. The city has developed a three-pronged plan to protect NAS Oceana which includes zoning changes, property acquisition, and a conformity program to reduce incompatible development in Accident Prevention Zone – 1 (APZ-1). The initiative is called YesOceana.com and is spearheaded by the Oceana Land Use Conformity Committee (OLUC).
- The Navy, in partnership with the Trust for Public Land, has completed agreements to prevent development on 1,420 acres of land adjacent to operating ranges used by Naval Base Bangor in northwest Washington. The properties will remain as working forests and will be open to the public.

Energy

- Fort Rucker, Alabama in partnership with Alabama Power, is installing more than \$18 million in energy conservation measures with the goal of becoming a net-zero energy usage area. A 51 kilowatt photovoltaic array is being installed at one of the aviation stage fields with unused power being fed back into the grid and credited to the installation.
- Joint Base Elmendorf-Richardson in Alaska has developed an innovative solution to reduce energy costs on the base by constructing a landfill gas processing system to extract methane gases from the City of Anchorage's landfill which sits adjacent to the base. The plant will become cash positive in its third or fourth year of operation and will save an estimated \$50 million in its 46 years of operation. Additionally, the plant will ensure that JBER exceeds its federal renewable energy goals, as well as reducing energy costs on the installation. This initiative assisted in the base receiving a 2013 Secretary of Defense Environmental Award.

Findings (Cont.)

- DoD and the California Energy Commission have jointly invested in a waste-to-energy (trash-to-gas) technology at Fort Hunter Liggett to produce electricity and fuel for vehicles and generators.
- The California Energy Commission approved a \$1.7 million grant to support a demonstration project of microgrid technology at Camp Pendleton. The Commission has also approved a \$2 million grant for vehicle-to-grid technology at NAWA China Lake.
- Fort Carson, Colorado has been selected as one of 17 pilot installations participating in the Army's Net Zero initiative in energy, water and waste generation. The post is on track to be off the grid by 2020.
- Marine Corps Base Hawaii is the location of a Wave Energy Test Site (WETS) to examine the ability of the project to convert ocean-wave energy into useable electric power for utility or grid-scale applications. The goal is to determine whether wave-energy conversion could become another distributed generation option for diversifying the energy system.
- The Army and the Hawaii Electric Company are proposing a 50 megawatt biofuels power plant at Schofield Barracks. The plant would provide backup power during an outage and would use waste from papaya farms as the energy source for the plant.
- The Oak Park neighborhood community on Fort Knox, Kentucky, has become the ***largest residential LED community in the world*** with all of its homes having installed LED light bulbs. Energy savings in the community will equate to \$859,000 over the 22 year life of the light bulbs.
- Air Force officials are envisioning the largest military energy venture at Joint Base McGuire-Dix-Lakehurst (JB MDL) in New Jersey, a project that will generate at least 50-60 megawatts of renewable energy. This will be developed on four separate parcels at the base through an Enhanced Use Lease (EUL). The project calls for an energy park that would integrate several clean energy technologies.
- The world's largest low concentration photovoltaic power plant has been dedicated at WSMR in New Mexico, and consists of a \$16.8 million array of 15,500 sun-tracking solar panels spread over 42 acres. The array features a ground-mounted, single-axis tracking system that increases energy yield by over 30% compared to fixed systems.
- The biomass power plant constructed at Fort Drum, New York, is the largest renewable energy project to date in the DoD and provides 100% of the post's energy needs. The plant has a total generating capacity of 60 megawatts and converts forest residues left over after trees are harvested into steam that runs a turbine to make the electricity for the post.
- DoD, the Navy and a wind-energy developer have reached an agreement to construct up to 100 wind turbines at a site located between Naval Air Station Kingsville and Corpus Christi, Texas. The agreement was a collaborative effort between the military and the wind industry to solutions that protect the bases and allow responsible alternative energy development.

Findings (Cont.)

Family Support

- The Arizona National Guard and the Arizona Coalition for Military Families have developed a two-day immersion program aimed at giving community members a first-hand look at military life. The goal of the program is to help participants to understand the physical and mental stresses of everyday, military life so they can better relate to service members.
- At Fort Irwin's National Training Center in California, a town center, ***Irwin Town Center***, was developed featuring 26,000 ft² of retail space, unaccompanied housing, and a community plaza in the heart of the garrison.
- Fort Carson, Colorado, officials have instituted a four-hour course and post tour for members of the local community to gain a better understanding of military life. The course, ***Army 101***, was the first of its kind in the Army.
- Kansas has a "***Military Bill of Rights***" which incorporates key issues that benefit members of the Armed Forces serving in Kansas, the Kansas National Guard, and their family members, as well as veterans.
- The State of Kentucky's First Lady (Jane Beshear) has established a ***Military Spouse Task Force*** composed of Active Duty and National Guard spouses. Their first significant achievement has been to secure adoption benefits to National Guard members which equate to those received by Active Duty members. The Task Force is also pursuing other spousal issues dealing with higher education and employment benefits.
- The State of Maryland has implemented a \$50 million initiative to provide active duty soldiers and veterans with a discounted mortgage rate and significant down payment assistance to make homeownership more affordable.
- The Governor of New Jersey has established two new programs to assist Guard members and veterans. The ***New Jersey National Guard State Family Readiness Council Fund*** will assist Guard members and their families with education, counseling, financial planning and other support services. The ***Veteran-to-Veteran Peer Support Program*** hotline access to a comprehensive network of mental health professionals specializing in PTSD.
- Fort Drum, New York, has developed a unique partnership with its host communities for inpatient medical care for its soldiers and their families. With five hospitals within 40 miles of the post, it made economic sense for the post to utilize these hospitals for inpatient and specialty care, while it provided primary care at clinics on the installation. Fort Drum is the only operational training base in the US without a comprehensive inpatient facility. Both the Army and the community providers have benefitted from this unique partnership which delivers a closely integrated healthcare system.

Findings (Cont.)

- Fort Hood, TX, was a leader in helping military spouses obtain college training, licensure and job placements by working with Workforce Solutions of Central Texas who formed the Jobs for Military Families (J4MF) program. The organization has since been renamed TALENT Employment and Training. Since this organization was created it has helped more than 2,225 military spouses. 83.2% of the spouses obtained jobs, and 83.1% at a higher pay level than they were previously receiving.

Infrastructure

- State of Alabama has approved an initiative to provide buildings and other facilities to neighboring military installations. The legislation allows city and county governments to spend public funds on federal property. Specifically, the measure permits municipalities or counties “to expend funds in support of federal facilities located in Alabama including support for the promotion of such facilities and support for the growth of such facilities and the activities performed at those facilities”.
- The State of Connecticut has set aside \$40 million in 2007 to support the sub base through investments in its infrastructure and training capabilities. In addition to the installation of a natural gas and ultra-low sulfur diesel boiler, the state funds have also provided for :
 - A diver support facility
 - A submarine bridge trainer
 - A culinary training center

These funds are designed to improve the overall military value of the installation.

- The State of Louisiana and the city of Leesville are investing \$25 million in establishing the University Parkway Economic Development District adjacent to Fort Polk to acquire property needed for water infrastructure improvements and a proposed parkway connecting with the post. The goal is to provide additional amenities for the soldiers and their families such as restaurants, retail shopping and better housing.
- Fort Leonard Wood, Missouri, is leading several efforts, in conjunction with local community groups, to test and implement “green” options for transportation to and from the post, as well as moving soldiers and equipment around the installation. Several initiatives were highlighted at “Fort Leonard Wood’s Transportation Days” event.
- The city of Enid, OK, is constructing a \$8.9 million 2,300 foot extension to a runway at a regional airport that is intended to support the training at Vance AFB. The extension will make the runway 8,000 feet allowing the T-38 aircraft from Vance to use the airport for regular operations and as a divert field. The Oklahoma Strategic Military Planning Commission (OSMPC) has contributed over \$730,000 to the project and considers it to be its top project in the state.

Findings (Cont.)

- The Corpus Christi, Texas, City Council recently moved to approve \$5 million in projects intended to benefit NAS Corpus Christi and Corpus Christi Army Depot. The funding is intended for the following projects:
 - \$1.5 million for a truck-only entrance to NAS Corpus Christi.
 - \$500,000 to replace a portion of the fence line at NAS Corpus Christi.
 - \$1.7 million to acquire land around Corpus Christi International Airport to provide buffer zones for military flight operations.
 - \$1.3 million to reconstruct a road near the strategic military port at the Port of Corpus Christi.

National Guard / Veterans

- University of Alabama at Birmingham (UAB) Health System, in partnership with Joining Forces, has launched the ***Have You Served in the Military?*** campaign. Initiative is focused on health care providers identifying whether patients are veterans. Identification allows for clinicians to consider unique concerns and exposures of veterans. Ultimate goal of the program is to obtain a military health history in order to help plan health care services for the veteran.
- Arizona was the first state to create an office dedicated to ending veteran homelessness, ***Arizona Commission on Homelessness and Housing***, which has successfully ended veterans homelessness in the Phoenix metro area and is now being implemented throughout the State.
- Pima County (Tucson) Arizona opened the nation's first career center targeted to help military veterans gain employment and training, as well as benefits and services. The ***Pima County One-Stop Career Center*** offers veterans individual counseling and workshops on job hunting, job training, and assistance with obtaining benefits for education and medical care.
- The City of Los Angeles, California, in collaboration with the United Way and the Chamber of Commerce, launched a program, ***Home for Good***, which has housed thousands of veterans. The voters of California have authorized the largest state-funded effort in the country.
- The Small Business Administration has developed a training program to help service members and veterans at Camp Pendleton and Twentynine Palms, California, to establish a business through , ***“Operation Boots to Business : From Service to Startup”***.
- The city of Auburn, Colorado is building a one-stop social services center to house several local agencies and non-profits with the goal of providing all veterans' needs in one place.
- The Connecticut Veterans Legal Center will embark on a two year study to assess the impact of embedding free legal services within Veterans Affairs facilities. They will study the connection between legal help, and health and quality of life among veterans.

Findings (Cont.)

- The State of Georgia is investing in a \$10 million ***Georgia Military Academic Training Center*** near Robins AFB to assist veterans transitioning to civilian careers. The center is a partnership between the University System of Georgia and the Technical College System of Georgia.
- The State of Kentucky, along with the Kentucky National Guard and the University of Louisville are collaborating on an initiative to provide immediate mental health treatment to veterans who currently wait months to receive care from the federal government. The programs objective is to provide “immediate treatment” to veterans who are referred or seek out treatment on their own.
- Public colleges in Montgomery County, Maryland have implemented an initiative to make their college campuses central access points for veteran services, including mental-health counseling, benefits assistance and academic guidance.
- The State of Missouri is a partner with three other states (Kansas, Nebraska and Iowa) in the ***Central States Troops to Teachers Program***. The program seeks to place retiring military personnel in second careers as public school teachers in elementary, secondary, career and technical, or special education areas. Participants are provided with assistance regarding certification requirements, routes to state certification, and employment leads.
- The University of Missouri School of Law has opened a clinic to provide legal assistance to veterans who cannot afford a lawyer. The clinic is funded by a \$250,000 anonymous donation.
- Nevada has created the ***“Green Zone Network”*** which is a one-stop website to link the state’s 300,000 veterans with employers, help veterans with education and health-care benefits, and connect them with other service providers.
- Las Vegas, Nevada, conducted its 11th annual ***Veterans Stand Down*** in order to support homeless veterans with food, clothing, services and referrals. More than 120 service providers participated in the event. The event in 2013 served 911 homeless and at-risk veterans and more than 200 of their family members.
- The New York Legal Assistance Group and the Connecticut Veterans Legal Center are conducting a two year study to ascertain the impact of embedding free legal services within the Veterans Affairs facilities in their jurisdictions. Currently, there is only anecdotal information regarding the benefits, and the intent is to test the connection between legal help and health and quality of life issues among veterans.
- A New York based nonprofit has designed a ***Veterans Employment Transition Education Reintegration and Network Services (VETERANS)*** program to offer services such as career counseling, resume writing, and job matching at two of the largest One-Stop Career Centers in the nation – one in Manhattan and one in the Bronx.

Findings (Cont.)

- The State of South Carolina is expanding their Operation Palmetto Employment, which was originally designed to help National Guard members find employment, to all transitioning service members. The program has helped more than 1,800 National Guard members and cut their unemployment rate from 16% to 4%.
- The cities of Huntsville and Tyler, TX, have been selected as ***Community Blueprint*** communities, a national initiative to support returning military service members, veterans and their families by better coordinating access to employment, housing, education and health care services. The initiative is led by Points of Light, the world's largest volunteer service organization, and the Corporation for National and Community Service.
- Washington State has just conducted a three-day ***Service Member for Life Transition Summit*** at Joint Base Lewis-McChord. The Summit brought together key Federal and State agencies, key military leaders, innovators from the business and employer communities, and local community leaders to discuss transitioning opportunities and issues with transitioning service members, veterans, and their families.
- Microsoft and Joint Base Lewis-McChord, Washington, have developed a pilot program to provide training and certification in software testing. The training involves a 16-week program called the Microsoft Software & Systems Academy which guarantees an interview with Microsoft upon successful completion of the program.

Partnering

- Fort Huachuca, Arizona was named ADC's Installation of the Year in 2012 for supporting a number of partnerships with its host community, Sierra Vista. The partnerships include:
 - Fort Huachuca providing Army land for the city to establish a municipal airport at the airfield.
 - A shared library between the post and the city.
 - Collaboration on law enforcement operations, emergency services and water conservation.
 - Partnering to purchase conservation easements to provide noise buffers and reduce demand on the local aquifer.
 - Regional partnership supporting waste-water management.
- The Governor of Connecticut continues to look for projects to improve the military value of the sub base and considers the relationship between the state and the base to be extraordinary and unmatched in any other state.
- Oklahoma is one of only a few states that ***have not suffered a closure during the five BRAC rounds*** that have been conducted to date. The state attributes the close base / community relationships as having contributed substantially to this overall record, as well as aggressive and continual support from the Oklahoma Congressional Delegation that has sustained the mission profile of the state's bases.

Findings (Cont.)

- The Southwest Technology Center in Altus, OK, has developed a ***Grown Your Own Mechanic*** program to provide aircraft maintenance technicians for Altus AFB. Once initial skills are developed at the Technology Center, the students are sent to the base for an internship program. Ultimately, the program provides a pipeline of trained aircraft technicians for possible employment by the base.
- Vance AFB and the city of Enid, OK, opened a joint use aircraft hangar at the Enid Woodring Regional Airport. The \$561,000 hangar was built and paid for by the state and the city to enhance Vance AFB's training requirements and provide hangar space for adverse weather conditions.

Others

- Cities of Daleville, Dothan, Enterprise and Ozark (all serving Fort Rucker, Alabama) have committed \$2 per resident for the next three years to promote Fort Rucker and its missions.
- Garrison Commander at Redstone Arsenal, Alabama hosts a ***"Take Your Community to Work Day"*** at the arsenal to promote close partnership between the installation and local officials.
- One of the most significant actions taken by the State of Alaska was the creation of Military Facility Zones that offer state and federal incentives for businesses that support Alaska's military bases. The program offers low-cost loans or tax credits to companies that conduct projects that lower the operating costs of the State's military installations. It was created in order to protect Eielson AFB from the potential movement of its F-16s (the 18th Aggressor Squadron) to Elmendorf AFB, but applies to all military installations in the State.
- Retired Flag Officers in the Colorado Springs, Colorado, area are lobbying city officials to ban the sale of marijuana in and around Colorado Springs to show their support for the adjacent bases' military missions. The use of recreational marijuana is now legal in Colorado but remains illegal under the Uniform Code of Military Justice.
- The Lieutenant Governor of Illinois, who heads the Interagency Military Base Support and Economic Development Committee, holds periodic "Listening Sessions" with the communities surrounding the state's military installations in order to ascertain their concerns and recommendations for improving the relationships between the communities and the base personnel.
- Governor of Kansas has established an Annual ***"Armed Forces Appreciation Day"*** to recognize the significant social and economic impact the Armed Forces have on Kansas.
- The Governor of Kansas convened an Economic Summit at Fort Leavenworth to investigate ways to keep talent and experience from passing through the military community to other states. The Summit was attended by military leaders, defense contractors, local community leaders, and university researchers.

Findings (cont.)

- One of the most significant actions taken by the State of Maryland to implement the BRAC 2005 recommendations was the formation of the ***Governor's Subcabinet on Base Realignment and Closure*** which was headed up by the Lieutenant Governor and consisted of the Secretaries of all the major State agencies (e.g. Transportation, Housing, Education, Labor, Community Development, Planning, etc.). An Executive Director was appointed to handle day-to-day activities of the office which focused on detailed planning and coordination for all BRAC activities impacting the State. The primary focus of the Subcabinet's activities dealt with the following:
 - Workforce Development
 - 50% of the incoming jobs would be filled by Marylanders.
 - Required training a qualified workforce pipeline.
 - Infrastructure
 - Housing
 - Water/Wastewater
 - Schools
 - Transportation
- The effort, which constituted the largest economic growth in Maryland since WWII, was lauded by numerous sectors, to include the DoD, and received the Achievement Award for State Agency Public Service from the American Society for Public Administration. Additionally, Lieutenant Governor Anthony Brown was named the Elected Official of the Year by Association of Defense Communities.
- In a recent survey conducted by WalletHub of ***Best States for Military Retirees***, Mississippi was rated as the state with the best economic environment.
- The recently established Military Installation Growth and Development Task Force, headed up by the Lieutenant Governor of New Jersey, has been directed by the Governor to provide a detailed report on the state's military installations within the next year with recommendations relating to additional military missions, as well as actions to be taken to preserve, enhance, and strengthen the installations. The Task Force's primary objectives are to:
 - Organize a broad-based coalition to promote the state's military installations.
 - Assist in the "economic fortification" of the state's bases by leveraging the resources of the New Jersey Partnership of Action to help retain and attract missions.
 - Ensure the bases' missions are aligned with DoD's long-term priorities.
- Cannon AFB, New Mexico, has been the launching point for over 130 officers who have risen to the rank of general after leaving the base since 1943. This network of general officers, many of whom currently serve in high-level leadership positions, have been advantageous to promoting the continued utilization of the base.

Findings (cont.)

- Empire State Development (ESD), the State of New York's economic development arm, continues to invest in the state's base retention efforts by providing local community support groups with funding to advance their efforts. \$2 million has been added to the 2014-2015 budget for this effort.
- The city of Jacksonville, NC, and Onslow County are looking at a number of ways to support the mission at Camp Lejeune by trimming the number of storm water ponds in order to keep birds away from the airfield. An option being investigated is conduct a water-modeling survey to assess the possibility of allowing the base to use a deeper aquifer.
- The State of North Carolina's Department of Commerce has assisted the motorsports community in North Carolina with reaching a memorandum of agreement with the Army's Special Operations Command to mutually investigate the racing industry's technologies for vehicle design and parts manufacturing. The intent is to assist the military with its need for lighter, faster, stronger and safer vehicles.
- The Governor of North Carolina has held five military summits around the state (Cherry Point, Camp Lejeune, Seymour Johnson, Fort Bragg and state-wide) to assess the military's impact on local economic development and shortfalls inside and outside the installations in the areas of infrastructure, encroachment, education and workforce.
- Oklahoma also has two of the top-ten ***Military Friendly Cities®*** in the US. Oklahoma City ranked #2 and Tulsa ranked #8. These cities are ranked based on:
 - Military Friendly Employers
 - Military Friendly Schools
 - Veteran Owned Businesses
 - Cost of Living
 - Unemployment
- Fort Hood, TX, has won the 2014 Secretary of Defense Environmental Award by implementing a series of projects to include increasing its solid waste diversion rate and introducing a single stream recycling program that increased its recycling by 27%; offering pollution prevention services that eliminated the discharge of 2,880,000 gallon of water; saved \$206,920 by recycling jet fuel, oil and antifreeze; collected 15,920 tons of recyclable materials that generated \$3 million in revenues; and increased conservation projects that will generate 140,105 kilowatts per year.
- Texas has three cities in the top ten ***Military Friendly Cities®*** with San Antonio ranked as #1, Houston at #3, and Dallas at #5. Ratings were based on the following:
 - Military Friendly Employers
 - Military Friendly Schools
 - Veteran Owned Businesses
 - Cost of Living
 - Unemployment

Findings (Cont.)

- The Chair of the Texas Commander's Council and members of the community support groups have indicated to the State Legislature military oversight committees that the state's focus on base realignment and closure activities have been reactive and not proactive. They continue to point out that other states, such as Florida, Mississippi, and Virginia, have spent millions of dollars on efforts to preserve their installations and military missions.

In summary, a more detailed compilation of the legislative initiatives enacted, major accomplishments achieved and best practices developed by the 25 states and 20 communities studied are contained within the following pages of the report.



FLORIDA



1. STATE MILITARY BASES

Department of Defense military facilities in Florida consist of the following bases:

Air Force

- Eglin AFB (Valparaiso, FL) – An Air Force Materiel Command (AFMC) base serving as the focal point for all Air Force armaments. The host unit is the 96th Test Wing which is the test and evaluation center for Air Force air-delivered weapons, navigation and guidance systems, command and control systems, and Air Force Special Operations Command systems.
- Hurlburt Field (Mary Ester, FL) – Home to the HQ, Air Force Special Operations Command (AFSOC), 1st Special Operations Wing (1 SOW), the USAF Special Operations School (USAFSOS), and the Air Combat Command's (ACC) 505th Command and Control Wing.
- MacDill AFB (Tampa, FL) – Host unit is the 6th Air Mobility Wing (6 AMW) of the Air Mobility Command (AMC). Other major tenant units include the US Central Command (USCENTCOM), the US Special Operations Command (USSOCOM), and several other Mission Partners.
- Patrick AFB (Brevard, FL) – An Air Force Space Command (AFSPC) base. Home of the 45th Space Wing (45 SW) which controls and operates Cape Canaveral Air Force Station (CCAFS) and the Eastern Range.
- Tyndall AFB (Panama City, FL) – Base operating unit and host wing is the 325th Fighter Wing (325 FW) of ACC. Primary mission is to provide a combat ready air dominance force of F-22A Raptor pilots and maintenance personnel. Also, home to HQ, First Air Force (1 AF) of the ACC.

Marine Corps

- Marine Corps Support Facility Blount Island (Jacksonville, FL) – Mission is to plan, coordinate, and execute logistics efforts in support of the USMC Maritime Prepositioning Force (MPF) program, and the Global Prepositioning Program – Norway (GPP-N).

Navy

- Naval Air Station Jacksonville (Jacksonville, FL) – The largest Navy base in the Southeast Region. As a master air and industrial base, it supports US and allied forces specializing in anti-submarine warfare and training in the P-3 Orion and P-8 Poseidon aircraft.
- Naval Air Station Key West (Key West, FL) – A state-of-the-art training facility for air-to-air combat fighter aircraft of all military services. Host to several tenant commands including Fighter Squadron Composite 111 (VFC-111), Strike Fighter Squadron 106 (VFA-106), US Army Special Forces Underwater Operations School, and HQ, Joint Interagency Task Force South.
- Naval Air Station Pensacola (Pensacola, FL) – “The Cradle of Naval Aviation”, the initial primary training base for all Navy, Marine, and Coast Guard aviators and Naval Flight

Officers. Also, the home base for the US Navy Flight Demonstration Squadron, the Blue Angels. The air station also hosts the Naval Education and Training Command (NETC).

Navy (Cont.)

- Naval Air Station Whiting Field (Milton, FL) – One of the Navy’s two primary pilot training bases, the other located at NAS Corpus Christi, TX. Provides fixed and rotary wing training to Navy, Marine Corps, Coast Guard, and Air Force student pilots, as well as students from several allied nations.
- Naval Air Warfare Center Training Systems Division (Orlando, FL) – As a part of Naval Air Systems Command (NAVAIR), the NAWCTSD is the Navy’s principal center for modeling, simulation, and training systems technologies.
- Naval Station Mayport (Jacksonville, FL) – The third largest naval surface fleet concentration area in the US. Home of the Navy’s 4th Fleet and contains a protected harbor that can accommodate aircraft carrier-size vessels, a ship intermediate maintenance facility, and a military airfield.
- Naval Support Activity Panama City (Panama City, FL) – NSA PC houses the Naval Surface Warfare Center Panama City Division (NSWC PCD) and the Navy Experimental Diving Unit (NEDU).
- Corry Station Naval Technical Training Center (Myrtle Grove, FL) – Home of the Navy’s Center for Information Dominance which was created by the merger of the Center for Cryptology Corry Station and the Center for Information Technology San Diego in 2005.

Air National Guard / Reserve

- Homestead Air Reserve Base (Homestead, FL) – Host unit is the 482nd Fighter Wing which is a fully combat-ready unit capable of providing F-16C multi-purpose fighter aircraft support for short-notice, worldwide deployment.
- Jacksonville Air National Guard Base (Jacksonville, FL) – Home of the 125th Fighter Wing located at the Jacksonville International Airport with a dual state and federal mission of providing F-15 Eagle qualified crews and maintenance personnel to perform air superiority and air dominance missions in theaters throughout the world.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Florida’s current state-wide military organization is the Florida Defense Support Task Force (FDSTF) is an element of Enterprise Florida, Inc. (EFI), a public-private partnership between Florida’s business and government leaders and is the principal economic development organization for the State.

The FDSTF was created in 2011 and is a legislatively mandated council whose mission is to preserve, protect, and enhance Florida’s military missions and installations. Funding for the Council’s activities is provided through EFI.

3. BRAC 2005 PERFORMANCE

Employment Impact

Florida fared very well in the BRAC 2005 round with significant gains at Eglin AFB and NAS Jacksonville. The summary of the BRAC 2005 employment impact is shown below:

FLORIDA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+4,206	-486	+52	+3,772	+2,494	+6,266

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Florida’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

FLORIDA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$240,236	\$452,318	\$605,627	\$340,410	\$527,992	\$335,409	\$236,770	\$157,834	\$111,246	\$50,755
TOTAL MILCON : \$3,058,597,000										

4. DEFENSE SPENDING RANKING

Florida also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented :

Bloomberg Government Impact of Defense Spending State of Florida				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$22.8B	3.1%	4.3%	\$1,230
State Ranking	#4	#30		

Note: This data is from Bloomberg’s 2011 Report (latest published, Bloomberg awaiting updates from DoD).

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Florida has been extremely active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Florida		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	+
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Florida	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran’s Preference	Yes
In-State Tuition	Gaining
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

The ***2014 Florida Military-Friendly Guide*** provides a summary of Sunshine State Laws, Programs and Benefits for Active Duty, National Guard and Reserve Service Members and Families. The Guide can be found at:

<http://www.entrepriseflorida.com/wp-content/uploads/Florida-Military-Friendly-Guide.pdf>

The Guide provides a summary description of the State Laws, Programs and Benefits in the following major categories:

- Protections
- Licenses, Registrations and Fees
- Licensure
- Tax and Financial Benefits
- Unemployment Compensation and Employment Protection / Assistance
- Education Benefits (Service Members and Families)
- Family Support

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Florida's military installations are summarized below:

- In October 2014, Governor announced \$2.6 million in grants to strengthen the state's military bases. Grants covered 13 projects in 10 counties as part of the 2014-2015 Florida Defense Support Task Force Grant Program. Grants covered the following activities:
 - Develop marketing plan to identify industries to employ and train transitioning military members.
 - Expand the Bay County Intelligent Transportation System.
 - Development of public-private partnerships to improve the military value of Eglin AFB.
 - Construction of a 96 unit apartment complex for veteran housing.
 - Clear decaying infrastructure adjacent to NAS Whiting Field.
 - Develop educational courses and industry certifications to assist military members and retirees to strengthen information technology and cybersecurity workforce.
 - Purchase 159 acres adjacent to Camp Blanding to provide buffer.
 - Acquisition of land or specific property rights to prevent incompatible development in vicinity of Avon Park Air Force Range.
 - Development of strategic marketing campaign for MacDill AFB to strengthen relationships between base and local community.
 - Provide a gateway for industries looking for high quality small business suppliers to the State's defense industry.
 - Design, plan and execute an unmanned aerial system component to the annual emergency response exercise at Camp Blanding.
 - Execute a comprehensive plan to enhance the military value of NSA Orlando.

Best Practices (Cont.)

- South Florida State College in Avon Park, FL, was awarded a Department of Transportation grant to train military veterans for jobs as commercial bus and truck drivers.
- Eglin AFB and Okaloosa County have signed and formalized multiple agreements for sharing installation support services under the Air Force Community Partnership Program.
- Fourteen defense communities will receive \$2.5 million in infrastructure grants to support 19 military installations in the State. Funds will be used to address encroachment issues, diversification of local economies, support for military/community relationships, and support for sustainability and economic development initiatives.
- Air Force officials have worked with the City of Valparaiso to limit noise impacts on communities around Eglin AFB with the conduct of F-35 training flights.
- Ribbon cutting was recently held for the completion of an Enhanced Use Lease (EUL) for a resort hotel at Fort Walton Beach built on property owned by Eglin AFB. A developer leased 17 acres of beachfront property from Eglin which will provide added revenue for the base to fund infrastructure upgrades and repairs. Additionally, the project provided a rooftop setting for antennas used by the 96th Test Wing to perform telemetry operations. An exceptional project which generates revenue and enhances the mission.
- Over the past 14 years, Santa Rosa County has purchase or acquired easements on 3,500 acres adjacent to NAS Whiting Field to preclude encroachment and enhance the base's military value. The majority of the acreage has been in the airfield's Accident Prevention Zones (APZ's).
- The Florida Legislature recently provided \$7.5 million to purchase buffer zones to protect three installations from encroachment – MacDill AFB, NS Mayport, and NSA Panama City.
- A state grant of \$40,000 was awarded to Highlands County to promote economic development outside Avon Park Air Force Range. The funds are being used to identify and target businesses that would be compatible with the Range's mission. Target businesses include warehouses, processing centers, and light industrial manufacturing.
- Polk County will use a recently awarded \$200,000 state grant as a local match for \$800,000 it received from the DoD's Readiness and Environmental Protection Integration (REPI) program. Funds will be used to purchase a conservation easement to buffer the Avon Park Air Force Range which is the largest bombing and gunnery range east of the Mississippi River.
- Brevard County has elevated discussions with Patrick AFB and its neighbors on Florida's Space Coast about ways to take advantage of the shared services authorities that DoD has been given by the US Congress. Several cooperative agreements are being investigated for services that could cover police, fire, emergency response, as well as recreational and library services.

Best Practices (Cont.)

- Central Florida leaders are hoping to add a \$60 million complex to the Central Florida Research Park would be leased at no cost to the military. The additional space would provide DoD with expansion capabilities at the Park which is considered to be the epicenter of simulation and training.
- The partnership between Bay County and Tyndall AFB has been strong for 72 years and has led to the influx of additional military personnel and their families to the County as a result of the transfer of F-22 aircraft from Holloman AFB, New Mexico, to Tyndall.
- Florida's conservation land program is one of the most robust in the country as evidenced by the August 2013 approval by the State of the purchase of a conservation easement on a 21,000 acre tract on the east side of Eglin AFB.
- Governor's 2012-2013 Defense Support Task Force grants amounted to \$2.6 million to enhance relationships between Florida communities and the military. Grants were used for:
 - Acquisition of land for buffering.
 - Establish a Center of Excellence for Information Dominance.
 - Support for wounded special operations warriors.
 - Construct a fence to buffer airfield.
 - Construct an explosive ordinance disposal bunker.
 - Establish a maritime R&D capability.
 - Develop a comprehensive threat mitigation plan.
 - Establish a local defense community organization.
- Community leaders in Indian River County and the Indian River Veterans Council have worked together to implement a ***Community Blueprint*** program, designed by the Points of Light Foundation, to assist returning service members, veterans and their families by better coordinating their access to employment, housing, education and health care services.
- The Nonprofit Center of Northeast Florida created an online platform to identify veteran services in the Jacksonville area as a result of a \$20,000 grant from the Jacksonville Jaguars Foundation. This mapping grant is a part of a \$1 million financial commitment made by the Jaguars to the city to support returning veterans.
- Jacksonville hosts an annual "***Week of Valor***" to showcase the city's support for the military, and to raise its profile as both a military-friendly and sports-friendly city.
- Florida State University conducts an annual ***Entrepreneurship Bootcamp for Veterans with Disabilities (EBV)***. In addition to hosting Florida veterans, attendees have come from across the country to attend this entrepreneurship bootcamp. The program is aimed at assisting disabled veterans with starting a business or taking their current business to the next level. Additionally, as an offshoot of this successful program, FSU has also established an ***Entrepreneurship Bootcamp for Veterans' Families (EBV-F)*** which is focused on family members who are caring for a wounded warrior or had a spouse or family member die while serving their country.

Best Practices (Cont.)

- The State is a leader in support of its military installations and has continued to appropriate grant money through three primary grant programs which include:
 - Defense Reinvestment Grant Program.
 - Defense Infrastructure Grant Program.
 - Military Base Protection Grant Program.



ALABAMA



6. STATE MILITARY BASES

Department of Defense military facilities in Alabama consist of the following bases:

Army

- Anniston Army Depot (Bynum, AL) – Anniston Army Depot (ANAD) is a major US Army depot operations facility with the primary missions of production and repair of ground combat vehicles, overhaul of small arms weapon systems, and the storage of chemical weapons (Anniston Chemical Activity).
- Fort Rucker (Daleville, AL) – Home of the US Army Aviation Center of Excellence (USAACE) and Fort Rucker. USAACE trains, educates, and develops Army Aviation professionals and is the primary flight training base for Army Aviation.
- Redstone Arsenal (Huntsville, AL) – The Arsenal is the garrison for a number of tenants including the US Army Materiel Command, US Army Aviation and Missile Command, the Missile Defense Agency of the DoD, and NASA’s Marshall Space Flight Center. Redstone Arsenal has been the center of the Army’s missile and rocket programs for the past 70 years.

Air Force

- Maxwell-Gunter AFB (Montgomery, AL) – It is the headquarters of Air University (AU), a major component of the Air Education and Training Command (AETC), and is the Air Force’s Center for Joint Professional Military Education (PME). The Air Force’s Staff College and Air War College are located at the base.

7. STATE-WIDE MILITARY ORGANIZATION

The State of Alabama’s state-wide military organization is the Job Creation and Military Stability Commission which was established in May 2011. The Commission is chaired by the Lieutenant Governor and vice chairs includes the President Pro Tempore of the Senate and the Speaker of the House. Also included as members, are the Adjutant General and Directors of Homeland Security and the Alabama Development Office as well as retirees from the armed services appointed by the Governor. The Commission also has a consultant group advising the state on base retention and expansion issues which is funded at approximately \$125,000 per year.

Four groups also serve as advisors to the Commission as a result of their proximity to and relationships with the military bases in the State. These groups are:

- Tennessee Valley BRAC Committee
- Friends of Fort Rucker
- Montgomery Chamber Military Support Council
- Calhoun County Chamber Military Affairs Council

8. BRAC 2005 PERFORMANCE

Employment Impact

Alabama did fare well in the BRAC 2005 round with gains totaling +1,674. The summary of the BRAC 2005 employment impact is shown below:

ALABAMA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-1,436	+1,289	+1,050	+903	+771	+1,674

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Alabama's Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

ALABAMA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$74,258	\$70,235	\$64,337	\$80,056	\$18,550	\$132,739	\$87,100	\$5,400	\$12,500	\$0,000
TOTAL MILCON: \$545,175,000										

9. DEFENSE SPENDING RANKING

Alabama also fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Alabama				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$14.3B	8.6%	2.7%	\$3,035
State Ranking	#11	#4		

10. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Alabama has been active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Alabama		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	B/I
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Alabama	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran’s Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Alabama Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- AL H 62 (2014) – Changed absentee voting deadlines to facilitate compliance with the federal Uniformed and Overseas Citizens Absentee Voting Act.
- AL S 80 / AL H 94 (2014) – Requires local governments to notify certain military installations of certain proposed land use changes. Provides the opportunity for military installations to comment on the proposed uses, and references military installations in municipal land use master plans.
- AL S 85 / AL H 128 (2014) – Provides educational scholarship benefits for postsecondary education to dependents of veterans.
- AL S 86 / AL H 193 (2014) – Provides extension for motor vehicle license renewals for military personnel on deployment and eliminates late registration fees.
- AL H 211 (2014) – Establishes special disabled veteran’s hunting license.
- AL H 502 (2014) – Relates to authorities to develop former military bases and provides for an exemption from competitive bids.
- AL SJR 34 (2013) – Assists veterans in obtaining commercial driver’s licenses.
- AL SJR 68 (2013) – Amended the law creating the Alabama Job Creation and Military Stability Commission.
- AL S 138 / AL H 170 (2013) – Made supplemental appropriations to the Department of Veterans Affairs for the Student Financial Aid Program.
- AL S 163 / AL H 352 (2013) – Provides for a special physically disabled military veteran’s appreciation three-day trip event hunting license.
- AL H 338 (2013) – Facilitates the ability of discharged military service members to receive licensure and academic credit for military education, training, and experience.
- AL H 424 (2013) – States that active duty service members, their spouses, and dependents, as well as veterans will be considered resident students for admission and tuition purposes.
- AL H 97 (2012) – Classifies members of the Alabama National Guard as residents who are eligible for in-state tuition rates.
- AL H 121 (2012) – Provides unemployment benefits to spouses of active members of the military that voluntarily quit working to relocate with the service member in cases of deployment or change of station orders.
- AL H 122 (2012) – Allows active duty and retired military personnel to enter state parks without charge on state and federal holidays.
- AL H 152 (2012) – Provides additional income tax credit for job creation to employers for hiring recently deployed, and now discharged, unemployed veterans.
- AL S 244 (2012) – Pays medical expenses for Alabama National Guard and State Defense Force members who are injured as a direct result of active military service and are not covered by the State Employees Injury Compensation Program.
- AL S 370 (2012) – Allows an honorably discharged veteran who is under the age of 19 to enter into a contract for the purchase of a motor vehicle.
- AL S 393 (2012) – Provides an income tax exemption to members and spouse of the military that were killed in action and were a resident of the state at the time of their death.

Legislative Initiatives (Cont.)

- AL H 638 (2012) – Expedites the issuance of professional licenses and certificates for spouses of active duty military personnel and recognizes those licenses obtained in other jurisdictions.
- AL SJR 69 (2011) – Created the Alabama Job Creation and Military Stability Commission to ensure the stability of Alabama assigned DoD resources.
- AL H 74 (2010) – Provides for the issuance of high school diplomas to certain honorably discharged veterans.
- AL S 91 / AL H 143 – Grants a military leave of absence for members of the USAF Auxiliary known as the Civil Air Patrol.
- AL S 283 / AL H 345 (2010) – Created the Enhanced Use Lease Area Act of 2010. Provides for tax increment financing of projects to utilize such property, and abatement of property taxes for construction on such property and improvements to a military installation.
- AL S 442 (2010) – Authorized the Public School and College Authority to sell and issue bonds for the construction of new schools and renovation of existing school facilities in areas in North Alabama directly impacted by BRAC 2005.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Alabama's military installations are summarized below:

- The State has made the construction of new schools and the completion of necessary renovations to existent schools a top priority. With the influx of new personnel and families brought about by the mission growth created in BRAC 2005, the State has accomplished the following:
 - Provided North Alabama school system (supports Redstone Arsenal) with \$175 million in state bond funds. Impacts on 15 local school districts.
 - More than \$200 million in new construction of high schools and elementary schools has been programmed.
- Enterprise City Schools (serving Fort Rucker) funded \$16.5 million improvement program for local schools with increase in local sales tax.
- Initiative adopted for school districts in defense communities within the State to implement Common Core Curriculum, as well as providing counselors and transportation for military students. Additionally, academic calendars have been modified to accommodate military training, deployment and operational schedules.
- University of Alabama at Birmingham (UAB) Health System, in partnership with Joining Forces, has launched the *Have You Served in the Military?* campaign. Initiative is focused on health care providers identifying whether patients are veterans. Identification allows for clinicians to consider unique concerns and exposures of veterans. Ultimate goal of the program is to obtain a military health history in order to help plan health care services for the veteran.

Best Practices (Cont.)

- Fort Rucker, in partnership with Alabama Power, is installing more than \$18 million in energy conservation measures with the goal of becoming a net-zero energy usage area. A 51 kilowatt photovoltaic array is being installed at one of the aviation stage fields with unused power being fed back into the grid and credited to the installation.
- Cities of Daleville, Dothan, Enterprise and Ozark (all serving Fort Rucker) have committed \$2 per resident for the next three years to promote Fort Rucker and its missions.
- State has approved an initiative to provide buildings and other facilities to neighboring military installations. The legislation allows city and county governments to spend public funds on federal property. Specifically, the measure permits municipalities or counties “to expend funds in support of federal facilities located in Alabama including support for the promotion of such facilities and support for the growth of such facilities and the activities performed at those facilities”.
- Legislation also allows members of the military and veterans to receive academic and professional licensure credit for relevant skills acquired in the military.
- In-state tuition fees for state academic institutions are offered to all active duty service members, their spouses and dependents.
- Redstone Gateway, an enhanced use lease (EUL) project at Redstone Arsenal, is slated to provide 4.6 million ft² of office and administrative space on the arsenal.
- Garrison Commander at Redstone Arsenal hosts a “Take Your Community to Work Day” at the arsenal to promote close partnership between the installation and local officials.



ALASKA



1. STATE MILITARY BASES

Department of Defense military facilities in Alaska consist of the following bases:

Army

- Fort Greely (Delta Junction, AK) – Fort Greely is an Army launch site for anti-ballistic missiles (ABMs). It is also the home of the US Army Cold Regions Test Center.
- Fort Richardson (Anchorage, AK) – Home of US Army Alaska (USARAK) and now the Army element of Joint Base Elmendorf-Richardson which was established as a result of BRAC 2005. Also home to the 4-25 Airborne Brigade Combat Team (ABCT) and the 2nd Engineer Brigade.
- Fort Wainwright (Fairbanks, AK) – Home of the 1-25 Stryker Brigade Combat Team (SBCT); USARAK Aviation Task Force; and the Northern Warfare Training Center (NWTC).

Air Force

- Clear AFS (Denali Borough, AK) – An Alaska National Guard radar station for detecting incoming ICBMs and submarine launched ballistic missiles. Tied into NORAD's Missile Correlation Center (MCC), and also provides space surveillance data to Air Force Space Command's Space Control Center (SCC).
- Eielson AFB (North Pole, AK) – Home of the 354th Fighter Wing; the 354th Operations Group (18th Aggressor Squadron & Red Flag-Alaska); and Air National Guard's 168th Air Refueling Wing.
- Elmendorf AFB (Anchorage, AK) – Home of Alaska Command (ALCOM); 11th Air Force; and the 3rd Wing which provides US Northern Command (NORTHCOM) and US Pacific Command (PACOM) with world-class combat power. The Air Force element of Joint Base Elmendorf-Richardson.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Alaska's state-wide military organization is the Alaska Military Force Advocacy and Structure Team (AMFAST). AMFAST's mission is to provide recommendations to the Governor on how best to retain and build on the State's current military force capability, to propose strategies for acquiring future missions and infrastructure that will benefit the United States' national security, and provide state residents with economic opportunity.

The Chairperson of AMFAST is the State Adjutant General and members are appointed by and serve at the pleasure of the Governor. AMFAST also has an advisory committee whose members include the Executive Director of the Alaska State Chamber of Commerce, designees from the local Chambers, mayors of the cities and boroughs, and Commissioners from various State Departments.

STATE-WIDE MILITARY ORGANIZATION (CONT.)

The Department of Military and Veterans Affairs (DMVA) provides administrative support to the AMFAST, and members of AMFAST and the advisory committee do not receive compensation but are provided per diem and travel expenses.

In support of their efforts, DMVA has hired consultants for the past several years at a salary of approximately \$200,000 per year to perform analytical and advisory services.

3. BRAC 2005 PERFORMANCE

Employment Impact

Alaska did not fare well in the BRAC 2005 round with losses totaling - 4,742. The summary of the BRAC 2005 employment impact is shown below:

ALASKA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-2,343	-309	-41	-2,693	-2,049	-4,742

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Alaska’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

ALASKA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$133,180	\$254,700	\$536,560	\$292,050	\$335,935	\$333,612	\$335,800	\$18,300	\$202,204	\$11,500
TOTAL MILCON: \$2,453,841,000										

4. DEFENSE SPENDING RANKING

Alaska also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Alaska				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$4.9B	10.7%	0.9%	\$6,999
State Ranking	#32	#3		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Alaska has been extremely active in developing detailed programs to counter the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Alaska		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	B/I
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Alaska	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran's Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Alaska Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- AK H 36 (2014) – Exempts federal agencies and military services firing or using munitions on active ranges from securing prior authorization from the Department of Environmental Conservation.
- AK H 46 (2014) – Waives the commercial motor vehicle driving skills test for certain drivers with military commercial motor vehicle experience.
- AK H 52 (2014) – Provides for allowable absences from the state for purposes of eligibility for permanent fund dividends. Serving on active duty as a member of the armed forces of the US or accompanying that individual as a spouse or minor dependent constitutes eligibility.
- AK S 73 (2014) – Provides for a municipal property tax exemption for real property for disabled veterans.
- AK H 84 (2014) – Applies military education, training, and service credit to occupational licensing and certain postsecondary education and employment training requirements. Provides for a temporary occupational license for qualified military service members.
- AK S 145 (2014) – Relates to the definition of a veteran for the purposes of housing, eligibility for veterans' loans, and preferences in state employment hiring, and provides for home and community-based waiver services under Medicaid for children of military service members.

Legislative Initiatives (Cont.)

- AK H 212 (2014) – Relates to the exemption from driver licensing requirements for spouses of members of the armed forces of the US.
- AK H 223 (2014) – Authorizes municipalities to exempt or partially exempt for up to 10 years property in a military facility zone that creates or supports industry, development or educational or training opportunities.
- AK S 73 (2013) – Provides municipal property tax exemption for real property that is the primary residence for military widows or widowers.
- AK H 21 (2012) – Adds a member to the Statewide Suicide Prevention Council who is discharged from, retired from, or engaged in active duty military service in the armed forces of the US.
- AK H 28 (2012) – Exempts active duty members of the armed services from fees and other occupational licensing requirements.
- AK H 129 (2012) – Provides a death certificate for a deceased veteran without charge.
- AK S 136 (2012) – Provides a tax credit for employing a resident veteran. Also, notes a person's status as a retired veteran or an honorably discharged veteran on a person's driver's license or identification card.
- AK H 316 (2012) – Relates to development of housing in military facility zones, and proposes to help businesses and communities secure funds to serve and support their installations.
- AK S 217 (2010) – Relates to the issuance of state-guaranteed revenue bonds to finance mortgages for qualifying veterans.
- AK H 334 (2010) – Establishes child custody and visitation standards for a military parent, and provides for video and internet testimony if a hearing or deposition involves a parent who is deployed.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Alaska's military installations are summarized below:

- One of the most significant actions taken by the State was the creation of Military Facility Zones that offer state and federal incentives for businesses that support Alaska's military bases. The program offers low-cost loans or tax credits to companies that conduct projects that lower the operating costs of the State's military installations. It was created in order to protect Eielson AFB from the potential movement of its F-16s (the 18th Aggressor Squadron) to Elmendorf AFB, but applies to all military installations in the State.
- Joint Base Elmendorf-Richardson has developed an innovative solution to reduce energy costs on the base by constructing a landfill gas processing system to extract methane gases from the City of Anchorage's landfill which sits adjacent to the base. The plant will become cash positive in its third or fourth year of operation and will save an estimated \$50 million in its 46 years of operation. Additionally, the plant will ensure that JBER exceeds its federal renewable energy goals, as well as reducing energy costs on the installation. This initiative assisted in the base receiving a 2013 Secretary of Defense Environmental Award.

Best Practices (Cont.)

- JBER also installed an advanced-meter-reading system that provided real-time energy use data in more than 125 high energy use facilities on the base. Cost savings from the system average \$350,000 a year.
- The University of Alaska was selected by the FAA as one of the six UAS research and test sites throughout the US. Their proposal contained a diverse set of test site range locations in seven climate zones, as well as geographic diversity with test site range locations in Hawaii and Oregon.
- The USAF has selected Eielson AFB as its preferred alternative to host the first F-35A Lightning II Squadron in the Pacific Region. This selection bolsters the base's long-term survival prospects after successfully reversing the Air Force's decision to move the 18th Aggressor Squadron from Eielson to Elmendorf AFB. The Air Force decision allows the capability of using the Joint Pacific Alaska Range Complex (JPARC) for large force exercises using a multitude of ranges and maneuver areas which constitute the largest airspace in the Air Force.
- The Alaska Military Force Advocacy and Structure Team (AMFAST) has completed short-term and long-term strategy documents for use by the Governor to facilitate with the sustainment and growth of the military bases in Alaska.
- The Department of Military and Veterans Affairs (DMVA) has also engaged Washington, DC based consultants to provide timely information and intelligence to the State on DoD, Service specific and Congressional activities affecting the installations in the State.



ARIZONA



1. STATE MILITARY BASES

Department of Defense military facilities in Arizona consist of the following bases:

Army

- Fort Huachuca (Sierra Vista, AZ) – Home of the US Army Intelligence Center and the US Army Network Enterprise Technology Command (NETCOM) / 9th Army Signal Command. Also headquarters of the Army Military Affiliate Radio System (MARS), and the Joint Interoperability Test Command (JITC) and the Electronic Proving Ground (EPG).
- Yuma Proving Ground (Yuma County, AZ) – A US Army facility and one of the largest military installations in the world. Yuma Proving Ground (YPG) is part of the US Army Test and Evaluation Command (ATEC) and is one of only two general purpose proving grounds within ATEC. YPG conducts tests on almost every weapons system used in ground combat.

Air Force

- Barry M. Goldwater Range (Southwest AZ) – Serves the US Air Force and US Marine Corps as an armament and high-hazard testing area. BMGR is a training area for aerial gunnery, rocketry, electronic warfare, tactical maneuvering and air support.
- Davis-Monthan AFB (Tucson, AZ) – Home of the 355th Fighter Wing, part of Air Combat Command (ACC). Provide A-10 close air support and forward air controllers to ground forces worldwide. Also, the location of the Air Force Materiel Command's 309th Aerospace Maintenance and Regeneration Group (AMARG) which manages the sole aircraft boneyard for excess military and government aircraft.
- Luke AFB (Glendale, AZ) – Is a major training base of the Air Education and Training Command (AETC) for the F-35A Lightning II. Integral part of the fighter pilot training mission is access to and use of the BMGR.

Marine Corps

- Marine Corps Air Station Yuma (Yuma, AZ) – Home to multiple squadrons of the AV-8B Harrier IIs. Considered one of the Marine Corps' premier aviation training bases hosting numerous units and aircraft from US and NATO forces.

2. STATE-WIDE MILITARY ORGANIZATION

The State has a state-wide military organization which is the Arizona Military Affairs Commission (MAC). The specific responsibilities of the MAC are to advise the Executive and Legislative Branches on pertinent issues relating to the military and installations throughout Arizona, to protect the ongoing strategic missions of federal military installations located within Arizona, and to prioritize property applications as part of the administration of the Military

STATE-WIDE MILITARY ORGANIZATION (CONT.)

Installation Fund (MIF). This fund has expended over \$22 million since BRAC 2005 to protect the State’s military installations.

Currently, the various bases are also supported by community-led groups, many with consultants, such as the West Valley Partners which support Luke AFB. The local community organizations are well organized and funded. West Valley Partners spend approximately \$150,000 per year for a consultant.

3. BRAC 2005 PERFORMANCE

Employment Impact

Arizona lost personnel at Luke AFB and Fort Huachuca in the BRAC 2005 round. Total losses numbered -944. A summary of the BRAC 2005 employment impact is shown below:

ARIZONA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-193	-358	+1	-550	-394	-944

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Arizona’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

ARIZONA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$53,137	\$32,101	\$192,854	\$100,290	\$111,256	\$374,687	\$260,585	\$42,441	\$21,000	\$45,279
TOTAL MILCON: \$1,233,630,000										

4. DEFENSE SPENDING RANKING

Arizona also fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Arizona				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$15.3B	6.1 %	2.9%	\$2,321
State Ranking	#8	#8		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Arizona has been extremely active in developing detailed programs to counter the losses that resulted from BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State's progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Arizona		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Arizona	
Exemption from State Taxation	
Military Retired Pay	No / Minimal
Survivor Benefit Plan	No / Minimal
Property Taxes	No / Minimal
Veteran's Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Arizona State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- AZ H 2103 (2014) – Allows certain persons to obtain a concealed weapons permit if the person is currently in military service or has been honorably discharged.
- AZ H 2135 (2014) – Provides for continuation of the Military Affairs Commission.
- AZ H 2150 (2014) – Provides that a qualifying student for the Empowerment Scholarship accounts includes a child of a parent who was killed in action.
- AZ H 2204 (2014) – Allows a person who is currently in the military or who was honorably discharged and operated a commercial motor vehicle to bypass a driving test required in order to receive a Class A, B or C commercial license.
- AZ H 2303 (2014) – Expands the definition of qualified organizations to include non-profit organizations that afford opportunities and experiences to veterans with service-connected disabilities.
- AZ H 2443 (2014) – Provides for members of the armed forces stationed in the state either permanently or temporarily to secure hunting licenses.
- AZ S 1243 (2013) – Exempts non-profit military mutual aid associations providing life insurance and annuities to members of the military service and their dependents from certain provisions regulating insurers.
- AZ S 1286 (2013) – Exempts veterans nursing homes from the definition of a nursing facility as relates to provider assessments.

Legislative Initiatives (Cont.)

- AZ H 2064 (2013) – Requires the State Medical Board to issue training permits to qualified military professionals who are practicing dentistry and who are discharging official duties by participating in a clinical training program at a civilian hospital affiliated with the DoD.
- AZ H 2076 (2013) – Provides that the education, training or experience required for any occupational or professional license shall be completely, or partially satisfied by – as determined by the regulating entity – by substantially equivalent education, training or experience gained in the armed forces or any National Guard or Reserve component.
- AZ S 1001 (2012) – Provides that state land may be exchanged for public land to enhance military preservation.
- AZ S 1405 (2012) – Relates to tuition classification for postsecondary schools, as well as residency requirements for service members on active duty, reserve, national guard or retired status.
- AZ H 2428 (2012) – Provides for distinguishing markings on drivers licenses and non-operating identification licenses.
- AZ H 2602 (2012) – Relates to qualifications as veteran supportive campuses.
- AZ S 1134 (2011) – Provides that officers and enlisted personnel of the National Guard on active duty exceeding 30 days shall be considered employees of the state and eligible for health and accident insurance, including dependents.
- AZ S 1283 (2011) – Relates to child custody and parents absence caused by military deployment or mobilization.
- AZ S 1458 (2011) – Provides reciprocity for persons who are married to an active duty member of the armed forces as it relates to professional licensure.
- AZ H 2410 (2011) – Provides that a person who is honorably discharged from the armed forces shall be granted immediate classification as an in-state student.
- AZ H 2348 (2010) – Specifies that federal disability benefits awarded to veterans for service-connected disabilities are exempt from the claim of creditors and not subject to attachment, levy or seizure under any legal or equitable process.
- AZ H 2350 (2010) – Provides a tuition waiver to purple heart recipients who were residents of the state or stationed in the state when the injury occurred.
- AZ H 2539 (2010) – Provides that an employer shall not refuse a leave of absence for military purposes or reduce seniority during such absence, also provides for reemployment rights.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Arizona's military installations are summarized below:

- Fort Huachuca was named a winner of the 2014 Readiness and Environmental Protection Integration (REPI) Challenge and was awarded \$4 million for innovative land conservation efforts that benefit military readiness, neighboring communities and the environment. The \$4 million award will leverage \$9 million in partner contributions to permanently restrict development on 5,900 acres of rangeland. The project partners include the Arizona Land and Water Trust, Arizona Department of Emergency and Military Affairs, USDA, BLM and the National Fish and Wildlife Foundation.

Best Practices (Cont.)

- The State launched a website, ***Helping Military Children Transition and Succeed***, to help students of military families and school personnel navigate the challenges associated with the frequent relocations of military personnel. This followed the Governor's establishment of a council to coordinate the State's participation in the Interstate Compact on Educational Opportunity for Military Children.
- Fort Huachuca is constructing the largest Solar Array project in DoD. The 20-megawatt project will provide the post with approximately 25% of its electrical requirements and is a joint effort between the Army Energy Initiatives Task Force, Fort Huachuca, the GSA, Tucson Electric Power and the developer, E.ON Climate and Renewables.
- Arizona was the first state to create an office dedicated to ending veteran homelessness, ***Arizona Commission on Homelessness and Housing***, which has successfully ended veterans' homelessness in the Phoenix metro area and is now being implemented throughout the State.
- Arizona Public Service has proposed to construct, operate and maintain a photovoltaic solar generation facility at Luke AFB under an Enhanced Use Lease. The project will encompass 106 acres on the base and will assist the base in meeting its renewable energy generation goals.
- Subsequent to BRAC 2005, the State instituted a Military Installation Fund to purchase buffers around the State's military installations to protect them from encroachment. To date the State has invested over \$22 million for this purpose, and the Governor has requested continued support for the program from the State Legislature.
- Fort Huachuca was named ADC's Installation of the Year in 2012 for supporting a number of partnerships with its host community, Sierra Vista. The partnerships include:
 - Fort Huachuca providing Army land for the city to establish a municipal airport at the airfield.
 - A shared library between the post and the city.
 - Collaboration on law enforcement operations, emergency services and water conservation.
 - Partnering to purchase conservation easements to provide noise buffers and reduces demand on the local aquifer.
 - Regional partnership supporting waste-water management.
- Pima County (Tucson) opened the nation's first career center targeted to help military veterans gain employment and training, as well as benefits and services. The ***Pima County One-Stop Career Center*** offers veterans individual counseling and workshops on job hunting, job training, and assistance with obtaining benefits for education and medical care.
- Numerous wind-farm and solar power plants have been approved in the State by the DoD's Energy Siting Clearinghouse, thus preventing any potential conflict with military training or testing.

Best Practices (Cont.)

- The Arizona National Guard and the Arizona Coalition for Military Families have developed a two-day immersion program aimed at giving community members a first-hand look at military life. The goal of the program is to help participants to understand the physical and mental stresses of everyday, military life so they can better relate to service members.

- Arizona State University and the Arizona National Guard have partnered to offer an online graduate program in sustainability leadership. The curriculum is designed to assist eligible soldiers and Army civilians in fulfilling the goals of the Army Sustainability Campaign Plan. Students will be taught:
 - How to better protect the lives of troops and make the military a more capable force.
 - How to achieve net zero energy, net zero water and net zero waste goals.
 - How to minimize the Army's carbon footprint.



CALIFORNIA



1. STATE MILITARY BASES

Department of Defense military facilities in California consist of the following bases:

Army

- Fort Hunter Liggett (Monterey, CA) – Provides world class training for combat support and combat service support units of the Army Reserve.
- Fort Irwin (Barstow, CA) – Home of the National Training Center, a major training center of the US Army and capable of force-on-force and live fire training of large scale units up to Brigade size.
- Presidio of Monterey (Monterey, CA) – Home of the Defense Language Institute Foreign language Center (DLIFLC).

Air Force

- Beale AFB (Marysville, CA) – Home of the 9th Reconnaissance Wing (9 RW) flying U-2 aircraft in support of Presidential and Congressional decisions critical to national defense.
- Edwards AFB (Lancaster, CA) – Home of the Air Force Test Center and the Air Force Materiel Command's Center of Excellence for RDT&E of aerospace systems from concept to combat.
- Los Angeles AFB (El Segundo, CA) – Home of the Space and Missile Systems Center – the Air Force's premier space acquisition center.
- March Air Reserve Base (Riverside, CA) – Home of the Air Force Reserve Command's 4th Air Force (4 AF) and the 452d Air Mobility Wing, the largest air mobility wing in the Air Force Reserves.
- Travis AFB (Fairfield, CA) – Home of the Air Mobility Command's (AMC's), 60th Air Mobility Wing, the largest wing in AMC.
- Vandenberg AFB (Lompoc, CA) – Is the DoD's space and missile testing base, with a mission of placing satellites into polar orbit.

Marine Corps

- Camp Pendleton (San Diego, CA) – Major West Coast base of the US Marine Corps. Home of I Marine Expeditionary Force and various training commands.
- MCAS Miramar (San Diego, CA) – Home of the 3rd Marine Aircraft Wing, which is the aviation element of the 1st Marine Expeditionary Force.
- MCLB Barstow (Barstow, CA) – USMC supply and maintenance installation. Rebuilds and repairs ground-combat and combat-support equipment.
- MCRD San Diego (San Diego, CA) – MCRD San Diego and MCRD Parris Island are the only Marine Corps recruiting bases in the US.

Marine Corps (Cont.)

- Mountain Warfare Training Center (Pickel Meadows, CA) – Conducts unit and individual training courses to prepare USMC, Joint and Allied Forces for operations in mountainous, high altitude and cold weather environments.
- Marine Corps Air Ground Combat Center (Twentynine Palms, CA) – Mission is to conduct live-fire combined arms training, urban operations, and Joint/Coalition level integration training that promotes operational forces readiness.

Navy

- Chocolate Mountain Aerial Gunnery Range (N/A) – Used by the Navy and Marines for aerial bombing and live fire aerial gunnery practice.
- NAS Lemoore (Lemoore Station, CA) – Navy’s newest and largest Master Jet Base. Strike Fighter Wing Pacific is home-ported here along with four Carrier Air Wings.
- Naval Base Ventura County (Oxnard, CA) – Premier naval installation composed of three operation facilities – Point Mugu, Port Hueneme and San Nicolas Island. Serves as an all-in-one mobilization site, deep water port, railhead, and airfield.
- Naval Air Facility El Centro (El Centro, CA) – One of the training centers for Navy forces in the region. Used by new and veteran pilots for training purposes. The winter home of the US Navy Flight Demonstration Squadron. The Blue Angels.
- Naval Base Coronado (San Diego, CA) – One of the Navy’s major shore commands, and a consolidated Navy installation encompassing eight military facilities – Naval Air Station North Island, Coronado; Naval Amphibious Base , Coronado; Naval Outlying Landing Field, Imperial Beach; Naval Auxiliary Landing Field, San Clemente, Island; Silver Strand Training Complex, Coronado; Camp Michael Monsoor Mountain Warfare Training Center, La Posta; Camp Morena, La Posta and the Remote Training Site, Warner Springs.
- Naval Construction Training Center (Port Hueneme, CA) – West Coast homeport of the Navy’s Seabees (i.e. C.B. – Construction Battalions).
- Naval Hospital Camp Pendleton (San Diego, CA) – A new four story, 500,000 ft² medical treatment facility at Camp Pendleton.
- Naval Medical Center (San Diego, CA) – Technologically advanced Naval medical treatment facility which is also a major teaching and research center.
- Naval Postgraduate School (Monterey, CA) – A fully accredited research university operated by the US Navy. Grants masters and doctoral degrees, as well as engineering degrees. Also, offers research fellowship opportunities at the postdoctoral level through the National research Council research associateship program.
- NAWS China Lake (China Lake, CA) – The US Navy’s largest single landholding, representing 85% of the Navy’s land for weapons and armaments RDTA&E. In total, its two ranges and main site cover more than 1,100,000 acres.
- NAS North Island (San Diego, CA) – Commanding Officer (CO) of NAS North Island is also the CO of NB Coronado. It’s the home port of several aircraft carriers and is the headquarters for four major military Flag staffs.
- Naval Base San Diego (San Diego, CA) – Principal home-port of the Pacific Fleet with 14 piers covering 977 acres and 12 miles of coastline to service over 50 ships and 120 tenant commands. It’s the largest surface support installation in the US Navy.
- NWS Seal Beach (Seal Beach, CA) – Provides weapons storage, loading, maintenance, and assessment support to ships of the US Pacific Fleet.

Navy (Cont.)

- NB Point Loma (San Diego, CA) – Home to seven Naval facilities – Submarine Base; Naval Mine and Anti-Submarine Warfare Command; Fleet Combat Training Center, Pacific; Space and Naval Warfare Systems Command (SPAWAR); SPAWAR Systems Center; Fleet Intelligence Command, Pacific; and Naval Consolidated Brig, Miramar.

2. STATE-WIDE MILITARY ORGANIZATION

The State of California’s current state-wide military organization is the California Governor’s Military Council. The Council was established in March 2013, and is chaired by former Congresswoman Ellen Tauscher. The mission of the Council is to position California to maintain and grow its military operations in the State by highlighting the ongoing Military Value of its installations. No information was available on funding for the Council’s activities.

Executive Order S-16-06 also established the Governor’s Advisor for Military Affairs within the Office of Planning & Research (OPR). OPR coordinates state policies that affect the military, including land use planning, regulatory activities by state agencies, and state legislation.

3. BRAC 2005 PERFORMANCE

Employment Impact

California did not fare well in the BRAC 2005 round with losses totaling -4,550. The summary of the BRAC 2005 employment impact is shown below:

CALIFORNIA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-921	-1,656	0	-2,598	-1,952	-4,550

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. California’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

CALIFORNIA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$418,260	\$582,780	\$678,930	\$1,311,092	\$1,605,448	\$1,178,349	\$940,155	\$700,365	\$356,702	\$280,171
TOTAL MILCON: \$8,052,252,000										

4. DEFENSE SPENDING RANKING

California also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of California				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$56.7B	3.1 %	10.8%	\$1,535
State Ranking	#2	#31		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of California has been active in developing detailed programs to counter the losses that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of California		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of California	
Exemption from State Taxation	
Military Retired Pay	No / Minimal
Survivor Benefit Plan	No / Minimal
Property Taxes	
No / Minimal	
Veteran's Preference	
Gaining	
In-State Tuition	
No / Minimal	
Veteran Status on License / ID	
No / Minimal	
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	
Yes	

Legislative Initiatives

Recent legislation *enacted* in the California State Legislature (Assembly and Senate) that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- CA A 13 (2014) – Updating of policies regarding tuition rates in the California Community College and State University systems for eligible veterans and their dependents.
- CA S 73 (2014) – Provides grants to eligible organizations preparing disadvantaged youth and veterans for specified employment.
- CA A 143 (2014) – Exempts from use taxes personal property of qualified service members purchased outside of the state prior to receiving orders transferring the service member to the State.
- CA A 151 (2014) – Authorizes the governing board of a county to grant financial assistance, relief and support to a disabled veteran.
- CA A 163 (2014) – Exempts from sales and use tax, a designated entity that operates a thrift store on a military installation.
- CA A 186 (2014) – Establishes a temporary licensure process for specified licensed professions for military spouses.
- CA S 290 (2014) – Makes an exemption from payment of nonresident tuition for eligible veterans.
- CA A 372 (2014) – Provides for veterans' preference in hiring when a veteran achieves a passing score on an entrance examination. Requires ranking in the top of the eligibility list.
- CA A 508 (2014) – Prohibits the garnishment of earnings of homeless veterans.

Legislative Initiatives (Cont.)

- CA A 526 (2014) – Provides protection for military service members with respect to the deferral of payment obligations.
- CA A 556 (2014) – Adds military and veteran status to the list of categories protected from employment discrimination.
- CA A 585 (2014) – Requires the State Department of Veterans Affairs to prioritize unused and underutilized properties in their inventory for potential use by state veterans.
- CA A 639 (2014) – Enacted the Veterans Housing and Homeless Prevention Bond Act of 2014 to provide for multifamily housing for veterans.
- CA S 720 (2014) – Authorizes deferment of payments on installment contracts for real estate equal to a service member's period of service.
- CA A 935 (2014) – Allows veteran applicant to have the word veteran printed on their driver's license or state ID card.
- CA A 1060 (2014) – Exempts projects of the Armed Forces from having to pay filing fees on projects required by the California Environmental Quality Act.
- CA S 1113 (2014) – Extends time-frame for disabled veterans in filing claims for property tax exemption.
- CA S 1227 (2014) – Authorizes courts to postpone prosecution of defendants if members of the US military. Authorizes referral to treatment services.
- CA A 1397 (2014) – Requires State Department of Human Resources to include specific information pertaining to veterans status among employment selection devices.
- CA A 1453 (2014) – Establishes a Southern California Veterans Cemetery in the City of Irvine, CA.
- CA A 1509 (2014) – Requires that Department of Veterans Affairs to establish a California-specific **transition assistance program** for discharged members of the Armed Services and the National Guard of any state.
- CA A 1589 (2014) – Allows for application for a ballot to be considered a standing request for eligible military and overseas voters.
- CA A 1821 (2014) – Authorizes the US Department of Veterans Affairs to establish a Medical Foster Home Pilot Program not subject to licensure or state regulations if specified federal requirements are satisfied.
- CA A 2098 (2014) – Requires courts to consider in determining sentencing and consideration for probation whether the individual was, or currently is, a member of the Armed Services.
- CA A 106 (2013) – Extends tax credits to local agency military base recovery areas.
- CA A 151 (2013) – Authorizes the governing board of a county to grant financial assistance, relief and support to disabled veterans.
- CA A 636 (2012) – Provides for students that are granted a military leave of absence to obtain assistance in meeting coursework requirements missed due to military service.
- CA S 813 (2012) – Grants priority enrollment at state universities and community colleges for members or former members of the military service who are residents of the state.
- CA A 882 (2012) – Grants a member of the Armed Services, or their dependents, entitlement to resident classification as long as they are continually enrolled in a public institution of higher education.
- CA A 1224 (2012) – Implements the Veteran's Farm and Home Purchase Act for cooperative dwelling units.

Legislative Initiatives (Cont.)

- CA S 1287 (2012) – Provides for a reduced fee sport fishing license for active duty personnel who are recovering service members.
- CA S 1288 (2012) – Provides for a reduced fee hunting license for military personnel who are recovering service members.
- CA S 1563 (2012) – Specifies that veterans who have completed training in the US Armed Forces as military law enforcement officers shall be allowed additional points on any entrance examination for a peace officer position.
- CA A 1807 (2012) – Specifies that child custody cases should be expedited for deployed military personnel.
- CA A 1904 (2012) – Provides for an expedited licensure process for reciprocal licenses issued by the Department of Consumer Affairs to spouses of active duty members assigned to a duty station in the state.
- CA A 2462 (2012) – Requires that the Chancellor of the California Community Colleges determine which courses credit should be awarded for prior military service.
- CA A 2478 (2012) – Exempts community college students with prior military service from paying nonresident tuition for a specified period while living in the state.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect California's military installations are summarized below:

- San Diego Unified School District recently received \$34.1 million in grant funds to renovate, repair and construct new classrooms at Naval Base San Diego. Funding comes from the DoD's Public Schools on Military Installations Program.
- The University of Southern California, Center for Innovation and Research on Veterans & Military Families recently released the results of a comprehensive survey that will advance the region's policies and programs best suited for the nation's largest veterans population.
- The Solano County Board of Supervisors recently extended an interim ordinance for one year to prohibit the construction of commercial renewable energy and wireless communication facilities exceeding 200 feet in height in the unincorporated parts of the county. This was done to protect the operations at Travis AFB. Although the county's general plan supports green energy development, it also calls for policies that preserve the missions at Travis AFB.
- The Agoura Hills, California popular rock band, Linkin Park, has recently teamed with Iraq and Afghanistan Veterans of America to draw attention to the problem of suicide among troops and veterans. As a part of their "Carnivores" tour, the band is displaying flags with the number "22" which symbolizes the number of veterans that die by suicide each day.
- City of Los Angeles recently launched a regional hiring initiative aimed at adding 10,000 veterans jobs by 2017 through pledges from 100 companies and support from 40 nonprofit and public sector organizations.

Best Practices (Cont.)

- Riverside County has created a new Office of Military and Defense Services (OMDS) as part of the county's Economic Development Agency to protect the remaining two military bases in the county.
- The Iraq and Afghanistan Veterans of America (IAVA) recently announced the establishment of the Rapid Response Referral Program (RRRP) in California to assist veterans with an array of services to include employment, education, housing and mental health assistance.
- NAS Lemoore has used the Readiness and Environmental Protection Integration (REPI) program to purchase a conservation easement from the developer of a housing subdivision outside the base to protect the installation from incompatible land use.
- DoD and the California Energy Commission have jointly invested in a waste-to-energy (trash-to-gas) technology at Fort Hunter Liggett to produce electricity and fuel for vehicles and generators.
- The California Energy Commission approved a \$1.7 million grant to support a demonstration project of microgrid technology at Camp Pendleton. The Commission has also approved a \$2 million grant for vehicle-to-grid technology at NAWS China Lake.
- In 2013, Governor Brown established the Governor's Military Council to preserve the military's role in the state's economy and expand defense related investment in the state.
- Solano County (Travis AFB) has received a grant from DoD's Office of Economic Adjustment to develop a strategy to enhance economic diversity and reduce the reliance on the base.
- A 13.8 megawatt solar array project at NAWS China Lake utilizing a long-term power purchase agreement (PPA) was the first solar plant financed, by a 20 year PPA, under 10 USC 2922a. This project paved the way for several other projects to use this same authority.
- A sustainable bio-refinery is being built at Naval Base Ventura County with the goal of jointly developing renewable fuel and energy technologies suitable for Navy and DoD facilities worldwide.
- Community colleges in San Diego and Imperial counties have developed programs to not only help veterans acquire new skills and earn degrees, but also to assist with combat disabilities, traumatic brain injury, and post-traumatic stress disorder.
- An EUL project at Travis AFB has leased 195 acres to EDF Renewable Energy to develop up to 27 megawatts of solar power capacity at the base.
- The State Legislature has continued to focus on legislation to assist military spouses with expediting the licensure process for those who possess a current, valid license in their career field from another jurisdiction.

Best Practices (Cont.)

- The State Legislature has also continued to focus on requiring community colleges to award academic credit for service members' experience.
- The City of Los Angeles, in collaboration with the United Way and the Chamber of Commerce, launched a program, ***Home for Good***, which has housed thousands of veterans. The voters of California have authorized the largest state-funded effort in the country.
- The Western Area Power Administration, in partnership with the Navy, have issued a solicitation to meet the energy needs of 14 Navy installations in the state. This solicitation represents the largest single purchase of renewable energy by a DoD entity.
- The Small Business Administration has developed a training program to help service members and veterans at Camp Pendleton and Twentynine Palms to establish a business through , ***Operation Boots to Business: From Service to Startup***".
- MCAS Miramar has a new 3.2 megawatt plant that will supply the air station with up to half of its daily electrical power from two generators powered by energy from methane gas from the city of San Diego Miramar landfill.
- Vast zones in California's Mojave Desert have been delineated as "adverse impact zones" limiting wind energy development because of their interference with mission radar's ability to detect and track targets.
- The Navy and San Diego Gas and Electric have conducted joint security exercises to find new ways to conserve energy and increase reliability through a ***Smart Power Partnership Initiative***.
- Fort Hunter Liggett is achieving its Net Zero goal (by 2020) with the installation of four solar grids that not only provide energy, but form a canopy for most of the installation's vehicles.
- Southern California schools have supported military students and their families with the establishment of the "Building Capacity in Military-connected Schools" project, which is a partnership between eight Southern California school districts, the Department of Defense Education Activity and the University of Southern California.
- At Fort Irwin's National Training Center, a town center, ***Irwin Town Center***, was developed featuring 26,000 ft² of retail space, unaccompanied housing, and a community plaza in the heart of the garrison.
- Murrieta Valley Unified School District (Camp Pendleton) has created an advisory committee, with a military liaison, to assist children of military personnel with enrollment, placement, athletic eligibility, graduation requirements, and attendance when parents are deployed.



COLORADO



1. STATE MILITARY BASES

Department of Defense military facilities in Colorado consist of the following bases:

Army

- Fort Carson (Colorado Springs, CO) – Home of the 4th Infantry Division, the 10th Special Forces Group, the 440th Civil Affairs Battalion (USAR), the 71st Ordnance Group (EOD), the 4th Engineer Battalion, the 1st Battalion, 25th Aviation Regiment, the 759th Military Police Battalion, the 10th Combat Support Hospital, the 43rd Sustainment Brigade, the Army Field Support Battalion – Fort Carson, the 423rd Transportation Company (USAR), and the 13th Air Support Operations Squadron of the US Air Force. Known as the “Best Hometown in the Army – Home of America’s Best”.

Air Force

- US Air Force Academy (Colorado Springs, CO) – Military Academy for officer candidates for the US Air Force. The youngest of the five Service Academies. Graduated its first class in 1959.
- Buckley AFB (Aurora, CO) – Home of the 460th Space Wing, a unit of the US Air Force Space Command. Delivers global infrared surveillance, tracks missile warning for theater and homeland defense, and provides combatant commanders with expeditionary warrior Airmen. Also, hosts the Air National Guard 120th Fighter Squadron, the 200th Airlift Squadron, Air Mobility Command, and the Army National Guard Aviation Support Facility.
- Cheyenne Mountain AFS (Colorado Springs, CO) – Owned and operated by Air Force Space Command. Serves as NORAD and USNORTHCOM’s Alternate Command Center.
- Peterson AFB (Colorado Springs, CO) – Headquarters for Air Force Space Command and has NORAD/NORTHCOM command center operations. Location of the 21st Space Wing which provides missile warning and space control to NORAD and US Strategic Command.
- Schriever AFB (El Paso County, CO) – Home of the 50th Space Wing of the Air Force Space Command. Provides command and control for DoD warning, navigational and communications satellites. Also, host for the Missile Defense Integration and Operations Center and the Space Innovation & Development Center. Also, the main control point for the Global Positioning System (GPS).

2. STATE-WIDE MILITARY ORGANIZATION

The State of Colorado has recently appropriated \$120,000 for a new position in their Office of Economic Development to focus on supporting and promoting the State’s military. The position is the *Aerospace and Defense Industry Champion*. Also, the legislature recently appropriated \$300,000 for the State to hire an outside company to produce an independent analysis of the State’s military installations. This effort is being spear-headed by the Department of Military and Veterans Affairs (DMVA) which is led by the Adjutant General.

The preponderance of military installations are in the Colorado Springs area (El Paso County) and there are several organizations focused on supporting the county's military.

3. BRAC 2005 PERFORMANCE

Employment Impact

Colorado fared very well in the BRAC 2005 round with total gains exceeding 7,000 personnel. The summary of the BRAC 2005 employment impact is shown below:

COLORADO BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+4,046	-971	-124	+2,951	+2,372	+7,676

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Colorado's Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

COLORADO MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$144,742	\$130,636	\$251,659	\$641,160	\$536,346	\$356,696	\$404,367	\$144,273	\$264,482	\$109,200
TOTAL MILCON: \$2,983,561,000										

4. DEFENSE SPENDING RANKING

Colorado also fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Colorado				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$10.7B	4.3 %	2.0%	\$2,135
State Ranking	#18	#18		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Colorado has been active in developing detailed programs to accept the gains that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State's progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Colorado		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes;
(N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Colorado	
Exemption from State Taxation	
Military Retired Pay	Limited / Conditional
Survivor Benefit Plan	Limited / Conditional
Property Taxes	Limited / Conditional
Veteran's Preference	Yes
In-State Tuition	Limited / Conditional
Veteran Status on License / ID	Gaining
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Colorado General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- CO S 75 (2014) – Provides for exemption of motor vehicle licensing fees for deployed service members.
- CO S 157 (2014) – Provides funds and guidance for the commissioning of a report on the State's military installations by the Department of Military and Veterans Affairs (DMVA).
- CO S 161 (2014) – Modernizes provisions of the Uniform Elections Code of 1992 to benefit military and overseas voters.
- CO S 208 / CO H 1183 (2014) – Reinstates expired professional licenses for veterans that have been honorably discharged.
- CO H 1059 (2014) – Clarifies that discharging blank ammunition at a military funeral does not constitute disorderly conduct.
- CO H 1205 (2014) – Creates the veterans assistance grant program to provide money for job training, family counseling, mental health, employment and housing services.
- CO H 1351 (2014) – Requires the Colorado Office of Economic Development work to maintain the State's positive economic relationship with the US Armed Forces in the State.
- CO H 1373 (2014) – Provides property tax exemptions for qualifying seniors and disabled veterans.
- CO H 1004 (2013) – Establishes a Transitional Jobs Program for displaced workers and veterans over the age of 50 years.
- CO H 1008 (2013) – Extends the veterans preference in state hiring to the spouses of veterans if the veteran cannot work due to a military service-connected disability.

Legislative Initiatives (Cont.)

- CO H 1194 (2013) – Provides for in-state tuition rates for members of the Armed Forces, their spouses and their children.
- CO H 1232 (2013) – Provides fishing licenses to members of the Warrior Transition Battalion.
- CO S 62 (2012) – Eases voting registration requirements for members of the Armed Services and accepts a veteran’s ID card to list of acceptable forms of identification.
- CO H 1059 (2012) – Allows spouses of service members to practice in a regulated profession if properly licensed in another state.
- CO H 1072 (2012) – Develops credit for student’s prior learning through work experience, military service, community involvement or independent study.
- CO S 24 (2011) – Provides for free state park admission for veterans on specified days throughout the year.
- CO H 1013 (2011) – Provides exemption from professional regulation and licensing requirements for active duty personnel.
- CO H 1027 (2011) – Creates the Department of Defense Quality Child Care Standard Pilot Program to allow military personnel to use their federal child care benefits to access off-base child care facilities.
- CO H 1100 (2011) – Provides for consideration of a service members education, training or service towards qualification for professional licensure and certification.
- CO S 211 (2010) – Eliminates big game licensing fees and establishes preferences for members of the Wounded Warrior Program.
- CO H 1104 (2010) – Expands veterans’ drug and alcohol treatment courts, and establishes specific treatment programs.
- CO H 1205 (2010) – Adds military installations to the list of key facilities that are considered areas of state interest and requires inclusion in county and municipal master plans.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Colorado’s military installations are summarized below:

- Recipient of a TIGER Grant for \$1.2 million in federal funds and \$300,000 in county funds to pave and straighten a gravel road to the post’s southern-most gate. Described as “almost a wilderness adventure” getting to the gate over a gravel, rutted road traveled by thousands of cars on a daily basis.
- Peterson AFB could benefit by an agreement from a Colorado Springs developer to purchase an 18,000 acre ranch on the eastern side of the city. The base had previously sought to enlarge Peterson onto the ranch property. Additional space would give the base the ability to absorb new tenants.
- State budget added \$120,000 for a new staff position to support and promote the military in its Office of Economic Development and International Trade.

Best Practices (Cont.)

- New legislation sets aside \$300,000 for DMVA to hire a consultant to produce an independent assessment of Colorado's military facilities.
- A clearinghouse of service providers supporting military personnel, veterans and their families in Colorado Springs has begun a new partnership with Pikes Peak United Way to offer a networked, information referral line for veterans seeking assistance.
- A planned expansion of Piñon Canyon Maneuver Site was formally killed by the Army which benefitted Fort Carson and Colorado Springs because of the controversial nature of the initiative, and the fact that it was giving the State a reputation of being hostile toward the military.
- A pilot program involving a power grid testing effort at Fort Carson is being conducted to demonstrate the capability to combine multiple, alternative energy sources to provide backup power for critical infrastructure at the installation. The pilot program, called the Smart Power Infrastructure Demonstration for Energy Reliability and Security, or SPIDERS, relies on a combination of locally generated power sources connected via a micro-grid to provide the backup power to critical parts of the installation.
- The University of Colorado, Denver and the Metro Denver Chamber of Commerce have developed a "*Boots to Suits*" program to link veterans with mentors in the business world, provide internships and offer job leads.
- Retired Flag Officers in the Colorado Springs area are lobbying city officials to ban the sale of marijuana in and around Colorado Springs to show their support for the adjacent bases' military missions. The use of recreational marijuana is now legal in Colorado but remains illegal under the Uniform Code of Military Justice.
- The city of Auburn, Colorado is building a one-stop social services center to house several local agencies and non-profits with the goal of providing all veterans' needs in one place.
- The Colorado Springs Regional Business Alliance has been sponsoring, on an annual basis, a visit to Washington, DC to meet with Pentagon and Congressional officials to discuss priority programs and issues affecting the State's military installations.
- The US Air Force Academy has constructed a 6 megawatt solar array on Academy grounds that provide 12% of the installation's overall electricity needs. Savings in the first year of operation exceeded expectations and saved an estimated \$800,000.
- A partnership between Fort Carson Family Housing (FCFH) and the post's housing provider, Balfour Beatty Communities, has established a comprehensive sustainability initiative aimed at improving energy efficiency inside its homes and throughout each of its neighborhoods. This broad approach to energy efficiency and sustainability is serving as a roadmap for other military housing communities.

Best Practices (Cont.)

- The Director of the State Licensing Agency has been given the authority to waive lengthy requirements associated with obtaining occupational licenses for military spouses.
- Fort Carson has been selected as one of 17 pilot installations participating in the Army's Net Zero initiative in energy, water and waste generation. The post is on track to be off the grid by 2020.
- The Colorado Department of Transportation has received a grant of \$614,000 to establish a "one-click / one-call" center in the Denver area to offer veterans with comprehensive information on local transportation options, and other community services.
- Fort Carson and the Nature Conservancy have acquired conservation easements to permanently maintain a two-mile wide external buffer zone separating training ranges and communities adjacent to the southern end of the post.
- Fort Carson officials have instituted a four-hour course and post tour for members of the local community to gain a better understanding of military life. The course, *Army 101*, was the first of its kind in the Army.
- Fort Carson will be sending combat engineer troops (approximately 160) to West Africa to build facilities to help contain the spread of the Ebola virus.
- Fort Carson is working with the Bureau of Land Management (BLM) to expand the areas available for the High Altitude Mountain Environmental Training Program to provide pilots with experience and skills necessary to operate helicopters at a high altitude and in mountainous terrain.



CONNECTICUT



1. STATE MILITARY BASES

Department of Defense military facilities in Connecticut consist of the following bases:

Navy

- Naval Submarine Base New London (Groton, CT) – The Navy’s “First and Finest Submarine Base”. Designated the first submarine base in 1915 and is the Navy’s primary East Coast submarine base. Homeport to 15 attack submarines and home of the Naval Submarine School (NAVSUBSCOL), as well as the Naval Submarine Medical Research Laboratory.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Connecticut’s current state-wide organization is the Office of Military Affairs within the Department of Economic and Community Development (DECD). The office was established in July 2007, and is funded within the DECD’s budget.

3. BRAC 2005 PERFORMANCE

Employment Impact

Connecticut barely survived the BRAC 2005 round by almost losing the submarine base at New London. The Navy recommended the base for closure; however, the BRAC Commission reversed the decision and recommended a realignment which ultimately cost the base a total loss of -676 jobs. The summary of the BRAC 2005 employment impact is shown below:

CONNECTICUT BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-131	-235	0	-366	-310	-676

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Connecticut’s Milcon appropriations from 2006 to 2015 are depicted below:

CONNECTICUT MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$4,610	\$44,580	\$34,760	\$98,860	\$27,600	\$53,930	\$0	\$32,000	\$0	\$16,306
TOTAL MILCON: \$283,846,000										

4. DEFENSE SPENDING RANKING

Connecticut does fare well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Connecticut				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$12.6B	5.6 %	2.4%	\$3,592
State Ranking	#15	#13		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Connecticut has been active in developing detailed programs to counter the losses that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Connecticut		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Connecticut	
Exemption from State Taxation	
Military Retired Pay	Limited / Conditional
Survivor Benefit Plan	Limited / Conditional
Property Taxes	Limited / Conditional
Veteran's Preference	Yes
In-State Tuition	No
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Connecticut General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- CT S 217 (2014) – Provides for granting authorized absences for school children of service members who have returned from deployment to a combat zone.

Legislative Initiatives (Cont.)

- CT S 364 (2014) – Establishes permanent supportive housing initiatives for affordable housing and support services to eligible members of the Armed Services.
- CT H 5028 (2014) – Relates to military training matriculating for educational credit.
- CT H 5299 (2014) – Addresses barriers to employment for military families by requiring that state licensing authorities accept military training and experience.
- CT S 70 (2013) – Restores benefits to veterans discharged under “Don’t Ask / Don’t Tell” provisions.
- CT S 383 (2013) – Provides for additional property tax exemption for 100% disabled veterans.
- CT S 647 (2013) – Permits voters who are members of the Armed Forces and serving overseas to return ballots by electronic means.
- CT S 927 (2013) – Eliminates the requirement that all service members must serve in a combat zone to be considered a new employee under the Standardized Training and Employment program.
- CT H 5387 (2013) – Established a study committee to ascertain which types of training received in the military would equate to training required for state licensing procedures.
- CT H 6349 (2013) – Provides for grants from the Military Relief Fund to be used by eligible members of the Armed Forces for essential personal or household goods.
- CT S 114 (2012) – Provides for a supervised diversionary program for veterans who are accused of specified crimes.
- CT S 391 (2012) – Expands access by veterans to public assistance programs.
- CT H 5395 (2012) – Concerns custody orders and protects the best interests of minor children of members of the Armed Forces by minimizing the disruption caused by deployment.
- CT S 371 (2011) – Provides for identification of a veteran’s status on motor vehicle operator’s licenses and provides for free passes to any state park , forest or state recreational facility for disabled veterans.
- CT S 377 (2011) – Provides for waivers of property tax interest payments to members of the Armed Forces serving in Iraq and Afghanistan.
- CT S 1039 (2011) – Allows legally qualified nurses and physicians from the military bases, who are not licensed by the state, to conduct health assessments in schools.
- CT S 1069 (2011) – Waives the fee for one certified copy of a veteran’s death certificate.
- CT H 6259 (2011) – Waiver of the fee for state ID cards for blind veterans.
- CT H 6319 (2011) – Awards high school diplomas to veterans of the Korean War who left school early to enlist.
- CT S 215 (2010) – Provides for tuition waivers for veterans of the Armed Services who served during time of war.
- CT H 5265 (2010) – Provides for a 30 day extension period for members of the Armed Forces returning from overseas duty with an expired driver’s license.
- CT H 5350 (2010) – Provides for credits or exemptions from requirements towards licensure for applicable training, schooling or experience gained while serving as a member of the Armed Services.
- CT H 5351 (2010) – Provides for the utilization of prescription drug benefits of veterans who are located in nursing homes. Prohibits the nursing home from precluding the use of these veteran’s benefits.

Legislative Initiatives (Cont.)

- CT H 5388 (2010) – Requires a study of issues concerning homeless, female veterans.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Connecticut's military installations are summarized below:

- Naval Submarine Base New London has implemented a two week fellowship program for six teachers from southeastern Connecticut and Rhode Island to learn about the history and technology inherent in the Navy's submarine force in order to assist them with their Science, Technology, Engineering and Mathematics (STEM) instruction for their high school students.
- The state set aside \$40 million in 2007 to support the sub base through investments in its infrastructure and training capabilities. These funds are designed to improve the overall military value of the installation. In addition to the installation of a natural gas and ultra-low sulfur diesel boiler, the state funds have also provided for:
 - A diver support facility
 - A submarine bridge trainer
 - A culinary training center
- The state and the Center for Advanced Technology (CCAT) have recently received an OEA grant for \$1.3 million to better understand how cuts in federal spending on defense contracts will affect New England's defense supply chain and industry-related work.
- The Connecticut Veterans Legal Center will embark on a two year study to assess the impact of embedding free legal services within Veterans Affairs facilities. They will study the connection between legal help, and health and quality of life among veterans.
- The state is looking at ways to streamline the procedures for awarding veterans credit in order to obtain occupational certificates and licenses in the same field as their military specialty.
- The state initiated a \$10 million program for the hiring of all veterans who have served at least 90 days and have an honorable discharge. This is an expansion of an existing program that only benefitted employers hiring veterans who served in Iraq and Afghanistan.
- The state provided funding to the city of Groton to raze structures opposite the main gate of the sub base in order to allow an increase in traffic capacity, create a pedestrian and bike-friendly path along the major roadway, and resolve significant public safety and traffic management problems for the installation.
- The state has mandated that all municipalities will designate an employee to coordinate services for veterans unless they already have a similar office performing these services.

Best Practices (Cont.)

- The state and local towns around the sub base are purchasing land adjacent to the base to preclude encroachment and expand the size of the buffer around the base.
- The Governor continues to look for projects to improve the military value of the sub base and considers the relationship between the state and the base to be extraordinary and unmatched in any other state.



GEORGIA



1. STATE MILITARY BASES

Department of Defense military facilities in Georgia consist of the following bases:

Army

- Camp Frank D. Merrill (Dahlonaga, GA) – Home of the 5th Ranger Training Battalion, and the Mountaineering Phase of the US Army Ranger School.
- Fort Benning (Columbus, GA) – Home of the US Army Maneuver Center of Excellence; the US Army Armor School; the US Army Infantry School; elements of the 75th Ranger Regiment; and the 3rd Brigade, 3rd Infantry Division plus many other tenant units.
- Fort Gordon (Augusta, GA) – Home of the new US Army Cyber Center of Excellence, which is consolidating cyber resources from Fort Meade, MD and Fort Belvoir, VA. The installation's Signal Center of Excellence will be merged into the Cyber Center of Excellence.
- Fort Stewart (Hinesville, GA) – Home of the 3rd Infantry Division and the largest Army installation east of the Mississippi River. All of the Division's Brigade Combat Teams (BCTs) are located at Fort Stewart except for the 3rd BCT, which is located at Fort Benning.
- Hunter Army Airfield (Savannah, GA) – Home of the aviation units (3rd Combat Aviation Brigade) of the 3rd Infantry Division.

Air Force

- Moody AFB (Valdosta, GA) – Home of the 23d Wing of the Air Combat Command (ACC). Executes worldwide close air support, force protection, and combat search and rescue operations (CSAR) utilizing aviation assets consisting of the A-10, HC-130, and the HH-60. Has geographically dispersed units in Nevada, Florida and Arizona.
- Robins AFB (Warner Robins, GA) – Home of the Air Force Materiel Command's, Warner Robins Air Logistics Center (WR-ALC). It is one of three ALCs and is the worldwide manager for a wide range of aircraft, engines, missiles, software and avionics.
- Dobbins Air Reserve Base (Marietta, GA) – Home of the 94th Airlift Wing (94 AW) of the Air Force Reserve Command (AFRC) and its fleet of C-130 aircraft, and is also the location of the headquarters of the AFRC's Twenty-Second Air Force (22 AF).

Marine Corps

- Marine Corps Logistics Base (MCLB) Albany (Albany, GA) – Primary mission is to rebuild and repair ground combat and combat support equipment. Proud home of the Marine Corps Logistics Command and Marine Depot Maintenance Command / Production Plant Albany.

Navy

- Naval Submarine Base Kings Bay (Kings Bay, GA) – Home port for the US Navy’s Atlantic Fleet ballistic missile nuclear submarines armed with Trident missile nuclear weapons. Eight nuclear-powered submarines are home ported at Kings Bay, two are equipped with guided missiles and six are equipped with ballistic missiles.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Georgia’s current state-wide military organization is the Georgia Military Affairs Coordinating Committee (GMACC) whose management recently shifted from the Georgia Chamber of Commerce to the Georgia Department of Economic Development.

The Governor is the Chairman of GMACC and has an Executive Director that runs the day-to-day operations of the organization. There are approximately 40 members of the organization representing all the military installations in the State and the surrounding communities.

3. BRAC 2005 PERFORMANCE

Employment Impact

Georgia fared well in the BRAC 2005 round with significant gains at Fort Benning which offset the losses sustained by the closures of Fort McPherson and Fort Gillem. The summary of the BRAC 2005 employment impact is shown below:

GEORGIA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+5,604	-2,394	+695	+3,905	+215	+4,120

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Georgia’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

GEORGIA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$199,816	\$359,400	\$508,290	\$912,150	\$597,744	\$470,352	\$327,023	\$104,700	\$244,466	\$55,292
TOTAL MILCON: \$3,779,233,000										

4. DEFENSE SPENDING RANKING

Georgia also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Georgia				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$18.6B	4.7 %		
State Ranking	#6	#16	3.5%	\$1,893

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Georgia has been extremely active in developing detailed programs to accept the gains that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Georgia		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	-
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Georgia	
Exemption from State Taxation	
Military Retired Pay	Limited / Conditional
Survivor Benefit Plan	Limited / Conditional
Property Taxes	
Limited / Conditional	
Veteran's Preference	
Yes	
In-State Tuition	
Yes	
Veteran Status on License / ID	
Yes	
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Limited / Conditional
Unemployment Benefits	Yes
Children (Interstate Education Compact)	
Yes	

Legislative Initiatives

Recent legislation *enacted* in the Georgia General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- GA S 76 (2014) - Created a ***Returning Veterans Task Force*** to investigate how state services could be provided to veterans to include those discharged under conditions other than dishonorable.
- GA S 82 (2014) – Designated the University of North Georgia as the premier senior military college of Georgia.
- GA H 188 (2014) – Honorably or generally discharged veterans shall be entitled to obtain certain professional licenses based upon licensing in another state.
- GA S 320 (2014) – Creates veterans court divisions and restricts access to records of individuals who successfully complete a veteran’s court program.
- GA S 391 (2014) – Provides that each medical facility in the state should make a good faith effort to join the TRICARE network.
- GA H 791 (2014) – Stipulates that the redrawing of census tracts shall not disqualify a designated military zone from its original designation.
- GA S 112 (2012) – Provides for protection in child custody disputes to members of the Armed Forces deployed overseas.
- GA S 227 (2012) – Creates the Interstate Commission on Educational Opportunity for Military Children. Also, adopted the Interstate Compact on Educational Opportunity for Military Children.
- GA H 808 (2012) – Excludes disability income received from the Department of Veterans Affairs from Georgia taxable net income.

Legislative Initiatives (Cont.)

- GA S 114 (2010) – Provides various assistance students who are military dependents and transfer into local school systems. Provides for placement, waiver of course prerequisites, ensures on-time graduation, and also provides for additional excused absences and related matters.
- GA H 128 (2010) – Provides for a certificate of eligibility for an exemption from occupational taxes, administrative fees, and regulatory fees for disabled veterans and blind persons for a period of 10 years.
- GA H 304 (2010) – Provides for a statewide homestead tax exemption for disabled veterans.
- GA S 419 (2010) – Allows for members of the Armed Forces or veterans to have their driver's licenses annotated with a diagnosis of post-traumatic stress disorder.
- GA H 475 (2010) – Provides for eligibility of military medical corpsman or paramedics entering a nontraditional nursing education program.
- GA H 484 (2010) – Provides that dependent children of military personnel stationed in the state meet the residency requirements for purposes of HOPE scholarships and grants.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Georgia's military installations are summarized below:

- In May 2014, the Army announced plans to develop 30-megawatt, solar photovoltaic arrays at three installations in the state – Fort Stewart, Fort Gordon and Fort Benning. These projects will assist these installations in meeting their 2020 energy goals and reducing the cost of their base operating support (BOS) costs. Georgia Power Co. will finance, design, build, own and operate the projects. The project is referred to as the “Georgia 3x30”.
- The state is investing in a \$10 million ***Georgia Military Academic Training Center*** near Robins AFB to assist veterans transitioning to civilian careers. The center is a partnership between the University System of Georgia and the Technical College System of Georgia.
- The Georgia Power Co. is also planning to build a solar energy project at Naval Submarine Base Kings Bay with the Navy following in the footsteps of the Army's projects at three of its installations.
- East Georgia is developing plans for the influx of military, civilian and contractor personnel that will arrive between now and 2019 as a result of the Army's decision to establish its Cyber Center of Excellence at Fort Gordon. Total population could increase by as much as 10,000 with \$225 million in military construction planned to accommodate the new center. Additionally, local officials are planning new schools and housing for the expected increases with the anticipation that their area will become the “Silicon Valley for Cybersecurity”.

Best Practices (Cont.)

- Robins AFB has entered into an Enhanced Use Lease (EUL) for a 50 acre site on the base with Chicago-based New Generation Power to build a 10-megawatt photovoltaic facility. The lease payments, during the 20 year term of the contract, will be used by the base to reinvest in renewable facility energy projects and energy conservation measures.
- Local community leaders in Columbus, GA, have launched a new initiative, “***Fort Benning Partnership***” to inform the Army leadership and federal lawmakers regarding the value of the post’s missions and resources. This partnership has been initiated to specifically address the Army’s recent announcement of a Supplemental Programmatic Environmental Assessment (SPEA) which could result in the loss of over 10,000 military and civilian workers on the post.
- Georgia Senator Johnny Isakson, along with North Dakota Senator Heidi Heitkamp, established the ***Senate Defense Communities Caucus*** to help communities better integrate service members and their families into the local community and to strengthen partnerships among the private sector, installations and communities.
- The state, along with the DoD and three local counties, are investing \$29.8 million to purchase properties around Robins AFB in order to preclude encroachment and alleviate noise complaints.
- The local community group supporting Robins AFB, the 21st Century Partnership”, has indicated that the following, on-base and off-base, areas are critical to the base’s ultimate survival and must be studied and positively impacted:
 - Reducing crime in Middle Georgia.
 - Improving the quality of public schools.
 - Labor relations on the base.
 - Productivity of the base.
- MCLB Albany and Dougherty County have collaborated in building a landfill gas-to-energy plant that supplies about 20% of the base’s energy requirements. Plans are to install a second generator in the near future to increase utilization and savings.
- With the fourth largest veterans’ population in the US, the state now permits veterans to apply online to have their military experience recognized by the state.
- Several Middle Georgia communities and Robins AFB have formalized a partnership to reduce the base’s operating costs by sharing support services with the signing of a formal charter agreement. The partnerships include Middle Georgia State College’s School of Aviation offering a college degree in aviation on the base, as well as shared medical training, shared use of the firing ranges, and partnering with the local library system.
- The 21st Century Partnership, the community partner for Robins AFB, commissioned 15 studies to be completed by the Middle Georgia Regional Commission to assess how the installation compares with 12 other Service depots. Studies will include education, encroachment, economic impact, etc.

Best Practices (Cont.)

- The Georgia Land Trust acquired 5,400 acres of land to establish a conservation easement that will create a buffer of the eastern side of Fort Stewart. The Trust took advantage of a grant awarded under the DoD's Readiness and Environmental Protection Initiative (REPI) program.
- Georgia became the 42nd state to adopt the Interstate Compact on Educational Opportunity for Military Children.
- Columbus State University has been named a "Military Friendly School" by G.I. Jobs magazine based on their commitment to support nearby Fort Benning and the state's veterans. The University recently expanded its veterans affairs office and added classroom space at a satellite facility near the post.



HAWAII



1. STATE MILITARY BASES

Department of Defense military facilities in Hawaii consist of the following bases:

Army

- Fort Shafter (Honolulu, HI) – Home of the US Army, Pacific (USARPAC) which commands most of the Army forces in the Asia-Pacific region with the exception of Korea.
- Schofield Barracks (Wahiawa, HI) – Home of the 25th Infantry Division which conducts operations in the Asia-Pacific region. Currently composed of Stryker, light infantry, airborne, and aviation units. The 1st Stryker Brigade Combat Team (SBCT) and the 4th Airborne BCT (ABCT) are currently assigned to US Army Alaska (USARAK).
- Tripler Army Medical Center (Honolulu, HI) - Headquarters of the Pacific Regional Medical Command. It is the largest military hospital in the Asian and Pacific Rim. Also, the home to the Center of Excellence in Disaster Management and Humanitarian Assistance, and the United Nations Peace Operations Institute.

Air Force

- Bellows Air Force Station (Waimanalo, HI) – Currently serves as a military training area (USMC) and a recreational area for active duty and retired military and civilian members of the DoD.

Joint Base Pearl Harbor-Hickam

- An amalgamation of the US Air Force Hickam Field and the US Navy's Naval Station Pearl Harbor. One of 12 Joint Bases in the DoD.
- Naval Station Pearl Harbor (Oahu Island, HI) – Home to more than 100 naval vessels of the Pacific Fleet, including several aircraft carriers and submarines, as well as maintenance and training facilities. Headquarters of the US Pacific Fleet.
- Hickam Field (Pearl Harbor, HI) – The base neighbors Honolulu International Airport and currently shares runways with the airport. Home of the 15th Wing which report directly to the Commander, Pacific Air Forces (PACAF).

Marine Corps

- Marine Corps Base Hawaii (Oahu, HI) – MCBH is the home of the 3rd Marine Regiment and the Marine Aircraft Group 24, as well as the Navy's Patrol and Reconnaissance Wing 2.

Navy

- Pacific Missile Range Facility Barking Sands (Kekaha, HI) – PMRF is the world's largest instrumented, multi-dimensional testing and training missile range capable of supporting surface, subsurface, air, and space operations simultaneously

Navy (Cont.)

- Naval Computer and Telecommunications Area Master Station Pacific (Pearl Harbor, HI) – Provides operational direction and management to all Pacific Naval Telecommunications System users. Manages, operated and maintains Defense Communications System and Naval Telecommunication System assets.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Hawaii’s current state-wide military organization is the Hawaii Military Affairs Council (MAC). The MAC is comprised of business leaders and retired flag and general officers that advocate and conduct liaison with the military commands. It is a part of the Chamber of Commerce Hawaii which is a 501(c)(6) organization. The Chamber has also recently hired a Washington, DC, base consulting group to lobby on base realignment and closure issues.

3. BRAC 2005 PERFORMANCE

Employment Impact

Hawaii lost -1,458 in the BRAC 2005 round with losses at Hickam AFB and NS Pearl Harbor which were consolidated into Joint Base Pearl Harbor-Hickam. The summary of the BRAC 2005 employment impact is shown below:

HAWAII BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-313	-357	0	-670	-788	-1,458

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Hawaii’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

HAWAII MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$286,550	\$208,092	\$543,820	\$574,377	\$328,700	\$746,086	\$284,296	\$366,099	\$410,295	\$211,980
TOTAL MILCON: \$3,960,295,000										

4. DEFENSE SPENDING RANKING

Hawaii also fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Hawaii				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$8.8B	13.5 %	1.7%	\$6,795
State Ranking	#25	#2		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Hawaii has been active in developing detailed programs to counter the losses that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State's progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Hawaii		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Hawaii	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran's Preference	Yes
In-State Tuition	No
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Hawaii State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- HI S 548 (2014) – Exempts from licensing requirements to practice medicine in the state, commissioned medical officers credentialed by Tripler Army Medical Center.
- HI H 808 (2014) – Preserves the tax-qualified status of the Employees' Retirement System and includes military members.
- HI S 933 (2014) – Extends the general excise tax exclusion for contractors supporting the TRICARE program.
- HI S 1074 (2014) – Provides for licensing of physical therapists who are licensed in the military.
- HI H 1381 (2014) – Provides for reciprocal licensing for service members and their spouses.
- HI H 1564 (2014) – Requires counties to obtain approval before taking any actions that would adversely impact on the state's fiscal obligations to establish and maintain veterans cemeteries.
- HI H 1770 (2014) – Provides for notation of veterans status on driver's licenses.
- HI H 4 (2012) – Makes permanent the Interstate Compact on Educational Opportunity for Military Children.
- HI H 461 (2012) – Enacts the Uniform Military and Overseas Voting Act and authorizes ballots and balloting material to be transmitted by fax or electronic mail.
- HI H 1036 (2012) – Adopts provisions of the Heroes Earnings Assistance and Relief Tax Act of 2008 and imposes certain requirements regarding benefits paid to survivors of members who die while performing qualified military service in order to maintain the tax-qualified status of the IRS code.

Legislative Initiatives (Cont.)

- HI S 1484 (2012) – Exempts from insurance laws certain associations that have memberships of active duty, retired and dishonorably discharged members of the Armed Forces.
- HI H 2257 (2012) – Requires licensing boards to expedite the issuance of licenses, certifications and permits to military spouses.
- HI H 2258 (2012) – Requires licensing boards to consider military education, training, and service, in order to meet training or experience requirements.
- HI H 2409 (2012) – Enforces certain federal laws to protect military service members and their families from abusive lending practices.
- HI H 2410 (2012) – Requires the Governor to enter into an MOU with the DoD to provide continued support for the military’s presence in the state.
- HI S 2518 (2012) – Authorizes military member whose driver’s license expired while deployed to use a valid Status of Forces Agreement driver’s license while obtaining a valid state driver’s license.
- HI H 2639 (2012) – Amends the University of Hawaii College-Credit Equivalency program to include professional service in the US Armed Forces.
- HI H 2061 (2010) – Provides that in child custody proceedings that the court will not give undue weight to a parent’s absence when such absence is due to military service requirements.
- HI S 2137 (2010) – Allows military personnel deployed outside the state on federal active duty to cancel or suspend health club memberships at any time during the contract term.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Hawaii’s military installations are summarized below:

- The Navy has contracted with Pacific Energy Solutions to design, construct, own, operate and maintain the largest photovoltaic array in the Pacific at Navy and Marine Corps bases on Oahu, Hawaii. The 17 megawatt project will deliver power for a term of 25 years and will save taxpayers an estimated \$1.6 million in the first year alone.
- Marine Corps Base Hawaii is the location of a Wave Energy Test Site (WETS) to examine the ability of the project to convert ocean-wave energy into useable electric power for utility or grid-scale applications. The goal is to determine whether wave-energy conversion could become another distributed generation option for diversifying the energy system.
- A micro-grid is being constructed at Marine Corps Camp H.M. Smith on Oahu to make it an “energy island” capable of maintaining all critical operations in the event of a complete power outage. The installation is part of the Smart Power Infrastructure Demonstration for Energy Reliability and Security (SPIDERS) program at the base.
- US Army Garrison Hawaii, Schofield Barracks, Hawaii, was a recent recipient of the Commander in Chief’s Annual Award for Installation Excellence.

Best Practices (Cont.)

- The Hawaii Military Affairs Council (MAC) recently hosted the US – ASEAN Defense Forum bringing together the Defense Ministers of 10 countries. The event hosted by this private organization underscored the Hawaii community’s strong support for the military.
- Three different studies are being conducted to find sites to accommodate the shift of 2,700 Marines from Okinawa to Hawaii. The goal of the studies is to develop a master plan for Marine Corps facilities in Hawaii to accommodate the new 2,700 arrivals. The projected realignment costs are \$2.5 billion.
- A \$33.2 million state and federal project to renovate and expand an elementary school project at Wheeler Army Airfield / Schofield Barracks is being managed by the Hawaii Department of Education.
- The Navy is also building a 5 megawatt solar farm near the former Barbers Point Naval Air Station in West Oahu. The \$30 million project will consist of 21,000 photovoltaic panels on 20 acres.
- Joint Base Pearl Harbor-Hickam has constructed a hydrogen fuel cell power system to provide the base with new stationary power flexibility and energy security capabilities.
- A public-private partnership between the Navy and Ford Island Properties LLC has enabled the Navy to revitalize and upgrade the infrastructure on Ford Island, an active facility located in Pearl Harbor, and turn it into a center of historic naval activity. The project included the upgrade of Ford Island’s roads, and electrical, communications and sewage systems. Additionally, the project provided for 231 new homes and a state-of-the-art conference center. Also, included in the project is the Ford Island Historic Trail, a 4.5 mile interpretive trail that showcases the historic events that occurred there during the attack on Pearl Harbor.
- The Army and the Hawaii Electric Company are proposing a 50 megawatt biofuels power plant at Schofield Barracks. The plant would provide backup power during an outage and would use waste from papaya farms as the energy source for the plant.
- A recently constructed new development of 78 homes at Fort Shafter received one of the nation’s first certifications for a sustainable neighborhood development. The LEED certified neighborhood incorporated many sustainable elements to include dual flush toilets; photovoltaic power; solar hot water; energy-efficient appliances and lighting; radiant barriers on roofs, ridge and eave vents; and high-efficiency windows. The homes use 30% less energy than standard homes.



ILLINOIS



1. STATE MILITARY BASES

Department of Defense military facilities in Illinois consist of the following bases:

Army

- Rock Island Arsenal (Arsenal Island, IL) – Rock Island Arsenal (RIA) is the largest government-owned weapons and manufacturing arsenal in the western world. It is the home to First Army, the Army Sustainment Command, the Joint Munitions Command, Army Contracting Command and the US Army Corps of Engineers.

Air Force

- Scott Air Force Base (Belleville, IL) – Home to the US Transportation Command (USTRANSCOM), the US Army Surface Deployment and Distribution Command (SDDC), Air Mobility Command (AMC), and 18th Air Force.

Navy

- Naval Station Great Lakes (North Chicago, IL) – Home of the US Navy’s only “Boot Camp”. Also home to the Recruit Training Command and Training Support Center Great Lakes.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Illinois’ current state-wide military organization is the Interagency Military Base Support and Economic Development Committee (IMBSEDC) which is chaired by the Lt. Governor and includes four members of the General Assembly and up to eight members of the public from counties that contain or adjoin current or former military bases. Several state agencies are also represented on the committee.

The IMBSEDC serves as a point of communication between the military branches, base leadership, state agencies, and defense communities. It also provides advice and recommendations for base retention, realignment and reuse efforts.

The IMBSEDC was created by statute in August 2005 and is funded through the Department of Commerce and Economic Opportunity (DCEO).

3. BRAC 2005 PERFORMANCE

Employment Impact

Although Scott AFB gained in BRAC 2005, both Rock Island and Great Lakes lost personnel as a result of realignments. The state realized an overall loss of -5,697 job changes as a result of BRAC 2005 actions. The summary of the BRAC 2005 employment impact is shown below:

ILLINOIS BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-1,991	-766	76	-2,681	-3,016	-5,697

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Illinois's Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

ILLINOIS MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$138,900	\$108,974	\$162,221	\$93,103	\$43,957	\$58,488	\$146,742	\$143,411	\$77,851	\$0
TOTAL MILCON: \$973,647,000										

4. DEFENSE SPENDING RANKING

Although Illinois is in the top half of the state rankings in annual spending of the Defense Department's appropriations as indicated below, it does rank quite low in % of state's GDP, and \$ per resident:

Bloomberg Government Impact of Defense Spending State of Illinois				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$9.2B	1.5 %	1.8%	\$715
State Ranking	#20	#48		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Illinois has been active in developing detailed programs to counter the losses that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Illinois		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Illinois	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran’s Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Illinois General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- IL S 204 (2014) – States that all those who have been honorably discharged or awarded one of the medals specified are deemed to have met the collegiate educational requirements for Department of State Police Officers.
- IL S 1497 (2014) – States that a defendant is eligible for a Veterans and Service members Court program if the defendant is eligible for probation based on the crime.
- IL H 1548 (2014) – Allows for expungement of records or a Governor’s pardon for a person convicted of a Class 3 or 4 felony if they have served in the US Armed Forces and have received an honorable discharge.
- IL H 1810 (2014) – Creates a Legion of Merit license plate for service members that have received this award.
- IL S 1908 (2014) – Provides that a police applicant who has been honorably discharged from military service can receive a waiver of the requirement that he or she possess a bachelor’s or associate’s degree.
- IL S 2229 (2014) – Provides for an additional educational grant to a member of the National Guard or the Naval Militia who has served for more than 10 years consisting of an exemption from tuition and fees for an equivalent period of two years of enrollment.
- IL H 3939 (2014) – Allows children of military families to transfer into Illinois schools at any time during the year without unnecessary delays.
- IL S 2245 (2014) – Provides for the earliest possible enrollment opportunity for military educational benefits-eligible service members or veterans.
- IL H 2353 (2014) – Provides that if a person is utilizing benefits under the Post-9/11 Veterans Educational Assistance Act, they shall be deemed a state resident for tuition purposes.
- IL H 2563 (2014) – Provides a skill test waiver for a commercial driver’s license to any driver with military commercial vehicle experience.
- IL H 2639 (2014) – Establishes a recognition program to allow the Governor or State Adjutant General to recognize individuals or organizations that have contributed to the advancement of the state National Guard.
- IL S 2744 (2014) – Provides for members of the state National Guard with the opportunity to purchase State-Sponsored Life Insurance Program products.
- IL H 3111 (2014) – Encourages the Supreme Court to develop a pilot program to create a military personnel and veterans’ legal assistance hotline and the provision of legal support resources.
- IL H 3112 (2014) – Provides that a charter school in a district that contains a military base will set-aside a specified portion of its current charter enrollment for students with parents assigned to the military base.
- IL H 3125 (2014) – Requires certain contractors to post job vacancies on a specified website to facilitate hiring under the veterans outreach program.
- IL H 3186 (2014) – Ensures that a candidate’s military emergency medical training, emergency medical curriculum completed, and clinical experienced are recognized for occupational licensing purposes.

Legislative Initiatives (Cont.)

- IL S 3225 (2014) – Approves a training program in veterans’ awareness for law enforcement officers of local government agencies.
- IL S 3255 (2014) – Provides that a disabled veteran with a disabilities parking placard shall not be required to provide evidence of disability for renewal.
- IL H 3346 (2014) – Requires that the State Discharged Service-member Task Force shall include the needs of women veterans to include compensation, rehabilitation, outreach, health care, and issues facing women veterans.
- IL H 4277 (2014) – Provides that a blind or disabled veteran may fish with commercial fishing devices without holding a sports fishing license.
- IL H 4491 (2014) – Provides that a person eligible to be issued a Purple Heart license plate may display the plates on one vehicle without the payment of any registration or renewal fee.
- IL H 5697 (2014) – Allows residents who are dependents of a military service member and are absent from the state due to the member’s service shall retain eligibility developmental disability services.
- IL S 275 (2012) – Provides for the issuance of expedited temporary occupational or professional licenses to certain service members and spouses. Also, provides for the issuance of a Professional Educator License with Stipulations.
- IL H 1260 (2012) – Provides that electric and gas public utilities shall not disconnect service to any residential customer who has notified the utility that they are service members or a veteran.
- IL H 1537 (2012) – Establishes a Purple Heart Day to remember those wounded or killed in battle.
- IL H 1589 (2012) – Provides for expedited hearing priority and visitation during a service member’s military leave from deployment. Requires the court to provide for electronic visitation.
- IL H 3172 (2012) – Exempts fees for Special License Plates for military personnel (e.g. Korean Service, Iraq Campaign, Afghanistan Campaign, etc.).
- IL S 2837 (2012) – Allows for a veteran’s designation on a state driver’s license or state ID card.
- IL H 3275 (2012) – Creates the Veterans Traumatic Brain Injury and Post-Traumatic Stress Disorder Public Service Announcement Fund to provide public service announcements to inform veterans of services and benefits.
- IL H 3315 (2012) – Provides that the Illinois Discharged Service-member Task Force shall include the availability of prosthetics in its investigation of the re-entry process for service members who are returning to civilian life.
- IL H 33314 (2012) – Provides 120 day time-frame for driver’s license renewal for members of the Armed Forces serving outside the state.
- IL S 3689 (2012) – Lottery fund games issued for the benefit of veterans shall have the proceeds used to support veteran’s employment and training.
- IL H 4674 (2010) – Provided for the state to enter into the Interstate Compact on Educational Opportunity for Military Children.
- IL H 4721 (2010) – Provides that any person on Active Duty who is a resident of the state and is on ordinary or emergency leave, may hunt or fish without procuring a license during the time of the leave.

Legislative Initiatives (Cont.)

- IL H 5823 (2010) – Provides for the use of mobile assistance units to travel to various locations to provide assistance and services to veterans at veterans organization facilities and facilities serving homeless veterans.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Illinois' military installations are summarized below:

- The Governor has been very proactive with the State Legislature to ensure that the children of military parents are totally supported during the school transfer process whenever it occurs throughout the school year. The State has streamlined the health and academic records transfer process and have also updated the State's portion of the Educational Opportunity for Military Children Act regarding issues concerning non-custodial parents, tuition, educational records, enrollment age, course placement, graduation, extracurricular activities and absences related to deployment activities.
- Illinois has been selected by the Pentagon to be one of the two initially designated manufacturing innovation institutes established to strengthen the nation's advanced manufacturing capabilities. A Chicago headquartered consortium of businesses and universities will focus on digital manufacturing and design technologies.
- The Lieutenant Governor, who heads the Interagency Military Base Support and Economic Development Committee, holds periodic "Listening Sessions" with the communities surrounding the state's military installations in order to ascertain their concerns and recommendations for improving the relationships between the communities and the base personnel.
- During one of her recent visits to the state's military bases, she had a survey conducted on ways to improve the quality of life for military families in Illinois. Three key recommendations that resulted from the survey related to the transfer of credentials and consisted of the following:
 - Ease the transfer of credits between school districts in Illinois and other states for the children of military personnel.
 - Develop a system to improve the transfer of professional licenses across state lines.
 - Continue to develop processes for awarding credentials for training received in the military.
- Community colleges in Illinois have launched a course enabling medical corpsmen to become licensed nurses.
- The Illinois Department of Employment Security (IDES) has launched a two year initiative to determine whether social media will help the organization to provide young veterans with unemployment benefits and other services to find jobs. Illinois is one of the first states to use social media to engage recent veterans with their "***Army UCX***" program (Unemployment Compensation for the Ex-Military).

Best Practices (Cont.)

- Illinois is one of seven Midwestern states that have formed a coalition (Multistate Collaborative on Military Credit) to help veterans gain college credit for the training they received in the military.
- A recent initiative involving the State of Illinois, City College of Chicago, Peoples Gas and the Utility Workers of America helped 75 veterans obtain certification and licensing, employment, transportation to their jobs, and in some cases, housing. This initiative represented the benefits of collaboration among local community organizations and agencies delivering services to returning veterans.
- The Governor has recently called on employers in the state to hire 100,000 military veterans by 2020. Employers would receive increased tax credits under this hiring program.
- The Rock Island Arsenal and local economic development leaders are working together to increase partnerships between the Arsenal and local firms to use the facilities of the Joint Manufacturing and Technology Center and its employees.
- The Illinois National Guard has implemented a program to send military education liaisons to schools that have a significant number of military children to support the kids of military families.



KANSAS



1. STATE MILITARY BASES

Department of Defense military facilities in Kansas consist of the following bases:

Army

- Fort Leavenworth (Leavenworth, KS) – Known as the “Intellectual Center of the Army”. Home of the US Army Combined Arms Center (CAC); the US Army Command and General Staff College; and the Foreign Military Studies Office. Also, home to the Military Corrections Complex.
- Fort Riley (Junction City, KS) – Home of the 1st Infantry Division, the “Big Red One”.

Air Force

- McConnell AFB (Wichita, KS) – Home of Air Mobility Command’s 22d Air Refueling Wing (22 ARW), and the Kansas Air National Guard’s 184th Intelligence Wing (184 IW). One of the first three bases selected to station the new KC-46A refueling tanker.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Kansas’s current state-wide military organization is the Governor’s Military Council which is chaired by the Lieutenant Governor and has an Executive Director who handles the day-to-day duties. It has a 26 member council that fosters cooperation between the state’s military installations, and the private and public sectors.

Funding for the Council’s activities is provided by the state, as well as counties and cities that have bases in their jurisdictions. The Council has retained Washington, DC, representation for base retention activities for a number of years at a level of approximately \$100,000 per year.

3. BRAC 2005 PERFORMANCE

Employment Impact

Although the Kansas Army Ammunition Plant was recommended for closure, the state fared well in the BRAC 2005 round with significant gains at Fort Riley. The summary of the BRAC 2005 employment impact is shown below:

KANSAS BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+3,305	+309	-159	+3,455	+2,537	+5,992

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Kansas’ Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

KANSAS MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$104,401	\$62,400	\$270,415	\$147,200	\$171,727	\$140,236	\$109,500	\$21,700	\$17,000	\$34,400
TOTAL MILCON: \$1,078,979,000										

4. DEFENSE SPENDING RANKING

Kansas also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Kansas				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$6.9B	5.6 %	1.3%	\$2,436
State Ranking	#29	#12		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Kansas has been active in developing detailed programs to accept the gains that were programmed as a result of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Kansas		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Kansas	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	No
Veteran's Preference	Yes
In-State Tuition	No
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Kansas Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- KS S 27 (2014) – Provides for the renewal of the Military Service Scholarship Program Act.

Legislative Initiatives (Cont.)

- KS S 263 (2014) – Established the state’s Military Funeral Honors Fund to be administered by the Adjutant General. Provides for trained teams throughout the state to provide honors as requested by the families of deceased veterans.
- KS H 2078 (2014) – Requires certain licensing boards to accept education, training or experience completed in the military towards licensure in the state, includes military spouses.
- KS H 2035 (2014) – Provides for property tax exemption for housing on military installations.
- KS H 2181 (2014) – Authorizes licensing bodies to accept certain on-line courses for the purpose of licensure of military members.
- KS H 2455 (2014) – Provides for a property tax exemption for utility systems located on a military installation pursuant to the military utilities privatization initiative.
- KS H 2655 (2014) – Provides for a criminal defendant to assert that the offense committed resulted from post-traumatic stress disorder (PTSD).
- KS S 11 (2012) – Provides that the board of education of a school district may allow any nonresident pupil to enroll in and attend a school in the district and be provided with transportation. Relates to Fort Leavenworth.
- KS S 77 (2012) – Relates to unemployment benefits under the state Employment Security Act and includes spouses of members of the Armed Forces.
- KS S 334 (2012) – Exempts drivers with commercial military driving experience from testing requirements and provides for a veteran designation on the license.
- KS H 2178 (2012) – Allows applicable licensing bodies in the state to issue a professional license to a nonresident military spouse.
- KS S 83 (2010) – Considers registered naturopathic doctors as licensed under the law and allows a licensee to practice outside the course of federal employment while on active duty.
- KS S 269 (2010) – Provides consumer protection for veterans or surviving spouses or an immediate family member of a member of the military.
- KS H 2445 (2010) – Concerns incompatible land use adjacent to military installations, and requires municipal notification and coordination of land use changes.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Kansas’ military installations are summarized below:

- Kansas has a “***Military Bill of Rights***” which incorporates the following key issues that benefit members of the Armed Forces serving in Kansas, the Kansas National Guard, and their family members, as well as veterans:
 - Pay Differential – For state employees called to active duty.
 - Activation Payment – For state employees upon activation for 180 days or more.
 - Governor’s Military Council – Revamped the former Council. Has the mission of protecting and growing the military presence in the state.

Best Practices (Cont.)

- Tuition – Provides for the following benefits to military personnel and their family members.
 - Tuition Assistance
 - In-State Tuition (Military Members)
 - In-State Tuition (Military Family Members)
 - Refunds and Credits for Tuition
 - Kansas Military Service Scholarship
 - Free Hunting and Fishing Licenses
 - Spouse Employment / Unemployment Benefits
 - Emergency Relief
 - State Hiring – Guaranteed interviews for veterans.
 - State Agency Review – For new policies to benefit military members.
 - State Income Tax Filings – Extension of filing dates for deployments.
 - Business Tax Credits – For employing members of the Guard and Reserves.
 - Vehicle Registration – Tax exemption provisions.
 - Registration Grace Period
 - Grants to Veteran Service Organizations
 - Annual Hunting License
 - Elk Draw – Ft. Riley soldiers are given special consideration.
 - Deployment Refund
 - Open Records – Exempts military discharge papers.
 - Professional Licenses – Periods of validity and elimination of renewal fees.
 - Kansas Lottery – Launched instant games whose proceeds benefit Guard and veterans organizations.
 - Veteran’s Reunion
 - Kansas Public Employees Retirement System Military Benefits
 - Funeral Picketing – Restricts protestors’ actions and time-frames for protesting.
- Governor has established an Annual “***Armed Forces Appreciation Day***” to recognize the significant social and economic impact the Armed Forces have on Kansas.
 - McConnell AFB in Wichita was the top pick for the first active duty base to station the new KC-46A refueling tanker. The selection was based on site surveys, operational assessments and cost estimates. The base had the lowest required military construction costs and is in a region of high air refueling receiver demand.
 - The Governor’s Military Council (GMC) and local community leaders in Northeastern Kansas have been working hard to protect Fort Leavenworth by taking the following proactive actions:
 - The region has formed strong partnerships with the post in areas such as emergency services, education, quality of life programs, and medical services.
 - The state and region have implemented processes to prevent incompatible development that would adversely affect the post’s mission.
 - The region is planning to build new hotels and conference space to accommodate the post’s needs. Adequate affordable housing currently exists to serve the needs of the post.

Best Practices (Cont.)

- Local highways have been built to facilitate access to the post.
- One of the Members in the Delegation, Congresswoman Lynn Jenkins, helped establish the House Defense Communities Caucus to advance issues facing communities with active or closed installations.
- The Geary County Unified School District 475 has received \$16.1 million to build a new Fort Riley Elementary School which will serve 500 students from kindergarten through the fifth grade. They had previously received \$35.2 million to demolish and replace the Fort Riley Middle School with a new 720 student school serving grades six through eight. The School District contributed \$6.7 million to the project.
- After seven years of efforts, the Kansas Delegation, the Army, and the EPA reached an agreement on transferring the closed Kansas Army Ammunition Plant to a redevelopment authority to establish the Great Plains Industrial Park.
- Geary County, which borders Fort Riley, was the nation's third fastest growing county in the country which can be attributed to the return of the 1st Infantry Division to the local area.
- The Governor convened an Economic Summit at Fort Leavenworth to investigate ways to keep talent and experience from passing through the military community to other states. The Summit was attended by military leaders, defense contractors, local community leaders, and university researchers.
- Manhattan, Kansas (close to Fort Riley and home of Kansas State University) was selected as the site for the new National Bio and Agro-Defense Facility (NBAF). Out of 29 original sites considered in 2006, the Manhattan, Kansas site was selected among six finalists chosen in 2008.



KENTUCKY



1. STATE MILITARY BASES

Department of Defense military facilities in Kentucky consist of the following bases:

Army

- Fort Campbell (Hopkinsville, KY / Clarksville, TN) – Home of the 101st Airborne Division, the “Screaming Eagles”; the 160th Special Operations Aviation Regiment; 5th Special Forces Group; and the 52nd Ordnance Group.
- Fort Knox (Hardin, KY) – Home of the Army Resources Center of Excellence; the US Army Cadet Command (ROTC); and the US Army Recruiting Command.
- Bluegrass Army Depot (Richmond, KY) – The installation is used for the storage of conventional explosive munitions, as well as assembled chemical weapons.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Kentucky’s current state-wide military organization is the Kentucky Commission on Military Affairs (KCMA). It is an independent agency attached to the Office of the Governor. It was formed by state statute (KRS 154.12-203) in 1996 and is the lead advocate for military installations and the related defense economy in Kentucky.

The KCMA has an Executive Director, who is the administrative head and the chief executive officer of the commission, and an executive committee consisting of nine members.

3. BRAC 2005 PERFORMANCE

Employment Impact

Kentucky did not fare well in the BRAC 2005 round with the loss of the Armor School to Fort Benning, Georgia. The summary of the BRAC 2005 employment impact is shown below:

KENTUCKY BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-5,324	+1,617	+184	-3,523	-540	-4,063

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Kentucky’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

KENTUCKY MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$216,030	\$313,465	\$413,771	\$257,731	\$190,176	\$307,597	\$539,819	\$306,439	\$512,570	\$79,715
TOTAL MILCON: \$3,137,313,000										

4. DEFENSE SPENDING RANKING

Kentucky also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Kentucky				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$12.3B	7.9%	2.3%	\$2,848
State Ranking	#16	#6		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Kentucky has been active in developing detailed programs to counter the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Kentucky		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	-
5	Predatory Lending	-
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Kentucky	
Exemption from State Taxation	
Military Retired Pay	Limited / Conditional
Survivor Benefit Plan	Limited / Conditional
Property Taxes	Limited / Conditional
Veteran's Preference	Yes
In-State Tuition	No
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Kentucky Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

Legislative Initiatives (Cont.)

- KY H 318 (2014) – Allows the state to pay for modifications of buildings at the Bluegrass Station Division (industrial park) if the improvements are through an agreement with an agency of the US Government.
- KY H 337 (2014) – Requires the recognition of military training and experience towards application of a license for HVAC professionals.
- KY S 1 (2013) – Enacts the Uniform Military and Overseas Voters Act as it relates to absentee voting for members of the Armed Services.
- KY H 54 (2013) – Relates to the final disposition of a member of the military who died on active duty.
- KY S 95 (2013) – Provides for tuition waivers for adopted children who have served in the military. Also, extends the period of eligibility if unable to enroll due to serving.
- KY H 71 (2012) – Exempts the estate of any member of the Armed Forces killed in the line of duty from paying probate fees.
- KY H 221 (2012) – Permits a veteran to have his status placed on a driver's license or state ID card.
- KY H 224 (2012) – Establishes the ***Kentucky National Guard Adoption Assistance Program***. Provides funding for adoption services.
- KY H 369 (2012) – Provides that police officers receiving a salary supplement will continue to receive the supplement when called to active duty.
- KY H 173 (2011) – Exempts members of the military services from having to obtain hunting or fishing licenses if activities are conducted on military property.
- KY H 202 (2011) – Waives the requirement for a skills test for a commercial driver's license for applicants with military service who have experience operating commercial-sized motor vehicles.
- KY H 224 (2011) – Provides for the homestead exemption for personal property taxes for permanently disabled veterans. Eliminates the requirement to apply on an annual basis.
- KY H 301 (2011) – Eliminates fees for professional licensure and certification for military personnel serving on active duty.
- KY H 310 (2011) – Expands the application of tax increment financing provisions to mixed-use development projects that are within three miles of a military base.
- KY H 14 (2010) – Exempts the overnight accommodation fee in state parks for permanently or totally disabled veterans. Applies to a maximum of three overnight stays per calendar year.
- KY H 19 (2010) – Relates to the extension of various licenses and allows military personnel whose licenses expired while on active duty deployments to renew within 90 days after deployment with no late fees or other penalties.
- KY H 377 (2010) – Requires pretrial investigations and services to inquire as to whether an individual has been in combat, and if so, to provide information on services available to combat veterans.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Kentucky's military installations are summarized below:

- A 5-megawatt solar array is being developed at Fort Campbell under a four-way partnership that includes the State of Kentucky. The partners are the Army, the Department of Energy (DOE), the Pennyriple Rural Electric Cooperative, and the Kentucky Energy and Environment Cabinet. This is the first time the Army has collaborated with a local energy provider and a state for an on-post solar project. The partnership has amassed \$10 million for the project which will be constructed on an abandoned landfill on the post.
- The Mayor of the City of Lexington, Kentucky recently pledged to end veteran homelessness in the city. He announced an expansion of rental assistance available to local veterans who are homeless, and created an Office of Homelessness Prevention and Intervention. Additionally, he launched a ***Housing First*** pilot project which provides homeless individuals with housing first and then supplemented with other essential services needed to have them remain in their homes.
- The State of Kentucky, along with the Kentucky National Guard and the University of Louisville are collaborating on an initiative to provide immediate mental health treatment to veterans who currently wait months to receive care from the federal government. The programs objective is to provide "immediate treatment" to veterans who are referred or seek out treatment on their own.
- Kentucky is a member of the ***Multistate Collaborative on Military Credit*** which is focused on helping veterans gain college credit for training received in the military. The group includes college systems and higher education executive officers from Illinois, Indiana, Kentucky, Michigan, Minnesota, Missouri and Ohio.
- The Oak Park neighborhood community on Fort Knox, Kentucky has become the ***largest residential LED community in the world*** with all of its homes having installed LED light bulbs. Energy savings in the community will equate to \$859,000 over the 22 year life of the light bulbs.
- The State of Kentucky's First Lady (Jane Beshear) has established a ***Military Spouse Task Force*** composed of Active Duty and National Guard spouses. Their first significant achievement has been to secure adoption benefits to National Guard members which equate to those received by Active Duty members. The Task Force is also pursuing other spousal issues dealing with higher education and employment benefits.



LOUISIANA



1. STATE MILITARY BASES

Department of Defense military facilities in Louisiana consist of the following bases:

Army

- Fort Polk (Vernon Parish, LA) – Home of the Joint Readiness Training Center (JRTC); 4th Brigade, 10th Mountain Division; 1st Maneuver Enhancement Brigade; 115th Combat Support Hospital; and the 162nd Infantry Brigade.

Air Force

- Barksdale AFB (Bossier City, LA) – Home of the Air Force Global Strike Command (AFGSC). Host unit at Barksdale AFB is the 2d Bomb Wing (2 BW) which is equipped with the B-52H Stratofortress bombers.

Navy

- Naval Air Station Joint Reserve Base New Orleans (New Orleans, LA) – NAS JRB New Orleans is home to the 159th Fighter Wing (Louisiana ANG); a Marine Corps Reserve unit; USCG Air Station New Orleans; as well as other US Navy and US Army activities.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Louisiana's current state-wide military organization is the Louisiana Military Advisory Council (LMAC) which was formed in 2012 by state statute. The Council was formed to provide a forum for issues concerning the installations and units of the Armed Force located in Louisiana and the military and retired military personnel and their families who reside in Louisiana.

The Council is composed of 25 members and has an Executive Director, appointed by the Governor, who provides administrative and staff support for the Council.

3. BRAC 2005 PERFORMANCE

Employment Impact

Louisiana netted a total of -197 jobs in BRAC 2005 as a result of the losses at NSA New Orleans, and gains at Barksdale AFB. The summary of the BRAC 2005 employment impact is shown below:

LOUISIANA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+503	-527	-107	-131	-66	-197

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Louisiana’s Milcon appropriations from 2006 to 2015 are depicted below:

LOUISIANA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$39,687	\$9,800	\$24,007	\$43,600	\$61,800	\$140,371	\$99,800	\$18,887	\$0	\$0
TOTAL MILCON: \$555,046,000										

4. DEFENSE SPENDING RANKING

Louisiana also fares marginally well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Louisiana				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$9.1B	4.5%	1.7%	\$2,037
State Ranking	#22	#17		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Louisiana has been active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Louisiana		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Louisiana	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Limited / Conditional
Property Taxes	No / Minimal
Veteran's Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Gaining
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	No / Minimal
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Louisiana State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- LA H 208 (2014) – Provides for reduced fees for concealed handgun permits for members of the Armed Forces and veterans.

Legislative Initiatives (Cont.)

- LA H 334 (2014) – Provides for reduced fee hunting and fishing licenses for surviving spouses of members of the military killed in action.
- LA H 466 (2014) – Relates to the rights of disposal of remains of military personnel.
- LA S 532 (2014) – Relates to ***Veterans Court and Probation Program*** and stipulates that if a veterans completes the program requirements, a conviction may be set aside and the prosecution dismissed.
- LA S 538 (2014) – Establishes the ***Military Airborne Hazards and Open Burn Pit Registry*** and requires that the Department of Veterans Affairs maintain a public information program to inform members of the military services, veterans, and their families on the effects of exposure and the availability of treatments.
- LA S 592 (2014) – Defines fees and penalties for second degree battery, including battery against a member of the Armed Forces and disabled veterans.
- LA H 654 (2014) – Provides spouses of military members with lease termination authorities if member is injured and requires hospitalization or is killed while on active duty.
- LA H 1005 (2014) – Exempts drivers with a valid military commercial driver’s license from having to take a knowledge and skills test for a state commercial driver’s license.
- LA S 32 (2013) – Provides for special consideration for veterans who are arrested or convicted of a crime. Allows for presentence investigations and recommendations form mental health professionals.
- LA H 312 (2013) – Relates to licensing of military service-members and their spouses. Allows for time extensions on renewals, exemptions for renewal payments, and compliance with continuing education requirements.
- LA H 583 (2013) – Prohibits employers from terminating employment of a veteran for attending medical appointments necessary to secure veteran’s benefits.
- LA S 157 (2012) – Provides for veterans designation on driver’s licenses or state ID cards.
- LA S 218 (2012) – Authorizes State Board of Pharmacy to waive certain renewal requirements for pharmacist licenses and technician certifications for active duty members.
- LA H 435 (2012) – Relates to resident classification for tuition purposes at public colleges and universities for veterans eligible for benefits under the ***Yellow Ribbon Program***.
- LA H 526 (2012) – Waivers the one-year service requirement for eligibility for state supplemental pay for firefighters if individual ordered to active duty prior to completing the one-year requirements.
- LA H 631 (2012) – Provides for the eligibility for participation in extracurricular interscholastic athletic activities by students whose parents are members of the Armed Services.
- LA H 936 (2012) – Established the Military Advisory Council with the Department of Economic Development.
- LA H 945 (2012) – Relates for the ***Taylor Opportunity Program (TOPS)*** for initial award eligibility and continuing eligibility for students reenlisting in the Armed Services and maintaining their Active Duty status.
- LA S 58 (2011) – Removes the handling fee for the US Armed Forces military honor license plate.

Legislative Initiatives (Cont.)

- LA H 232 (2011) – Extends the tuition exemption benefit to family members of a National Guard member killed in action.
- LA H 500 (2011) – Provides for educational credits for student’s military training or service in public colleges and universities.
- LA S 174 (2010) – Reduces training course requirements for a concealed weapons permit for combat veterans.
- LA S 473 (2010) – Provides for nonresident veterans to receive lifetime hunting and fishing licenses if wounded or disabled while serving on active duty.
- LA H 1156 (2010) – Relates to child custody and visitation rights. Provides that deployment will not provide a material change to custody and visitation orders.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Louisiana’s military installations are summarized below:

- Local school districts and community groups supporting Fort Polk and Barksdale AFB have received Partnership Awards from the Military Child Education Coalition recently for their work to improve educational facilities and establish transition support services for more than 3,000 military students.
- In last year’s Army Programmatic Environmental Assessment (PEA), the Fort Polk community area residents submitted more comments to the Army regarding the impact of proposed Fort Polk reductions than the combined total of the remaining 20 installations included in the review. Fort Polk was subsequently spared any drastic cuts with the post slated to lose only 205 soldiers. Additionally, during the Army’s mid-April “listening session” in the local community, the residents lined the streets of downtown Leesville waiving signs and flags, as well as drawing a standing-room-only crowd at the meeting site. A testament to community involvement and participation in the process.
- Senator Mary Landrieu (D-LA) has been recognized as “Military Mary” for her continued support to Fort Polk with \$1 billion in investments since 2005, and recently securing \$20 million for acquiring an additional 46,000 acres for supplementary training lands.
- The state and the city of Leesville, Louisiana are investing \$25 million in establishing the University Parkway Economic Development District adjacent to Fort Polk to acquire property needed for water infrastructure improvements and a proposed parkway connecting with the post. The goal is to provide additional amenities for the soldiers and their families such as restaurants, retail shopping and better housing.

Best Practices (Cont.)

- The Governor continues to push for legislation to provide for temporary professional licensing of military family members immediately upon their duty relocation to the state. He is promoting these employment measures by also establishing reciprocity with other states.
- The Louisiana Delegation has continued to promote the growth of Fort Polk with the Army Leadership by continuing its land acquisition initiatives and support for the improvement of all aspects of quality of life issues for the service-members and their families including education, transportation and recreation.
- The Louisiana Delegation has also supported the Federal City Project which is focused on the redevelopment of the former Naval Support Activity New Orleans.



MARYLAND



1. STATE MILITARY BASES

Department of Defense military facilities in Maryland consist of the following bases:

Army

- Aberdeen Proving Ground (Aberdeen, MD) – RDT&E Center for major military weapons and equipment testing.
- Fort Detrick (Frederick, MD) – Home of the US Army Medical Research and Material Command, the US Army Medical Research Institute of Infectious Diseases, the National Cancer Institute – Frederick, and the National Interagency Biodefense Campus.
- Fort Meade (Odenton, MD) – Home of the National Security Agency, the Defense Information Services Agency, the Defense Information School, Defense Courier Service, the US Army Field Band, and Headquarters of the US Cyber Command.

Air Force

- Joint Base Andrews (Camp Springs, MD) – Home of Air Force District of Washington's 11th Wing and Naval Facility Washington. Also, home of Air Force One.

Navy

- Naval Air Station Patuxent River (Lexington Park, MD) – Home of Naval Air Systems Command (NAVAIR), the US Naval Test Pilot School, and Air Test Wing Atlantic.
- US Naval Academy (Annapolis, MD) – the US Navy's Service Academy.
- Walter Reed National Military Medical Center (Bethesda, MD) – World's largest military medical center. It comprises the integration of the Walter Reed Army Medical Center and the National Naval Medical Center which occurred in 2011 as a result of BRAC 2005.
- Naval Support Activity Annapolis (Annapolis, MD) – Provides base operations support to the US Naval Academy and several other naval facilities in Maryland.
- Naval Support Facility Indian Head – Home of the Naval Surface Warfare Center's Indian Head Explosive Ordnance Disposal Technical Division. Focuses on RDT&E of energetics and energetics systems.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Maryland's current state-wide military organization is the Maryland Military Installation Council (MMIC). It was restructured in 2006 from its 2003 original designation as the Maryland Military Installation Strategic Planning Council. The MMIC has a minimum of 24 members appointed by the Governor, Senate President, House Speaker and the Chairman.

STATE-WIDE MILITARY ORGANIZATION (CONTINUED)

The Chairman of the MMIC is the Secretary of the Department of Business and Economic Development (DBED). The Council’s mission is to identify what public infrastructure and community support is needed for the development and expansion of the State’s military installations. The Council’s activities are supported by the Office of Military Affairs within the DBED. The Director of the Office of Military Affairs also serves as the Executive Director of the MMIC.

Funding for the Council’s activities is provided through the Office of Military Affairs which receives an annual budget of approximately \$1 million which supports a staff of four personnel and the office’s support activities.

3. BRAC 2005 PERFORMANCE

Employment Impact

Maryland fared extremely well in the BRAC 2005 round with significant gains at Aberdeen Proving Ground, Fort Meade, Bethesda and Andrews AFB. The summary of the BRAC 2005 employment impact is shown below:

MARYLAND BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-1,271	+6,063	+1,108	+5,900	+4,832	+10,732

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Maryland’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

MARYLAND MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$178,191	\$153,518	\$274,809	\$429,217	\$530,807	\$634,819	\$677,613	\$436,221	\$1,119,518	\$441,746
TOTAL MILCON: \$4,876,459,000										

4. DEFENSE SPENDING RANKING

Maryland also fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Maryland				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$19.9B	7.0%	3.8%	\$3,496
State Ranking	#5	#7		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Maryland has been extremely active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State's progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Maryland		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Maryland	
Exemption from State Taxation	
Military Retired Pay	Limited / Conditional
Survivor Benefit Plan	No / Minimal
Property Taxes	
Veteran's Preference	No / Minimal
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Gaining
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Maryland General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- MD S 89 (2014) – Improves health care access for honorably discharged veterans and nonveteran spouses at comprehensive care facilities owned and operated by the Maryland Department of Veterans Affairs.
- MD S 610 (2014) – Extends tuition assistance to State National Guardsmen that belong to units that have been disbanded for due to specified reasons.
- MD S 796 (2014) – Establishes and Interagency Council on Homelessness to identify supportive services for special populations including veterans.
- MD S 923 / MD H 881 (2014) – Requires the Natalie M. Laprade Medical Marijuana Commission to study access to medical marijuana for veterans.
- MD S 54 (2013) – Requires the Veterans of the Afghanistan and Iraq Conflicts Scholarship Fund to be special, non-lapsing fund.
- MD S 153 (2013) – Requires the Higher Education Commission to award academic credit for military education, training and experience.
- MD H 224 / MD S 279 (2013) – Provides for overseas military voting.
- MD H 225 / MD S 273 (2013) – Requires certain licensing units and boards to give credit to former service members for relevant military training, education and experience in connection with the issuance of occupational and professional licenses.
- MD H 935 (2013) – Provided that an honorably discharged veteran of the US Armed Forces is eligible for in-State tuition at public institutions of higher education in the State.

Legislative Initiatives (Cont.)

- MD S 19 (2012) – Repealed a termination provision applicable to a sales and use tax exemption for sales to veterans’ organizations.
- MD H 252 / MD S 18 (2012) – Created a Task Force on Military Service Members, Veterans, and the Courts to study military service-related mental health issues and substance abuse problems and to make recommendations concerning the establishment of a special court.
- MD S 276 / MD H 358 (2012) – Required Motor Vehicle Administration to ensure that a veteran’s status is noted on driver’s license and/or ID card.
- MD H 404 (2012) – Adds to eligibility requirements for the Edward T. Conroy Scholarship Program, the surviving spouse of a 100% permanently service- connected disabled veteran.
- MD S 2 / MD H 1017 (2011) – Prohibited the Motor Vehicle Administration from charging fees for registration, or renewal, of a vehicle to a Medal of Honor recipient.
- MD S 188 (2011) – Exempted government entities or nonprofit organizations from the requirement to obtain a recreational fishing license in order to take individuals who have served or are serving in the Armed Forces with physical or mental disabilities.
- MD S 682 / MD H 793 (2011) – Required the Department of Health and Mental Hygiene to provide behavioral health services coordination for specified veterans.
- MD S 687 / MD H 998 (2011) – Required State Department of Education and Adjutant General to assist military spouses in finding employment in education, health care or business occupations in the state that permit reciprocal licensure.
- MD S 763 (2011) – Expanded exemption from the requirement to obtain hunting license for a person who serves in the Armed Forces and those with a service-connected disability.
- MD S 55 (2010) – Repealed the termination provision applicable to the Maryland Military Installation Council (MMIC) and removed the requirement for the issuance of a final report.
- MD S 139 (2010) – Provided for property tax exemption for dwelling houses owned by disabled veterans or their surviving spouses or individuals who died in the line of duty.
- MD H 199 / MD S 520 (2010) – Provided for homestead property tax credit for employees of the federal government stationed outside the State.
- MD H 659 / MD S 519 (2010) – Established the Maryland General and Limited Power of Attorney Act providing for rules and procedures for Armed Forces members missing in action.
- MD H 689 (2010) – Created an exception for the holder of a lifetime complementary angler’s license for former POWs and disabled veterans from having to obtain a trout stamp for catching or possessing freshwater trout.
- MD S 834 / MD H 1484 (2010) – Exempted public charter schools located on a federal military base from the requirement to be open to all students.
- MD S 1033 / MD H 1353 (2010) – Required the Department of Veteran Affairs to develop a Military Health Care Provider Transition Plan to transition former military personnel into civilian positions.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Maryland's military installations are summarized below:

- One of the most significant actions taken by the State to implement the BRAC 2005 recommendations was the formation of the ***Governor's Subcabinet on Base Realignment and Closure*** which was headed up by the Lieutenant Governor and consisted of the Secretaries of all the major State agencies (e.g. Transportation, Housing, Education, Labor, Community Development, Planning, etc.). An Executive Director was appointed to handle day-to-day activities of the office which focused on detailed planning and coordination for all BRAC activities impacting the State. The primary focus of the Subcabinet's activities dealt with the following:
 - Workforce Development
 - 50% of the incoming jobs would be filled by Marylanders.
 - Required training a qualified workforce pipeline.
 - Infrastructure
 - Housing
 - Water/Wastewater
 - Schools
 - Transportation

The effort, which constituted the largest economic growth in Maryland since WWII, was lauded by numerous sectors, to include the DoD, and received the Achievement Award for State Agency Public Service from the American Society for Public Administration. Additionally, Lieutenant Governor Anthony Brown was named the Elected Official of the Year by Association of Defense Communities.

- Ultimately, the State invested \$3.5 billion in transportation, higher education, school construction and other infrastructure projects in the counties affected by BRAC 2005. Some of the more unique initiatives included:
 - Two and four year Maryland colleges offering several new degree programs to support missions coming to Aberdeen Proving Ground.
 - Formation of the Chesapeake Science & Security Corridor (CSSC) center, a community-based growth management organization, brought together eight jurisdictions in three separate states (MD, PA and DE) to coordinate the efforts of BRAC implementation. CSSC is currently managing a comprehensive study of outside-the-gate factors affecting Aberdeen Proving Ground. More than \$8 million in funding has been provided to the center for addressing BRAC related issues.
 - Development of a Cooperative Research and Development Agreement (CRADA) between Army Test and Evaluation Command (ATEC) at Aberdeen Proving Ground and Constellation Energy to pursue geothermal energy to reduce energy consumption costs.
- Receipt of \$88 million in grant funding from the Office of Economic Adjustment (OEA) to provide for an easier commute for patients service members and civilian employees at Walter Reed National Military Medical Center in Bethesda, Maryland.

Best Practices (Cont.)

- Receipt of grant funding from the Department of Transportation for:
 - \$10 million in Transportation Investment Generating Economic Recovery (TIGER) funds to reduce congestion on one of the primary roads providing access to Ft. Meade.
 - \$1.3 million grant to build commuter rail station at Aberdeen Proving Ground.
- Readiness and Environmental Protection Integration (REPI) Challenge award to NAS Patuxent River of \$1 million to protect a corridor along the Nanticoke River under the Atlantic Test Range. Funds will be leveraged 5:1 with contributions from partnering nature conservancies.
- Public colleges in Montgomery County, Maryland have implemented an initiative to make their college campuses central access points for veteran services, including mental-health counseling, benefits assistance and academic guidance.
- Military housing at Aberdeen Proving Ground and Fort Meade have been opened to single soldiers to the general public. Civilian federal workers and military retirees are living in 44% of the occupied homes.
- The State has implemented a \$50 million initiative to provide active duty soldiers and veterans with a discounted mortgage rate and significant down payment assistance to make homeownership more affordable.
- The State has implemented a Maryland Veterans Resilience Initiative to identify gaps in behavioral health services for veterans and coordinate training across the State to ensure that doctors and other professionals better address the veterans' unique needs.
- NAS Patuxent River is developing an agreement for an Enhanced Use Lease arrangement for office space on several sites throughout the base. The commercial developer will plan, design, finance, construct and operate the new office facilities.
- The Office of Military Affairs in the Department of Business and Economic Development is anticipating the announcement of a \$1.9 million grant from the Office of Economic Adjustment (OEA) to support activities in Southern Maryland for the conduct of SWOT analyses, as well as supply chain management and diversification studies.
- The State will continue its aggressive R&D efforts in the Unmanned Aerial Vehicle arena with the announcement of the award by the FAA to the Virginia (Virginia Tech), New Jersey (Rutgers), and Maryland (University of Maryland) team as one of the six test sites.



MISSISSIPPI



1. STATE MILITARY BASES

Department of Defense military facilities in Mississippi consist of the following bases:

National Guard

- Camp Shelby Joint Forces Training Center (Hattiesburg, MS) – The largest state-owned training site in the nation. During wartime, the camp’s mission is to serve as a major independent mobilization station of the US Army Forces Command (FORSCOM). It is also the largest reserve component training site.

Air Force

- Columbus AFB (Columbus, MS) – The host unit is the 14th Flying Training Wing (14 FTW) assigned to the Air Education and Training Command (AETC). The 14 FTW’s mission is to provide specialized undergraduate pilot training for US Air Force and allied officers.
- Keesler AFB (Biloxi, MS) – Host unit is the 81st Training Wing (81 TRW) assigned to the AETC and a Wing of the 81st Training Group (81 TRG). The 81 TRG is the largest electronics training group in the world.

Navy

- Naval Construction Battalion Center Gulfport (Gulfport, MS) – Serves as the home base for the Atlantic Fleet Seabees (Navy’s construction battalions).
- Naval Air Station Meridian (Meridian, MS) – Home to one of the Navy’s two jet strike pilot training facilities. Also trains Sailors and Marines in aviation and technical related fields.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Mississippi’s current state-wide military organization is the Mississippi Military Communities Council which is a part of the Mississippi Development Authority. The Council was reconstituted by the Governor in 2012 and promotes Mississippi’s military missions at the national level and advises the Governor and legislative officials on actions that could potentially impact the missions and Mississippi communities that support military operations. The current Chairman of the Council is a former Adjutant of the Mississippi National Guard.

It appears that the state allocates approximately \$2 million per year on supporting community efforts to protect their bases; however, the state spent a reported \$60-\$65 million in the BRAC 2005 proceedings.

3. BRAC 2005 PERFORMANCE

Employment Impact

Mississippi lost -2,669 in the BRAC 2005 round with the closure of NS Pascagoula. The summary of the BRAC 2005 employment impact is shown below:

BRAC 2005 PERFORMANCE (CONT.)

MISSISSIPPI BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-989	-253	-248	-1,490	-1,179	-2,669

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Mississippi’s Milcon appropriations from 2006 to 2015 are depicted below:

MISSISSIPPI MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$94,713	\$20,709	\$36,870	\$37,210	\$50,250	\$28,870	\$101,900	\$10,926	\$7,500	\$27,547
TOTAL MILCON: \$416,495,000										

4. DEFENSE SPENDING RANKING

Mississippi’s annual spending of the Defense Department’s appropriations is indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented by the DoD spending:

Bloomberg Government Impact of Defense Spending				
State of Mississippi				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$5.7B	6.0%	1.1%	\$1,927
State Ranking	#30	#9		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Mississippi has been active in developing detailed programs to counter the losses sustained in BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the

State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Mississippi		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Mississippi	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran’s Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Gaining
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Mississippi State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

Legislative Initiatives (Cont.)

- MS H 585 (2014) – Provides for ***Veterans Treatment Courts*** and authorizes a pretrial intervention program.
- MS H 764 (2014) – Exempts disabled veterans from concealed weapons renewal fees.
- MS H 1165 (2014) – Provides that totally disabled veterans who have been honorably discharged will be exempt from ad valorem taxes on the assessed value of their homestead property, and the exemption also applies to un-remarried surviving spouses.
- MS H 1465 (2014) – Provides funds to the ***Veterans Home Purchase Board*** to assist in making new home loans for veterans.
- MS S 2355 (2014) – Provides for refinancing of permanent mortgage loans through ***Veterans Home Purchase Board***.
- MS S 2357 (2014) – Allows other than Director of ***Veterans Home Purchase Board*** to sign deed of conveyance or other closing documents so as not to delay closing or settlement of a home purchase.
- MS S 2499 (2014) – Provides for Armed Forces scholarship programs and student forgivable loan programs.
- MS S 2419 (2013) – Provides that the Occupational Licensing Boards can issue a license, certification, or registration to a military-trained applicant, as well as to a military spouse.
- MS H 750 (2012) – Grants an exemption from ad valorem taxes on motor vehicles owned by residents who are serving on active duty and receiving hostile fire pay.
- MS H 784 (2012) – Authorizes school boards to allow credits to high school students who are members of the National Guard.
- MS S 2461 (2012) – Requires a veterans designation on personal or commercial driver's licenses.
- MS S 2552 (2012) – Allows for absentee voters in the Armed Services to sign ballots by electronic means.
- MS S 2413 (2010) – Clarifies custody and visitation procedures. Requires the non-deployed parent to make the child or children available when the deployed parent is on leave. Also, requires the non-deployed parent to facilitate opportunities for telephonic webcam and electronic mail contact.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Mississippi's military installations are summarized below:

- Local communities are supporting and participating in a Joint Land Use Study (JLUS) to ensure that growth surrounding NAS Meridian remains compatible with the base's pilot training mission. Base's primary concerns are noise and the safety of residences located close to its runways.
- In a recent survey conducted by WalletHub of ***Best States for Military Retirees***, Mississippi was rated as the state with the best economic environment.
- The Mississippi Congressional Delegation continues to protect its military installations from drawdowns as evidence by their continued battle with the Air Force over relocate aircraft from Keesler AFB. There have been three proposals in past two years to relocate aircraft which have been successfully blocked by the Delegation.

Best Practices (Cont.)

- The Mississippi Army National Guard recently purchased a 1,522 acre parcel around Camp Shelby to protect it from encroachment. The purchased land will participate in the ***California Carbon Market Program*** and will generate about \$10 million by selling carbon sequestration credits. The partnership between the Army Guard and the Compatible Lands Foundation is the first of its kind relative to its participation in the California Carbon Market program.
- Lowndes County, Mississippi is spearheading a Joint Land Use Study (JLUS) to ensure mission compatibility and avoidance of encroachment around Columbus AFB.
- Keesler AFB in Biloxi, Mississippi won the 2013 Commander in Chief's Annual Award for Installation Excellence. It was the top pick for all Air Force installations.
- The Golden Triangle communities neighboring Columbus AFB have worked on several initiatives to improve educational opportunities for dependents of military-service members to include building a new middle school and encouraging military children to attend. The communities have also reopened an aircraft mechanics and aerospace training school at the Golden Triangle Airport and shared a runway with the airbase when its runways were under repair.
- Keesler AFB has captured a key place in the intelligence, surveillance and reconnaissance (ISR) arena with the establishment of undergraduate cyber training at the installation. The Gulf Coast is turning into the "Cyber Coast" according to key Air Force officials.
- The Governor reestablished the Mississippi Military Communities Council in 2012 to ensure the state had a comprehensive and coordinated effort to protect the state's military installations.
- Mississippi is gaining an increasing foothold in the UAV arena by building on the manufacturing and research facilities that make up the state's existing UAV cluster which centers on Northrup Grumman's Unmanned Systems Center in South Mississippi, and Mississippi State University's Raspet Flight Research Laboratory.



MISSOURI



1. STATE MILITARY BASES

Department of Defense military facilities in Missouri consist of the following bases:

Army

- Fort Leonard Wood (Pulaski, MO) – Home of the US Army Engineer School (USAES); the US Army Military Police School (USAMPS); the Chemical, Biological, Radiological, and Nuclear School (CBRN); and the 4th Maneuver Enhancement Brigade (MEB).

Air Force

- Whiteman AFB (Johnson, MO) – The host unit is the 509th Bomb Wing (509 BW) assigned to the Eighth Air Force of the Air Force Global Strike Command. The 509 BW flies the B-2 Spirit Stealth Bomber. Whiteman AFB is a joint-service base with Air Force, Army and Navy units.

National Guard

- Rosecrans Air National Guard Base (St. Joseph, MO) – The home of the 139th Airlift Wing (139 AW) of the Missouri Air National Guard, and the Advanced Airlift Tactics Training Center.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Missouri's current state-wide military organization is the Missouri Military Preparedness and Enhancement Commission (MMPEC) which is under the Department of Economic Development.

Additionally, the Governor signed an Executive Order (EO 14-01) in January 2014, appointing the State Treasurer to lead the Missouri Military Partnership. The Partnership was directed to complete a report by March 31, 2014, outlining strategies for effective collaboration among public officials, businesses and other stakeholders to retain and strengthen military installations in Missouri. A discussion of the report is covered in the Best Practices section.

3. BRAC 2005 PERFORMANCE

Employment Impact

Missouri lost -7,109 total jobs in the BRAC 2005 round with significant losses in the St. Louis and Kansas City areas. The summary of the BRAC 2005 employment impact is shown below:

MISSOURI BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-1,184	-2,474	-299	-3,957	-3,152	-7,109

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Missouri’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

MISSOURI MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$70,432	\$28,008	\$178,310	\$65,350	\$179,670	\$137,300	\$82,053	\$162,520	\$125,720	\$0
TOTAL MILCON: \$1,029,363,000										

4. DEFENSE SPENDING RANKING

Missouri also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending				
State of Missouri				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$14.3B	6.0%	2.7%	\$2,385
State Ranking	#12	#10		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Missouri has been active in developing detailed programs to counter the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Missouri		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes;
(N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Missouri	
Exemption from State Taxation	
Military Retired Pay	Gaining
Survivor Benefit Plan	Yes
Property Taxes	Limited / Conditional
Veteran's Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Gaining
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Missouri General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- MO S 796 (2014) – Allows the issuance of a marriage license when one of the applicants is called to active duty out of the state or country.

Legislative Initiatives (Cont.)

- MO H 1710 (2014) – Establishes the National Guard Foundation Fund and allows individuals and corporations to designate tax refunds to the Fund.
- MO H 1724 (2014) – Allows the Adjutant General to provide financial assistance to members of the Guard and Reserves from the Missouri Military Family Relief Fund.
- MO S 106 (2013) – Requires that by January 1, 2014, Board of Higher Education adopt policies to give veteran student's credit for courses that were a part of their military training. Also, ensures that members of the Armed Forces called to active duty will have their licenses and certifications kept in good standing by the professional licensing body.
- MO S 110 (2013) – Provides for expedited child custody hearings for deploying parents.
- MO S 116 (2013) – Adopts the Uniformed Military and Overseas Voters Act.
- MO S 117 (2013) – Provides for separating members of the military services who have an honorable or general discharge to receive resident status for in-state tuition at public 2 and 4 year institutions.
- MO S 118 (2013) – Provides for Veterans Treatment Courts as an alternative to the judicial system for military members or veterans facing cases that stem from substance abuse or mentally related issues.
- MO H 148 (2013) – Establishes the custody and visitation rights for deploying military parents.
- MO H 1680 (2012) – Establishes the ***Show-Me Heroes Program*** and provides for employment of military spouses and the provision of immediate assistance when needed and for one year following discharge.
- MO H 136 (2011) – Provides for unemployment benefits for spouses and the issuance of temporary courtesy professional licenses.
- MO H 2147 (2010) – Exempts students who are dependents of retired military personnel from the three year attendance requirement under the ***A+ Program***. This is a scholarship program for high school students desiring to attend community colleges or vocational/technical schools in the state.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Missouri's military installations are summarized below:

- In addition to having a state-wide military support organization, the Missouri Military Preparedness and Enhancement Commission (MMPEC), the Governor also requested, by executive order, that the State Treasurer conduct a study and file a report by March 2014 on recommendations to better coordinate the efforts to retain and strengthen the military installations in the state. The report offered 16 recommendations contained within six overarching principles which are listed below:
 - Speak with a clear, unified voice.
 - Formalize state executive branch efforts to support and grow Missouri military installations.
 - Foster the creation of community organizations, partnerships and agreements.
 - Protect military families in Missouri through financial literacy.
 - Build Missouri's military brand.

Best Practices (Cont.)

- Understand specific challenges and opportunities for installations and the Missouri National Guard.
- The state established a veteran’s employment program in 2010, the ***Show-Me Heroes Program***, which is focused on getting employers to pledge their support to hiring veterans. Employers receive a number of federal and state benefits by participating in the program.
- The state is also a partner with three other states (Kansas, Nebraska and Iowa) in the ***Central States Troops to Teachers Program***. The program seeks to place retiring military personnel in second careers as public school teachers in elementary, secondary, career and technical, or special education areas. Participants are provided with assistance regarding certification requirements, routes to state certification, and employment leads.
- The state also has a unique ***A+ Scholarship Program***, which provides funds to eligible high school graduates who desire to attend participating public community colleges or vocational / technical schools.
- The Sustainable Ozarks Partnership, the community group supporting Fort Leonard Wood, actively supports the viability of the Fort by educating and rallying public interest in the installation’s activities. During last year’s Army Public Environmental Assessment (PEA), the Partnership had over 1,000 residents attend the “listening session” held by the Army.
- The Waynesville R-VI School District in Missouri has recently received a \$300,000 grant from the DoD to encourage students in the school system neighboring Fort Leonard Wood to pursue college level math and science courses. The grant will support five additional advanced placement courses in the school district. In the past 10 years, the school district has invested over \$100 million in new and existing facilities and continues to strengthen their partnership with the post.
- The University Of Missouri School Of Law has opened a clinic to provide legal assistance to veterans who cannot afford a lawyer. The clinic is funded by a \$250,000 anonymous donation.
- Fort Leonard Wood is leading several efforts, in conjunction with local community groups, to test and implement “green” options for transportation to and from the post, as well as moving soldiers and equipment around the installation. Several initiatives were highlighted at “Fort Leonard Wood’s Transportation Days” event.
- Missouri is a member of the “Multistate Collaborative on Military Credit” which is striving to ensure that veterans receive college credits for training they received in the military.

Best Practices (Cont.)

- The Sustainable Ozarks Partnership, the community group supporting Fort Leonard Wood, is working with the post's leadership and community leaders in focusing on two key initiatives:
 - A new regional power supply that would serve Fort Leonard Wood and the neighboring communities.
 - Closing gaps in the region's health care services.
- New homes being built at Fort Leonard Wood now have a safe room capable of withstanding a 250 mile per hour, three-second burst of wind. These safes rooms are being included in the new homes as a result of the destruction caused by a tornado that hit the post on the last day of 2010.
- Fort Leonard Wood is updating its Joint Land Use Study (JLUS) to ensure compatible development around the post and to preclude any encroachment activities that would hinder the accomplishment of its missions.
- Fort Leonard Wood has been selected as one of the pilot installations for the Army's net zero program. The Army hopes to have 25 net zeros posts by 2030. The post is studying numerous conservation and alternative energy applications to include testing a forward operating base using only solar and wind energy.



NEVADA



1. STATE MILITARY BASES

Department of Defense military facilities in Nevada consist of the following bases:

Army

- Hawthorne Army Depot (Hawthorne, NV) – The Depot receives, stores and issues conventional munitions; demilitarizes and disposes of unserviceable, obsolete and surplus munitions.

Air Force

- Creech AFB (Indian Springs, NV) – Home of the famed “Hunters” of the 432d Wing. Creech AFB is a USAF command and control facility for remotely piloted aircraft systems which fly missions across the globe. Also, home to the Unmanned Aerial Vehicle (UAV) Battle-lab and the UAV Logistics and Training Facility.
- Nellis AFB (Clark County, NV) – Part of the USAF Air Combat Command (ACC), and the USAF Warfare Center (USAFWC). Hosts air combat exercises such as “Red Flag” and close air support exercises such as “Green Flag-West”. The 57th Wing is the operational element at the Center. Also, home to the USAF Demonstration Squadron “Thunderbirds” and the Nevada Test and Training Range (NTTR).

Navy

- Naval Air Station Fallon (Fallon, NV) – NAS Fallon serves as the Navy’s premier tactical air warfare training center conducting air-to-air and air-to-ground training exercises. Home of the Naval Fighter Weapons School (TOPGUN), and the Naval Strike and Air Warfare Center (NSAWC).

2. STATE-WIDE MILITARY ORGANIZATION

The Governor of the State of Nevada established a state-wide military organization, the Nevada Governor’s Military Council, by Executive Order (EO 2013-2014) in September of 2013. The executive order indicated that the Council was to deliver a report to the Governor on or before May 1, 2014, and that the Council would cease to exist on December 31, 2014, unless otherwise ordered.

The Council held its final meeting on April 24, 2014, and approved the final report which is discussed in further detail in the “Best Practices” section along with the recommendations of the Council.

3. BRAC 2005 PERFORMANCE

Employment Impact

Nevada fared well in the BRAC 2005 round with significant gains at Nellis AFB. The summary of the BRAC 2005 employment impact is shown below:

NEVADA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+999	-49	+248	+1,198	+884	+2,082

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Nevada’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

NEVADA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$114,092	\$67,453	\$34,810	\$156,875	\$52,950	\$97,748	\$58,850	\$21,000	\$89,834	\$105,403
TOTAL MILCON: \$799,015,000										

4. DEFENSE SPENDING RANKING

Nevada ranks in the bottom half of annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Nevada				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$3.3B	2.6%	0.6%	\$1,237
State Ranking	#35	#36		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Nevada has been extremely active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Nevada		
1	Licensure & Academic Credit	-
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	+
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Nevada	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Yes
Veteran’s Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	No / Minimal
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Nevada State Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- NV A 84 (2013) – Requires certain District Courts to establish programs for the treatment of certain offenders who are veterans or members of the Armed Forces.
- NV A 175 (2013) – Provides for overseas military members to have the ability to submit ballots using digital or electronic signatures.
- NV S 215 (2013) – Provides for veterans exemptions from the government services tax.
- NV A 224 (2013) – Provides for a unique identifier for students who are children of active duty members of the Armed Services.
- NV S 224 (2013) – Provides for the indication of honorably discharged veterans status on driver's licenses and state ID cards.
- NV A 260 (2013) – Provides for the exemption of tuition charges for honorably discharged veterans of the Armed Forces.
- NV A 364 (2013) – Increases from 15 – 30 days the amount of time a public officer of the state may be absent from his duties in order to serve on active duty without the loss of compensation.
- NV A 81 (2011) – Provides that the residency of spouses of military personnel will not be changed whether absent or present in the state for voting purposes.
- NV A 245 (2011) – Allows a veteran to transfer to his or her spouse the exemption from the government services tax for motor vehicle registrations.
- NV A 313 (2011) – Allows family members of the service member to have visitation rights while deployed and allows participation in custody hearings by affidavit or electronic means.
- NV S 323 (2011) – Provides for exceptions to fees charged to active duty service-members for renewal of driver's licenses and lapsed liability insurance coverage.
- NV S 406 (2011) – Waives late renewal fees for driver's licenses for members of the Armed Services who were deployed overseas.
- NV A 420 (2011) – Provides for certain rights of members of the Nevada National Guard to include employment preferences and rules governing termination of employment.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Nevada's military installations are summarized below:

- As mentioned in the State-wide Military Organization Section, the Governor established the Nevada Governor's Military Council with the specific purpose of having the Council compile a report, with recommendations, on how best to retain and continue to build Nevada's current military force capabilities and infrastructure. The report recommendations are outlined below and will be considered by the upcoming legislative session for inclusion of funding:

Best Practices (Cont.)

- Creation of a New Standing Committee (Council expires on December 31, 2014) and Augmenting Existing Councils.
 - Create and fund a standing committee to further prepare for a potential BRAC in the future.
 - Fund a part-time executive director for the standing committee.
 - Create funding (travel and per diem) for Nevada's appointees to the Southwest Defense Alliance.
 - Create the Joint Military Advisory Committee in statute.
- Conduct an Extensive Study of Nevada's Defense Infrastructure
 - Appropriate funding to conduct a study to update economic impacts surrounding each of Nevada's Active, Guard, and Reserve component activities.
- Economic Development Recommendations
 - Create Military Facility Zones.
 - Create secondary contract incentives.
- Nellis AFB is scheduled to receive its second major solar installation project consisting of a 19-megawatt solar photovoltaic power system. A 17-megawatt solar system was completed in 2007. The completed plant will offset the production of almost 27,000 tons of carbon dioxide emissions annually, the equivalent of removing 136,800 cars from Nevada's roads over the next 25 years.
- The State of Nevada was selected by the FAA as one of six test sites for integrating the safe use of UAV's into the nation's airspace. The FAA received 25 proposals from 24 states. The winning Nevada proposal takes advantage of the UAV presence in the state.
- Nevada has created the "***Green Zone Network***" which is a one-stop website to link the state's 300,000 veterans with employers, help veterans with education and health-care benefits, and connect them with other service providers.
- Las Vegas conducted its 11th annual ***Veterans Stand Down*** in order to support homeless veterans with food, clothing, services and referrals. More than 120 service providers participated in the event. The event in 2013 served 911 homeless and at-risk veterans and more than 200 of their family members.
- Nevada has been designated by the Department of the Interior as one of 17 solar energy zones located in six western states. This designation provides a blueprint for utility-scale solar energy permitting and access to existing and planned transmission lines, and incentives for future development.
- Naval Air Station Fallon has recently completed a Joint Land Use Study (JLUS) to protect the base from encroachment and to assist the local community with compatible development activities.

Best Practices (Cont.)

- ***KidsPeace*** which is charitable organization that serves the behavioral and mental health needs of children, families and communities offers services in approximately 10 states to include Nevada. They have recently received a federal grant to expand their Teen Central website to children of military families.



NEW JERSEY



1. STATE MILITARY BASES

Department of Defense military facilities in New Jersey consist of the following bases:

Army

- Picatinny Arsenal (Morris County, NJ) - The home of the Joint Center of Excellence for Armaments and Munitions, providing products and services to all branches of the US military. Picatinny's portfolio comprises nearly 90 percent of the Army's lethality and all conventional ammunition for joint warfighters.

Joint Base McGuire-Dix-Lakehurst (JB MDL)

- JB MDL is home to the 87th Air Base Wing, which provides installation management support to all three mission partners at McGuire, Dix, and Lakehurst.
- Mission Partner McGuire (New Hanover, NJ) – Under the jurisdiction of the USAF Air Mobility Command. Home of the 305th Air Mobility Wing (C-17 airlift, KC-10 air refueling operations).
- Mission Partner Dix (Burlington, NJ) – Under the jurisdiction of the US Army Reserve Command (USARC). Dix has new mission of mobilizing, deploying and demobilizing soldiers, and providing training areas for Army Reserve and National Guard soldiers.
- Mission Partner Lakehurst (Lakehurst, NJ) – Lakehurst conducts the unique mission of supporting and developing the Aircraft Launch and Recovery Equipment and Support Equipment for naval aviation.

Navy

- Naval Weapons Station Earle (Colts Neck Township, NJ) – Mission is to provide storage and ammunition to the fleet. Home of the Navy Munitions Command, Detachment Earle.

2. STATE-WIDE MILITARY ORGANIZATION

The State of New Jersey's current state-wide military organization is the Military Installation Growth and Development Task Force which is headed up by the Lieutenant Governor. This Task Force was established by Executive Order (EO 134) in June 2013, and amended by EO 154 to expand membership from five to six members. Membership includes the following state agencies: Department of Military and Veterans Affairs, the Economic Development Authority and Choose New Jersey.

Funding for the Task Force activities in FY 2015 was \$200,000 which was approved by the Governor.

3. BRAC 2005 PERFORMANCE

Employment Impact

New Jersey suffered significant losses in the BRAC 2005 round with the closure of Fort Monmouth. The summary of the BRAC 2005 employment impact is shown below:

NEW JERSEY BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+96	-3,825	0	-3729	-3,253	-6,982

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. New Jersey's Milcon appropriations from 2006 to 2015 are depicted below:

NEW JERSEY MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$112,592	\$37,324	\$47,231	\$27,425	\$9,700	\$34,940	\$49,000	\$132,098	\$46,200	\$31,900
TOTAL MILCON: \$528,411,000										

4. DEFENSE SPENDING RANKING

New Jersey fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of New Jersey				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
		\$11.0B		2.3%
State Ranking	#17	#39		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of New Jersey has not been as active as some states in developing detailed programs to counter the results of BRAC 2005, but have continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of New Jersey		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of New Jersey	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Yes
Veteran’s Preference	Yes
In-State Tuition	No / Minimal
Veteran Status on License / ID	Gaining
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Limited / Conditional
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the New Jersey Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- NJ A 1510 (2014) - Provides for a veterans hiring preference with the State Police.
- NJ S 527 (2013) – Authorizes a public contract set-aside program for businesses owned by or those employing veterans.
- NJ A 691 (2013) – Provides for the indication of veterans status on driver’s license or ID cards issued by state.
- NJ S 829 & NJ A 1744 (2013) – Permits affordable housing preferences for veterans.
- NJ S 1051 & NJ A 2164 (2013) – Concerns child custody and makes provisions for service-members who are deployed.
- NJ S 1415 & NJ A 2014 (2013) – Establishes the ***Helmets to Hardhats*** program in the NJ Turnpike Authority to aid veterans in finding employment in the construction industry.
- NJ S 1961 & NJ A 3011 (2013) – Establishes the Veterans Higher Education Commission to facilitate the successful transition of veterans into the higher education community and back into civilian life.
- NJ A 2555 & NJ S 1681 (2013) – Permits transfer of military commercial driver’s license to commercial driver’s license.
- NJ A 2882 & NJ S 2034 (2013) – Allows training, education, and experience received while in the military to count as credit towards requirements for licensure and certification.
- NJ A 2891 & NJ S 1905 (2013) – Provides for EMT and Mobile Intensive Care Paramedic certification for certain veterans.
- NJ A 2892 & NJ S 1927 (2013) – Allows military spouses with out-of-state teaching license to receive temporary instructional certificate in the state.
- NJ A 2993 & NJ S 1712 (2013) – Provides supplemental unemployment benefits to certain ex-service members.
- NJ AJR 57 & NJ SJR 23 (2012) – Declare October of every year ***Agent Orange Awareness Month***.
- NJ S 1026 & NJ A 1294 (2012) – Establishes ***VETeach Pilot Program*** to facilitate teacher certification of veterans.
- NJ S 114 & NJ A 2299 (2011) – Provides free or reduced fee beach badges for active duty members and NJ National Guard, and their spouses and dependents.
- NJ A 515 & NJ S 1024 (2011) – Expands the provisions of ***Operation Recognition*** to veterans of the Korean and Vietnam conflicts, provides for the award of state-sponsored high school diplomas to such veterans.
- NJ S 1189 & NJ A 845 (2011) – Establishes New Jersey Veterans’ Hospital Task Force to determine requirements for establishing a new veterans health care facility in the southern part of the state.
- NJ S 1731 & NJ A 2616 (2011) – Establishes ***Veteran to Veteran Peer Support Program*** telephone helpline in statute.
- NJ A 2286 & NJ S 2307 (2011) – Establishes the State National Guard Family Readiness Council Fund to support members of the Guard and their families.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect New Jersey's military installations are summarized below:

- Joint Base McGuire-Dix-Lakehurst has taken a very aggressive approach to protect the land around the base from encroachment with the purchase of 13 properties totaling 8,578 acres in recent years. The purchase of another 11 properties totaling 2,536 acres is pending.
- The recently established Military Installation Growth and Development Task Force, headed up by the Lieutenant Governor, has been directed by the Governor to provide a detailed report on the state's military installations within the next year with recommendations relating to additional military missions, as well as actions to be taken to preserve, enhance, and strengthen the installations. The Task Force's primary objectives are to:
 - Organize a broad-based coalition to promote the state's military installations.
 - Assist in the "economic fortification" of the state's bases by leveraging the resources of the New Jersey Partnership of Action to help retain and attract missions.
 - Ensure the bases' missions are aligned with DoD's long-term priorities.
- The Army recently broke ground for a new facility to house the Communications-Electronics Research and Development Center (CERDEC) at JB MDL. The \$42 million project was funded in the FY 13 Defense Authorization and Milcon Appropriations legislation.
- Air Force officials are envisioning the largest military energy venture at JB MDL, a project that will generate at least 50-60 megawatts of renewable energy. This will be developed on four separate parcels at the base through an Enhanced Use Lease (EUL). The project calls for an energy park that would integrate several clean energy technologies.
- New Jersey is also involved in the FAA's selection of six sites for the testing of UAV's for safe integration into the nation's airspace. New Jersey is a member of the Virginia Tech led team which has representation from Virginia, Maryland and New Jersey.
- New Jersey employers have developed some new initiatives for recruiting and training veterans. Horizon Blue Cross and Blue Shield of New Jersey has initiated a 39 week program for veterans in business and software development. Also, Newark based non-profit GI Go Fund has developed a work-at-home training program for disabled veterans.
- California based Solar Mosaic is utilizing the "Kickstarter" investment model to help finance a 12.27-megawatt project at JB MDL. The project will include 55,189 panels installed on 547 homes on the base. Partners in the project are True Green Capital Management and CIT Bank.
- The former Fort Monmouth, which was closed as a result of BRAC 2005, was used to house utility crews from around the country during the recovery operations associated with Hurricane Sandy.

Best Practices (Cont.)

- After a 50 year absence, the Navy has returned to Picatinny Arsenal with the establishment of the Navy's Minor caliber Gun Engineering Lab. The Lab will be joined by three separate divisions that will also be housed at Picatinny – gun systems from Louisville, KY; ammunition from Crane, IN; and packaging, handling, storage and transportation from Colts Neck, NJ.
- The Governor has established two new programs to assist Guard members and veterans. The ***New Jersey National Guard State Family Readiness Council Fund*** will assist Guard members and their families with education, counseling, financial planning and other support services. The ***Veteran-to-Veteran Peer Support Program*** hotline access to a comprehensive network of mental health professionals specializing in PTSD.
- JB MDL has recently conducted a Joint Use Land Study (JLUS) to facilitate protection against encroachment and analyze recommendations for reducing traffic congestion.



NEW MEXICO



1. STATE MILITARY BASES

Department of Defense military facilities in New Mexico consist of the following bases:

Army

- White Sands Missile Range (Parts of five counties in southern NM) – WSMR is the US Army’s rocket range encompassing 3,200 square miles making it the largest military installation in the US. It is used for experimentation, test, research, assessment, development, and training by all the military services.

Air Force

- Cannon AFB (Clovis, NM) – It is under the jurisdiction of the Air Force Special Operations Command (AFSOC). The host unit is the 27th Special Operations Wing (27 SOW). The 27 SOW plans and executes specialized and contingency operations using advanced aircraft, tactics and air refueling techniques to infiltrate, exfiltrate and resupply special operations forces.
- Holloman AFB (Alamogordo, NM) – Home of the 49th Wing (49 WG) which provides combat-ready Airmen and trains MQ-1 Predator and MQ-9 Reaper pilots and sensor operators. Also, provides support to the German Air Force Flying Training center operations.
- Kirtland AFB (Albuquerque, NM) – Home of the Air Force Materiel Command’s Nuclear Weapons Center (NWC). NWC’s responsibilities include acquisition, modernization and sustainment of nuclear system programs for DoD and DoE. Also, home to the 58th Special Operations Wing (58 SOW) of the Air Education and Training Command (AETC). The 58 SOW provides aviation training AFSOC Special Operations Forces and Air Combat Command’s (ACC) combat search and rescue (CSAR) communities.

2. STATE-WIDE MILITARY ORGANIZATION

The State of New Mexico’s current state-wide military organization is the New Mexico Base Planning Commission. The Commission was established in 2003 and conducts quarterly meetings throughout the state. The Commission consists of 17 members and has a Director who are the only paid staff member. Current statute has the Commission expiring on July 1, 2016.

The Director of the Commission is also the Director of the Office of Military Base Planning in the Department of Economic Development.

3. BRAC 2005 PERFORMANCE

Employment Impact

New Mexico sustained significant losses at Cannon AFB with the BRAC Commissions recommendation to disestablish the 27th Fighter Wing and create an enclave at the base until December 2009. Subsequently, the base did secure the Air Force Special Operations mission which kept the base open. The summary of the BRAC 2005 employment impact is shown below:

NEW MEXICO BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-406	+120	-2,384	-2,670	-1,775	-4,445

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. New Mexico’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

NEW MEXICO MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$34,800	\$11,400	\$98,654	\$66,250	\$135,064	\$292,847	\$214,995	\$126,585	\$148,250	\$23,333
TOTAL MILCON: \$1,152,178,000										

4. DEFENSE SPENDING RANKING

New Mexico’s annual receipt of the Defense Department’s appropriations is indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented by the spending:

Bloomberg Government Impact of Defense Spending State of New Mexico				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$3.3B	4.3%	0.6%	\$1,627
State Ranking	#34	#19		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of New Mexico has been somewhat active in developing detailed programs to counter the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of New Mexico		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	-
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of New Mexico	
Exemption from State Taxation	
Military Retired Pay	No / Minimal
Survivor Benefit Plan	No / Minimal
Property Taxes	Yes
Veteran’s Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	Gaining
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Gaining
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the New Mexico Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- NM S 70 (2013) – Provides for free admission on legal holidays to historic sites and museums for veterans.
- NM H 175 (2013) – Allows for suspension of municipal services, public utilities, and telecommunications services when a veteran is deployed and also, requires no reconnection fee upon return from deployment.
- NM H 180 (2013) – Provides for expedited occupational licensing of military service members, their spouses, and recently discharged veterans.
- NM H 247 (2013) – Creates the Military War Veteran Scholarship Fund.
- NM H 10 (2012) – Provides for a veterans employment tax credit.
- NM H 14 (2011) – Provides for enrollment priority for students whose parents are active duty members.
- NM S 196 (2011) – Gives active duty military personnel fishing and hunting licenses for no charge.
- NM S 476 (2011) – Relates to the requirement for college credits as a qualification for the New Mexico State Police and gives credit for two years of military service.
- NM H 24 (2010) – Enacted the Interstate Compact on Educational Opportunity for Military Children.
- NM S 134 (2010) – Relates to legislative lottery scholarships and allows for applications from service personnel with one year of completion of honorable service of medical discharge.
- NM S 193 (2010) – Provides for no-fee fishing licenses and habitat stamps for disabled active duty and disabled veterans. Includes learning and practicing fishing skills.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect New Mexico's military installations are summarized below:

- One of the largest Joint Land Use Study (JLUS) efforts ever conducted was recently completed at a cost of \$500,000. The study encompassed areas around White Sands Missile Range and Holloman AFB in New Mexico, and Fort Bliss in Texas. The three installations encompass more than 3.4 million acres and airspace covering almost 10,000 square miles. Recommendations for ensuring compatible land use entailed:
 - Mapping regional energy development opportunities.
 - Promoting interagency consultation on land use.
 - Promoting an integrated regional water planning process.
 - Establishing a notification process for erecting vertical structures.
 - Coordination with communities on aviation noise issues.

Best Practices (Cont.)

- The Air Force and the City of Albuquerque and the State of New Mexico have worked closely together to develop a plan to protect Albuquerque's drinking water from a decades old fuel plume that developed from a leak that was discovered in 1999 from an underground pipe at Kirtland's aircraft fuel loading facility. The plan calls for the drilling of cleanup wells to stop the plume before it reaches the municipal drinking water wells in southeast Albuquerque.
- The local communities around Cannon AFB have recently decided to revamp the mission of the Local Growth Management Committee, which was initially formed to help identify a new mission for the air base after BRAC 2005. The communities are striving to redefine the purpose of the Committee and possibly come up with a new name for the organization.
- DoD, the Department of the Interior, the State of New Mexico, and the developer of a 515 mile high-voltage transmission line crossing the northern extension of the White Sands Missile Range recently reached an agreement on how to continue the unparalleled military testing that goes on at WSMR. A decision was made to bury five miles of the projects transmission lines so as not to conflict with training and weapons testing at WSMR. This resolution allows the developer to complete an unprecedented, transformational clean energy infrastructure project.
- Albuquerque Public Schools recently received \$16.3 million to demolish and rebuild an elementary school on Kirtland AFB. Funds for the project were provided by the Office of Economic Adjustment under the DoD's Public Schools on Military Installations Program. These funds are intended to improve schools at installations plagued with the most serious capacity or facility deficiencies.
- The New Mexico Congressional Delegation successfully thwarted an attempt to close the Operationally Responsive Space Office at Kirtland AFB and have it transferred to the Space and Missile System Center in Los Angeles. The program employs approximately 100 military, civilian, and contractor personnel.
- New Mexico's Congressional Delegation also successfully worked with the Army and BLM to affect land transfers around WSMR and Fort Bliss to provide for critical safety and security planning buffers.
- New Mexico has joined 19 other states in providing key legislation that will assist military personnel, their spouses and veterans with the opportunity to easily obtain occupational licenses in fields that they are already qualified in and certified in another state. It would apply to nurses, teachers, counselors and other professions.
- The world's largest low concentration photovoltaic power plant has been dedicated at WSMR, and consists of a \$16.8 million array of 15,500 sun-tracking solar panels spread over 42 acres. The array features a ground-mounted, single-axis tracking system that increases energy yield by over 30% compared to fixed systems.

Best Practices (Cont.)

- New Mexico is one of six western states that have been designated by the Department of the Interior to be part of a plan to establish 17 solar energy zones. These zones will serve as priority areas for large scale solar developments.
- The State of New Mexico and the Air Force have signed a lease to add 11,000 acres to the Melrose Range which is west of Cannon AFB. The range currently has 66,000 acres and is used for Cannon's Special Operations Forces training.
- Cannon AFB has been the launching point for over 130 officers who have risen to the rank of general after leaving the base since 1943. This network of general officers, many of whom currently serve in high-level leadership positions, have been advantageous to promoting the continued utilization of the base.
- Cannon AFB's Joint Land Use Study (JLUS) resolved one of its most contentious issues which involved the construction of wind turbines. The JLUS recommended that adjacent counties require developers to notify them of these projects so they, in turn, can alert the base officials to resolve any conflicts.



NEW YORK



1. STATE MILITARY BASES

Department of Defense military facilities in New York consist of the following bases:

Army

- Fort Drum (Watertown, NY) – Home of the 10th Mountain Division (Light Infantry). Provides support to active duty and reserve units from all services, as well as planning and support for the mobilization and training of almost 80,000 troops annually.
- Fort Hamilton (Brooklyn, NY) – The last active military post in New York City. Home of the NYC Recruiting Battalion; the Military Entrance Processing Station; the North Atlantic Division Headquarters of the US Army Corps of Engineers; the 1179th Transportation Brigade; and the 722nd Aeromedical Staging Squadron.
- US Military Academy (West Point, NY) – The Army’s service academy. Founded in 1802 to develop cadets to become US Army officers through a strenuous four year Academic, Physical and Military Program.
- Watervliet Arsenal (Watervliet, NY) – The oldest continuously active arsenal in the US. Provides the US and foreign militaries with the most advanced, high-tech, high-powered weaponry for tank, howitzer, and mortar systems. It is the only domestic manufacturer of for US Army large-caliber breeches and gun tubes.

Navy

- Naval Support Activity Saratoga Springs (Saratoga Springs, NY) – Supports most commands within the New York State Capital Region, including Navy Recruiting Area 1 and Personnel Support Detachment in Scotia facility, and the Naval Nuclear Power Training Unit in Ballston Spa.

2. STATE-WIDE MILITARY ORGANIZATION

The State of New York does not have a state-wide military support organization; however, the Empire State Development (ESD) Office provides grants to the individual community organizations, as well as funding for a consultant to handle coordination, on a state-wide basis, between the ESD, the New York State Division of Military & Naval Affairs, and the individual community support organizations.

The ESD budget for the above is approximately \$300,000 per year for the consultancy and approximately \$2 million has been included in the state budget for 2014-2015 for community support groups. Previous year’s budgets included up to \$3 million for local municipality and community support groups.

3. BRAC 2005 PERFORMANCE

Employment Impact

New York fared well in the BRAC 2005 round a net gain of +718 total jobs. The summary of the BRAC 2005 employment impact is shown below:

NEW YORK BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+35	+377	-6	+406	+312	+718

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. New York’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

NEW YORK MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$172,418	\$295,963	\$390,950	\$233,475	\$103,800	\$447,274	\$53,700	\$258,730	\$92,200	\$108,000
TOTAL MILCON: \$2,210,210,000										

4. DEFENSE SPENDING RANKING

New York also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of New York				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$13.6B	1.2%	2.6%	\$694
State Ranking	#13	#50		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of New York has been active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of New York		
1	Licensure & Academic Credit	B/I
2	Licensure Portability & Unemployment Compensation	B/I
3	Veterans Treatment Courts	B/I
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	B/I
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of New York	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Yes
Veteran’s Preference	Yes
In-State Tuition	No / Minimal
Veteran Status on License / ID	Gaining
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	No / Minimal
Unemployment Benefits	Yes
Children (Interstate Education Compact)	No / Minimal

Legislative Initiatives

Recent legislation *enacted* in the New York State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- NY A 565 (2014) – Provides exemptions from school district real property taxes to veterans.
- NY A 587 (2014) – Requires Department of Veterans Affairs to maintain portals on their website to deal with mental health and substance abuse issues.
- NY S 910 (2014) – Defines responsibilities of the Office of Alcoholism and Substance Abuse Services regarding recovery services for veterans.
- NY S 936 (2014) – Provides for real property exemption for veterans' organizations.
- NY S 3553 (2014) – Allows qualified veteran voters of a village to submit absentee ballots if not available because of illness or physical disability, or a patient at a VA hospital.
- NY S 4170 (2014) – Provides for exemption of registration of certain motor vehicles from sales and use tax.
- NY S 4402 (2014) – Requires the Division of Veterans' Affairs to provide an internet connection to correlate military occupations and skills into civilian translations and terms
- NY S 5504 (2014) – Enacts the Veterans Employment Act giving veteran preference for temporary jobs in state agencies.
- NY S 6887 (2014) – Enacts the Interstate Compact on Educational Opportunities for Military Children.
- NY A 8479 (2014) – Extends time limits for filing claims for exposure to phenoxy herbicides while serving in the Armed Forces in Indo-China.
- NY A 141 (2012) – Requires that one of the ten consumer representatives on the Office of Alcoholism and Substance Abuse be a veteran who has served in a combat theater.
- NY A 544 (2012) – Requires that the NYS Office for the Aging meet the needs of the state's aging veteran population.
- NY S 1007 (2012) – Exempts sales tax for the purchase of military service flags and POW/MIA flags.
- NY A 1428 (2012) – Prohibits public employers from abolishing any positions based on the fact that the individual is engaged in military duties.
- NY A 4263 (2012) – States that no license is required for active duty or veterans participating in fishing activities that provide for physical or emotional rehabilitation.
- NY S 5558 (2012) – Provides for death benefits and health insurance coverage to eligible survivors of public employees who die while serving in the military.
- NY S 6799 (2012) – Provides for veterans notation on driver's license or ID card of members of the Armed Services.
- NY A 8932 (2012) – Requires the Division of Veterans' Affairs to have a portal on their website to assist veterans in obtaining employment.
- NY A 9415 (2012) – Enacts the Veterans Mental Health and Chemical Dependency Act. Outlines plans to improve outreach, assessment and care for veterans and their families.
- NY S 6041 (2010) – Increases the redemption period for property included on a petition for foreclosure for persons deployed by the military.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect New York's military installations are summarized below:

- The State of New York became the 50th state to adopt the Military Interstate Children's Compact designed to ease the transition for military children transferring to a new school district.
- NY State will spend \$1 million during 2014-2015 to extend a buffer zone around Fort Drum. These funds will be leveraged by federal funds to preserve at least 2,500 acres around the installation. Since 1999, 3,500 acres have been conserved through the Army Compatible Use Buffer (ACUB) program.
- Empire State Development (ESD), the state's economic development arm, continues to invest in the state's base retention efforts by providing local community support groups with funding to advance their efforts. \$2 million has been added to the 2014-2015 budget for this effort.
- Local community support groups throughout the state use some of the funding to make an annual trip to DC to visit offices in the Pentagon and the NY Delegation on Capitol Hill. The effort is coordinated by a separately funded consultant group to ensure a consistent message and to provide feedback to the Governor's office.
- The biomass power plant constructed at Fort Drum is the largest renewable energy project to date in the DoD and provides 100% of the post's energy needs. The plant has a total generating capacity of 60 megawatts and converts forest residues left over after trees are harvested into steam that runs a turbine to make the electricity for the post.
- Fort Drum is one of four candidates for the East Coast Missile Defense Site to host ground-based interceptors to protect the East Coast. Winning this competition would create thousands of jobs and significant revenues in the local communities. The other competitors are located in Maine, Ohio and Michigan.
- Fort Drum has developed a unique partnership with its host communities for inpatient medical care for its soldiers and their families. With five hospitals within 40 miles of the post, it made economic sense for the post to utilize these hospitals for inpatient and specialty care, while it provided primary care at clinics on the installation. Fort Drum is the only operational training base in the US without a comprehensive inpatient facility. Both the Army and the community providers have benefitted from this unique partnership which delivers a closely integrated healthcare system.
- The New York Legal Assistance Group and the Connecticut Veterans Legal Center are conducting a two year study to ascertain the impact of embedding free legal services within the Veterans Affairs facilities in their jurisdictions. Currently, there is only anecdotal information regarding the benefits, and the intent is to test the connection between legal help and health and quality of life issues among veterans.

Best Practices (Cont.)

- Griffiss International Airport, located at the former Griffiss AFB in Rome, NY, is the host site for one of the six Unmanned aircraft System (UAS) locations selected by the FAA for testing UAS's in the national airspace. A consortium of 40 companies and university groups from New York and Massachusetts make up the winning team.
- Watervliet Arsenal organized and hosted a four-day hazardous material training exercise involving more than 160 participants from a four county-area as part of an ongoing effort to incorporate local first responders into the Army facility's emergency response plans.
- The Arsenal Business and Technology Partnership (ABTP), at the Watervliet Arsenal, is sponsoring the conduct of an economic impact assessment and a SWOT to prepare the Arsenal for any force structure and mission changes in the future, as well as to investigate attracting private companies to use its underutilized space to reduce overall operating costs.
- Buffalo, NY recently opened a ***Veterans One-Stop Center*** to provide assistance to veterans regarding their benefits, employment resources and readjustment counseling.
- Niagara Falls recently received an FAA grant of \$11.7 million to rebuild their airport's main runway which will be critical to supporting the USAF Guard and Reserve aviation units currently assigned to air base.
- Watervliet Arsenal is investigating utilization of an Enhanced Use Lease (EUL) to construct a co-generation steam and electric plant on a 65 acre site on the Arsenal to attract new high-tech opportunities.
- ***New York State Operation Military Kids*** has been working with Fort Drum school liaison officers to develop support groups in the smaller school districts to help kids cope with a parent who is deployed.
- A New York based nonprofit has designed a ***Veterans Employment Transition Education Reintegration and Network Services (VETERANS)*** program to offer services such as career counseling, resume writing, and job matching at two of the largest One-Stop Career Centers in the nation – one in Manhattan and one in the Bronx.



NORTH CAROLINA



1. STATE MILITARY BASES

Department of Defense military facilities in North Carolina consist of the following bases:

Army

- Fort Bragg (Fayetteville, NC) – Home to several US Army airborne units, notably the XVIII Airborne Corps Headquarters; the 82nd Airborne Division; as well as the JFK Special Warfare Center and School; the Joint Special Operations Command; US Army Forces Command (FORSCOM); and the US Army Reserve Command. The former Pope AFB is now under the jurisdiction of Fort Bragg and has been renamed Pope Army Airfield.

Air Force

- Seymour Johnson AFB (Goldsboro, NC) – It is a major Air Combat Command base and is the home of the 4th Fighter Wing (4 FW) which was the first operational F-15E Strike Eagle wing in the Air Force.

Marine Corps

- Camp Lejeune (Jacksonville, NC) – Home of the “Expeditionary Forces in Readiness” including II Marine Expeditionary Force, 2nd Marine Division, 2nd Marine Logistics Group and other combat units and support commands.
- Marine Corps Air Station Cherry Point (Havelock, NC) – Home of the 2nd Marine Aircraft Wing and Fleet Readiness Center (East).
- Marine Corps Air Station New River (Jacksonville, NC) – A Marine Corps helicopter and tilt-rotor base.

2. STATE-WIDE MILITARY ORGANIZATION

The State of North Carolina’s current state-wide military organization is the North Carolina Military Affairs Commission (NCMAC). The Commission was established effective August 1, 2013, and the Governor’s Military Advisor serves as the administrative head of the Commission. Additionally, the Department of Commerce is responsible for the organizational, budgetary and administrative aspects of the Commission.

NCMAC recently issued an RFP for a state-wide SWOT to be done which was valued at approximately \$300,000. The state included \$500,000 in its budget in 2012, for the first time, to help communities support their local bases.

3. BRAC 2005 PERFORMANCE

Employment Impact

North Carolina fared extremely well in the BRAC 2005 round with a net job gain of +10,024 with the receipt of the US Army Forces Command. The summary of the BRAC 2005 employment impact is shown below:

NORTH CAROLINA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
--5,802	+43	-161	-5,920	+15,944	+10,024

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. North Carolina's Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

NORTH CAROLINA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$393,381	\$621,590	\$741,847	\$708,192	\$1,129,196	\$1,365,782	\$753,143	\$458,242	\$369,704	\$205,772
TOTAL MILCON: \$6,746,849,000										

4. DEFENSE SPENDING RANKING

North Carolina also fares well in the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending				
State of North Carolina				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$14.7B	3.5%	2.8%	\$1,565
State Ranking	#10	#25		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of North Carolina has been active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of North Carolina		
1	Licensure & Academic Credit	B/I
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	B/I
9	Identifier for Military Children	+
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of North Carolina	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	No / Minimal
Property Taxes	Yes
Veteran’s Preference	Yes
In-State Tuition	No / Minimal
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the North Carolina General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- NC S 25 (2014) – Provides for residency status for members of the Armed Forces serving on active duty outside the state for the purposes of obtaining hunting, fishing and trapping licenses.
- NC H 139 (2014) – Adopts the Uniform Deployed Parents Custody and Visitation Act.
- NC H 254 (2014) – Amends land-use planning and zoning notification procedures for cities and counties near military installations.
- NC H 322 (2014) – Waives commercial driver’s skill tests for military retired or discharged members who satisfy other requirements.
- NC H 433 (2014) – Regulates the height of buildings and structures around military installations.
- NC H 484 (2014) – Requires a permit pre-application site evaluation for wind energy and transmission facilities where military training routes and military operations may be affected.
- NC S 613 (2014) – Creates the state Military Affairs Commission.
- NC S 614 (2014) – Allows for the withholding of documents by the state dealing with base realignment and closure issues until a final decision has been made by the federal government.
- NC S 761 (2014) – Provides for college credits for military training and experience.
- NC H 767 (2014) – Enacts the Corporal Pruitt Rainey Brass to Class Act which provides for credits for prior military work experience in the military for the purposes of placing them on a state salary schedule.
- NC H 1060 (2014) – Requires the state Board of Education to identify military-connected students.
- NC H 322 (2013) – Waives DMV commercial skills tests for retired or discharged members of the Armed Forces.
- NC S 597 (2012) – Relates to scholarships and after-school enrichment activities for children of deployed military parents.
- NC H 799 (2012) – Allows licensure by endorsement of military personnel and spouses who had occupational licenses to practice in other states.
- NC H 971 (2012) – Authorizes lease terminations, by family member, of military personnel who die while on active duty.
- NC S 1246 (2010) – Allows military dependents whose parents are deployed to attend school before a certain age.
- NC S 1400 (2010) – Provides a 90 day extension to the foreclosure period for members of the military service.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect North Carolina's military installations are summarized below:

- The Governor has recently announced the awarding of a contract to have a state-wide SWOT analysis and development of a strategic plan completed to enhance state sustainability concerns. The Governor was previously criticized that his 2013 budget failed to support military communities in the face of a looming BRAC round. 2012 was the first year that the state included funding for communities to support their local bases – the amount of funding was \$500,000.
- Seymour Johnson is in the process of conducting a Joint Land Use Study (JLUS) to evaluate the base's special use airspace, military training routes, military operations areas and surrounding communities to mitigate encroachment, and any negative impacts to the conduct of the base's operational mission.
- North Carolina's General Assembly has passed legislation that will protect documents from public view that deal with matters concerning base realignment and closures until such time that the legislation is passed by the both Chambers in the General Assembly.
- MCAS Cherry Point has entertained Pentagon and White House officials at the base to tout their efforts at creating buffers around the base through the utilization of the DoD's Readiness and Environmental Protection Integration program.
- The North Carolina Congressional Delegation has been very active in developing legislation and demanding GAO reviews of the Air Force's decision to relocate the 440th Reserve Airlift Wing from Pope Field. Its relocation would cost the area 1,200 jobs and \$80 million in annual economic impact.
- After a very long and contentious battle, the DoD and a wind farm developer have reached an agreement allowing the developer to construct the wind farm by ensuring that the wind turbines are no closer than four nautical miles from the centerline of major training routes used by the pilots at Seymour Johnson AFB. This was considered a ground-breaking agreement between all parties involved in the issue.
- State officials, under the leadership of the Secretary of Commerce, are looking at ways to diversify the economies of the communities surrounding the state's military installations. Target industries are aviation, food suppliers and manufacturing.
- The Fleet Readiness Center East (FRC East) at Cherry Point is the first naval aviation depot to work on modifications to the F-35. This positioning for FRC East will ensure work for the next 40-50 years on this aircraft.

Best Practices (Cont.)

- North Carolina became the 26th state to enact legislation making it easier for military spouses to transfer their professional licenses when the families move to a new duty station. This has been part of the First and Second Lady's ***Joining Forces*** program which is a national initiative to assist service members and their family's employment, education and wellness issues.
- The Fort Bragg Regional Alliance, the local community group supporting Fort Bragg, has partnered with two regional economic development organizations, the North Carolina Southeast Partnership and the Research Triangle Regional Partnership, to develop a defense industry cluster in south central North Carolina. The objective is to generate cluster-based job creation and business recruitment strategies.
- The city of Jacksonville, NC and Onslow County are looking at a number of ways to support the mission at Camp Lejeune by trimming the number of storm water ponds in order to keep birds away from the airfield. An option being investigated is conduct a water-modeling survey to assess the possibility of allowing the base to use a deeper aquifer.
- The state's Department of Commerce has assisted the motorsports community in North Carolina with reaching a memorandum of agreement with the Army's Special Operations Command to mutually investigate the racing industry's technologies for vehicle design and parts manufacturing. The intent is to assist the military with its need for lighter, faster, stronger and safer vehicles.
- The Governor has held five military summits around the state (Cherry Point, Camp Lejeune, Seymour Johnson, Fort Bragg and state-wide) to assess the military's impact on local economic development and shortfalls inside and outside the installations in the areas of infrastructure, encroachment, education and workforce.



OKLAHOMA



1. STATE MILITARY BASES

Department of Defense military facilities in Oklahoma consist of the following bases:

Army

- Fort Sill (Lawton, OK) – Home of the US Army’s Field Artillery School; the US Army’s Air Defense Artillery School; the Marine Corps’ site for Field Artillery MOS training; and is one of four locations for Army Basic Combat Training.

Air Force

- Altus AFB (Altus, OK) – Host unit is the 97th Air Mobility Wing (97 AMW) which is part of the Air Education and Training Command (AETC). The 97 AMW mission is to provide C-17 and KC-135 formal initial and advanced specialty training programs for flight crew and aircraft maintenance students.
- Tinker AFB (Oklahoma City, OK) – Headquarters of the Air Force Materiel Command’s (AFMC) Oklahoma City Air Logistics Center (OC-ALC). Host wing is the 72nd Air Base Wing (72 ABW) which provides base installation and support services for the Headquarters, Air Force Sustainment Center and OC-ALC.
- Vance AFB (Enid, OK) – Host unit is the 71st Flying Training Wing (71 FTW), which is part of the AETC. Mission is to train world-class pilots for the US Air Force, Navy, Marine Corps, and its Allies.
-

2. STATE-WIDE MILITARY ORGANIZATION

The State of Oklahoma’s current state-wide military organization is the Oklahoma Strategic Military Planning Commission (OSMPC). It was create in 2003 and received an appropriation of \$1.5 million to distribute to local communities to support their bases. Local matching funds are required.

The Commission was reconstituted in April 2014 with a sunset of 2020.

3. BRAC 2005 PERFORMANCE

Employment Impact

Oklahoma fared extremely well in the BRAC 2005 round with a net total job gain of +5,345. The summary of the BRAC 2005 employment impact is shown below:

OKLAHOMA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+3,436	-53	-3	+3,380	+1,965	+5,345

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Oklahoma’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

OKLAHOMA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$66,077	\$20,650	\$54,505	\$199,550	\$167,591	\$40,100	\$214,161	\$29,900	\$73,044	\$111,000
TOTAL MILCON: \$976,578,000										

4. DEFENSE SPENDING RANKING

Oklahoma is in the middle of the pack in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Oklahoma				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$7.1B	5.0%	1.3%	\$1,927
State Ranking	#28	#14		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Oklahoma has been active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Oklahoma		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	-
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Oklahoma	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	Yes
Veteran’s Preference	Yes
In-State Tuition	No / Minimal
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Oklahoma State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- OK S 181 (2014) – Requires that the Oklahoma Suicide Prevention Council have representatives from the military on the Council.
- OK S 228 (2014) – Creates the ***Quality Workforce for Oklahoma’s Heroes Act*** which provides for funding of the training and education of personnel required for the quality care of veterans.
- OK S 645 (2014) – Exempts excise tax on purchase of rotary wing aircraft to be used exclusively for military training.
- OK S 759 (2014) – Creates the ***Deployed Parents School Act of 2013*** requiring school districts to adopt specific policies for children of military members.
- OK S 772 (2014) – Allows for veterans designation on state license and ID cards.
- OK H 1416 (2014) – Relates to the Oklahoma Quality Jobs Program Act and focuses on new direct jobs and employment of veterans.
- OK S 1604 (2014) – Creates the ***Veterans traumatic Brain Injury and Treatment and Recovery Act*** and provides for hyperbaric oxygen treatment with a proper prescription.
- OK S 1624 (2014) – Provides for reduced motor vehicle registration fees for military personnel and their spouses.
- OK S 1723 (2014) – Relates to state income tax and provides for the exemption of military salaries of military personnel serving on active duty.
- OK S 1777 (2014) – Makes veterans centers operated by the state to be nonsmoking facilities.
- OK S 1830 (2014) – Creates the ***Oklahoma Student Veteran Leave of Absence Act of 2014*** grants a leave of absence from institutions of higher education when called to active duty without the loss of financial aid.
- OK H 2934 (2014) – Provides free admission to state parks and museums for honorably discharged veterans.
- OK H 3193 (2014) – Recreates the Oklahoma Strategic Military Planning Commission and extends the termination date to 2020.
- OK H 3509 (2014) – Directs the issuance of a separate sales tax exemption card to qualified military spouses and family members.
- OK S 138 (2012) – Provides for a flag emblem on veterans driver’s license.
- OK S 623 (2012) – Requires State Employee Benefits Council to contract with a health provider that provides a TRICARE supplemental product for eligible employees.
- OK H 1603 (2012) – Provides for custody and visitation rights of deployed military personnel and expedited hearings when required.
- OK S 1863 (2012) – Creates the Post-Military Service Occupation, Education and Credentialing Act and provides for academic credit for military education and experience received through military service.
- OK S 1905 (2012) – Prohibits an employer from requiring military retirees from participating in an employer-sponsored health insurance plan when the retiree is receiving health coverage under a federal plan.
- OK S 1951 (2012) – Relates to the Wounded Warrior Protection Act and provides for benefits protection in a divorce action.

Legislative Initiatives (Cont.)

- OK H 2204 (2012) – Provides for employment, training, and placement services for veterans.
- OK H 2689 (2012) – Makes students who are military dependents eligible for in-state residency status and in-state tuition rates.
- OK S 1398 (2010) – Exempts military personnel and their spouses from registration and renewal fees for vessels.
- OK H 2963 (2010) – Relates to hunting and fishing licenses for military veterans.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Oklahoma's military installations are summarized below:

- The city of Enid, OK is constructing a \$8.9 million 2,300 foot extension to a runway at a regional airport that is intended to support the training at Vance AFB. The extension will make the runway 8,000 feet allowing the T-38 aircraft from Vance to use the airport for regular operations and as a divert field. The Oklahoma Strategic Military Planning Commission (OSMPC) has contributed over \$730,000 to the project and considers it to be its top project in the state.
- For the past three years, Oklahoma City has had a ***Veteran Diversion Program*** run by the Oklahoma County District Attorney's Office that allows veterans to avoid prosecution for certain offenses such as DUI, Substance abuse and domestic violence. Veterans are given three years to complete the program. They must pay restitution to their victims before they can graduate and if they don't complete the program, charges are refiled.
- Altus AFB was selected by the Air Force to be the "formal training unit" for the KC-46 Pegasus next-generation refueling aircraft. New construction to accommodate the new aircraft is estimated at \$56 million and will include a flight training center, a fuselage training facility, new aircraft hangers, and renovation of aircraft maintenance facilities.
- Altus AFB was selected as the Air Force's top installation in 2014 and was the winner of the ***Air Force's Commander-in-Chief's Installation*** Excellence award for superior innovation and cost-savings.
- Oklahoma is one of only a few states that ***has not suffered a closure during the five BRAC rounds*** that have been conducted to date. The state attributes the close base / community relationships as having contributed substantially to this overall record, as well as aggressive and continual support from the Oklahoma Congressional Delegation that has sustained the mission profile of the state's bases.

Best Practices (Cont.)

- Tinker AFB has been extremely aggressive in implementing the intergovernmental support agreements that were authorized in the 2013 NDAA (Section 331) with their closet municipal government neighbor, Midwest City, OK. They currently share jail and juvenile services, and will soon be sharing nonresidential waste management services for the installation. Also, under consideration is the city providing base lodging services at an existing hotel. Savings to the base amount to over \$400,000 per year.
- Oklahoma also has two of the top-ten ***Military Friendly Cities®*** in the US. Oklahoma City ranked #2 and Tulsa ranked #8. These cities are ranked based on:
 - Military Friendly Employers
 - Military Friendly Schools
 - Veteran Owned Businesses
 - Cost of Living
 - Unemployment
- The Southwest Technology Center in Altus, OK, has developed a ***Grown Your Own Mechanic*** program to provide aircraft maintenance technicians for Altus AFB. Once initial skills are developed at the Technology Center, the students are sent to the base for an internship program. Ultimately, the program provides a pipeline of trained aircraft technicians for possible employment by the base.
- Tinker AFB and Honeywell Building Solutions have developed a \$80.6 million partnership to trim the bases annual consumption on natural gas and water. The project has installed advanced metering and monitoring systems throughout the base and will cut Tinker's energy use by 27% and remove the installation from atop the list of the most energy-intensive Air Force bases.
- Vance AFB and the city of Enid, OK opened a joint use aircraft hangar at the Enid Woodring Regional Airport. The \$561,000 hangar was built and paid for by the state and the city to enhance Vance AFB's training requirements and provide hangar space for adverse weather conditions.
- Oklahoma City, OK, paid for site preparation and restoration requirements needed to display a Navy EA-6B Prowler at the entrance to Tinker AFB. This gift was provided by the city to the base to commemorate their Naval Aviation celebration.



SOUTH CAROLINA



1. STATE MILITARY BASES

Department of Defense military facilities in South Carolina consist of the following bases:

Army

- Fort Jackson (Columbia, SC) – A Training and Doctrine Command (TRADOC) installation where the Army conducts Basic Combat Training (BCT). One of the most active initial entry training centers in the Army. Also, home to the US Army Soldier Support Institute; The US Army Chaplain Center and School; and the US Army Financial Management School.

Joint Base Charleston (Charleston, SC)

- Formed as a result of BRAC 2005 by joining Charleston AFB and the Naval Support Activity Charleston. The host unit for the Joint Base is the 628th Air Base Wing (628 ABW). Major units are the 437th Airlift Wing (437 AW) which operates C-17's, and the Navy's support activities including the Naval Nuclear Power Training Command, Nuclear Power Training Unit, Propulsion Facility; the Border Patrol satellite academy; and Naval Weapons Station Charleston.

Air Force

- Shaw AFB (Sumter, SC) – An Air Combat Command (ACC) base with the 20th Fighter Wing (20 FW) as the host unit flying F-16's. Also, home to the Headquarters 9th Air Force (9 AF).

Marine Corps

- Marine Corps Air Station Beaufort (Beaufort, SC) – Home to seven Marine Corps F/A-18 Hornet fighter attack squadrons and two Navy F/A-18 strike fighter squadrons.
- Marine Corps Recruit Depot Parris Island (Parris Island, SC) – Location for the training of enlisted Marines living east of the Mississippi. Those living west of the Mississippi receive their training at MCRD San Diego.

Navy

- Naval Hospital Beaufort (Beaufort, SC) – Consists of the hospital and two Branch Health Clinics – one at MCRD Parris Island and the other at MCAS Beaufort.

2. STATE-WIDE MILITARY ORGANIZATION

The State of South Carolina's current state-wide military organization is the South Carolina Military Base Task Force which was reconstituted by the Governor in March 2013. The Executive Order (2013-04) reconstituting the Task Force indicates that the Governor may provide staff support and other resources as necessary through funding provided by the General Assembly.

Shortly, after its reconstitution, the state did indicate that it was providing funding in the amount of \$50,000 to each of four communities affected to support military enhancement and base preservation programs. The state Chamber's Military Enhancement Committee also hired a DC lobbying firm to help with these efforts, and planned to spend approximately \$300,000 per year.

3. BRAC 2005 PERFORMANCE

Employment Impact

South Carolina realized some losses in the Charleston area with gains at Fort Jackson and Shaw AFB in the BRAC 2005 round for a net loss of -70 jobs. The summary of the BRAC 2005 employment impact is shown below:

SOUTH CAROLINA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+1,487	-728	-425	+334	-404	-70

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. South Carolina's Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

SOUTH CAROLINA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$276,971	\$47,370	\$170,882	\$158,490	\$205,092	\$244,510	\$135,747	\$173,115	\$141,256	\$128,316
TOTAL MILCON: \$1,681,749,000										

4. DEFENSE SPENDING RANKING

South Carolina is in the middle of the annual spending of the Defense Department's appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State's Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of South Carolina				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$9.0B	5.7%	1.7%	\$1,978
State Ranking	#23	#11		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of South Carolina has been active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State's progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of South Carolina		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	B/I
4	Affordable Childcare	+
5	Predatory Lending	B/I
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	-
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of South Carolina	
Exemption from State Taxation	
Military Retired Pay	Limited / Conditional
Survivor Benefit Plan	Limited / Conditional
Property Taxes	
Limited / Conditional	
Veteran's Preference	
Yes	
In-State Tuition	
No / Minimal	
Veteran Status on License / ID	
Yes	
Service Member	
State License Credit/Military Training	Gaining
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	
Yes	

Legislative Initiatives

Recent legislation *enacted* in the South Carolina General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- SC S 417 (2014) – Provides for educational credits to honorably discharged members of the Armed Forces for military training or service.
- SC S 825 (2014) – Relates to the Military Quality of Life Enhancement Act of 2014 which provides for an exemption of ad valorem tax, Medicaid waivers, and establishment of a Military-Connected Children’s Task Force, absentee ballot provisions, and required reporting on military-connected elementary and secondary students.
- SC S 842 (2014) – Relates to veterans unclaimed cremated remains and provides that coroner work with veteran’s service organizations for disposition.
- SC S 999 (2014) – Provides for an extension for military service members serving outside the state to renew their driver’s license.
- SC H 3014 (2014) – Enacts the *Veterans Treatment Court Program Act*.
- SC H 3087 (2014) – Provides enrollment priority for dependents of military personnel in charter schools established on military installations.
- SC H 4922 (2014) – Provides for hiring preferences for veterans and includes spouses if the veteran has a permanent and total disability.
- SC S 417 (2013) – Provides educational credits for military training or service.
- SC S 710 (2012) – Provides for the annotation of veterans status on driver’s license.
- SC S 833 (2012) – Provides for tuition rate reductions for active duty personnel.
- SC H 3558 (2012) – Provides that all state educational institutions will allow to students to complete assignments and take make-up examinations when an absence is caused by a military students requirement to perform training or serve on active duty.

Legislative Initiatives (Cont.)

- SC H 3710 (2012) – Allows for the issuance of temporary occupational licenses to spouses of active duty members of the Armed Forces.
- SC S 319 (2010) – Enacted the Interstate Compact on Educational Opportunity for Military Children.
- SC H 3488 (2010) – Established a ***Committee to Study Certain Issues Affecting Veterans***.
- SC H 4239 (2010) – Waived recording fees for powers of attorney filed by members of the Armed Services preparing for deployment.
- SC H 4839 (2010) – Provides for property tax exemptions for Medal of Honor winners and prisoners of war.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect South Carolina's military installations are summarized below:

- Business leaders in Greenville, SC, decided 51 years ago to purchase the shuttered Donaldson AFB from the government and converted it to an industrial park focusing on aviation. Today, the South Carolina Technology & Aviation Center (SCTAC) is the home to 99 companies in the fields of technology, military, educational and advanced manufacturing, and has an annual economic impact of \$2 billion. The SCTAC is also the home of Donaldson Field, the largest general aviation airport in the state, and the International Transportation Innovation Center.
- The State of South Carolina is expanding their ***Operation Palmetto Employment***, which was originally designed to help National Guard members find employment, to all transitioning service members. The program has helped more than 1,800 National Guard members and cut their unemployment rate from 16% to 4%.
- MCAS Beaufort has updated its 2004 Joint Land Use Study (JLUS), and a separate JLUS has conducted at MCRD Parris Island and the surrounding communities. The MCAS Beaufort 2004 JLUS had a recommendation to implement a Transfer of Development Rights program for the area around MCAS Beaufort.
- Officials in the South Carolina Low-country have launched a ***Transfer-of-Development-Rights Program*** that will stem new construction in the MCAS Beaufort's air installation compatible use zone (AICUZ) which provides a buffer around the airfield. The program provides for developers to sell the rights to develop property in the AICUZ and purchase rights to increase building densities in other parts of the region. This program is considered the first of its kind in the nation, and the state provided \$250,000 to start the initiative.
- The South Carolina General Assembly continues to address military-friendly legislation that will ensure that the State will ultimately adopt and conform to the 10 items that the Pentagon has encouraging all states to adopt.

Best Practices (Cont.)

- South Carolina has been very active and supportive of the First and Second Lady's Joining Forces program and has sponsored legislation to facilitate the portability of military spouses' professional licenses.
- Civic and business organizations in Sumter, SC, have built a ***Fallen Heroes Memorial Fountain and Reflecting Pool*** to honor the accomplishments of the Third Army / US Army Central which has moved its headquarters to Shaw AFB from Fort McPherson, GA, as a result of BRAC 2005 decisions. The new headquarters was funded by a \$93 million military construction project.



TEXAS



1. STATE MILITARY BASES

Department of Defense military facilities in Texas consist of the following bases:

Army

- Fort Bliss (El Paso, TX) – Home of the 1st Armored Division and has the Army’s largest maneuver area (992,000 acres).
- Fort Hood (Killeen, TX) – Home of III Corps, 1st Cavalry Division, 13th Sustainment Brigade, First Army Division West, 3rd Armored Cavalry Regiment , 41st Fires Brigade and many other Forces Command (FORSCOM) units.

Joint Base San Antonio (San Antonio, TX)

- An amalgamation of the Army’s Fort Sam Houston, and the Air Force’s Randolph AFB and Lackland AFB. JBSA is under the jurisdiction of the Air Education and Training Command (AETC) and the host wing is the 502d Air Base Wing. Sam Houston houses the Army’s Medical Department Center and School and Brooke Army medical Center. Randolph is part of AETC and hosts the 12th Flying Training Wing. Lackland is the Air Force’s only site for enlisted basic military training.

Air Force

- Dyess AFB (Abilene, TX) – Air Combat Command (ACC) base with host wing, 7th Bomb Wing (7 BW). 7 BW is only one of two B-1B Lancer strategic bomb wings in the USAF.
- Goodfellow AFB (San Angelo, TX) – A non-flying AETC base with the mission of providing cryptologic and intelligence training for the Air Force, Army, USCG, Navy and Marine Corps.
- Laughlin AFB (Del Rio, TX) – The largest pilot training base in the USAF. Home to the 47th Flying Training Wing of the AETC.
- Sheppard AFB (Wichita Falls, TX) – The largest and most diversified training base in AETC. The 82d Training Wing provides specialized technical training, medical and field training for officers, Airmen, and civilians of all branches of the military.

Navy

- Naval Air Station Joint Reserve Base Fort Worth (Fort Worth, TX) – The former Carswell AFB, now operated by the US Navy Reserve which houses aviation squadrons, intelligence commands, and Seabees. Also, has units from the Air Force Guard and Reserve, as well as Marine Corps and Army aviation assets.
- Naval Air Station Corpus Christi (Corpus Christi, TX) – Provides basic flight training for Naval aviators, and also houses the Corpus Christi Army Depot, the largest helicopter repair facility in the world.

Navy (Cont.)

- Naval Air Station Kingsville (Kingsville, TX) – One of the Navy’s premier locations for jet aviation training. NAS Kingsville’s operation is a natural complement to the training conducted at NAS Corpus Christi.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Texas’s current state-wide military organization is the Texas Military Preparedness Commission (TMPC) which was established in 2003 and placed in the Governor’s Office of Economic Development and Tourism in 2009. The TMPC administers two economic adjustment programs: the Defense Economic Adjustment Assistance Grant Program (DEAAG) and the Texas Military Value Revolving Loan Fund (TMVRLF). The TMPC has indicated that it will be attempting to garner substantial appropriations in the upcoming session of the legislature in order to perform SWOT’s of the military installations in the state and develop an updated, comprehensive strategic plan. Recently, the Commission had \$150,000 in funding available to hire a DC based consultant to monitor activities in the Pentagon and on Capitol Hill.

3. BRAC 2005 PERFORMANCE

Employment Impact

Texas fared extremely well in the BRAC 2005 round with significant gains at Fort Bliss and in San Antonio. The summary of the BRAC 2005 employment impact is shown below:

TEXAS BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+9,730	-871	-644	+8,215	+5,642	+13,962

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Texas’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

TEXAS MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$174,163	\$402,248	\$458,734	\$1,335,715	\$757,356	\$783,460	\$622,200	\$350,671	\$279,120	\$179,300
TOTAL MILCON: \$5,342,967,000										

4. DEFENSE SPENDING RANKING

Texas also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Texas				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$42.1B	3.7%	8.0%	\$1,698
State Ranking	#3	#24		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Texas has been extremely active in developing detailed programs to build on the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Texas		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	+
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card	
State of Texas	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	
Veteran's Preference	Yes
In-State Tuition	
Veteran Status on License / ID	Yes
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	
	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Texas Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- TX S 61 (2013) – Provides for state licensing of military physicians who provide voluntary charity health care.
- TX H 97 (2013) – Provides for property tax exemptions for disabled veterans and surviving spouses.
- TX H 120 (2013) – Relates to issuance of military specialty license plates and exemption from a fee for military personnel.
- TX S 162 & TX H 45 (2013) – Provides for the issuance of occupational licenses that were awarded in other jurisdictions and provides for expedited issuance to service members and their spouses.
- TX S 163 & TX H 229/548 (2013) – Provides for 100% property tax exemption for spouse of active duty member killed in combat (i.e. Gold Star Spouse).
- TX S 164 & TX H 572 (2013) – Provides for special marking of “veteran” on a concealed handgun license.
- TX S 229 & TX H 860 (2013) – Provides for the issuance of a commercial driver’s license to members of the Armed Forces who have license from another state.
- TX S 242 (2013) – Provides academic credit to military service members for their service training and education towards occupational licensing requirements.
- TX S 260 & TX H 202 (2013) – Grants five days of authorized absence for students who parents are or will be deployed.
- TX S 846 & TX H 3543 (2013) – Requires a suicide prevention component in County Service Officer training.

Legislative Initiatives (Cont.)

- TX S 904 & TX H 600 (2013) – Provides for voting procedures that help ease military and overseas voting.
- TX H 939 (2013) – Provides for the funding of employment programs for veterans.
- TX S 981 & TX H 2391 (2013) – Allows electricity discount program for military veterans.
- TX H 1123 (2013) – Provides for veterans discount program by toll project entities.
- TX S 1158 & TX H 3544 (2013) – Creates a ***Veterans Education Excellence Recognition Awards Program*** for institutions excelling in serving student veterans.
- TX S 1200 (2013) – Establishes the ***Texas Commander’s Council*** and requires the Texas Military Preparedness Commission to meet with them once a year to discuss the challenges facing military installations and make recommendations for assistance and improvements.
- TX S 1210 (2013) – Provides for tuition and fee exemptions at public institutions for active duty service members.
- TX S 1476 (2013) – Establishes a veterans entrepreneur program to improve veterans’ awareness of benefits and to provide guidance and training.
- TX H 1514 (2013) – Provides for privileged parking for veterans of World War II.
- TX H 1960 (2013) – Provides for Texas EMS certification if veterans has military medic combat training or a military EMS certification.
- TX H 2028 (2013) – Credits military experience requirements for a plumbing license in the state.
- TX H 2029 (2013) – Credits military experience, education and training toward requirements needed for a state electrician’s license.
- TX H 2392 & TX S 898 (2013) – Provides for peer-to-peer mental health services for veterans and funds to expand the peer-to-peer network.
- TX S 423 & TX H 983 (2011) – Provides health insurance benefits to survivors of public servants killed in the line of duty.
- TX H 559 (2011) – Provides for Bronze Star Medal specialty license plates.
- TX S 639 & TX H 2905 (2011) – Provides for tuition and fee exemptions for military personnel, veterans, and dependents residing in the state.
- TX H 1080 (2011) – Exempts active duty personnel from having to take the live-fire portion of training for the hunter education program.
- TX H 1178 (2011) – Relates to employment protection for members of the state military forces.
- TX H 1665 (2011) – Provides for notification requirements by a local government entity regarding implementing land use regulations near a military installation.
- TX S 1733 (2011) – Provides for alternative licensing procedures for occupational licenses for spouses of members of the Armed Services.
- TX S 1736 (2011) – Established the ***College Credit for Heroes*** program to maximize academic and workforce credits to veterans and military service members for their military experience, education, and training received while on active duty.
- TX H 2928 (2011) – Provides for privileged parking for recipients of the Silver Star Medal.
- TX H 3470 (2011) – Expands the eligible applicants for the ***Texas Armed Services Scholarship Program***.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Texas's military installations are summarized below:

- North Texas has developed plans to open a one-stop center to support veterans with a full range of services to include employment, housing, education, health, transportation, legal and financial management. The ***Veterans Center of North Texas*** will serve as a referral center for more than 200 service organizations for veterans from six counties.
- The Texas Workforce Commission has launched a new initiative, ***Veteran and Industry Partnership (VIP)***, which will link industry associations and community colleges to develop training for veterans in the most high-demand industries – petrochemical, advanced manufacturing and information technology.
- The Army's Office of Energy Initiatives is preparing to issue an RFP for a ***hybrid onsite solar and offsite wind project*** in Texas. This is one of three new projects that the office is contracting for in order to increase its portfolio of large-scale renewable energy projects.
- Fort Bliss has been part of one of the largest Joint Land Use Study (JLUS) projects ever conducted. The project involved three installations (White Sands Missile Range, Holloman AFB, and Fort Bliss) and encompassed 3.4 million acres and 10,000 miles of restricted airspace in Texas and New Mexico.
- Sheppard AFB in Wichita Falls, TX, has been selected to participate in the 2014 Military Airport Program (MAP) by the FAA. This program provides a critical source of federal funding for capital needs to support joint-use airports. Since the airfield at Sheppard also serves the Wichita Falls Municipal Airport, the funds will be used to complete the final phase of a terminal rehabilitation project.
- Joint Base San Antonio, TX, is one of 10 installations being analyzed for the establishment of the new headquarters for the Air Force Installation and Mission Support Center.
- Fort Bliss, TX, is one of two installations in the Army that is pursuing energy initiatives in all three Net Zero areas – energy, water, and solid waste. The post is pursuing a series of projects under the Army's Net Zero Initiative.
- Fort Hood, TX, has won the 2014 Secretary of Defense Environmental Award by implementing a series of projects to include increasing its solid waste diversion rate and introducing a single stream recycling program that increased its recycling by 27%; offering pollution prevention services that eliminated the discharge of 2,880,000 gallon of water; saved \$206,920 by recycling jet fuel, oil and antifreeze; collected 15,920 tons of recyclable materials that generated \$3 million in revenues; and increased conservation projects that will generate 140,105 kilowatts per year.

Best Practices (Cont.)

- The city of Tyler, TX, has launched a ***Veteran and Military Growth Initiative*** in an effort to attract and support the large number of veterans already residing in Texas. The program includes starting a hiring initiative; establishing a training academy focusing on the construction and oil and gas industries; supporting the expansion of a second Veterans Affairs clinic and construction of a VA Medical Center; becoming a hub for second-career military retirees; and creating a marketing campaign to become America's most friendly veterans community.
- Fort Hood, TX, was selected for an Army Environmental Award for its Net Zero energy facility; a solar field that will generate 1,000,000 kilowatts annually; and a battery charging campaign that saved the post \$426,167.
- Texas A&M University at Corpus Christi was selected by the FAA as one of the six UAV test sites in the country to evaluate how drones can be safely integrated into the national airspace. The University will be working closely with the Corpus Christi Army Depot which has expertise in rotary wing repair and maintenance, and Naval Air Station Corpus Christi where Customs and Border Patrol has been flying UAV's to patrol the Mexican border.
- Robert Gray Army Airfield at Fort Hood, TX, will be a part of the Texas A&M at Corpus Christi UAV team inasmuch as it is the only US airfield where civilian commercial flight, military aircraft and military UAV's all operate on same runway. UAV's have been flying at Fort Hood since 1995.
- Texas has three cities in the top ten ***Military Friendly Cities***® with San Antonio ranked as #1, Houston at #3, and Dallas at #5. Ratings were based on the following:
 - Military Friendly Employers
 - Military Friendly Schools
 - Veteran Owned Businesses
 - Cost of Living
 - Unemployment
- Fort Hood and Red River Army Depot, TX, received a total of \$4.1 million in grants from the Department of Labor for re-employment assistance for approximately 1,120 workers affected by layoffs announced by the Army.
- Fort Hood and Fort Bliss, TX, are two of the nine locations that the ***Intrepid Fallen Heroes Fund*** has designated as locations for satellite centers for treating service members suffering from the most severe forms of traumatic brain injury and post-traumatic stress disorder.
- The Air Force has chosen Fort Bliss, TX, to be the home of its new Ground Combat Training Center for its security forces. The facility will consolidate training that is currently being conducted at four regional centers and will provide instruction to about 8,500 students a year.

Best Practices (Cont.)

- The ***State of Texas Soldier Employment Initiative*** is a pilot program to help returning Army veterans find employment more quickly in growing industries such as medical, energy, and technology fields. The program targets active-duty soldiers within 90 days of separation, and Texas Army National Guard and Army Reserve soldiers returning from deployments. Other states receiving grants from the Department of Labor for this initiative include Georgia, Illinois, and North Carolina.
- Fort Bliss, TX, is the first Army installation on a micro-grid ensuring that a power outage won't affect critical operations on the post. In testing, the micro-grid can power a brigade combat team complex without using the base's main power supply and uses backup energy supplied by the micro-grid's 300 kilowatt storage system.
- The Chair of the Texas Commander's Council and members of the community support groups have indicated to the State Legislature military oversight committees that the state's focus on base realignment and closure activities have been reactive and not proactive. They continue to point out that other states, such as Florida, Mississippi, and Virginia, have spent millions of dollars on efforts to preserve their installations and military missions.
- The ***Get Skills to Work*** coalition has opened training sites in Fort Worth and Houston, TX, to prepare veterans in advanced manufacturing skills. This program is supported by GE, Alcoa, Boeing, and Lockheed Martin.
- DoD, the Navy and a wind-energy developer have reached an agreement to construct up to 100 wind turbines at a site located between Naval Air Station Kingsville and Corpus Christi. The agreement was a collaborative effort between the military and the wind industry to solutions that protect the bases and allow responsible alternative energy development.
- As part of the Privatization of Army Lodging (PAL) initiative, Fort Hood, TX, was selected as a site for a Candlewood Suites Hotel. The extended-stay hotel is designed to meet the needs of military travelers and their families as they are transitioning into and out of the post.
- The cities of Huntsville and Tyler, TX, have been selected as ***Community Blueprint*** communities, a national initiative to support returning military service members , veterans and their families by better coordinating access to employment, housing, education and health care services. The initiative is led by Points of Light, the world's largest volunteer service organization, and the Corporation for National and Community Service.
- Two Houston, TX, hospitals have focused on the hiring of veterans, the Michael DeBakey VA Medical Center and Memorial Hermann-Texas Medical Center. The focus of the veteran hires is nurses, therapists, and technician; however, the hospitals offer a training program for those who lack a healthcare background.

Best Practices (Cont.)

- Fort Hood, TX, was a leader in helping military spouses obtain college training, licensure and job placements by working with Workforce Solutions of Central Texas who formed the Jobs for Military Families (J4MF) program. The organization has since been renamed ***TALENT Employment and Training***. Since this organization was created it has helped more than 2,225 military spouses. 83.2% of the spouses obtained jobs, and 83.1% at a higher pay level than they were previously receiving.
- Fort Hood, TX, was also a launch site for ***Pipeline***, which is a career-building platform, to connect military spouses with information on careers, education, and job openings.
- Wichita Falls, TX, and three neighboring communities were awarded the ***Altus Trophy*** by the Air Education and Training Command (AETC) for their outstanding support to Sheppard AFB.
- The Corpus Christi City Council recently moved to approve \$5 million in projects intended to benefit NAS Corpus Christi and Corpus Christi Army Depot. The funding is intended for the following projects:
 - \$1.5 million for a truck-only entrance to NAS Corpus Christi.
 - \$500,000 to replace a portion of the fence line at NAS Corpus Christi.
 - \$1.7 million to acquire land around Corpus Christi International Airport to provide buffer zones for military flight operations.
 - \$1.3 million to reconstruct a road near the strategic military port at the Port of Corpus Christi.



VIRGINIA



1. STATE MILITARY BASES

Department of Defense military facilities in Virginia consist of the following bases:

Army

- Fort A.P. Hill (Bowling Green, VA) – Army training and maneuver center used for year-around training for active and reserve troops of the Army, Navy, Marine Corps, Air Force, ROTC cadets and other government agencies. Also, has an Explosive Ordnance Disposal (EOD) Training Center and the US Army’s Asymmetric Warfare Training Center.
- Fort Belvoir (Fairfax County, VA) – Home of the Defense Logistics Agency; the Defense Acquisition University; the Defense Contract Audit Agency; the Defense Technical Information Center; the US Army Intelligence and Security Command; the US Army Intelligence Readiness Command; the Missile Defense Agency; the Defense Threat Reduction Agency; and the National Geospatial-Intelligence Agency.
- Fort Lee (Petersburg, VA) – Home of the US Army Combined Arms Support Command; the US Army Quartermaster School; the Army Logistics University; the Defense Contract Management Agency; and the Defense Commissary Agency.

Joint Base Myer-Henderson Hall (Arlington County, VA)

- As a result of BRAC 2005, it became the first Joint Base in DoD. It consists of military installations at Fort Myer, Crystal City, the Pentagon, Fort McNair, the District of Columbia, and Henderson Hall-Headquarters Marine Corps.

Joint Base Langley-Eustis (Hampton & Newport News, VA)

- An amalgamation of Langley AFB and Fort Eustis. Langley’s host unit is the 633d Air Base Wing and the base also has the 1st Fighter Wing. The base is also the home of Air Combat Command. Eustis is home to the US Army Transportation Corps and the US Army Aviation Logistics School.

Joint Expeditionary Base Little Creek – Fort Story (Virginia Beach, VA)

- Comprised of the former Naval Amphibious Base Little Creek and the Army post of Fort Story. Provides support and services to 144 shore-based resident commands and 18 home-ported ships.

Marine Corps

- Marine Corps Base Quantico (Triangle, VA) - Home of the Marine Corps Training and Education Command; the Marine Corps Combat Development Command; the Marine Corps Systems Command; and the Marine Corps Recruiting Command.

Navy

- Naval Medical Center Portsmouth (Portsmouth, VA) – The Navy’s oldest continuously operating hospital serving the military and its families since 1830.
- Naval Air Station Oceana (Virginia Beach, VA) – Home to seventeen strike fighter squadrons of F/A-18 Hornets and Super Hornets. The base is the sole East Coast Master Jet Base and home to all east coast strike-fighter units.
- Norfolk Naval Shipyard (Portsmouth, VA) – One of the largest shipyards in the world specializing in repairing, overhauling, and modernizing ships and submarines.
- Naval Station Norfolk (Norfolk, VA) – The world’s largest naval station supporting 75 ships and 134 aircraft alongside 14 piers and 11 aircraft hangers, and houses the largest concentration of US Navy forces.
- Naval Support Activity Hampton Roads (Norfolk, VA) – Has the largest concentration of fleet headquarters administrative and communications facilities outside of Washington, DC. Home to US Fleet Forces Command; Joint Staff Hampton Roads; US Marine Corps Forces Command; Naval Submarine Forces, Atlantic; and Naval Reserve Forces Command.
- NSWC Dahlgren Division (Dahlgren, VA) – Dahlgren Laboratory is a premier research and development center that serves as a specialty site for weapon system integration.
- Naval Weapons Station Yorktown (Yorktown, VA) – Provides a weapons and ammunition storage and loading facility for ships of the US Atlantic Fleet.
- Surface Combat Systems Center Wallops Island (Wallops Island, VA) – A highly sophisticated facility providing highly technical engineering and training support to the fleet. It is co-located with NASA at the Wallops Flight Facility which is a rocket launch site to support science and exploration missions for NASA.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Virginia’s current state-wide military organization is the Virginia Commission on Military Installations and Defense Activities. The new Governor has signed an Executive Order (EO -11) on April 1, 2014, to continue the Commission’s activities. EO-11 replaces EO-60 issued on March 1, 2013, by the previous Governor.

The Commission has funded two, multi-location SWOT’s over the past few years (one by the previous administration and one by the new administration). Funding for the SWOT’s has been in the range of \$350,000 to \$500,000 for the bases included.

3. BRAC 2005 PERFORMANCE

Employment Impact

Virginia did experience significant job losses in the BRAC 2005 round as a result of the requirement to vacate extensive amounts of leased space. The summary of the BRAC 2005 employment impact is shown below:

VIRGINIA BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
+3,865	-9,237	-2,316	-7,688	-8,695	-16,182

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Virginia’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

VIRGINIA MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$727,348	\$543,115	\$438,545	\$513,800	\$476,111	\$642,222	\$1,393,640	\$402,189	\$352,578	\$284,958
TOTAL MILCON: \$5,577,703,000										

4. DEFENSE SPENDING RANKING

Virginia also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending				
State of Virginia				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$56.9B	13.9%	10.8%	\$7,223
State Ranking	#1	#1		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Virginia has been active in developing detailed programs to counter the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State’s progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Virginia		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	-
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Virginia	
Exemption from State Taxation	
Military Retired Pay	No / Minimal
Survivor Benefit Plan	No / Minimal
Property Taxes	Limited / Conditional
Veteran's Preference	No / Minimal
In-State Tuition	Yes
Veteran Status on License / ID	No / Minimal
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	No / Minimal
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation *enacted* in the Virginia General Assembly that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- VA S 11 & VA H 759 (2014) – Provides for the electronic transmission of overseas ballots by military personnel.

Legislative Initiatives (Cont.)

- VA S 18 (2014) – Provides for unemployment compensation for military spouses who accompany the service member voluntarily upon reassignment.
- VA S 138 & VA H 411 (2014) – Provides members of the Armed Forces with a grace period for vehicle safety inspections.
- VA S 481 & VA H 576 (2014) – Relates to eligibility for the *Virginia Military Survivors and Dependents Education Program*.
- VA H 501 (2014) – Provides that active members of the military service serving in the state shall be eligible for in-state tuition.
- VA H 580 (2014) – Provides for an exemption from state licensure requirements for military active duty health care personnel performing health care services at public and private facilities.
- VA H 776 (2014) – Provides for in-state tuition for surviving spouses of military members killed in action.
- VA H 991 (2014) – Provides for reduced fee nonresident fishing and hunting licenses for disabled veterans.
- VA H 1247 (2014) – Provides for the expedited review and issuance of temporary professional and occupational licenses for military spouses.
- VA S 829 (2013) – Requires the Department of Veteran Services to develop a comprehensive program to reduce unemployment among veterans.
- VA S 857 (2013) – Expands eligibility for in-state tuition for the dependents of military service personnel.
- VA S 1029 & VA H 1853 (2013) – Requires local planning commissions to include military installations in local planning.
- VA S 1191 & VA H 1750 (2013) – Provides for immediate eligibility for interscholastic programs for military dependents in public elementary and secondary schools.
- VA H 1461 & VA S 1242 (2013) – Provides for in-state tuition for all veterans residing in the Commonwealth.
- VA H 1853 & VA S 1029 (2013) – Requires that local planning commissions must advise commanders of military installations of changes involving land use that are located within 3,000 feet of the installation's boundary.
- VA H 190 (2012) – Exempts property taxes for disabled veterans.
- VA H 194 (2012) – Requires the DMV to consider military training and experience for eligibility in obtaining a commercial driver's license.
- VA H 195 (2012) – Provides academic credit for military educational experience at public institutions.
- VA S 528 & VA H 719 (2012) – Provides for a life-time hunting and fishing license for disabled veterans.
- VA H 548 (2012) – Provides for preferences for class registration to active duty service personnel at public institutions of higher education.
- VA H 768 (2012) – Created the *Job Investment Program* to be administered by the Department of Business Assistance.
- VA H 875 & VA S 280 (2012) – Provides for relief for military service members regarding DMV suspensions of driver's licenses for lack of vehicle insurance. Provides for extension of time limits.

Legislative Initiatives (Cont.)

- VA H 937 (2012) – Provides for expediting the issuance of professional and occupational licenses to military spouses.
- VA H 938 (2012) – Provides for military training and education equivalency when determining eligibility for professional and occupational licenses.
- VA H 262 (2011) – Exempts veterans from paying application or permitting fees when establishing a small business through the state program.
- VA S 299 (2011) – Requires the Department of Education to employ a military family education liaison to provide support to the state Council on the Interstate Compact on Educational Opportunity for Military Children.
- VA S 613 (2011) – Allows a member of the National Guard called to active duty to continue his health care coverage.
- VA S 696 (2011) – Allows military personnel to use HOV lanes in Hampton Roads regardless of the number of passengers in the vehicle.
- VA S 910 (2011) – Provides for custody and visitation rights for deployed service members.
- VA S 959 (2011) – Allows veterans or survivors to obtain certified copies of vital records free of charge.
- VA S 1013 (2011) – Eliminates the fee for the issuance or renewal of Purple Heart license plates.
- VA S 1063 (2011) – Establishes the *Service-members and Veterans Court Act* for treatment and supervision of military personnel and veterans charged with alcohol and drug abuse offenses.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Virginia's military installations are summarized below:

- The Commonwealth of Virginia's Secretary of Veterans and Defense Affairs has recently stated that Virginia's military installations are more likely to gain missions than suffer any contraction in a future BRAC round because the state's installations are well-suited for all three of the military's growth areas – special operations, cybersecurity, and intelligence. However, he did concede that cuts forced by the Budget Control Act of 2011 and Sequestration would continue to affect the state.
- The State of *Virginia's Federal Action Contingency Trust (FACT) fund* is awarding three cities in Virginia (Hampton, Virginia Beach, and Chesapeake) with \$4.1 million to prevent development in these cities from interfering with the missions of the nearby military installations. Each of the cities are required to match the state grants on a 1 to 1 basis.
- Joint Base Langley-Eustis is one of the installations under consideration to host the Air Force's new Installation and Mission Support Center which will be responsible for the Air Force's oversight of installation and mission support services. The Center would add approximately 350 new employees to the Joint Base.

Best Practices (Cont.)

- Fairfax County (Virginia) Public Schools recently received \$23.8 million to renovate, repair and construct new classrooms at the Fort Belvoir Elementary School. Funding was provided from the ***DoD's Public Schools on Military Installations Program***.
- The National Museum of the United States Army is scheduled to be opened at Fort Belvoir, VA, in 2018. The \$175 million museum will include a parade ground, amphitheater and memorial garden. The Army is the last military branch to have to have its own national museum.
- The city of Chesapeake, VA, has spent \$4.3 million since 2008, and intends to spend an additional \$1 million, to protect Fentress Naval Auxiliary Landing Field from encroachment. The airfield is used by pilots from nearby NAS Oceana to practice carrier landings. The city also recently reversed an earlier decision that the city council had approved that would have allowed residential construction near the airfield.
- The state legislature has approved the ***2014 Credentialing Improvement for Troop Talent (CREDIT) Act*** which allows DoD tuition assistance programs to pay for state licensing and credentialing fees that were not previously covered. This legislation is expected to ease the service members' transition into the civilian workforce.
- The State of Virginia recently broke ground on a \$180 million project to widen US Route 1 which is the primary access into Fort Belvoir. The project will alleviate traffic congestion that has plagued the post for two decades. The project's partners include Fairfax County, Fort Belvoir, the VA Department of Transportation, and the Eastern Federal Lands Highway Division.
- The State of Virginia has conducted a two phase effort to perform SWOT analyses on all of its military installations. The first phase was conducted under the previous Governor's leadership and the second phase is currently being undertaken by the new Governor.
- The Stafford County (Virginia) Economic Development Authority has financed a risk assessment and strategic planning services study to support the Stafford Technology and Research Park initiative. This initiative is designed to support R&D spending and investment in the Marine Corps Base Quantico region.
- Virginia Tech (along with partners from Virginia, Maryland, and New Jersey) was selected by the FAA as one of the six sites for testing the use of UAV's in the national airspace.
- The Army Logistics University at Fort Lee, VA, is partnering with Virginia Commonwealth University to create a new graduate program in supply chain management. The 12 month joint program will be a part of the VCU School of Business and will draw students from the corporate sector, as well as the military.

Best Practices (Cont.)

- In order to alleviate training congestion at the Navy Auxiliary Landing Field (NALF) Fentress, which is used primarily by the F/A-18 squadrons from nearby NAS Oceana in Virginia Beach, the Navy and NASA reached an agreement allowing NAS Oceana's turboprop aircraft to use NASA's Wallops Island Flight Facility on Virginia's Eastern Shore. This will alleviate NAS Oceana's E-2 Hawkeye and C-2 Greyhound aircraft from having to train in Florida for weeks at a time.
- Joint Land Use Study (JLUS) studies have recently been conducted at several of the Virginia military installations to prevent encroachment and enhance installation mission performance. Recent JLUS studies have been conducted at:
 - Fort A.P. Hill
 - Naval Support Facility Dahlgren
 - Fort Lee
 - Marine Corps Base Quantico
- Outside the gates of Fort Lee, VA, is the ***Commonwealth Center for Advanced Logistics Systems*** which links the expertise of the engineering schools at the University of Virginia and Virginia State University with the business schools at Virginia Commonwealth University and Longwood University. The mission of the Center is to help industry sponsors address the full range of logistics challenges.
- As a result of BRAC 2005, Virginia Beach, VA; the Hampton Roads area; and the State of Virginia have undertaken a \$15 million per year effort to stem encroachment around NAS Oceana to conform to guidance given by the BRAC Commission to prevent the base's closure. The city has developed a three-pronged plan to protect NAS Oceana which includes zoning changes, property acquisition, and a conformity program to reduce incompatible development in Accident Prevention Zone – 1 (APZ-1). The initiative is called YesOceana.com and is spearheaded by the Oceana Land Use Conformity Committee (OLUC).
- The Northern Virginia Regional Council (NVRC) developed a pilot ride-sharing program to encourage the increase of military personnel in the Northern Virginia area to car pool to work at Fort Belvoir, the Mark Center, and MCB Quantico. This real-time, ride-sharing program relies on a smart phone app to allow commuters to find rides. The program was funded through a \$450,000 grant from the Federal Highway Administration.



WASHINGTON



1. STATE MILITARY BASES

Department of Defense military facilities in Washington consist of the following bases:

Joint Base Lewis-McChord (Tacoma, WA)

- JBLM resulted from a BRAC 2005 decision to merge Fort Lewis and McChord AFB. Home of the US Army's I Corps and the 7th Infantry Division, and the Air Force's 62d and 446th Air Lift Wings.

Air Force

- Fairchild AFB (Spokane, WA) – Home of the 92nd Air Refueling Wing (92 ARW) of the Air Mobility Command (AMC). Provides air refueling, as well as passenger and cargo airlift and aero-medical evacuation.

Navy

- Naval Base Kitsap (Bremerton, WA) – Created in 2004 through the merger of Naval Station Bremerton and Naval Submarine Base Bangor. It's mission is to serve as the home base for the Navy's fleet throughout West Puget Sound and to provide support for both surface ships and Fleet Ballistic Missile and other nuclear submarines home-ported at Bremerton and Bangor.
- Naval Air Station Whidbey Island (Oak Harbor, WA) – Home of all Navy tactical electronic attack squadrons flying the EA-6B Prowler and the EA-19G Growler. Air Station also has four P-3 Orion Maritime Patrol Squadrons and two Fleet Reconnaissance Squadrons flying the EP-3E Aries.
- Naval Station Everett (Everett, WA) – Designed as a home-port for a US Navy carrier strike group. Currently home to one Nimitz-class Aircraft Carrier, two Guided Missile Destroyers, two Frigates, and two USCG vessels.

2. STATE-WIDE MILITARY ORGANIZATION

The State of Washington's current state-wide military organization is the Washington Military Alliance which was established in 2012, and formalized by the new Governor in September 2014. The previous Governor spearheaded a comprehensive report of state's military installations and adopted several of the recommendations to protect and expand the bases' mission presence. The state had appropriated approximately \$300,000 for the completion of this report which was finalized in December 2012.

3. BRAC 2005 PERFORMANCE

Employment Impact

Washington realized a net loss of -1,057 in the BRAC 2005 round as a result of several realignments. The summary of the BRAC 2005 employment impact is shown below:

WASHINGTON BRAC 2005 EMPLOYMENT IMPACT					
Net Job Changes			Direct Job Changes	Indirect Job Changes	Total Job Changes
Military	Civilian	Contractor			
-496	-95	-7	-598	-459	-1,057

Military Construction – Post BRAC 2005

An indicator of continued progress and infrastructure / mission improvements since BRAC 2005 can be found in the amount of military construction that has been appropriated for the facilities in the State. Washington’s Milcon appropriations from 2006 to 2015 are substantial and are depicted below:

WASHINGTON MILCON – Post BRAC 2005										
FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
\$ (000)	\$332,094	\$362,448	\$672,192	\$466,300	\$396,818	\$314,053	\$519,085	\$555,092	\$323,818	\$172,962
TOTAL MILCON: \$4,114,862,000										

4. DEFENSE SPENDING RANKING

Washington also fares well in the annual spending of the Defense Department’s appropriations as indicated below in its rankings of total dollars spent in the State, and the percent of the State’s Gross Domestic Product (GDP) represented:

Bloomberg Government Impact of Defense Spending State of Washington				
Federal Defense Spending	Total \$ Spent	% of State GDP	% of Total US Defense Spending	\$ per Resident
	\$13.5B	4.1%	2.6%	\$2,029
State Ranking	#14	#21		

5. MAJOR ACTIONS / ACCOMPLISHMENTS

The State of Washington has been active in developing detailed programs to counter the results of BRAC 2005, and have also continued to implement programs and activities to enhance the well-being and welfare of the active duty, military retirees, veterans and their families in the State. Reports on the State's progress are outlined below in the USA4MilitaryFamilies Initiative and the Military Officers Association of America (MOAA) rankings, as well as a recap of legislative initiatives and Best Practices utilized.

USA4MilitaryFamilies (10 Key Issues)

USA4MilitaryFamilies Issues State of Washington		
1	Licensure & Academic Credit	+
2	Licensure Portability & Unemployment Compensation	+
3	Veterans Treatment Courts	+
4	Affordable Childcare	+
5	Predatory Lending	+
6	Medicaid Home & Community Care Waivers	N/R
7	Absentee Voting	N/R
8	In-State Tuition	+
9	Identifier for Military Children	-
10	MOU between DoD & State Child Welfare Agency	N/R

Legend: (B/I) Bill Introduced; (+) Positive Movement; (-) No Changes; (N/R) Not yet rated.

Military Officers Association of America, State Report Card

MOAA State Report Card State of Washington	
Exemption from State Taxation	
Military Retired Pay	Yes
Survivor Benefit Plan	Yes
Property Taxes	No / Minimal
Veteran's Preference	Yes
In-State Tuition	Yes
Veteran Status on License / ID	No / Minimal
Service Member	
State License Credit/Military Training	Yes
Spouse	
Portable State License	Yes
Unemployment Benefits	Yes
Children (Interstate Education Compact)	Yes

Legislative Initiatives

Recent legislation ***enacted*** in the Washington State Legislature that assist Active Duty, Retirees, Veterans, Guard and Reserve, as well as their family members are listed below:

- WA H 1109 (2014) – Provides for early course registration at institutions of higher learning for veterans and National Guard members.
- WA H 1537 (2014) – Provides for a veterans preference for the purpose of public employment.
- WA H 2130 (2014) – Requires that the Veterans Innovations Program provide funding and support to eligible veterans for crisis relief, education, training, and employment opportunities.
- WA H 2315 (2014) – Develops a pilot program to support primary care providers on assessment and diagnosis of mental and behavioral health disorders in order to prevent suicides.
- WA S 5072 (2014) – Provides for a sales and use tax exemption for veterans and members of the Armed Forces.
- WA S 5318 (2014) – Removes the one-year waiting period for active duty members to receive eligibility of in-state tuition.
- WA S 5343 (2014) – Provides that members of the National Guard or any other military service component who are called to active duty and miss any specified educational related events, can make those requirements up without any prejudice.
- WA S 5775 (2014) – Allows for the annotation of veteran's status on his or her driver's license or ID card.
- WA S 5969 (2014) – Provides that public institutions of higher learning will provide for academic credit for military training courses.
- WA H 1294 (2012) – Creates the Puget Sound Corps within the Washington Conservation Corps and provides for participation by veterans.
- WA H 1418 (2012) – Requires that the Department of Licensing develop a process for evaluating military training and experience for licensure procedures.
- WA H 1570 (2012) – Provides that notice will be given to the DoD before siting energy facility projects.
- WA H 2347 (2012) – Provides for an exemption to members of the military regarding the prohibition of the possession of spring blade knives.
- WA S 5307 (2012) – Requires the evaluation of military training and experience toward meeting licensing requirements for medical professions.
- WA S 5969 (2012) – Provides the expedited issuance of licenses to military spouses whose spouse is transferred to the state.
- WA S 6237 (2012) – Creates a career pathway for medical assistants and provides for military experience.
- WA S 5307 (2011) – Concerns the evaluation of military training and experience toward meeting licensing requirements in specified medical professions.
- WA H 2403 (2010) – Provides for military leave pay for public officers and employees.
- WA H 2973 (2010) – Creates resident student classification for certain members of the military and their spouses and dependents.
- WA S 6357 (2010) – Requires the State Board of Community and Technical Colleges to develop policies for awarding academic credit for military experience.

Best Practices

A summary of additional State actions taken, and Best Practices utilized, in order to enhance and protect Washington's military installations are summarized below:

- Washington State has just conducted a three-day ***Service Member for Life Transition Summit*** at Joint Base Lewis-McChord. The Summit brought together key Federal and State agencies, key military leaders, innovators from the business and employer communities, and local community leaders to discuss transitioning opportunities and issues with transitioning service members, veterans, and their families.
- The ongoing environmental impact statement (EIS) being conducted at Naval Air Station Whidbey Island to assess the addition of two new expeditionary squadrons including 14 EA-18G Growler aircraft is being revised in scope to include an additional 22 aircraft bringing the total to 36 aircraft. The influx of aircraft and personnel will be a windfall to the local Oak Harbor, WA, community.
- Washington State recently received a grant of \$4.3 million from the Office of Economic Adjustment (OEA) to develop a state-wide strategy to minimize the impacts of military downsizing on regional businesses and communities. The Washington Military Alliance is matching the grant with \$500,000 from state and local agencies.
- Joint Base Lewis-McChord (JBLM) is citing more than \$9 million in annual savings since the two bases formally merged in October 2010. The savings have come from annual fuel savings, streamlining a joint communications network contract, and merging the two services' fire departments.
- Washington State's Military Transition Council has been investing steadily in programs to assist separating service members find employment, but are now focusing on the success of these programs by collecting data on how veterans have fared six months after leaving the military.
- The new Governor has signed several veterans-related bills to assist with academic credit for military training and granting veterans and family members with financial aid such as in-state tuition.
- The Navy, in partnership with the Trust for Public Land, have completed agreements to prevent development on 1,420 acres of land adjacent to operating ranges used by Naval Base Bangor in northwest Washington. The properties will remain as working forests and will be open to the public.
- State officials and Members of the Washington Congressional Delegation are investigating the possibility of locating a fighter wing at Fairchild AFB in Spokane, WA, in anticipation that the Navy will homeport an additional aircraft carrier in Puget Sound.

Best Practices (Cont.)

- Microsoft and Joint Base Lewis-McChord have developed a pilot program to provide training and certification in software testing. The training involves a 16 week program called the Microsoft Software & Systems Academy which guarantees an interview with Microsoft upon successful completion of the program.
- Joint Land Use Study (JLUS) efforts have been conducted at several installations in Washington State to ensure the long-term sustainability and operability of the military installations. Installations include Naval Base Kitsap, Joint Base Lewis-McChord, and Fairchild AFB.
- Spokane County, Washington, has adopted new zoning laws to protect Fairchild AFB from development of industrial facilities on over 400 acres on the eastern border of the base. Fairchild's commander had expressed concerns that commercial development would eliminate the security buffer provided by the existing rural zoning laws, and that an industrial facility could provide cover for a sniper.
- Joint Base Lewis-McChord received a \$3.5 million award from the DoD's Readiness and Environmental Protection Integration (REPI) Challenge program to preserve and restore critical prairie habitat which will reduce on-base training restrictions.
- The Navy has purchase an easement form the Washington Departmental of Natural Resources (DNR) to limit development in the waterways surrounding Naval Base Kitsap in northwest Washington. This easement will prevent encroachment into the Navy's operating ranges by precluding near-shore commercial or industrial construction.
- The previous Governor funded a SWOT of all the military installations in state to determine shortfalls in supporting the bases' mission requirements, as well as assessing new mission opportunities with the pivot to the Asia-Pacific Theater. The state provided \$300,000 in funding for the completion of the study.
- The State of Washington was awarded a \$15 million TIGER grant from the Department of Transportation to improve traffic flow along I-5 near Joint Base Lewis-McChord. As a Power Projection Platform for the Army, it imperative that the base has ready access to the interstates, railways, airfields and ports for deployment purposes.
- Joint Base Lewis-McChord received a \$4.8 million grant from the Department of Labor to assist with military spouse education and training in their Heroes at Home 2 program. The program includes up to \$6,000 in tuition assistance for military spouses.



Local Community Support Organizations



1. San Antonio, Texas

Military Installations Supported

Joint Base San Antonio (Established as a Joint Base in the 2005 BRAC round) supports a population of 80,000 and supports students at three installations annually of up to 138,000. Upon becoming the largest single DoD installation/enterprise, it has a total Plant Replacement Value of about \$10.3 billion, lead a work force of over 8,000 personnel, manages an annual budget of \$800 million, touches 20 smaller communities, four counties and four Congressional Districts, supports more than 200 mission partners, supported and supporting units. A 2011 city of San Antonio study¹ said close to 190,000 people in the area held jobs with an \$8.1 billion payroll, generating \$27.7 billion while indirectly creating 292,456 jobs., making it the biggest economic driver — ahead of medicine and tourism.

Includes **Fort Sam Houston** and the following Army major functions

US Army North (Army component command for USNORTHCOM);
US Army South (Army Component Command for USSOUTHCOM);
Installation Management Command (IMCOM) - HQ for national resource management;
Army Mission and Installation Contracting Command;
Brooke Army Medical Center
Army Medical Department Center & School;
Army Medical Education Training Campus;
Army Institute of Surgical Research;
Army Dental Command & Veterinary Command
Army Medical Command

Includes Lackland AFB, Randolph AFB, Kelly AFB Annex, and the following Air Force major functions:

24th Air Force (Supports USAF Cyber Operations for USSTRATCOM)
Air Force Intelligence, Surveillance & Reconnaissance Agency
59th Medical Wing
37th Training Wing (Basic Training)
149th Fighter Wing (Texas ANG unit stationed at Kelly Field Annex training F-16 pilots)
433rd Airlift Wing (AFR unit based at Lackland AFB training C-5 pilots)
Air Force Information Operations Center

¹ <http://www.sanantonio.gov/oma/ImpactStudy.aspx>

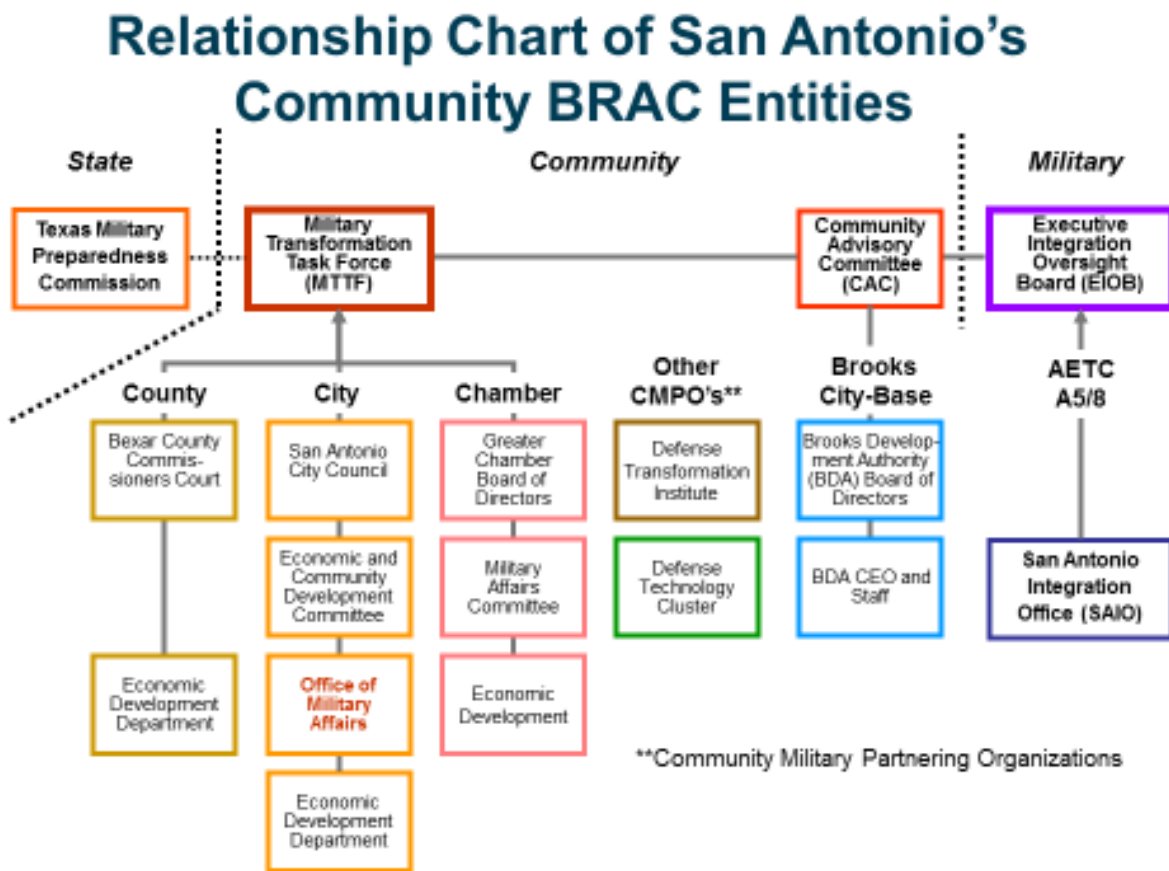
² <https://www.sanantonio.gov/oma.aspx>

Military Installations Supported (Cont.)

- Air Force Civil Engineering Center (AFCEC)
- Defense Language Institute
- Inter-American Air Force Academy
- National Security Agency / Central Security Service Regional Center
- Air Education Training Command (HQ AETC)
- Air Force Personnel Center
- Air Force Recruiting Center
- 12 Flying Training Wing (USAF pilot training based at Randolph AFB)

Leon Springs Military Reservation north of San Antonio is made up of Camp Bullis Military Training Reservation and Camp Stanley used primarily as maneuvering grounds for U.S. Army, Air Force and Marines combat units.

Name of Local Community/Support Organization



Name of Local Community/Support Organization (Cont.)

The City of San Antonio Economic Development Department (SAEDD) works with the local Chambers of Commerce, private businesses, community groups, and other governmental entities to facilitate economic development initiatives. The SAEDD serves as the City's liaison and promotes development on and around the military installations in San Antonio. Previous rounds of military base closures, continuing change in defense policy, and force restructuring have provided San Antonio with opportunities to leverage assets at local military installations for economic development purposes.

The San Antonio Chamber of Commerce maintains a **Military Affairs Committee** responsible for maintaining a strong relationship with local military representatives and working to ensure the military receives the support it needs from the local business community. The committee partners with the Military Transformation Task Force (MTTF) and supports the military's base realignment and closure actions. This goal is accomplished through several task forces and adjunct committees including: the Military Affairs Special Events Committee, the Celebrate America's Military Committee, and the Military Liaison Task Force.

The City of San Antonio Office of Military Affairs (OMA)² was established in January 2007 with support from the US Department of Defense Office of Economic Adjustment (OEA) to conduct a Growth Management Plan. OMA is in constant communication, cooperation, and consultation with the Texas Military Preparedness Commission, as well with the Federal Government, on relevant military community issues. OMA is the single point of contact for all military related issues for the City and provides staff support to the Military Transformation Task Force.

The Military Transformation Task Force (MTTF)³ is a City of San Antonio, Bexar County, and Greater San Antonio Chamber of Commerce initiative to share information and work with the military to enhance mission readiness through a Community-Military Partnership; advocate for the military at a local, state, and national level; and address any impacts that the military may have on the San Antonio community.

The MTTF includes the following community members

- **Joint Base San Antonio 502nd Air Base Wing**
- **Brooks Development Authority**
- **Port San Antonio**
- **Northeast Partnership for Economic Development**
- **Office of Military Affairs, City of San Antonio**
- **Greater Chamber of Commerce, Military Affairs Commission**

² <https://www.sanantonio.gov/oma.aspx>

³ <http://dnnqa.sanantonio.gov/oma/mttf.aspx>

Name of Local Community/Support Organization (Cont.)

The Infrastructure and Transportation Committee is responsible for issues that relate to roads, traffic, drainage, other transportation related construction, and mobility issues for the military installation workforce. In addition, the Committee will focus on issues related to ensuring adequate utility availability, affordability, and potential energy conservation for the installations.

The Real Property and Neighborhoods Committee is responsible for issues related to real property as it relates to growth and effect on neighborhoods and assist with initiatives for commercial and residential revitalization.

The Communication and Legislative Committee is responsible for assisting in keeping the community informed of military issues and assist the military and local governments in legislative issues that have an effect on the community as it relates to the military installations.

The Mission Readiness and Sustainability committee is responsible for monitoring the JLUS studies and implementation initiatives for Camp Bullis, Lackland AFB, Randolph AFB and the Community-Military Partnership Project as it relates to sustaining the progress made in the BRAC Growth Plan and JLUS achievements.

Funding

On June 12, 2014, the City of San Antonio City Council approved an Ordinance authorizing the submission of a grant application to the Department of Defense Office of Economic Adjustment in the amount of **\$317,663.00** and acceptance of funds upon award to support the functions and ongoing projects of the Office of Military Affairs; authorizing the City to provide a grant match in the cumulative amount of \$105,920.00; and approving a personnel complement.

Major Actions

- Grant funding is used to pay for three full Time Equivalent Employees and leased office space for the Office of Military Affairs to manage the MTTF and to coordinate with other public and private entities.
- OMA has coordinated a series of Joint Land Use Studies (JLUS), a federally funded program to promote cooperation between the communities and DoD, for Camp Bullis (2009), Lackland AFB (2011), and JBSA-Randolph AFB (2013). The JLUS provides a proactive approach to achieve a balance the economic development viability of communities and sustaining missions while suggesting preventative measure to discourage incompatible development.
- OMA worked on the Growth Management Plan for the area surrounding Fort Sam Houston and is engaged in a Community Military Partnership Study to review potential City Services (Section 331) that could be provided to Joint Base San Antonio to reduce the costs of their Base Operating Support.

Major Actions (Cont.)

- The City of San Antonio and the Chamber of Commerce have both sponsored annual trips to Washington DC to meet with representatives of the Department of Defense, respective military services, and the Texas federal delegation.
- In expectation of a BRAC round in 2005, the City of San Antonio identified that its most vulnerable installation, Brooks AFB, would be closed after barely surviving the 1995 BRAC round. The City and State were able to use federal legislation to authorize the Air Force to enter into an agreement with the City to implement a “City-Base” initiative, whereby the operations and maintenance of installation services, infrastructure, and military facilities would be assumed by the City in exchange to access to excess military facilities for economic redevelopment. The City formed the Brook Development Authority as the managing and marketing agency to develop San Antonio’s premier sites for bioscience, biomedicine, academic, environmental and technical research.
- When dozens of states competed for the opportunity to host a new command for the Air Force (24th Air Force), San Antonio created a cybereducation consortium that included the University of Texas at San Antonio, Texas A&M University-San Antonio, St. Mary's University, Northwest Vista College and Texas State University in San Marcos. The city won the contest, scoring far above its competitors and is becoming Cyber City, U.S.A.⁴, because of the partnerships among the military, industry, academia and government.
- The Defense Transformation Institute (DTI)⁵ was formed in July 2004 by the Texas Research and Technology Foundation (TRTF), in coordination with city's Economic Development Department designed to serve as a proactive intermediary with active military installations for leveraging their military assets.
- The Defense Technology Cluster (DTC) seeks to become the recognized source for resources and information on the talent and capabilities of firms in the greater San Antonio area to support defense technology requirements and for fostering collaboration to create jobs for the region.
- The City also worked with the University of Texas – San Antonio to develop the Small Business Development Center. UTSA's Small Business Development Center (SBDC) provides experienced business advisors who provide confidential counseling to individuals, complemented by training on a wide range of business topics. This advice is now available to the public at Brooks City-Base. The SBDC at Brooks primarily focuses on researchers who are developing cutting-edge technologies and new products, as well as on entrepreneurs in the general business community. Individuals and businesses who want to start a new business or to relocate their existing businesses to Brooks City-Base are also eligible for assistance from the SBDC.

⁴ <http://www.linkedin.com/groups/Cyber-City-USA-San-Antonio-4194476>

⁵ <http://www.defensetransform.org/>

Major Actions (Cont.)

- A Lackland Corridor Master Plan was approved by the City Council in August 2014 to provide a guideline for updating and improving safety for a 3.5 mile stretch of S.W. Military Drive with shared-use paths for cyclists and pedestrians.
- Since 1970, the San Antonio Chamber has organized an annual tribute called Celebrate America's Military (30 October -14 November in 2014). Known as "CAM", this two-week community-wide celebrate includes two dozen events⁶ hosted by organizations across San Antonio. It is one of the oldest and largest community-wide celebrations of the military throughout the U.S. and a reason why San Antonio is known as "Military City, USA."
- Support Programs for Military Children and Families in local school districts include Counseling Support Groups supported by Counselors trained the specific needs that military children face and bolstered by the Military Children and Family Task Force, and military events such as: Celebrate Freedom Week, Veterans Day Assemblies, Hall of Honor, Trevor Romain and the Comfort Crew, Salute Night, and Purple Up! Day.

Best Practices

1. The City is postured well for future military growth with City organizations and efforts that have been in place for years to promote local infrastructure improvements as well as local economic and academic strengths that will invite more military missions. Their focus is on growth more than protection.
2. A central coordination office partially funded by a grant from the Office of Economic Adjustment to serve as the focal point for efforts of the City, Chamber of Commerce, and surrounding communities to partner with local military bases might be considered for Jacksonville, Tampa, and the Panhandle.
3. Reaching out to Universities to use collaborations and consortiums in shared research and resources with military RDTE functions to gain efficiencies and reduce costs would be a tremendous benefit in the Orlando area.
4. Local City planning offices are cooperating with military bases to implement the recommendations contained in JLUS, and to ensure the safe and secure access to military bases from local transportation infrastructure.
5. The City's active work with local communities and public services to pursue opportunities to reduce base operating support costs can be replicated in Tampa, Orlando, and Jacksonville.
6. Florida should accurately analyze, publish, and periodically update studies of the impact of military activities on the local economies using either DOD or local funds from Chambers of Commerce in Jacksonville, the Panhandle and Key West.

⁶ <http://www.celebrateamericasmilitary.com/events/upcoming/>



Local Community Support Organizations



2. Clovis, New Mexico

Military Installations Supported

Cannon Air Force Base is located approximately 7 miles southwest of Clovis, New Mexico. Under the Command of Air Force Special Operations Command (AFSOC). The base employs about 4,153 active-duty members and 684 civilians in the 27th Special Operations Wing (27 SOW), which activated on 1 October 2007. The 27 SOW plans and executes specialized and contingency operations using advanced aircraft, tactics and air refueling techniques to infiltrate, exfiltrate and resupply special operations forces (SOF) and provide intelligence, surveillance and reconnaissance and close air support in support of SOF operations.

Cannon AFB was slated for closure as part of BRAC 2005, however this was rescinded after political pressure was applied by the New Mexico delegation to the Air Force to look for a mission to place at Cannon. Today, a variety of special operations aircraft are stationed at Cannon, including the AC-130W Stinger II, AC-130H Spectre, MQ-1 Predator, MQ-9 Reaper, CV-22 Osprey and several versions of light and medium transport aviation aircraft. Twelve AC-130W are also assigned to the 73rd Special Operations Squadron.

Melrose Range about 25 miles west from the base supports daily air-to-ground exercises and electronic-combat sorties annually from Cannon AFB, New Mexico Air National Guard at Kirtland AFB and other US and allied forces. Melrose is a primary air-to-ground training resource providing an Electronic Countermeasures (ECM) facility. Supersonic flights at night are disallowed at Melrose, but several units can perform night operations using night vision goggles (NVG), with aircraft remaining illuminated.

About 20 percent of the Clovis area's economy is tied to Cannon AFB. About 10 percent of Portales' economy is attached to the base, and 500 to 800 Portales residents are associated with the base. According to the Cannon AFB Economic Impact Statement, 2010, Cannon AFB has a total impact of about \$500 million from employee payroll, other expenditures and estimated local job creation.

Name of Local Community/Support Organization

The **Clovis Committee of 50** is a private group comprised of local business and community leaders with the purpose to promote the expansion, development, and effectiveness of Cannon AFB; to promote industrial development in Curry and Roosevelt County; and to promote and develop relationships with other governmental entities. Membership in the Committee of Fifty is by invitation only. The committee has its own by-laws, officers, and dues, which fully fund committee activities.

Name of Local Community/Support Organization (Cont.)

In addition, the Local Growth Management Committee (elected representatives of Clovis, Portales, Curry County and Roosevelt County) worked with the DOD Office of Economic Development (OEA) to create the **Regional Growth Planning Office**⁷. The firm of R.M. Draker and Associates out of Albuquerque was hired to manage the Regional Growth Planning Office (RGPO).

Funding

Very few records are available for the funding of the Committee of 50 or the RGPO. In 2005 and 2006, The City of Clovis under the name of the Clovis Committee of 50 paid a DC lobbyist \$220,000 for Defense related services.⁸ This would correspond to the time that Cannon AFB was being considered for closure by the Department of Defense.

Major Actions/Accomplishments

To help satisfy the foregoing planning demands due to the introduction of Special Operations missions to Cannon AFB after the 2005 BRA round,, the Region, with a grant from the Office of Economic Adjustment, prepared a **Regional Growth Management Plan (RGMP)**⁹ that addresses the many issues to be faced with the growth. Though primarily focused on the implications of mission and population changes at Cannon AFB, the RGMP also assessed and incorporates the impacts from other anticipated growth in the Region. The RGMP covered areas such as housing, healthcare, education, quality of life and transportation. Each major area of assessment had multiple recommendations.

The RGMP was completed and submitted to the community leaders in the spring of 2009. Curry and Roosevelt Counties and the Cities of Portales and Clovis collaborated to form the **Local Growth Management Committee (LGMC)**. Housing and land use emerged as key areas of concern. In a parallel effort and responding to a recommendation of the RGMP, Curry County sponsored a **Joint Land Use Study (JLUS)** for Cannon AFB and Melrose Air Force Range. Curry and Roosevelt Counties accepted the JLUS Final Report¹⁰ in March 2011.

The Regional Growth Planning Office (RGPO) was established in May, 2010 by the City of Portales, The City of Clovis, Curry County and Roosevelt County with a grant from OEA. The two Cities and the two Counties also contributed to the project either through direct funding or in-kind donations. The City of Portales is the fiscal agent and the Local Growth Management Committee (LGMC) provides project oversight.

⁷ http://www.clovisportalescafb.com/?page_id=9

⁸ <http://data.influenceexplorer.com/lobbying/#Y2xpZW50X2Z0PUNsb3ZpcyUyQk5ldyUyQk1leGljbyUyQkNvbW1pdHRIZSUyQm9mJTJCRmlmdHkmeWVhcy0yMDA2JTdDMjAwNQ>

⁹ http://www.cityofclovis.org/wp-content/uploads/2013/02/NM-Micro-RGMP_AllSections.pdf

¹⁰ http://www.currycounty.org/wp-content/uploads/0311_JLUSStudy.pdf

Major Actions/Accomplishments (Cont.)

The LGMC, with the approval of the OEA, selected several of the recommendations, touching on most of the major areas of assessment, and organized these under nine major task areas to be carried out by the RGPO. The nine major task areas are: General Task Area, Housing Task Area, Land Use Task Area, Transportation Task Area, Education Task Area, Public Safety and Emergency Management Task Area, Economic Task Area, Healthcare Task Area, and Quality of Life Task Area.

The **RGPO** project team re-designed a website ¹¹ and placed on it new and different information about CAFB, the individual communities, reports that might be useful or interesting, photos and videos of the Region, and information about employment sources, day care facilities, parks and recreation, education facilities and many other topics. The tag line for the site is “A Resource for the Clovis/Portales/Curry/Roosevelt and Cannon Air Force Base Community”.

A May 2011 report by the Government Accountability Office cited a projected deficit of 530 family housing units at Cannon AFB, significant competition for available housing within the community, and rental housing occupancy rates exceeding 99 percent in 2010 and 2011. To address affordable housing challenges, the LGMC created a **Housing Task Force**, supported by the Regional Growth Planning Office, which meets with Cannon AFB officials, local developers, and bankers to seek local and regional solutions.

Representatives from the State Land Office and the state military base planning commission are working to expand the **Melrose Air Force Range** by nearly one-sixth of its current size. The state, working with the Department of Defense, has set aside \$5 million towards the expansion of the approximate 66,000-acre range in northwestern Roosevelt County. The majority of the state money — \$3 million — would go towards a 74-year lease of 10,968 acres of state trust land to the north and the west of the range. The land is appraised at \$2.7 million, said state land office officials, with the remaining monies covering administrative and filing fees. The remaining

\$1.96 million would go to Curry County, where the county commission would find uses beneficial to Cannon Air Force Base.

On March 12, 2014, noting the “Water supply is the one fatal flaw in Cannon Air Force Base’s future” the city of Clovis proposed to help Cannon Air Force Base by **purchasing water rights** adjacent to the bases using economic development funds to purchase 930 acres worth of water rights for \$1.86 million from a private land owner. Land surface rights will not be granted in as the land owner specifically expressed a desire to retain the land for dryland farming.

The Regional Growth Management Office, in collaboration with the **P-4 (Public-Private Private-Public) Partnership** and other agencies hosts a regional Job Fairs as one comprehensive event that connects local job seekers with businesses that need their skills and expertise. In Eastern New

¹¹ http://www.clovisportalescafb.com/?page_id=9

Major Actions/Accomplishments (Cont.)

Mexico the P-4 Partnership is made up of the City of Clovis, Curry County, Cannon Air Force Base, the Clovis/Curry County Chamber of Commerce, Clovis Industrial Development Corporation, Clovis Committee of 50, City of Portales, Roosevelt County, the Roosevelt County Chamber of Commerce and the Roosevelt County Community Development Corporation.

The **Friends of Cannon** is a community support group organized by the **United Way of Eastern New Mexico** to unite neighbors and changes lives in Curry and Roosevelt Counties through program that improve Education, Income and Health.

Friends of Cannon Families provided financial support to needy Airmen and their families through Airmen Emergency Assistance. Through Operation Warm Heart, Friends of Cannon Families provides food baskets and holiday checks to needy airmen and their families. Friends of Cannon Families programs are managed by First Sergeants. There are 17 First Sergeants on base and they all volunteer to manage the programs. The board members are First Sergeants elected to those positions. They serve without compensation.

The Clovis/Curry County Chamber of Commerce, Committee of Fifty, and the Clovis Industrial Development Corporation also work together to host an annual Cannon Appreciation Day, a chance for military personnel and their families to enjoy a social gathering with members of the community.

Best Practices

1. The Committee of 50 is very active in engagement with the New Mexico federal delegation and DOD offices in trips to Washington DC every year.
2. The Clovis community has been able to effectively use a series of OEA mission expansion grants to address key housing and support issues with the changes of missions at Cannon AFB.
3. The Community is working very closely with the State to proactively pursue an expansion of the Melrose range and to purchase water rights to support additional missions at Cannon AFB.
4. The Housing Task Force of area land owners, developers, and bankers organized specifically to develop a master plan to address the needs of military personnel living off the base is a great proactive initiative to get in front of an issue as opposed to sacrificing the quality of life for personnel having to live a great distance from the base.



Local Community Support Organizations



3. Hampton Roads, Virginia

Military Installations Supported

Hampton Roads represents the cities of Newport News, Hampton, Norfolk, Virginia Beach, and Chesapeake and considers itself to be the east coast epicenter of military activity. The Virginia Beach/Hampton Roads area is home to 12 major military installations representing all branches of the U.S. Armed Forces, including the world's largest naval base and the home of the Atlantic Fleet. The region is home to the largest concentration of Department of Defense installations in the world, with an active duty population of more than 108,000. DoD makes up, by a wide margin, the majority of the financial impact on Hampton Roads -approximately \$17.3 billion in direct federal spending, split nearly evenly between payroll and procurement. This spending supports over 145,500 jobs of uniformed military positions and civil servants or non-appropriated employees. In addition, there are an estimated 59,200 retirees and survivors that draw DoD pensions.¹²

- **Camp Allen, in Norfolk** a small USMC base home to Fleet Antiterrorism Security Team (FAST) and a supply warehouse, battalion aid station, and a motor transport unit.
- **Naval Weapons Station Yorktown** – a Navy logistics base providing weapons and ammunition storage and loading facility for ships of the US Atlantic Fleet.
- **Camp Peary, in York County** is a DOD facility hosting an Armed Forces Experimental Training Activity (AFETA) and other classified training activities.
- **Fleet Training Center Dam Neck, in Virginia Beach** is the home of the "Fleet Combat Training Center Atlantic" for Navy SEALs and other classified missions.
- **Fort Monroe, in Hampton (closed in September 2011)**
- **Joint Expeditionary Base East, in Virginia Beach** (formerly known as Fort Story as a sub-installation of Fort Eustis), is used to train Army amphibious operations and Joint Logistics-Over-the-Shore (LOTS) training events.
- **Langley AFB, in Hampton and Fort Eustis, in Newport News** – Combined as a Joint Base as a result of a 2005 BRAC round decision. Langley AFB supports 40 F-22's flown by active and Virginia Air National Guard. Ft Eustis is the home to the Army Transportation Corps, and the U.S. Army Aviation Logistics School.

¹² <http://www.hrmffa.org/OldSite/images/stories/impactoffederalspending.pdf>

Military Installations Supported (Cont.)

- **Naval Air Station Oceana, in Virginia Beach** is a Navy Master Jet Base supporting 19 squadrons and 337 total aircraft providing Atlantic-based aircraft carrier Air Wings.
- **Naval Amphibious Base Little Creek, in Virginia Beach** is the major operating base for the Amphibious Forces in the United States Navy's Atlantic Fleet.
- **Naval Medical Center Portsmouth, in Portsmouth**
- **Naval Station Norfolk, in Norfolk** supports naval forces in the United States Fleet Forces Command. It is the world's largest naval station, supporting 75 ships and 134 aircraft alongside 14 piers and 11 aircraft hangars, and houses the largest concentration of U.S. Navy forces.
- **Norfolk Naval Shipyard, in Portsmouth** often called the Norfolk Navy Yard and abbreviated as NNSY, is used for building, remodeling, and repairing the Navy's ships. It's the oldest and largest industrial facility that belongs to the U.S. Navy as well as the most multifaceted.
- **Newport News Shipbuilding (NNS)**, is the largest privately owned shipyard in the U.S. and is a major employer (largest industrial employer in the state of Virginia) not only for the lower Virginia Peninsula, but also portions of Hampton Roads south of the James River. Currently run by Huntington Ingalls Industries, it's the only shipyard in the country building nuclear powered aircraft carriers. As of August 2013 the shipyard was building the aircraft carriers USS Gerald R. Ford (CVN 78) and the USS John F. Kennedy (CVN 79).

Name of Local Community/Support Organization

The Hampton Roads Military and Federal Facilities Alliance (HRMFFA)¹³ is an initiative of the Hampton Roads Mayors and Chairs Caucus. The Alliance was established to collectively focus area efforts on preserving and growing Federal capabilities within the Hampton Roads region. HRMFFA was incorporated within the Commonwealth of Virginia in March 2006 under the provisions of the Internal Revenue Code of 1986 as a tax exempt, not-for-profit corporation.¹⁴

The Alliance is governed by a Board of Directors comprised of thirteen Public Sector Directors and eleven Private Sector Directors. Public Sector Directors are elected representatives of the Cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg; and the Counties of Isle of Wight, James City and York.

The mission of HRMFFA is to attract, retain and grow military and federal facilities across the region for the common good and welfare of the residents of Hampton Roads. Through regional advocacy and influence, the Alliance acts to attract, retain and grow organizations, capabilities and investments owned, operated or funded by the Federal government.

¹³ <http://www.hrmffa.org/>

¹⁴ <http://www.hrmffa.org/images/hrmffadocs/Revised-Bylaws-of-23-July-2012.pdf>

Name of Local Community/Support Organization (Cont.)

Their vision is to promote the Hampton Roads area as the location of choice for facilities supporting operations of all branches of the Federal government by leveraging a location near Washington, DC, a moderate cost of living, and other amenities. They coordinate their activities very closely with the Commonwealth of Virginia Military Affairs Council (VMAC)¹⁵, the Office of Commonwealth Preparedness, the former National Virginia Defense Industrial Authority (VNDIA – eliminated by Act of the State in 2012), the Commission on Military Installations and Defense Activities,¹⁶ and the Virginia Federal congressional delegation.

Supporting the HRMFFA is the **Virginia Beach Military Economic Development Advisory Committee**, which was established to enhance the coordination with the local military and its various installation tenant commands. The MEDAC members are appointed by Virginia Beach City Council. Committee members are retired senior officers, retired senior enlisted personnel or qualified civilians having experience in the military warfare areas represented by the various local commands. MEDAC has four primary goals; 1) Outreach to Navy and other Military Commands, (2) identify economic development opportunities within the various military commands that engage defense contractors in support of their mission; (3) As appropriate, and with the support of the military, seek to identify those service members who are separating from the military who may be candidates for employment by local businesses; and (4) Through regular liaison and communications, provide information concerning military issues that may be addressed locally to assist the various commands to carry out their missions.

Funding

Annual funding of the non-profit HRMFFA averages about \$900,000 which is collected through dues from member communities. Major expenses include a salary for one Executive Director and approximately \$400,000 for lobbying activities.¹⁷

Major Actions/Accomplishments

The accomplishments of the HRMFFA have been directly related since BRAC 2005 to the support of a respective line of Governors and the positions held by Members of the Virginia federal delegation in Congress.

- Senator John Warner – Former Chairman/Ranking Member of the Senate Armed Services Committee (SASC)
- Senator Tim Kaine – Former Governor and current Member of the SASC
- CM James Moran – House Appropriations Defense Subcommittee

¹⁵ <http://leg2.state.va.us/dls/h&sdocs.nsf/e3259429414409e085256eb00060ca1d/e765d64d4f142a2b85257b080058e ee8?OpenDocument>

¹⁶ <https://governor.virginia.gov/executive-actions/executive-orders/eo-11-continuing-the-commission-on-military-installations-and-defense-activities/>

¹⁷ http://pdfs.citizenaudit.org/2014_03_EO/20-4449650_9900_201306.pdf

Major Actions/Accomplishments (Cont.)

- CM Randy Forbes – (District includes parts of Hampton Roads) Chairman of the Seapower subcommittee in the House Armed Services Committee (HASC)
- CM Randy Wittman (District includes parts of Hampton Roads) - Chairman of the Readiness subcommittee in the HASC

The HRMFFA has been heavily engaged with the federal delegation in the past nine years since the 2005 BRAC Round protecting missions and installations in the Hampton Roads area with varied degrees of success.

NAS Oceana - The 2005 Base Realignment and Closure Commission (BRAC) Report to Congress conditioned the ongoing mission of NAS Oceana upon the Commonwealth of Virginia and the Cities of Virginia Beach and Chesapeake enacting and enforcing legislation to prevent further encroachment of NAS Oceana by the end of March 2006. Failure to enact and enforce this legislation would result in the relocation of the East Coast Master Jet Base to Cecil Field, Florida. Additionally, no changes to flight operations could further degrade training at Oceana and Fentress. However, the citizens of Duval County, Florida voted against the November 7, 2006 referendum to reopen Cecil Field, Florida, negating the option of closing NAS Oceana and realigning it to Cecil Field.

NOF Fentress Replacement – Since the 2005 BRAC round, the HRMFFA has been working with the Department of the Navy to find an alternate Outlying Landing Field in lieu of NOF Fentress to support fighter operations and training for jets stationed at NAS Oceana and NAS Cherry Point North Carolina. The Navy's first choice of Washington County, North Carolina was eventually abandoned after local opposition that the field would bring only noise but no jobs to a rural area. Subsequent efforts by the HRMFFA and the Navy to find a site in Southeastern Virginia have stalled pending the Navy's study and decision for the basing on the East Coast of F-35's to support the Atlantic Fleet.

United States Joint Forces Command - On 9 August 2010, as part of a series of initiatives designed to reduce overhead, duplication, and excess in the Department of Defense, Secretary of Defense Robert Gates announced his recommendation that USJFCOM be closed. As part of the recommendation, USJFCOM's force management and sourcing functions were to be assigned to the Joint Staff while the remaining responsibilities were to be evaluated and those determined to be essential be re-assigned to other entities. The HRMFFA marshaled forces and rationale to unsuccessfully argue that the termination of the Command constituted a BRAC action subject to the requirements of federal statutes.

The Dispersal of Atlantic-Based Nuclear powered Aircraft Carriers - The Department of the Navy issued a Record of Decision in 2009 to homeport a single nuclear powered aircraft carrier at Naval Station Mayport, FL at the expense of the Hampton Roads area. Since that announcement, the HRMFFA has been strongly engaged with certain members of Congress from Virginia to question the benefits in terms of mitigating risks to the Navy's Atlantic Fleet CVNs and the availability of funding needed to implement the proposal, which could achieve greater benefits if it were spent on other Navy priorities. To date, the Navy has taken only limited actions to carry out

Major Actions/Accomplishments (Cont.)

the relocation, and has refrained from programming the investments in Military Construction for the facilities required to support nuclear power operations.

The 2005 BRAC Closure and Reuse of Fort Monroe - The Fort Monroe Federal Area Development Authority (FMFADA)¹⁸ was established in 2007 by legislative action of the Virginia General Assembly as a public body corporate, and as a political subdivision of the Commonwealth of Virginia, to serve as the official Local Redevelopment Authority (LRA) recognized by the Department of Defense. The Fort Monroe Reuse Plan was officially adopted December 2013¹⁹ to include mixed use residential, retail, light commercial and historic preservation. On November 1, 2011, President Barack Obama signed a proclamation to designate portions of Fort Monroe as a National Monument. This was the first time that President Obama exercised his authority under the Antiquities Act, a 1906 law to protect sites deemed to have natural, historical or scientific significance

Significant Accomplishments in Virginia Beach to Support NAS Oceana

The YesOceana program²⁰ was developed to meet the requirements of the Base Realignment and Closure (BRAC) Commission. This program consists of zoning ordinances and economic incentives to foster the conversion of nonconforming businesses in the Accident Potential Zone 1 (APZ-1) into conforming ones and relocating ones that cannot be converted to another part of Virginia Beach.

Not only does this approach accomplish necessary rollback, it ensures that redevelopment follows sound planning and land use principles and that any new development is of high quality than what currently exists.

The City's Acquisition Program works in concert with the land-use measures to provide fair and just compensation to the affected landowners. The Acquisition Program has provided the opportunity to roll back existing encroachment by allowing the City to acquire and eliminate incompatible uses. The Acquisition Program encompasses APZ I, the Clear Zone, and the Interfacility Traffic Area (ITA), an area between NAS Oceana and NALF Fentress. Home owners are incentivized to sell their property by offering the City the higher of two appraisals, with most home owners accepting this Fair Market Value offer. Other incentives include rebates to businesses to move out of APZ I. The Navy has reimbursed the City 50% of the cost for some of the land acquisitions by requiring restrictive use easements and using their "encroachment partnering" authority.

The Commonwealth and Virginia Beach each contribute \$7.5M annually (\$15M total) to acquire properties and property rights in the NAS Oceana Clear Zone and APZ I until encroachment is rolled-back to acceptable levels. APZ I/Clear Zone/ITA funding for FY07 through FY11 was approximately \$90M. In accordance with Virginia H.B. 975 and S.B. 565, acquisitions shall

¹⁸ <http://www.fmauthority.com/about/the-fort-monroe-authority/>

¹⁹ http://www.fmauthority.com/wp-content/uploads/Board_Master_Plan_Presentation_Final_2013-10-23.pdf

²⁰ <http://www.yesoceana.com/>

Significant Accomplishments in Virginia Beach to Support NAS Oceana (Cont.)

continue until all reasonably available properties or development rights have been acquired in the designated areas.

Since 2007, The City of Virginia Beach and surrounding communities have accomplished the following:

- Rezoned 46,663 acres to stop encroachment within the Air Installations Compatible Use Zones (AICUZ) footprint, extended sound attenuation requirements over the entire AICUZ footprint, and adopted Memorandum of Understanding between City and Navy for joint staff evaluation of discretionary development applications seeking incompatible land uses within AICUZ footprint
- Prohibited all new incompatible development within the APZ-1/Clear Zone (approximately 7,000 acres) and eliminated the potential for more than 1,300 incompatible units in APZ-1/Clear Zone upon adoption of new land use ordinances
- Limited residential development to one unit per 15 acres within the entire ITA spanning 4,700 acres and acquired or contracted to acquire 1,058 acres in the ITA at a cost of more than \$21 million. In addition, partnered with Navy for encroachment partnering funds in the ITA by conveying restrictive easements to the Navy over 1,436 acres in the ITA
- Created “Rural AICUZ Acquisition” Area and purchased 792 acres for \$5 million.

On March 3, 2011, the Commanding Officer of NAS Oceana requested that the City establish a program to acquire land in the area of the City south of Indian River Road that lies within any noise contour shown on the (AICUZ). referred to as the Rural AICUZ Area (RAA). The RAA is an area of special concern to the Navy, because if “repetitive Field Carrier Landing Practice (FCLP) operations to runway 23 at Naval Auxiliary Landing Field (NALF) Fentress, as well as interfacility air traffic impact this area...Incompatible development would be considered an unacceptable encroachment to the mission and threaten the viability of both airfields.” The intent of the RAA Acquisition Plan is to complement the Agricultural Reserve Program, which ensures that the rural areas of Virginia Beach will continue to be farmed. It also: 1) reduces the opportunity for larger scale (non-agricultural) residential development; 2) provides opportunities for wetlands mitigation for the Southeastern Parkway and Greenbelt; 3) conserves fragile land for other environmental purposes; 4) assembles a green space corridor of connectivity along the North Landing River; and 5) provides for open space and recreational opportunities.

- Acquired or contracted to acquire fee simple interest or development rights on 114 acres in the APZ-1/Clear Zone at a cost of \$74 million and eliminated 584 dwelling units from APZ-1 and Clear Zones as well as 52 incompatible commercial units from APZ-1
- Committed more than \$2.4 million to provide incentives and economic development grants to 25 businesses to bring about compatibility in APZ-1 and sold or contracted to sell or lease six

Significant Accomplishments in Virginia Beach to Support NAS Oceana (Cont.)

City-owned parcels for compatible commercial businesses, all of which were formerly incompatible uses or zoning.²¹

The efforts in Virginia Beach have been recognized with numerous awards, including the Virginia Municipal League's President's Award for Entrepreneurial Government in 2009 and Naval Air Station Oceana selected as the Active Base Community of the Year in 2010 by the Association of Defense Communities, in recognition of its community partnership with the City, 4th place in the International Right of Way Association's "Project of the Year" competition for 2012, and City of Virginia Beach Mayor William D. Sessoms, Jr. named "Elected Official of the Year" in 2012 by the Association of Defense Communities.

In light of the accomplishments around NAS Oceana, base leadership at Langley AFB has asked for regional support to buy private land just west of Langley from willing sellers protect APZ-1. The installation Commander has urged the Commonwealth to set aside \$3 million in the state budget for land purchases. The city has pledged to match the state's commitment.

Local Actions of the Virginia Commission on Military Installations and Defense Activities

The Virginia Commission on Military Installations and Defense Activities (VCMIDA) is currently studying Four Hampton Roads installations for what Virginia can do to strengthen their position – Little Creek-Ft. Story, Yorktown Naval Weapons Station and Ft. Eustis. A private consultant was hired in July 2014 to perform an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) to selected Hampton Roads military installations. The group is also focusing on bringing new missions to Langley AFB including additional F-22's, F-35's, or F-15's as well as intelligence units.

In addition, the VCMIDA recently started looking at the strategic importance of certain Virginia National Guard installations, including Fort Pickett and the State Military Reserve (SMR) at Camp Pendleton in Virginia Beach.:

SMR is a significant asset and a prominent part of the Virginia National Guard's strategic plan. It serves several critical functions for the Guard, including training and operational readiness. It supports an ANG RED HORSE squadron, the Commonwealth Challenge Program, and several other Guard Units. The SMR also serves as a Collective Training Center for National Guard Bureau. Additionally, there are approximately 2,000 National Guard personnel within 50 miles of that facility who depend on using the facility to sustain readiness and conduct their training. As part of cooperative agreements, one of the Navy commands at the Dam Neck Annex, along with other federal military units, currently use portions of SMR for various reasons, including training. One of the Navy Commands at the Dam Neck Annex that currently uses portions of the property at SMR is interested in acquiring additional acreage to increase its local training facilities, capacity and ranges.

²¹ http://www.yesoceana.com/new-2014/wp-content/uploads/2014/05/NAS_Oceana_Encroachment_6th_Progress_Report.pdf

Support for Transitioning Military Members

The Hampton Roads Chamber of Commerce in partnership with Virginia Advisory Council on Military Education have hosted periodic job fair where transitioning military personnel, DOD civilian, and veterans networked and discussed their future options with prospective universities and companies. There are normally more than 30 job fair exhibitors in attendance, giving away informational packets, advice, and souvenirs to participants. Attending a job fair is a proactive way of getting to know companies or industries and to make contacts. For transitioning military personnel, finding a job quickly becomes a top priority. Many companies prefer those with military experience who demonstrate teamwork and leadership skills.

Best Practices

1. The establishment of the HRMFFA to serve as the central voice for a geographically dispersed group of municipalities with disparate interests and priorities is a significant reason for the unity of message and effort that has benefitted the region.
2. Funding the HRMFFA through a consistent and steady stream of local municipality contributions negates the need to rely on federal grants and decisions by others who do not have a stake in the results.
3. Staffing the HRMFFA with individuals who have used the longevity of their time in the position and their military experience to grow and use a network of contacts has contributed immensely to the success of the regions efforts
4. HRMFFA has used a portion of their budget to retain lobbyists and consultants charged with the focus of developing, advocating, and implementing a set of legislative priorities at the State and federal level that benefit the member communities of the Alliance. This advocacy is also being used to aggressively assess excess facilities and to prioritize efforts to bring new missions and units to the Hampton Roads area.
5. The close coordination with State organizations on priorities and initiatives to preserve and enhance military capabilities has allowed the HRMFFA to achieve an efficiency of effort.
6. HRMFFA and Virginia Beach has been very successful in implementing a land acquisition program that not only tries to undo bad zoning decisions of the past, but promotes compatible development without infringing on the property rights of local citizens. The YESOCEANA program should be a best practice for any base in Florida with similar concerns about the growing threat of incompatible development
7. The Commonwealth's consistent decision to appropriate funds annually for the direct application to efforts to reduce or eliminate incompatible development in the Hampton Roads and Virginia Beach area been the most important reason why NAS Oceana is well positioned to endure another BRAC round.
8. The region has correctly assessed the importance and need to incorporate National Guard installations and facilities into planning and advocacy efforts, particularly when the base also supports active duty missions and installations.



Local Community Support Organizations



4. San Diego, California

Military Installations Supported

The combination of San Diego's military community and defense cluster remains San Diego's most important economic driver. An estimated total of \$25.2 billion in direct spending related to defense has been sent to San Diego County during fiscal year 2014, an amount equal to more than \$7,800 for each of the County's residents. Defense-related activities and spending will generate an estimated \$38.7 billion of gross regional product (GRP) for San Diego County in fiscal 2014. This represents 20% of the region's total GRP. The military sector is responsible for about 317,000 of the region's total jobs in 2014 after accounting for all of the ripple effects of defense spending. This represents approximately 22% of all of the jobs existing in the County. The jobs created as a result of defense spending span a wide range, including engineering, food services, information technology, cyber security, construction, shipbuilding, health care, real estate, and retailing. Income generated as a result of all of the direct and multiplier effects of military-related spending will amount to an estimated \$22.4 billion in 2014. This includes wages, salaries, other compensation, and incomes of proprietors. Note that this figure is less than both the direct spending and GRP estimates that also include rent, interest, corporate taxes, and profits.

San Diego is home to the Navy's Space and Naval Warfare Systems Command (SPAWAR), an acquisition command that directly employs nearly 5,000 professionals, attracts close to \$1.8 billion in direct spending, and contributes about \$2.5 billion in GRP for the region. In fiscal 2014, the 56 ships home ported in San Diego will see direct spending of about \$2.8 billion that will equate to a total economic impact of \$4.5 billion in GRP. The two aircraft carriers based here will each add about \$500 million to the economy. The two Navy hospitals in San Diego employ about 8,000 individuals and bring in nearly \$1 billion of DoD dollars directly into the region. After accounting for all of the ripple effects, this translates into a \$1.86 billion contribution to the region's GRP.

San Diego supports a military active duty force of 54,000 Marines at MCB Camp Pendleton (home station for the 2nd Marine Expeditionary Force (MEF)), MCAS Miramar (supporting over 200 USMC aircraft mostly F-18's), and MCRD San Diego (the west coast version of Parris Island, SC where Marine recruits are trained).

In addition, 51,000 Sailors are based at Naval Base San Diego (home ports for most of the Pacific fleet), Naval Base Coronado (west location for Navy Amphibious and Special Operations forces), and Naval Base Point Loma (submarine base). San Diego also hosts a large private shipyard building logistics ships for the Navy.



Name of Local Community/Support Organization

San Diego Military Advisory Council (SDMAC)²² was founded in 2004 as a 501(c)(6) non-profit organization with a mission to support, promote, and represent the mutual business and other interests of the military, their quality of life, and the defense community in the San Diego area. Since then, SDMAC has become increasingly prominent in advancing the partnership and communication between the military, elected and appointed officials, and the business community while simultaneously working to enhance recognition of the military's many economic and social contributions to the San Diego area.

The SDMAC receives significant financial and logistical support from the staff at the San Diego Regional Economic Development Corporation (SDEDC), a nonprofit corporation funded by more than 150 companies and public partners committed to enhancing prosperity in San Diego. The strength of the private sector support enables them to provide services free of charge. Their network of partners works to spur job growth across critical sectors within the San Diego economy.

²² <http://www.sdmac.org/default.aspx>

Name of Local Community/Support Organization (Cont.)

SDMAC was founded out of the need to establish an organization that has as its primary function the capability and flexibility to facilitate the free exchange of information between and among the military, the local political establishment, and the business community. The six original founders came from a variety of backgrounds: several had been members of the San Diego Chamber of Commerce Military Affairs and Advisory Committee, the business community, legal profession, and others, retired Navy and Marine Corps officers. Original corporate charter members likewise include those from the local business, commercial, defense, and industrial community.

The SDMAC has numerous committees and focus groups to coordinate activities

The Bases and Infrastructure Group works with legislators and other civilian authorities to ensure that military facilities and property are protected from encroachment as well as other actions which impact the military mission or degrade readiness.

The Community Outreach Focus Group collaborates with industry verticals to further mission and informs the community of the military here and SMAC's mission.

The Department of Defense (DoD) Budget Focus Group tracks ongoing discussions in the Administration and Congress on defense budgets and the impact on the missions and installations in the San Diego area

The Energy and Environmental Focus Group for SDMAC is supporting the San Diego military community in its environmental stewardship that protects and preserves the mission capabilities of military installations and training areas, and to ensure operational flexibility.

The Economic Impact Reports Focus Group coordinates the preparation and release of Economic Impact Statements

The Military and Family Life Group monitors and assists Active Duty and family members, with financial and other vital issues that support a military family in this region. Our role is to bring together resources from local banks and credit unions as well as other financial institutions in ways that benefit those active duty personnel and their families.

The Military Medical Focus Group monitors and assists active duty, veterans, and family members with medical issues and services. We work closely with Naval Medical Center San Diego and Navy Medicine West to prioritize and resolve problems and issues.

The Veterans Education Group provides a forum for regional colleges and universities, military base education centers, major commands, government agencies, industry, and community groups to share successes that positively impact veterans, active duty members and their families.

The Veterans' Employment Focus Group engages with local organizations to work to improve employment opportunities for our veterans. SDMAC is a member of the guiding committee for the Military Transition Support Project, a one-year planning project designed to bring together military, social services, public officials, business, and philanthropy to develop a plan for connecting vets to local services during their transition period.

Name of Local Community/Support Organization (Cont.)

The Legislative Committee is a joint legislative committee with the NDIA San Diego Chapter. The Committee works to coordinate legislative initiatives within SDMAC's Focus-Issue Groups in support of San Diego County's military commanders. There are currently over twenty members of the SDMAC Legislative Committee and has a Committee member on each SDMAC Focus-Issue Group to provide assistance to the Chairs of those groups in tracking legislation of interest to the local military and their families. Additionally, Legislative Committee members provide SDMAC with liaison to the region's legislative staffs at the Congressional, State, County, and City levels.

Funding

Annual funding for the non-profit SDMAC averages about \$200,000 which is collected through dues from military, local business and corporate members. Major expenses include a partial salary for one salary and approximately \$40,000 for economic studies and consulting fees.²³ Funding for other initiatives comes from the SDEDC.

Major Actions/Accomplishments

As issues develop where military, commercial, and political interests intersect SDMAC will continue to be a champion for better communication, cooperation, partnership, and resolution in the San Diego region. SDMAC has been in the forefront of recent and current issues in the San Diego community such as Base Realignment and Closure, Regional Airport Site Selection, and Tenth Avenue Marine Terminal Mixed Use. They publish a monthly newsletter and quarterly reports from each focus group and committee to all Members and other interested parties.

Their signature event is the SDMAC monthly breakfast, which features prominent speakers, civilian and military, from the Department of Defense, the Navy, Marine Corps, and Coast Guard. This provides not only the opportunity to hear firsthand from the knowledgeable leadership, but also an opportunity to meet and network with 400+ military and civilian business leaders of the local community.

SDMAC has most actively been engaged recently with the U.S. Navy in advocacy and funding of infrastructure and installation facility requirements needed to support a rebalancing of Naval forces from the East Coast of the U.S. supporting Atlantic Fleet operations to the West Coast supporting the Pacific Fleet and the Pacific pivot. The San Diego delegation recently sent 120 representatives to Washington DC, including the Mayor, numerous City Council Members, and local business leaders, to advocate for federal resources and investments in the San Diego region. They are aggressively pursuing with the California federal delegation a commitment by the Navy to station a third nuclear powered aircraft carrier in the San Diego area as well as additional Amphibious ships to support a second Amphibious Ready Group (ARG) in the Pacific Theater.

Specific Issue Accomplishments

No on Prop A (Dual use of MCAS Miramar as commercial airport 2006) In response to a ballot measure to relocate San Diego's airport to MCAS Miramar by establishing joint commercial and

²³ http://pdfs.citizenaudit.org/2013_05_EO/73-1696166_9900_201212.pdf

Specific Issue Accomplishments (Cont.)

military use, SDMAC formed a political action committee to inform the county electorate of the numerous operational and safety issues involved. The measure was voted down by nearly two thirds of the voters of San Diego County.

SDMAC Economic Impact Study - In 2008, recognizing the enormous but largely unacknowledged economic impact of the military on the local region, SDMAC commissioned the first of its Military Economic Impact Studies. Done in conjunction with Point Loma Nazarene University's Fermanian Business Institute, this study has become the go-to reference document for used by federal, state and local officials, the military and the Defense Industry in informing decision making and economic policy regarding the military and defense industries.

SDMAC Partners with San Diego Padres - SDMAC has a partnership with the San Diego Padres, an SDMAC Corporate member since 2006. Tickets are discounted up to 40% off with \$5 from each ticket going back to SDMAC who in turn will use these funds to support needy military related charities and SDMAC events and activities the region. The Padres provide more programs and support for the military than any other team in Major League Baseball or any other professional sports franchise, and have earned them the honored nickname "The Team of the Military”

- The only Major League Baseball team with a special "Military Home Opener"
- All Sunday games celebrated as "Military Sunday" games with attendance by more than 325,000 fans
- All 81 home games featuring a "military moment" for special individual or unit recognition
- Players meeting military members for on-field visits, batting practice and on-base visits

Military Payday Lending Issue (2006-2007) - SDMAC teamed with the San Diego Chamber of Commerce, the U.S. Navy and U.S. Marine Corps, and local financial institutions to protect young military members and their spouses from the predatory loan practices of some payday lending establishments. As a result of the combined efforts and local radio and TV spots featuring Padres beloved broadcaster Jerry Coleman, the federal government passed the Talent Amendment to the DOD Appropriations Act and California passed legislation that precludes interest rates on short term loans from exceeding 36 percent.

Wounded Warrior Support - In partnership with the Armed Services YMCA, Naval Medical Center San Diego, and the Hotel-Motel Association, SDMAC negotiated an agreement that provides low-cost and in some cases no-cost lodging for visiting family members of wounded service members in San Diego.

SDMAC Annual Achievement Awards (started 2007) - The SDMAC Achievement Awards attracts dozens of nominations annually, almost equally divided between Civilian organizations and individuals, and Military organizations and individuals. After considerable deliberation and discussion, the selection committee selected one civilian organization, one military organization and three civilian individuals.

Specific Issue Accomplishments (Cont.)

No on Prop B (2008) SDMAC strongly opposed the redesign of the 10th Avenue Marine Terminal which would have impacted the Strategic Port capability of numerous Navy missions. They were able to quickly marshal the resources of their Members to defeat the Proposition.

VA Aspire Center - SDMAC advocated for and has supported the Aspire Center, a 40-bed residential treatment facility aimed at promoting recovery in service members, particularly those returning from the wars in Iraq and Afghanistan. The Center provides temporary housing for Veterans who do not need inpatient care, but would benefit from rehabilitation services for an average of 60-120 days.

SDMAC chairs the **San Diego regional Troops to College working group** which facilitates action and idea exchange. Participants include SDSU, SD Community College District, UCSD, CalState San Marcos, Mira Costa College, USD (a yellow ribbon school), MCIW, CNRSW, SPAWAR, as well as Education Services Officers from MCRD & MCAS Miramar, Navy College, the VA, and others.

Integra Center²⁴ SDMAC is supporting a privately funded center providing comprehensive, well-coordinated, community-based care for wounded warriors and their families. The Center is a military/VA/community partnership, uniting medical and non-medical services into one seamless effort. As the Integra Center concept is a new business model for government-private collaboration innovative, execution tools are being expeditiously examined.

The SDMAC also sends representatives to a **weekly Internet Radio Show** which can be heard every Wednesday morning at 10:00 to discuss topics of interest with the SD Union Tribune's Director of Community Relations, Drew Schlosberg, or with selected military or civilian officials involved in high visibility projects.

SDMAC was a prominent participant in an effort to convince San Diego residents to vote "**NO on Props B/C**" related to zoning changes in the Barrio Logan Community that potentially would increase neighborhood health risks from bringing incompatible residential development to close proximity to the local private shipyard. This encroachment could threaten San Diego's shipbuilding and repair industry, increase costs to the Navy and result in losses of jobs in San Diego. Propositions 'B' & 'C' were voted "No" by nearly 60% of the voters on Tuesday 3 June, 2014.

SDMAC helped organized the **California Unmanned Air Systems Summit** with CONNECT, the Regional Economic Development Corporation (EDC) and the local chapter of Association of Unmanned Air Systems International (AUVSI) to coordinate and sponsor the conference of over 330 attendees. The Summit's purpose was to present information on what is being done in California with regard to Development and production of Class I-V UAS's and what was being done in the way of research and development both by Industry and Academia as a base-line and to build interest, enthusiasm and momentum for California to evolve as a Center of Excellence for Unmanned Air Systems.

²⁴ www.integracenter.org

Specific Issue Accomplishments (Cont.)

SDMAC also has worked with the Department of Defense Office of Economic Adjustment (OEA) to provide **funding assistance to K-12 schools in local education activities** that support a large population of military dependents. On July 16, 2014, DOD announced the latest school design and construction grants from OEA of \$34,131,479 to San Diego Unified School District, for renovation and expansion of Doris Miller and Joy Bright Hancock Elementary Schools at Naval Base San, Diego, California.

SDMAC is working on a draft **Military & Defense Talking Points** document to raise public awareness of the impact on region. The objective of the document is to provide the foundation for building a plan for San Diego's Military future in the event of military cuts or facility closures. Further, it provides information to SDMAC membership and community to help ensure that San Diego is "singing from the same sheet of music" when speaking on Military & Defense issues.

SDMAC also coordinates an annual **Fleet Week** as an annual salute to the military and the opportunity to recognize their extraordinary service to our nation and their many contributions to our local communities. The schedule of events includes a golf tournament, recognition ceremonies, Coronado Speed Festival, a MCRD Boot Camp Challenge, a Football Classic, and the Miramar Air Show.

Best Practices

1. SDMAC coordinates an extensive network of private, local business, and corporate volunteers through a series of focus groups and committees to engage on a full range of military issues and initiatives.
2. Given the relatively strategic importance of the San Diego area for national security, SDMAC has focused more effort to the improvement of support and services for military personnel and their families as opposed to efforts to protect military installations and missions. Like other communities, they view a looming BRAC round as more of an opportunity to invite more military personnel and missions to the area rather than being concerned about losing missions.
3. The SDMAC has focused a great deal of effort and analysis on public relations efforts to educate San Diego residents on the importance of the military to the local economy.
4. The SDMAC has aggressively engaged with the Department of the Navy on a full range of basing, facility, and energy issues in order to affect a favorable outcome on pending actions and budget decisions.
5. With nine professional sports teams calling Florida home, the program between the SDMAC and the Padres would serve as a great model to enhance Florida's image as military friendly.
6. The SDMAC support on the grant request to OEA for local school funding of renovations would be a great initiative for the panhandle and Jacksonville.



Local Community Support Organizations

5. Fayetteville, North Carolina

Military Installations Supported

Fort Bragg is the major military installation in the Fayetteville area, with **Pope Air Force Base** being subsumed into the Fort as a result of the 2005 BRAC, being renamed Pope Field.

Fort Bragg refers to itself as the “Center of the Military Universe” and is one of the U.S. Army's largest installations in the world. The installation covers about 161,000 acres, or 251 square miles, stretching into six counties. More than 55,000 military service members and about 12,000 civilian personnel work at Fort Bragg, with about 25,000 family members living on post. Fort Bragg is currently the home of XVIII Airborne Corps headquarters (and its associated separate brigades), the 82d Airborne Division in its entirety, the US Army Special Operations Command (USASOC), the Joint Special Operations Command and numerous tenant organizations.

The Fayetteville region experienced considerable growth in military, military dependent and other civilian populations, as a result of 2005 Base Realignment and Closure, Grow the Force and other re-stationing actions. The centerpiece of these actions is relocation of US Army Forces Command and US Army Reserve Command – two of the most senior commands in the US Army - from Fort McPherson, Georgia to Fort Bragg.

For Bragg Commands include:

- **FORSCOM** (4-Star) United States Army Forces Command. Train, mobilize, deploy, sustain and transform, reconstitute conventional forces.
- **XVIII AIRBORNE CORPS** (3-Star) Eighteenth Airborne Corps. Airborne Forcible Access; independently deployable Joint Task Force Headquarters.
- **JSOC** (3-Star) Joint Special Operations Command. Develops joint special operations tactics.
- **USASOC** (3-Star) United States Army Special Operations Command. Special Forces, MISO, Civil Affairs (CA).
- **USARC** (3-Star) United States Army Reserve Command. Command and control and support for all Reserve CONUS units (except MISO and CA).

FORT BRAGG GARRISON COMMAND (0-6) Provide people, infrastructure and services to train, sustain, mobilize and deploy forces while enhancing environment, security and well-being of the Fort Bragg community.

On March 1, 2011, Pope Air Force Base was absorbed into Fort Bragg, becoming Pope Field. In the 2005 Base Realignment and Closure Plan, the Department of Defense stated its plan to realign Pope AFB, NC. The plan called for moving the 23d Fighter Group’s 36 A-10 Thunderbolt II

Military Installations Supported (Cont.)

(Warthogs) to Moody AFB, Georgia and the 43d Airlift Wing's 25 C-130E's to Little Rock AFB, Arkansas.

Pope Field is not a Joint Base, as Pope AFB transferred all installation support functions and real property to Fort Bragg and became a part of Fort Bragg's Garrison (as Pope Field). Five Air Force MAJCOM units on Pope Field are now under the oversight of the Fort Bragg Garrison Commander and Eighteenth Airborne Corps Senior Commander. This is the first Army Airfield operated by Air Force tenants. Pope Field is home to Air Force units from five separate MAJCOMs and plays a major role supporting rapid deployment of the 18th Airborne Corps, 82nd Airborne Division, and Special Operations Forces.

Today, the C-130 unit based out of Pope Field is the 440th Airlift Wing. The unit, which has roughly 1,200 airmen, has an estimated \$77 million economic impact on the local community. The 440th Airlift Wing is the first reverse associate flying wing in the Air Force. This means that the 440th owns the aircraft stationed at Pope, and provides operational direction for all active duty and Reserve C-130 flying operations at Pope AFB. However, Air Force officials marked the 440th for inactivation earlier this year as part of a plan that would move the unit's C-130 cargo and funding is slated to end in March, if Congress agrees.

Name of Local Community/Support Organization

The Fort Bragg Regional Alliance is a partnership of governments working with the 11 counties and 73 municipalities surrounding Fort Bragg and Pope Army Air Field.²⁵ In 2006, a regional BRAC Task Force was formed to facilitate enactment of the 2005 BRAC. With funding from the DOD's Office of Economic Adjustment and County matching funds, a Comprehensive Regional Growth Plan was developed to respond to military growth resulting from the 2005 BRAC. The Fort Bragg Regional Alliance is the successor organization building off of that Comprehensive Regional Growth Plan.

The stated mission of the Regional Alliance is to coordinate the planning and identify community impacts as the U.S. Forces Command and the U.S. Army Reserve Command move to Fort Bragg. The Regional Alliance works with federal and state agencies, military departments

and the installation to support [BRAC] transition actions, minimize the negative impact on the community, and maximize the economic growth potential. To the extent possible, the Regional Alliance works with existing organizations and agencies to utilize current capabilities and relationships.

²⁵ <http://www.bractf.com/index.php>

Name of Local Community/Support Organization (Cont.)

The Fayetteville Regional Chamber Military Affairs Council has an active and evolving relationship with the military community around Fayetteville.²⁶ The Cumberland County Business Council (Chamber) was formed in March of 2003 to streamline and coordinate the efforts of the Fayetteville Area Chamber of Commerce, Downtown Development Corporation and the Fayetteville Area Economic Development Corporation. In July of 2008 the Fayetteville-Cumberland County Chamber of Commerce was formed. In 2012, the Fayetteville-Cumberland County Chamber of Commerce took on a new name and a clearer mission. The Fayetteville Regional Chamber expects to be the catalyst for growing their community into a major economic center in the Southeast United States for business, defense and industrial development.

The Chamber counts **110 partner businesses as members**, with a \$250.00 cost for a One Year Membership for an individual in an organization to participate as a member of the Military Affairs Council program. Program activities include:

- Year-round socials that build better relationships and communications between civilians and the military.
- Hear the latest happenings at Fort Bragg and Pope Air Force Base at the Chamber's Coffee Club.
- Lobbying community positions with the military by keeping the lines of communication open and recognizing the military's value to our community.
- Command briefings at Pope and Fort Bragg to enlighten MAC members about the specific mission of each military installation and its impact on the community at-large.
- Marketing to develop programs to inform our military population of the business, recreational, and social benefits of the Fayetteville community.
- Opportunity for member recognition in Chamber newsletters.
- Business networking opportunities. MAC members are often invited to special events at Fort Bragg and Pope AFB.

Funding

Annual revenue and expense reporting for the Regional Alliance include revenues of \$493,000, expenses of \$545,000, and net assets of \$425,000.²⁷ Largest revenue is a result of government grant of \$501,000. Major expenses include a salary for one Executive Director at \$125,000.

Major Actions/Accomplishments

Integrated Regional Planning -- The Regional Alliance commissioned OEA and County-funded projects to assess critical freight and transportation needs. The Alliance partnered with Fayetteville Regional Airport to complete a market assessment of direct flight to and from Washington, DC. The

²⁶ <http://www.faybiz.com/pages/MilitaryAffairsCouncil>

²⁷ <http://www.guidestar.org/organizations/36-4613950/fort-bragg-regional-alliance.aspx#financials>

Major Actions/Accomplishments (Cont.)

medical recruitment study and hotel marketing study address regional gaps in capability. Collectively, these projects identified military / economic development needs.

Regional Planning Framework – Commissioned and published a comprehensive follow-on regional strategic plan to the 2005 BRAC plan.²⁸ The Sustainable Regional Growth Management Strategy provides specific regional tools that enable community leaders to make decisions that promote economic development and enhance quality of life.

Working Lands Protection Plans - working with NC Agriculture Development and Farmland Preservation Trust Fund and Mt Olive College, developed plans that preserve forests and farmlands while promoting compatible land use around military installations.

Workforce Development Boards - delivering a coordinated Lifelong Learning and Literacy initiative in the region. Efforts have led to the establishment of the now self-supporting North Carolina Defense Business Association to serve the needs of defense businesses. Partnership with Fayetteville State University (FSU) and Fayetteville Technical Community College (FTCC) has resulted in stand up of the Center for Defense and Homeland Security at FSU and the All American Center for Workforce Innovation at FTCC. Alliance staff continues to meet regularly with a STEM group from K-12 schools, Community Colleges, Universities, and businesses who are working together to ensure that STEM based education meets the needs of students and the business community.²⁹

Community infrastructure investment - Through funding from the Defense Access Road (DAR) Program and the North Carolina Department of Transportation, the community is taking on a major road construction project that will reduce traffic congestion and support force protection at the installation. The project involves the expansion of Murchison Road from a four-lane to a six-lane road and the construction of two interchanges. Once completed, civilian traffic will be diverted from a major base road, Bragg Boulevard, thus enhancing the force protection requirements of the installation and reducing traffic congestion along this road. Community leaders also have successfully advocated for state funding support to complete the Interstate 295 Fayetteville Outer Loop Project. This loop will provide interstate connectivity from Interstate 95 eight miles north of Fayetteville and the All-American Freeway, which is the largest access control point at Fort Bragg.

Workforce development - The Alliance has undertaken a number of initiatives to prepare the local workforce for job opportunities resulting from the arrival of US Forces Command and US Army Reserve Command, which may require employees with more technical job skills. Through a workforce demonstration grant from the U.S. Department of Labor, the Alliance created the All-American Center for Workforce Innovation, which focuses on education and workforce development. In addition, the Alliance coordinated the creation of a career exploration and talent

²⁸ <http://www.landdesign.com/work/projects/regional-comprehensive-planning/Fort-Bragg.aspx>

²⁹ <http://www.bractf.com/index.php>

Major Actions/Accomplishments (Cont.)

acquisition tool, Pipeline NC, which includes tools to perform self-assessments, career exploration, connection to training and education resources and job postings and application capabilities.

Best Practices

1. The Regional Alliance has grown out of original organizations formed in the wake of the 2005 BRAC. The organization maintains currency and relevance by updating the original Comprehensive Regional Growth plan (a co-founded OEA and county effort).
2. The Sustainable Regional Growth Management Strategy provides specific regional tools that enable community leaders to make decisions that promote economic development and enhance quality of life.
3. Regional Alliance promotes economic growth and community quality of life beyond the military base. Supported and help fund transportation, infrastructure, and even hotel capacity studies.
4. Alliance is engaged in the entire spectrum of the educational world, from pre-K through continuing adult education.
5. Alliance engaged in transition assistance, such as the creation of a career exploration and talent acquisition tool, Pipeline NC, which includes tools to perform self-assessments, career exploration, connection to training and education resources and job postings and application capabilities.
6. The community has worked with the base to advocate and commit funds through the Defense Access Roads program to enhance local transportation routes supporting the base.



Local Community Support Organizations



6. Huntsville, Alabama

Military Installations Supported

Redstone Arsenal is a 38,000-acre Federal installation for research, engineering, development, training, logistics, procurement, and testing for a variety of Federal agencies. More than 36,000 people work on the Arsenal for more than 55 major organizations. The primary tenant on the Arsenal is the U.S. Army. Redstone Arsenal is the center of Army missile, aviation, and missile defense program offices, and research and development (R&D) centers. The majority of the workforce is composed of highly educated civil servants and contractors.

The 2005 BRAC resulted in the realignment of seven different entities to Redstone Arsenal. The moves brought in an additional 4,651 new jobs to the Arsenal and an even greater number of additional defense contractor support jobs to the region. The arrival of the new organizations positions Redstone Arsenal as the major center for Army materiel management and missile defense.

Name of Local Community/Support Organization

The Huntsville Committee of 100 was formed in 1995 by a small group of small business leaders with a sincere interest in the progress of Huntsville.³⁰ Their mission is “To serve as a catalyst in stimulating Huntsville-area economic development by working with community partners to develop cooperative solutions.” They wanted to form a business organization that was active in local political issues, to primarily: develop long-term strategies that impact economic development and improve public education; attract and support visionary, business-oriented candidates to run for local elected office; and communicate with local elected leaders on business issues. Members are local CEOs, business professionals, and influential community leaders from Huntsville, Madison, Madison County, and Limestone County.

BizPac, the political action committee of the Committee of 100, interviews candidates for Huntsville Mayor, City Council and Board of Education; Madison Mayor and City Council; the Madison County Commission, Madison County Superintendent, and Madison County Board of Education each election cycle and makes recommendations for endorsements and contributions to the Committee of 100 membership for approval. They give money to candidates who are qualified and progressive team players, and consider strongly those with a business background.

Two additional local support organizations include the Tennessee Valley BRAC Committee, and the Military Affairs Committee of the Huntsville/Madison County Chamber of Commerce.³¹ They

³⁰ <https://huntsvillecommitteeof100.org/>

³¹ www.hsvchamber.org

Name of Local Community/Support Organization (Cont.)

assist in identifying the workforce needs of Redstone Arsenal and work together to find solutions to those needs. Priority workforce projects included updating the workforce strategic plan, including development of metrics and a timeline; "town hall" information sharing events held in the outgoing locales for Missile Defense Agency and Army Materiel Command workers; continuation of the national awareness campaign about job opportunities in the Tennessee Valley region, which includes media announcements and career expos; developing relationships with military transition offices; maintaining the Web site; and supporting co-op programs that target separating military personnel pursuing engineering degrees.

Funding

Huntsville Committee of 100 - Annual Expenses \$147,000; Revenues \$97,000, and Assets on hand are \$72,000. Funding is through membership dues.

Major Actions

BRAC - Formed and funded first local BRAC Committee; Funded additional defense business recruitment data development, Funded a research study by the University of Alabama on state economic impact.

- **Young Professional Workforce Plan** – Spearheaded the development and implementation of a strategic plan to recruit and retain young professionals; jointly funded with the Arts Council and Chamber of Commerce; provided additional funding to Leadership Huntsville to develop national marketing plan.
- **Sustainability** – Funded a Green Cities Summit in 2009.
- **Public Education** – Funded academic/leadership programs for high-risk youth, Huntsville City Schools Strategic Plan, property tax referendums supporting school systems in Huntsville and Madison County, development of a marketing program in Huntsville City Schools, and professional development workshops for teachers; Formed Business/Education Coalition; Worked for a countywide sales tax increase for public education; Supported a consolidation plan for Huntsville City Schools; funded statewide poll on Common Core standards.
- **Technical Education/Workforce** – Funded development of a Technical Education Plan by PARCA to improve K-12 programs that support four critical workforce needs – advanced manufacturing, construction, healthcare and hospitality; Implementation has included a trip for educators and business leaders to a Construction Academy in Chattanooga, development of construction courses and planned academies in other curriculums, and funding for professional development in all three school systems; Funded 7th Grade Career Day in 2010 and 2011; Funded workforce development tools for the Madison Library.

Major Actions (Cont.)

- **Shared Services** – Studied opportunities for local government shared services in sanitation, water and planning; Sponsored series of events on metro land use planning, including forums for local government planners and elected leaders.
- **Young Professional Initiative** – Formed a young professional organization now totaling 50 members to train in political leadership.
- **Political Training Institute** – Organized 9 programs to attract and train current and future progressive political candidates in conducting a successful political campaign and created an Advanced Political Institute in 2014 for current elected officials and graduates of the original program.
- Worked with county legislative delegation, local elected leaders and school superintendents to pass BRAC Education bills, teacher tenure reform bills, entertainment district legislation, and prevent elimination of Common Core academic standards.
- The Chamber Of Commerce hosts an annual **Armed Forces Week** in August³² to honor the service of the military with a series of events, business discounts, and free admissions for area attractions for military members and their families.

Best Practices

1. A Political Action Committee is a powerful way to ensure that elected officials are engaged and supportive of the agenda of the Huntsville Committee of 50.
2. Huntsville Committee of 100 has a nearly 30-year history of engagement and support for the military and their families in the Huntsville area.
3. Committee is involved in, and supports, multiple youth-related education and development programs.
4. Committee is actively engaged in politics on a fundamental, basic level, organizing a “Political Training Institute” to develop candidates, encouraging the political process with Rock the Vote campaigns.

³² <http://huntsvillealabamausa.chambermaster.com/events/details/2014-armed-forces-week-08-01-2014-1139>



Local Community Support Organizations



7. Dayton, Ohio

Military Installations Supported

Located in Dayton, **Wright-Patterson Air Force Base** is one of the U.S. Air Force's largest installations. It is the birthplace, home and future of aerospace. Wright-Patterson employs highly specialized workforce of approximately 27,000 military, civilian and contractor personnel. Missions for base units vary from acquisition and logistics management, to research and development, advanced education, heavy airlift flight operations, intelligence, and other activities. It is home for more than 70 units representing 7 different Air Force commands and a host of DOD organizations. The base pays out nearly \$3 million in salaries every day of the year totaling an annual payroll of approximately \$1.2 billion.

Wright-Patterson is the headquarters for **Air Force Materiel Command**, which directs a global logistics system and how the Nation's aeronautical weapon systems are conceived, tested, acquired and modernized. The base also includes the following Air force major functions:

The Air Force Life Cycle Management Center is one of five centers reporting to the Air Force Materiel Command. Portfolios include: aircraft; engines; armaments; strategic systems; Information Technology systems and networks; Command, Control, Communications, Intelligence, Surveillance and Reconnaissance systems; and various specialized or supporting systems such as simulators and personal equipment. AFLCMC also executes the Air Force's foreign military sales mission.

- **Air Force Research Laboratory** headquarters, along with four of its nine technical directorates charged with leading the discovery of new warfighting capabilities.
- 445th Airlift Wing, flying C-17 Globemaster III airlifters
- **National Air & Space Intelligence Center** -- intelligence analysis on foreign aerospace capabilities is briefed daily to the nation's highest military and civilian leadership.
- The **Air Force Institute of Technology**, the Air Force's premier institute of higher learning. AFIT supports national defense by providing graduate, post-graduate, and professional continuing education and research programs for Air Force, sister service, and foreign officers and civilians in pertinent scientific and technical disciplines. AFIT both conducts resident graduate education and also manages education at civilian universities, research centers, hospitals, and industrial organizations across the U.S.
- The **National Museum of the United States Air Force**, the world's largest military air and space museum.
- The **Enterprise Sourcing Group**, providing Air Force units based in the continental U.S. with cross-functional installation strategic sourcing and acquisition solutions. Strategic sourcing utilizes centrally awarded contracts for decentralized task orders execution to reduce federal government supplies and services costs.

Military Installations Supported (Cont.)

- The **88th Air Base Wing**, host unit at Wright-Patterson, responsible for operating, maintaining and defending the base.

Name of Local Community/Support Organization

Formed 21 years ago, the **Dayton Development Coalition (DDC)** is the local community support organization for the Wright Patterson region, although not exclusively with a military-related focus.³³ The coalition claims over 220 private sector members and 26 public sector entities.³⁴ Its mission is “to support job creation and prosperity for the citizens of the Dayton Region. Working as a public/private partnership, we are growing the Dayton Region, and we are one of the most livable regions in America.”

In 1995 the Miami Valley Economic Development Coalition (MVEDC) was founded. The founding document, “Choosing Our Future” was a region-wide call to action outlining a clear vision to strengthen the community’s job creation elements, create competitive advantages and grow the economy. In 2002, as the mission expanded, the leadership renamed the organization to the Dayton Development Coalition (DDC). Today’s DDC mission continues the same legacy the founders envisioned and has grown with the needs of the community.

In preparation and support of the 2005 BRAC, the DDC established a BRAC-focused entity, the **Wright Patterson 2020 Committee**. The committee remains active today, led by former senior military and political officials and focuses also on preserving the missions and units at Springfield Air National Base.

In 2014 The DDC formed a regional **Dayton Regional Military Collaborative (DRMC)** with a new mission from the 2020 Committee to strengthen links between southwestern Ohio and Wright-Patterson Air Force Base as part of a broad effort to help the installation address pending budget cuts.

The DRMC will be aimed at a wide variety of issues, including shared infrastructure, health care, cyber, aerospace and workforce. One component of the initiative will address the Air Force’s interest in forming intergovernmental support agreements with its neighbors to reduce the cost of installation support functions.

Funding

Annual Expenses \$3.6 million; Revenue \$4.0 million; Assets: \$1.0 million. Source(s): \$1.6 million in Grants; \$2.6 million in program services.

³³ <http://www.daytonregion.com/>

³⁴ <http://www.daytonregion.com/partners/>

Major Actions/Accomplishments

The Wright-Patt 2020 established five key goals in 2010 ³⁵: 1. Successfully implement BRAC 2005; 2. Increase regional military value; 3. Enable Future Technologies; 4. Increase commercialization and strengthen our regional contractor base; and 5. Define the Dayton Region as the National Center of Aerospace research, development, acquisition, and commercialization.

Formalized regional prioritization and planning process. The Dayton’s Priority Development and Advocacy Committee (PDAC) process is organized to evaluate and establish a list of regional priorities and recommended projects that aid the community in speaking with one voice when pursuing funding opportunities.

Wright Patterson 2020 Committee is co-chaired by retired leaders Gen Lyles and former Rep Hopson. Both the Wright Patt 2020 Committee and the DDC launched an initiative in 2013 called the “**Federal Retention Program**” to protect and expand Wright-Patterson AFB. The DDC, Wright State and the state congressional delegation representing the base have obtained nearly \$20 million for 2014 alone from state, academic and private sector funders to study the base’s assets, and strengthen partnerships and collaboration between Wright-Patt’s operations and other institutions in the Dayton area.

Legislative (City/County/State) Initiatives. The DDC works with Ohio’s Congressional delegation to support non-BRAC decisions, such as the new \$29.5 million facility for NASIC at Wright-Patterson and the failed attempt to move Air Force Office of Scientific Research jobs to Ohio from Virginia - the Air Force decided to keep the office and about 150 jobs in Virginia.

The DDC has also made the acquisition of the new Air Force Installation and Mission Support Center and its 350 jobs a priority;

Best Practices

1. The Dayton Development Corporation is a well-funded entity, with over \$3.6 million in annual expenditures. Because the DDC is engaged with programs and issues beyond protecting military programs and the installation, it can leverage those contacts and assets on behalf of the military when necessary.
2. The establishment of the DRMC with the goal to serve as a primary community point of contact for the Air Force to assess opportunities for intergovernmental support agreements is a great way to effectively and efficiently pool resources for the review of possible deals.
3. The DRMC is actively engaged in influencing and advocating for favorable decisions by the Air Force in ongoing strategic basing assessments for realignments and establishments of new missions.

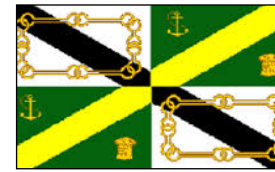
³⁵ <http://www.daytonregion.com/pdf/wrightPatt2020data.pdf>

Best Practices (Cont.)

4. The primary goal of the DDC guiding all activities is to improve the military value of the installation.
5. Establishing a recognized National center of excellence for a particular mission offers a great magnet marketing tool for new missions and defense industry.



Local Community Support Organizations



8. Monterey, California

Military Installations Supported

Naval Support Activity (NSA) Monterey hosts a diverse set of Navy and DOD activities and 4,035 military, civilian and international personnel. The base is home to over 15 tenant commands including the Naval Research Lab Monterey (NRL) which conducts scientific research and weather modeling, Fleet Numerical Meteorological and Oceanographic Center (FNMOOC) which provides 24/7 worldwide meteorology data and support to U.S. and coalition forces, and the Naval Postgraduate School (NPS).

The Presidio of Monterey (POM) is an Army installation with the mission to provide professional base support services for the primary tenant organization is the Defense Language Institute Foreign Language Center (DLIFLC). The present facilities at the Presidio of Monterey accommodate approximately 3,500 Soldiers, Marines, Sailors and Airmen, as well as select DoD members and the U.S. Coast Guard.

For many years the Presidio was a sub-installation of the nearby Fort Ord. When Fort Ord closed on 30 September 1994, the Presidio of Monterey again became a separate installation under The U.S. Army Training and Doctrine Command (TRADOC). It retains some military family housing and support facilities at the former Fort Ord, such as the Post Exchange and Commissary in the Ord Military Community. When the Army established the Installation Management Agency the Presidio of Monterey Garrison was separated from TRADOC. On Oct. 24, 2006 all Army Garrisons were realigned under the U.S. Army Installation Management Command to provide better service throughout the Army.

Due to its strategic location, Monterey has historically been a key military outpost. Today, the city's military installations continue to provide tremendous support to the economy, particularly through its educational institutions. The Army's Defense Language Institute provides language instruction for agents of the FBI, Drug Enforcement Administration, and Border Patrol. The Naval Postgraduate School offers advance classroom training for Naval officers. The Fleet Numerical Meteorology and Oceanography Center, operated by the Navy, is one of the world's leading numerical weather prediction centers. According to the Monterey County Herald, these institutions contribute \$1 billion to the local economy. The economic impact of spending by the School and employees of the Naval Postgraduate School alone amounts to \$140.2 million channeled into the local economies of Monterey County.

Military Installations Supported (Cont.)

However, the changing needs of the military, coupled with its efforts to streamline operations, threaten the closure of many of the country's military bases and those in California are not exempt.³⁶

Name of Local Community/Support Organization

The Monterey Regional Defense Alliance was formed in 2014 as, a public-private partnership of elected officials and community leaders, with the goal to work together to advocate for the region's military missions. With support from the Monterey County Business Council and the Monterey County Mayor's Association, the alliance is rallying support among local businesses to raise funds. The proposed structure of the alliance – which will be a 501(c)(3) and have a four-year budget just under \$600,000 – is to include 13-19 members and a part-time project coordinator in place by mid-December, 2014.³⁷

The Presidio Municipal Services Agency (PMSA) was formed in 1998 by the Cities of Monterey and Seaside to provide maintenance services to the Presidio of Monterey and other military activities. The U.S. Army contracts with the Agency for municipal services, such as building maintenance, street maintenance, sewer and water line maintenance, storm drain maintenance and other special projects.

Also, Monterey has long provided firefighting and medical response services to the Presidio. Monterey and Seaside also participate in the Presidio Municipal Services Agency Partnership, serving the Presidio, Ord Military Community and the military Satellite Communication Station at Camp Roberts in South County.

Funding

An audit of PSMA in 2013 recorded revenue of \$11.3 million and expenses of the same amount with no employees.³⁸ The indirect costs cover the expense of various supporting departments within Monterey, such as the City Manager's Office, City Clerk, City Attorney, Finance and so forth are determined as allowable indirect costs identified in the Cost Allocation Plan. Because these costs are reimbursed as a part of doing business with the Army, Monterey does not have to carry an undue burden while in support of the contract. The revenue into the General Fund is currently around \$75,000 per month. It allows for promotional and/or positional opportunities within the staff of Monterey working on and for the Base Operations contract and assures that Monterey is not devaluing tax dollars received from the local citizens and businesses or the state.

³⁶ <http://www.city-data.com/us-cities/The-West/Monterey-Economy.html>

³⁷ http://www.montereycountyweekly.com/news/local_news/public-and-private-interests-unite-to-save-the-area-/article_57837208-4f20-11e4-ab28-0017a43b2370.html

³⁸ <http://www.monterey.org/Portals/1/finance/pmsa/pmsa201213.pdf>

Major Actions/Accomplishments

The Monterey Model ³⁹ has been the benchmark for public-public partnerships since its start in 1998. The federal budget constraints as well as the efforts by the Department of Defense to reinvigorate the discussions about new base operation maintenance paradigms, along with recent legislation recognizing the important benefits of local governments and military installation partnerships, has put the Monterey Model back on the forefront of a national discussion.

The city of Monterey, through the Presidio Municipal Services Agency (PMSA), provides numerous municipal services for the Presidio of Monterey and Naval Postgraduate School. Monterey is able to partner with its local military installations because of several legal authorities such as the Federal Acquisition Regulations, Section 2667 which grants leasing authority, and special legislation. The special legislation was a part of the 1995 Defense Authorization Act which permitted the Army to enter into demonstration projects on the purchase of fire, security, police, public works, and utility services from local government agencies.

Collaboration between Cities of Seaside and Monterey through a Joint Powers Agreement that forms the Presidio Municipal Services Agency (PMSA) JPA can be joined by any other City/County/governmental agency

The Army entered into one of these demonstration agreements with the PMSA. Today, the PMSA provides numerous services such as fire, police, sewer, Internet broadband, road maintenance, building maintenance, park maintenance, landfill, and recreation facilities.

An Army audit in 2000 showed that the DLIFLC, through the partnership with the City of Monterey, saved 41% of its budgeted maintenance dollars (almost \$2.5 million). In 2012, another internal audit conducted by the Presidio of Monterey concluded that the Monterey Model saves around 22% of costs when compared to other competitive service providers and a firm-fixed price private contract that would provide the same services.

Aside from fundraising, the first order of business for the **Monterey Regional Defense Alliance** will be utilizing data from a strength, weaknesses, opportunities and threats (SWOT) analysis being conducted by the city of Monterey on the critical value of the region's installations. The timing of the analysis, due to be complete in about six months is meant to coincide with a conference of DOD Installations Leaders at Monterey in 2015.

Best Practices

1. Developing a partnership to share community services has the potential to reduce the risk of an adverse base closure or realignment action by reducing the operating costs of the installation for the military service to the point that it becomes economically unfeasible to take any action.
2. The partnership has played a vital role in fostering community collaboration and preserving the economic vitality of such valuable military installations as the DLIFLC. This is particularly significant since the DLIFLC, along with other premier language resources

³⁹ <http://www.monterey.org/esmx/departments/planspublicworks/presidiomunicipalservices/montereymodel.aspx>

Best Practices (Cont.)

within the Monterey Bay area community, has played a key role in making Monterey the Language Capital of the World.

3. The collaborative military-municipal partnership directly supports retention and development of the area's valuable educational resources, and the community benefits from a clean, non-polluting enterprise. This enterprise generates an annual payroll of approximately \$250 million, which is eventually pumped into the local economy.
4. By utilizing the broad range of rules and regulations of the FAR, Monterey successfully negotiated a cost-reimbursable contract format. The advantage of this format is the guaranteed recovery of all allowable costs for the services delivered, and, much more importantly, the military installation only pays for the actual costs and not buffered, inflated costs.



Local Community Support Organizations



9. Watertown, New York

Military Installations Supported

Fort Drum is a major U.S. Army military power projection platform reservation in Jefferson and home to the 10th Mountain Division. Fort Drum consists of 107,265 acres (434 km²) and a population in excess of 19,000 military personnel, 20,000 family members, 3,000 DOD civilians and 1,300 contractors. Fort Drum is the largest 'Single Site' employer in New York State, contributing more than \$1.4 billion annually to the local economy. Fort Drum, by design, relies on the local community for hospital services, as there are no hospital or inpatient capabilities on the installation. The regional assets, supporting facilities, infrastructure, air spaces, and equipment make Fort Drum and Wheeler Sack Army Air Field an outstanding cold weather training area.

Name of Local Community/Support Organization

The Fort Drum Regional Liaison Organization⁴⁰ (FDRLO) originated in 1990 as a community-based membership organization with the mission of preserving positive inter-relationships and communication between the civilian and military communities and leader in the tri-county region of Northern New York State.

Their stated mission is to foster effective communication, understanding and support by serving as the primary point of coordination and advocacy for resolution of those issues of mutual interest of the military and civilian community of the Fort Drum region.

Their goals include ensuring the continued growth and sustainability of Fort Drum and the Fort Drum region; continuing to improve the understanding of the role of the FDRLO in the military and civilian community of the Fort Drum region; engaging military and community leaders in identifying and resolving issues of mutual concern; providing continuity in community relations to bridge the frequent changes in military and civilian leaders so that they can carry out their mutual responsibilities; and promoting the benefits and unique value of Fort Drum and the Fort Drum region at the local, state and national levels.

Funding

In 1985, the citizens of the Tri-County Northern New York region formed the Fort Drum Steering Council. The Council was funded through the DOD Office of Economic Adjustment.

⁴⁰ <http://www.fdrlo.org/>

Funding (Cont.)

(OEA) in order to address community issues relate to mission expansion. The Council was also predisposed to disband when it was determined that its planning role was no longer necessary. The sunset for the Fort Drum Steering Council was September, 1990.

Currently, the FDRLO is a non-profit 503(c)(4) funded annually by grants and contributions from persons, businesses, and local communities. In 2013, FDRLO reported \$636,000 in assets with revenue of \$384,000 mostly from grants/contributions and expenses of \$236,000 mostly from one salary and funding for an economic task force.⁴¹

Major Actions/Accomplishments

Force Structure Decisions

The FDLRA has been very active in the past few months in response to proposed force structure reductions by the Army as a result of DOD budget reductions. The FDLRA has started on on-line petition⁴² to allow local residents to express support for the Fort

On August 22, 2014, the New York Federal delegation, on behalf of the FDRLO sent the Secretary of the Army and the Chief of Staff of the Army a letter in response to the **Army's Supplemental Programmatic Environmental Assessment (SPEA)** published in the Federal Register on June 26, 2014. They expressed grave concerns about further reductions at Fort Drum, as large as 16,000 soldiers, under the SPEA in addition to the loss of an Infantry Brigade Combat Team (IBCT) in the Army's 2013 Programmatic Environmental Assessment (PEA).

The FDLRA also organized a public meeting with the **U.S. Missile Defense Agency (MDA)** to receive public comments as part of a two-year environmental impact study of four potential **East Coast missile defense sites**. If MDA decides to build an East Coast missile defense site at Fort Drum, the base could employ up to 1,800 military and civilian personnel and contractors. The other potential sites being evaluated are Camp Ravenna Joint Military Training Center in Ohio, Fort Custer in Michigan and a military base adjoining the Portsmouth Naval Shipyard in Kittery, Maine.

Housing

FDRLO has taken steps to assist Fort Drum in addressing a major DOD initiative, the **Residential Communities Initiative (RCI)**. This initiative, designed to address severe housing challenges throughout the military by "privatizing" family housing facilities and building quality housing communities immediately became an additional FDRLO priority. The organization has

⁴¹ http://pdfs.citizenaudit.org/2014_08_EO/16-1381861_9900_201312.pdf

⁴² <http://www.drum2025.com/>

Major Actions/Accomplishments (Cont.)

carefully monitored housing needs and shares results of updated housing analyses with Fort Drum, developers and area communities. FDRLO has also played an active role in attracting additional off-post housing. In January, 2006, FDRLO hosted a major Housing Forum where speakers including then Senators Clinton and Schumer, Congressman McHugh and representatives from the Pentagon and Fort Drum laid out the case for needed housing growth to over 300 developers, builders, financiers, and State and local agency representatives.

FDRLO recognized the community supply of housing, in particular rental housing, needed to complement the efforts of on post RCI. It was also recognized that in this market, with substantially lower feasibility rents and single major client, the Army, creating demand, such housing could not be accomplished without developer subsidies. The State contributed \$7.5 million to the county and local development agency allocated funds of \$1.5 million to create a Community Rental Housing Program (CRHP). Over the ensuing years, CRHP projects added 690 new units to the rental stock directly as a result of those funds. Indirectly those same projects added another 550 units as the initial cost of infrastructure and start up had been covered by the subsidy for the first units.

The remaining balance from that original CRHP funding was allocated to Norstar Bank in early 2011 to subsidize the Creek Wood project located on the north side of the City of Watertown. This project will add an additional 100 units of mixed use housing to the community. Though the area has seen increasing rents as part of the increased demand, the basic equation requiring incentives and subsidies to spur development has not changed. With the initial funds pledged from State and local sources exhausted, FDRLO launched new efforts to identify sources for incentives to produce additional construction. Local community support built a new fund of \$7 million from DANC, JCIDA, and Jefferson County. With new funding available the FDRLO posted notice of the availability of monies seeking new developments for funding under CRHP.

Office of Economic Adjustment Grant-supported Projects

Federal funding through the DOD OEA has been used for several community initiatives under FDRLO's leadership.

A \$737,579 federal grant was awarded to the **Development Authority of the North Country** (DANC) in 2006 to provide community adjustment assistance in response to the significant growth at Fort Drum.

The grant supported the DANC-FDRLO Growth Management Program to develop a Comprehensive Community Growth Management Strategy ⁴³ and for assistance to carry out FDRLO-DANC housing initiatives.

⁴³ http://behanplanning.com/files/9314/0682/5740/Fort_Drum.pdf

Major Actions/Accomplishments (Cont.)

The Growth Management Task Force worked closely with Behan Associates in partnership with EDAW, Inc., the towns and villages surrounding the installation and those not so adjacent and yet impacted by the growth of Fort Drum on the development of the FDRLO Growth Management Strategy. The first part of the project involved “Telling the Fort Drum Story.” The report was rolled out at a series of community-based meetings to ensure public involvement. The final document included suggestions of methods to streamline the flow of information between Fort Drum and local communities concerning military operations, development actions, and land use changes.

OEA support has also been critical in providing **training to elected officials** from local towns and villages on the front lines of growth management in their communities. Since September of 2007, FDRLO has sponsored a Training series for local planning and zoning officials on subdivision and Site Plan review procedures; commercial parking lot and outdoor lighting design; National Flood Insurance Program; NYS DOT permits and project review procedures, and farmland protection measures.

In 2011, FDRLO launched a **Public Transportation and Mobility study**.⁴⁴ This project involved conducting a transit needs survey, cataloging of existing resources, and analysis of service gaps. The consultants, Nelson/Nygaard, will ultimately offer possible efficiencies and solutions for mobility options for the ever increasing population due to Fort Drum expansion. While focused on that growth, the project will examine existing local resources currently applied to public transportation and suggest possible means of better usage and interagency enhancement

Regional Marketing Initiative: Drum Country Business

In 2005, FDRLO also assisted in the creation of a new group, the **Fort Drum Regional Health Planning Organization** (FDRHPO). Recognizing the unique nature of the community-based health-care model for Fort Drum, this initiative has taken steps to foster community- Fort Drum health-care planning by identifying gaps in services, expanding offerings and pro-actively planning for future health-care needs.

To help address the impact of Fort Drum’s projected transformation from an installation of approximately 21,000 soldiers and family members at the close of 2003 to over 34,000 by FY 2006, FDRLO also created an **Economic Development Task Force**. This on-going initiative has focused on efforts to strengthen spousal and retiree employment opportunities and to stimulate area economic development by identifying “gaps” between the goods and services Fort Drum needs and the local economy’s current ability to address those needs.

⁴⁴ http://www.fdrlo.org/FORT%20DRUM%20Transit%20Needs%20Assess%20FINAL_Jan23.pdf

Major Actions/Accomplishments (Cont.)

A **public-private partnership** originated in 2008 among FDRLO, the Industrial Development Agencies of Jefferson, Lewis and St. Lawrence Counties, Development Authority of the North Country, and National Grid has raised \$75,000 in local dollars with an additional \$45,000 from the National Grid. Under the FDRLO umbrella, this project has produced a regional marketing plan, community prospectus, targeted industries, and a new web site ⁴⁵ specifically directed towards site selectors.

Best Practices

1. The FDRLO drafted a Strategic Action Plan in March 2012, with the identification of focus areas and specific goals and metrics to gauge the success of efforts. This would be helpful in guiding a unity of effort for communities faced with uncertainty over future DOD decisions.
2. The FRLRA used the expansion of the base to justify numerous grant requests to OEA for studies of regional issues, training of local officials, and the development of plans. This is a great example of the variety of uses for OEA funds.
3. The FRLRA has been very successful as the conduit between the base, local housing developers/renters and the local municipalities to address the housing needs of incoming military personnel.

⁴⁵ www.drumcountrybusiness.com



Local Community Support Organizations



10. Lancaster, California

Military Installations Supported

Edwards Air Force Base, the 2nd largest base in the Air Force, is home to the Air Force Flight Test Center, the 412th Test Wing and the 95th Air Base Wing. The base also hosts tenant organizations, including the NASA-Dryden Flight Research Center, U.S. Marine Corps Reserve units, Air Force Research Laboratory's Propulsion Directorate and the Air Force Operational and Test Evaluation Center's Detachment 5. In total over 10,000 military, federal civilian and contract personnel are assigned to a 481-square mile installation. The 412th Test Wing plans, conducts, analyzes, and reports on all flight and ground testing of aircraft, weapons systems, software and components as well as modeling and simulation for the U.S. Air Force in support of the Air Force Test Center and the Air Force Materiel Command. It is the center of excellence for conducting and supporting research and developmental flight test and evaluation of aerospace systems from concept to combat. Edwards also hosts considerable test activities conducted by America's commercial aerospace industry. Edwards Air Force Base is the largest employer in the region, including China Lake.

Name of Local Community/Support Organization

The Edwards Community Alliance (“the Alliance”) ⁴⁶ was founded in 2001 to support the continued viability of Edwards AFB and the Air Force Flight Test Center through collaborative efforts, including political lobbying, financial support, and promotion of Edwards and the Antelope Valley Region as a premier location for continued pursuit of military, defense, and commercial aerospace enterprises.

The Alliance functions under the oversight and control of the County of Kern as the Single Local Base Retention Entity for Edwards Air Force Base. The County provides this oversight and control through its Community Development Department. The Aerospace Office, under contract to the County, facilitates the operation of the Alliance in accordance with a Statement of Purpose and Rules for Proceedings.

The membership of the Alliance is composed of a minimum of sixteen (16) members, with two (2) representatives each from California City, Lancaster, Tehachapi, and the communities of Boron, Mojave, and Rosamond, and two (2) representatives each for the County of Kern and the County of Los Angeles. The initial membership of the Alliance shall consist of those persons who have associated together to execute Articles of Association.

⁴⁶ <http://www.edwardscommunityalliance.com/>

Name of Local Community/Support Organization (Cont.)

Early in 2012, the Alliance and the Kern Easter Regional Network's leadership voted to combine these two organizations into ECA/EKERN, after realizing that their missions were identical.

Funding

Kern County was awarded grant funds from the California Technology, Trade and Commerce Agency to prepare an action plan designed to preserve and protect the missions of Edwards Air Force Base and the Air Force Flight Test Center. Additional grant funds were awarded to Kern County in 2002. Under State law, Kern County has been recognized as the "single local retention entity" for the Edwards Air Force Base and the Air Force Flight Test Center and will continue to serve in that capacity.

Currently, the Alliance is funded through the Kern County Economic Development Corporation.

Major Actions/Accomplishments

The Community Alliance has been formed to promote Edwards Air Force Base and the Air Force Test Center.

- Track what AFMC and Services/DoD are doing that concerns EAFB.
- Educate decision –makers on EAFB and its values to the Armed Forces.
- Compare the attribute of EAFB, its constituents, facilities, and regional partner base with other military bases.
- Counter false or misleading statements regarding EAFB.
- Protect the Edwards Air Force Base, the Air Force Flight Test Center and the R-2508 Airspace from encroachment from all sources.
- Collaborate with the Edwards military and civilian commands to leverage existing base capabilities and technologies to meet the requirements of the Department of Defense Vision 2010 and Vision 2020.
- Work cooperatively with the military commands to: strengthen existing military and community partnerships formed to attract new, compatible military missions to the base.

Major Actions/Accomplishments (Cont.)

- Work with appropriate congressional representatives and federal officials to bring more military facilities and personnel to Edwards to expand and enhance existing capabilities and missions of the Base and Flight Test Center and its tenants.

The Alliance advocated with the California Federal Delegation to receive \$1,125,480 grant from the Office of Economic Adjustment for the Muroc Joint Unified School District, North Edwards, California, to expand to a 913-student school and renovate Branch Elementary School on base serving grades K through six.

California Local Encroachment Study

As a statewide effort, the Joint Land Use Study (JLUS) focused on five areas that represent a cross section of Department of Defense (DoD) mission requirements; were geographically diverse; and reflected a multitude of different state, regional and local considerations. The five study areas were Beale Air Force Base, Fort Irwin National Training Center, Naval Air Weapons Station China Lake, **Edwards Air Force Base**, and **the R-2508 Complex**. The R-2508 Complex is the largest single area of Special Use Airspace over land in the United States, covering a land area of 20,000 square miles.

The State Office of Planning and Research (OPR) provided oversight for the JLUS, which included the Southern High Desert Region (R-2508 Complex, including Fort Irwin, China Lake, and Edwards Air Force Base). A Policy Committee and a Technical Advisory Committee composed of city, county, military, and other stakeholders guided the development of the JLUS for each undertaking. Both the Beale AFB and R-2508 JLUS's were completed in 2008.

The R-2508 JLUS ⁴⁷ included 61 recommended implementation strategies in the following categories: Acquisitions, Airport Land Use Compatibility, Navigation Easement, Capitol Improvement Programs, Communications/Coordination, Deed Restrictions, General Plan Updates, Habitat Conservation Tools, Legislative Initiatives, Light and Glare Controls, Real Estate Disclosures, and Zoning Regulations.

Key to the implementation of these strategies was the formation of a JLUS Steering Committee. The Alliance and Kern County has taken the lead to coordinate implementation efforts for the R-2508 Complex and has developed several zoning ordinances to help address renewable energy conflicts with military operations.

Community Visits to the Base

Several times a year, ECA/EKERN organizes visits by teachers and counselors from high schools in the region to public and private sector employers in the region. The purpose of these visits is two-fold: to acquaint educators with career opportunities in the region for their students, and for employers to brief educators on the qualifications they seek in the men and women they hire. Visits have been made to employers including businesses at the Mojave Air and Space Port.

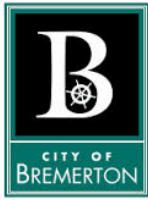
⁴⁷ http://opr.ca.gov/docs/final_r2508_2main_doc.pdf

Major Actions/Accomplishments (Cont.)

CalPortland Cement, Rio Tinto Borax, the Air Force Flight Test Center, Terra-Gen Power, Southern California Edison, General Electric Wind Energy, the California City wastewater treatment plant, and others.

Best Practices

1. Expanding community awareness and familiarity through site visits to military installations and unique facilities is a great way to educate and advocate for protection of the base.



Local Community Support Organizations



11. Bremerton, Washington

Military Installations Supported

Naval Base Kitsap (NBK) is a U.S. Navy base located on the Kitsap Peninsula in Washington State. It was created in 2004 by merging the former Naval Station Bremerton with Naval Submarine Base Bangor. The mission of NBK is to serve as the home base for the Navy's fleet throughout West Puget Sound and to provide base operating services, including support for both surface ships and Fleet Ballistic Missile and other nuclear submarines having their home ports at Bremerton and Bangor.

NBK also provides service, programs, and facilities to meet the needs of their hosted combat commands, tenant activities, ships' crews, and civilian employees. NBK is the third-largest Navy base in the U.S. and the largest naval organization in Navy Region Northwest, and it is composed of installations at **Bremerton, Bangor, and Keyport**, Washington. It features one of the U.S. Navy's four nuclear repair shipyards, one of two strategic nuclear weapons facilities, the only West Coast dry dock capable of handling a Nimitz-class aircraft carrier and the Navy's largest fuel depot.

The primary mission of **Bangor**, a deepwater facility, is to provide the West Coast basing and support for the Navy's component of the triad deterrence systems - - the submarine-launched TRIDENT ballistic missile system. Among Bangor's attributes are a dry dock capable of handling an Ohio-class ballistic missile submarine and the Strategic Weapons Facility Pacific - - one of two sites where the Navy stores its strategic warheads. Sixty percent (60%) of the U.S. ballistic missile submarine force is based at Bangor. Ships homeported at Bangor are:

- Eight ballistic missile submarines (SSBNs); the Ohio-class SSBNs carry 24 long-range Trident missiles with up to eight warheads per missile.
- Two guided missile submarines (SSGNs); converted from Ohio-class submarines, these submarines can carry up to 154 Tomahawk cruise, other land-attack, missiles, as well as support operations by Navy SEAL special operations forces.
- One attack submarine (SSN) of the Seawolf-class; is unique in the Navy in having a 100-foot hull extension that enhances payload capability, enabling it to accommodate: the development and testing needs for a new generation of weapons and sensors; a Remotely Operated Vehicle; and, support operations by Navy SEAL special operations forces.

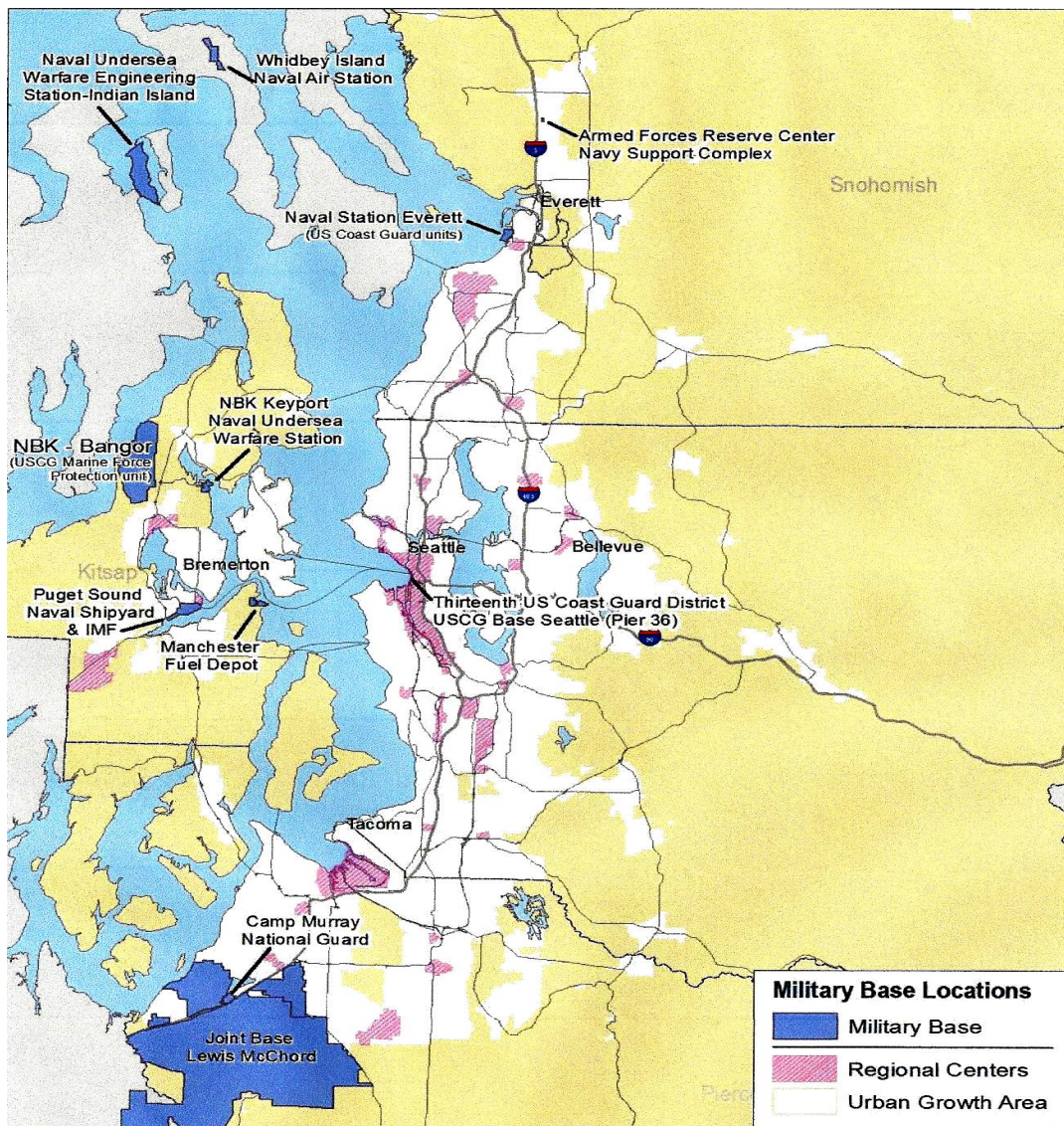
Military Installations Supported (Cont.)

Naval Base Kitsap - Naval Base Kitsap is approximately 11,200 acres with an annual payroll of approximately \$1 Billion and a total economic impact of approximately \$1.7 Billion. Naval Base Kitsap represents approximately 54% of Kitsap County's economy.

- Bremerton became the Navy's newest homeport in 1998 and hosts two attack submarines (SSN) of the Seawolf-class and two nuclear-powered aircraft carrier (CVNs).

Puget Sound Naval Shipyard & Intermediate Maintenance Facility (PSNS & IMF) located next to NBK -Bremerton is capable of handling nuclear-powered ship maintenance, and is one of only four naval shipyards. One of the dry docks can accommodate an Ohio-class SSBN, and one dry dock is the only government facility capable of accommodating a Nimitz-class carrier on the West Coast.

Keyport is host to the Naval Undersea Warfare Center (NUWC), a repair and maintenance facility for torpedoes and undersea mobile targets, as well as a research center facility to develop and apply new technologies for future undersea warfare needs.



Name of Local Community/Support Organization

Puget Sound Naval Bases Association (PSNBA) is made up entirely of volunteers who are dedicated to the cause of the organization to keep the Navy presence and workload strong in Kitsap County. Web site is currently undergoing transformation.⁴⁸ Membership is open to any employee of a naval installation and any business, civic or labor association, or individual who shares the goal of maintaining a strong naval presence in the Puget Sound Region. Since 1946, the objectives of the organization remain the same: To promote the general economic welfare of the members and area; To further and encourage mutual confidence between management and employees of the various activities encompassed by the naval installations in Kitsap County; To coordinate the establishment of policies affecting the welfare of the naval installations and to present to proper authorities matters evolving from these policies; To render such assistance to congressional representatives as would best enable them to present to Congress the needs of the naval installations and employees.

Funding

Reported revenues for the association through member dues were \$18,000. Expenses totaled \$6,000, carrying forward the balance to the next year.

Major Actions/Accomplishments

In early 2008, the **Prosperity Partnership** convened a 38 member Working Group with representation by each branch of the military with major operations in the Puget Sound; regional economic development entities; federal, state, and local governments; the private sector; and members of the workforce development, research, and environmental communities that make important contributions to the Puget Sound's Military cluster to publish "**Regional Economic Strategy: Military Cluster.**"⁴⁹ This diverse group of agency staff, elected officials, business owners, educators, economic development practitioners, and others collaborated to analyze the strengths, challenges, and opportunities within this broad sector, and to develop major initiatives and strategies to facilitate economic growth in the industry.

PSNBA was a key participant in Washington State's 2012 report, Retaining and Expanding Military Mission, a clear, concisely written work relating national strategies to resources to Washington State military bases and resident capabilities.

The Bremerton Chamber of Commerce holds an annual Armed Forces Appreciation Month in May with a series of events, discounts, and ceremonies.

PSNBA web site currently undergoing reconstruction and has not published a newsletter in two years.⁵⁰

⁴⁸ <http://www.psnba.org/>

⁴⁹ <http://www.psrc.org/assets/5613/MilitaryStrategy.pdf>

⁵⁰ <http://myemail.constantcontact.com/PSNBA--May--2012-Newsletter-.html?soid=1102831896760&aid=nuQkZo9qCm0>

Major Actions/Accomplishments (Cont.)

Naval Base Kitsap has received over \$1.1 billion in Military Construction since BRAC 2005.

One of the largest military construction projects in the DOD budget is currently underway at Naval Base Kitsap, Bangor's second Explosives Handling Wharf (EHW-2). The construction of a second EHW was necessitated by the increase to eight SSBNs being assigned there; Notable at Kitsap is the fact that there is no encroachment on base facilities. Security reasons have helped this, but the Base administration has been very proactive and promotes a cooperative approach toward growth issues with the neighboring communities.

Also notable are Naval Base Kitsap's energy savings initiatives, such as designing new buildings to LEED (Leadership in Energy and Environmental Design) standards.

A new Energy Savings and Performance Contract (ESPC) is being undertaken at Keyport and Bangor that will combine the installation of energy-savings devices such as geothermal heat pumps and high-efficiency lighting and air conditioning systems with innovative energy management practices; after an expected construction period of a year, the ESPC is expected to reduce energy use by 33 percent in the areas where it is installed.

Related to the issue of infrastructure is the fact that Naval Base Kitsap works extensively with Native American tribes (a total of ten identified) on actions that impact fishing rights on Navy property and in the waterways used by the ships and submarines. The Base has been very successful in working with these entities on innovative solutions such as piers which are offset from the shore to allow salmon to run, which has also enhanced the Base's overall environmental ratings; nevertheless, the tribes are formally sovereign entities, and negotiations are made more complex by their Government-to-Government nature.

A **Joint Land Use Study (JLUS)** of Naval Base Kitsap (Bangor, Bremerton, Keyport, and Manchester Fuel Depot) is currently underway with an estimated date for a final JLUS report to be completed by March 2015.⁵¹ The goal is to promote community development that is compatible with the Navy's training, testing, and operational missions and to seek ways to minimize negative impacts of the Navy's operations on adjacent communities and ecosystems.

Best Practices

1. Community organization traces its history and mission back nearly 70 years.

⁵¹ <https://www.planning.org/consultants/viewrequest.htm?RequestID=16606>



Local Community Support Organizations



12. Whidbey Island / Oak Harbor, Washington **Military Installations Supported**

Naval Air Station Whidbey Island is the sole naval aviation asset in the Pacific Northwest. Main aviation missions for NAS Whidbey Island are maritime patrol, maritime reconnaissance, electronic attack and aviation support (search & rescue and fleet logistics support). The Station is the home of all Navy tactical electronic attack squadrons, flying the EA-6B Prowler and EA-18G Growler. Adding to the depth and capability of the air station are four Maritime Patrol squadrons, two Fleet Reconnaissance squadrons, and four Fleet Logistics Support squadrons.

The base has a population of 9,470 (7,050 military and 2,420 civilian / contractors), located on 4,250 acres. Total acreage under NAS control exceeds 55,600 acres, and annual economic impact is pegged at \$592 million to the local community. NAS Whidbey's current economic impact on the community is estimated at more than \$1 billion, comprising \$833 million in total payroll, \$108 million in contracted facilities and projects, \$120 million for capital projects, \$18 million in medical payments and \$6 million in education.

The base also expects to receive two additional EA-18G Growler expeditionary squadrons in 2016, but that EIS process will ultimately determine the basing for that aircraft. There are 83 Growlers at the base, and by 2015, there will be 114. NAS Whidbey's location is viewed as the "Cornerstone for Supporting Pacific and Arctic" missions which include: Strategic Sealift, Maritime Presence, Maritime Security Operations, Ensuring Freedom of Navigation and Over-flight.

Training Capabilities: NAS Whidbey Island is void of encroachment due to the community's adoption of a Comprehensive Land Use Plan with aggressive city and county zoning and development constraints. NAS Whidbey Island airspace and electronic training environments are unique. There is no other location in the continental US where active jamming training can be conducted with little or no effect on civil aviation or other civil emissions (i.e. TV, radio, communications, etc.). This, combined with an extremely close working relationship with the base, provides an ideal environment for day / night training which is completed by the following training assets:

Name of Local Community/Support Organization

The Save NAS Whidbey Island Task Force was formed after Whidbey was first put on a BRAC list in 1991. Since then the community leadership have used this entity to promote the many benefits of the NAS. The local community installation support group in the City of Oak Harbor and

Name of Local Community/Support Organization (Cont.)

Island County⁵² are very supportive of the base and its military personnel and families. The relationship was summed up at the 70th anniversary of the base with the following comments: Air Station Commanding Officer Capt. Jay Johnston praised the City of Oak Harbor and Island County for their outstanding support of the base and for developing what he called “the best zoning practices in the nation.”⁵³

Funding

There is no public information on funding for this organization.

Major Actions/Accomplishments

An Air Installations Compatible Use Zones (AICUZ) Study update in 2005⁵⁴ for the Navy’s air installation in Island County, Washington—Naval Air Station (NAS) Whidbey Island’s Ault Field and OLF Coupeville examined various airfield planning parameters related to aircraft operations, noise, and safety. An AICUZ study was originally prepared and approved for NAS Whidbey Island’s Ault Field and OLF Coupeville in 1977 and an update approved by the office of the Chief of Naval Operations in 1986.

NAS Whidbey has consistently been recognized as the “Most Desired” duty station in the Naval Air community, and Oak Harbor and Island County have taken extreme measures to ensure that NAS Whidbey Island can continue to conduct its aviation missions without fear of civilian encroachment. The community’s publication, NAS Whidbey “The Future is Here” – 2005, clearly articulates the community’s involvement in supporting the military personnel and families assigned to the NAS.

Task force members keep the base — and the vital role it plays locally and nationally — in front of decision-makers in Washington, D.C.

The group has an important ally there, retired Rear Adm. James Seely, former commanding officer of NAS Whidbey, who is a paid consultant, providing regular reports to task force members and serving as an escort when groups of local officials venture to Capitol Hill each year. NAS Whidbey Island's partnership with Island County, the state of Washington, and the city of Oak Harbor has already prevented a proposed shopping pavilion from being developed in an accident potential zone. Partners acquired a restrictive easement on commercially zoned land that lies near

⁵² http://storage.cloversites.com/islandcountyrepublicanparty/documents/County%20Pro-Navy%20Proclamation%2012AUG13_3.pdf

⁵³ http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0CCQQFjAB&url=http%3A%2F%2Fwww.ofm.wa.gov%2Freports%2Fmil_report.pdf&ei=p_JDVJColl7esATfo4DYBA&usg=AFQjCNEEZfw32JooVBKO74uxw9bfbAWqUQ

⁵⁴ <http://www.cnic.navy.mil/content/dam/cnic/cnrnw/pdfs/NASWifactsheets/NAS%20Whidbey%20Island%20AICUZ.pdf>

Major Actions/Accomplishments (Cont.)

the installation's runway. Another effort is protecting farm land within a National Historic Reserve near OLF Coupeville and is leading to other REPI projects in the same area.

Since 2008, a dispute between residents living near OLF Coupeville an outlying landing field used to train pilots based at Naval Air Station Whidbey Island in northwest Washington and the Navy has grown to oppose training flights by Navy Growlers. In addition, the Navy is preparing an Environmental Impact Statement for EA-18G Growler Airfield Operations at NAS Whidbey Island.⁵⁵ The EIS will evaluate the potential environmental effects associated with an addition of up to 36 aircraft to NAS Whidbey Island. The purpose of the proposed action is to improve the Navy's electronic attack capability and to provide the most effective force structure and tactical airborne electronic attack capabilities.

In July 2013, a group of residents known as **Citizens of the Ebey's Reserve for a Healthy, Safe and Peaceful Environment**⁵⁶ filed a federal lawsuit arguing the Navy should have performed a comprehensive environmental impact statement in 2005 rather than a less detailed environmental impact assessment before allowing the Growlers to train at OLF Coupeville.⁵⁷

In August 2013 an Island County Commissioner asked the Island County Economic Development Council and Economic Development Association of Skagit County to compile a report on the military impact of Naval Air Station Whidbey Island to both counties' economies. After initial discussions, the **Island County Economic Development Council** volunteered to take on the project.⁵⁸

Best Practices

1. The economic impact report developed by the Island County Economic Development Council is an excellent effort using local resources to capture both the contributions of the base as well as the support of the community.
2. The local area has worked well with the base to take full advantage of the DOD Readiness and Environmental Protection Integration (REPI) program to purchase off-base land and easements for the protection of landing zones at the base.

⁵⁵ <http://www.whidbeyeis.com/>

⁵⁶ <http://citizensofthereserve.wordpress.com/>

http://seattletimes.com/html/localnews/2022511067_whidbeynoisxml.html?prmid=4939⁵⁷

⁵⁸ http://www.nwboard.org/documents/Combinded_2012-2013NASWI_Eco_Impact_Study_Summary_and_NAS_Whidbey_Impact.pdf



Local Community Support Organizations



13. Phoenix/Glendale, Arizona

Military Installations Supported

Luke Air Force Base near Glendale, is a major training base of the Air Education and Training Command (AETC), training pilots in the F-16 Fighting Falcon. It is the largest air base in the world, and if ranked by fighter aircraft, Luke would be approximately the 7th largest Air Force in the world with more than 180 F-16's stationed at the base. LAFB trains 75% of all F-16 pilots with more than 180 training sorties performed every day. That's roughly the same amount of sorties performed as in the opening days of Operation Desert Storm. There are more than 6,000 Airmen stationed at Luke Air Force Base with more than 600 deployed in Afghanistan, Iraq and around the world every year.

The 56th Fighter Wing manages Auxiliary Field #1, Gila Bend Auxiliary Field, and 1.1 million of the 2.7 million acres that comprise the Barry M. Goldwater Range in Southern Arizona. The United States Air Force, Army, Navy, Marine Corps, Air Force Reserves and the Arizona National Guard use the Goldwater Range for training. Luke AFB contributes more than 7,000 jobs and \$2.17 billion annually to the West Valley local economy.

Name of Local Community/Support Organization

Luke AFB is located in the west valley outside Phoenix Arizona in a suburban setting with operations that affect numerous townships in various economic and social ways. As such, more than one organization has been established to represent various aspects of community interests.

The Fighter Country Partnership (FPC) is not-for-profit corporation established in 1992 with the strategic goal of promoting strong ties and an active partnership with LAFB and coordinating the efforts and activities of communities in the West Valley that support Luke AFB. Their Members include the **West Valley Partners (WVP)**, comprised of a board of Mayors and other government representatives from the 14 local townships and Maricopa County whose sole function is to retain appropriate federal representation in Washington, D.C. to lobby for funding, legislation and awareness that will assist in its goal of preserving current and future missions at Luke Air Force Base. The **WVP** is funded through contributions from member municipalities.

Fighter Country Foundation (FCF) is a 501(c)(3), not-for-profit corporation established in 2006 to focus on the supporting programs and services at Luke AFB that aid, support and honor Airmen and their families in need. FCF has made a significant impact on the lives of servicemen and women stationed at Luke AFB.

Name of Local Community/Support Organization (Cont.)

In 2009, **Luke Forward**⁵⁹ was launched by the FCP and WVP as a broad public campaign to secure the F-35, the fighter jet expected to eventually replace existing aircraft, at Luke. The Luke Forward campaign was launched by the West Valley Partners (Maricopa County and the cities and towns within the county west of Interstate 17) and Fighter Country Partnership to generate awareness and support of the positive impacts the F-35 will bring to Arizona. The goal was to show decision makers in Washington, D.C., that Arizona strongly supports Luke Air Force Base continuing to serve as the nation's premier fighter-pilot training facility.

In addition, certain cities also maintain their own efforts to educate their constituents on the support provided to Luke AFB. Glendale's website⁶⁰ provides a great overview of their partnership over the years with the base.

Funding

The FCP is a non-profit 503(c)(4) funded annually by membership dues, grants and contributions from persons, businesses, and local communities. In 2013, FCP reported \$320,000 in assets with revenue of \$523,000 and expenses of \$466,000 mostly from one salary and sponsorship of events.⁶¹

Major Actions/Accomplishments

Despite the large number of groups and interests, the **FCP** with support from the **WVP** have been one of the most effective community support organizations in the Country balancing the interests of 14 disparate communities in a rapidly changing suburban environment. They closely coordinate their activities with the Communities Initiatives Team operating from Luke AFB.⁶²

Efforts to Curb Incompatible Development

Between 1995 and 2005, the WVP worked with the Arizona federal delegation, The State of Arizona, and the Air Force to take the results of studies expressing concerns with the Air Installation Compatible Use Zone (AICUZ)⁶³ around Luke AFB and to implement a series of unprecedented actions to protect the airfield from incompatible development.

⁵⁹ <http://lukeforward.com/fact-sheets/>

⁶⁰ <http://www.glendaleaz.com/LukeAFB/index.cfm>

⁶¹ <http://mrk7s4e8c3i2qrbhf3gg6jncbl.wpengine.netdna-cdn.com/wp-content/uploads/2014/10/Form-990-FCP-2013.pdf>

⁶² <http://www.luke.af.mil/library/factsheets/factsheet.asp?id=5980>

⁶³ <http://www.luke.af.mil/shared/media/document/AFD-070119-035.pdf>

Major Actions/Accomplishments (Cont.)

The WVP and FCP quickly abandoned the idea of “preventing encroachment” for a valley that at the time was one of the fast growing communities in the country in a state that values property rights. Instead, the WPV settled on the mission to “promote compatible development” for every privately owned parcel of land that may have posed a threat to Luke AFB operations or transit ways to the Goldwater Range. As a result, Arizona’s Compatible Land Use Plan for military airfields was structured into seven separate zones that are based on the high hazard and noise guidelines established by the U.S. Department of Defense’s Air Installation Compatible Use Zone (AICUZ) program and state of Arizona legislation. Compatible uses and the recommended intensity of these uses differ within these seven zones. Compatible uses range from wholesale trade and distribution and manufacturing and industrial processing to general agriculture/livestock, business, personal and professional services and communications facilities and utilities.

The FCP and WVP worked with the Arizona State Legislature to adopt new regulations for development within the operating area of a military installation and lands within high noise or accident potential zones around Luke AFB and its auxiliary fields, and created the Military Installation Fund which would help to fund land acquisitions or other projects that could serve to protect military facilities from encroachment by the development of incompatible uses.⁶⁴

The FCP coordinated with the Air Force to address changes in perception from the community came as new residents, who were less familiar with the sound of jet operations, moved into the area and began to complain about noise. As a result, Luke AFB escalated their existing public relations effort. Efforts to protect the facilities paid off, not only producing new development regulations but also by providing additional guidance to direct incompatible development away from noise corridors and accident potential zones.

The FPC and WVP used their roles as Mayors to require municipality planning offices and developers to contact Luke officials early in the development planning stage, working to transfer development densities away from aircraft high noise areas. To assist in its advisory role, Luke planning experts crafted the graduated density concept (known as the "GDC") to encourage development that gradually increases residential density outside of legislated "high noise" and "accident potential zone" areas. This concept has been adopted for both Luke's main base and the base's Auxiliary Field 1 in Surprise and is listed in municipal general plans.

The FPC and WVP worked with the Arizona federal delegation to gain a commitment from the Air Force to invest over \$27 million for the purchases of deeds or incompatible development restrictions of private property in critical areas of clear zones and Accident Potential Zone 1.

⁶⁴http://www.azwild.org/resources/documents/Strategies_Protect_Arizonas_Military_Economy_Maricopa_SI_AWC_Final_000.pdf

Major Actions/Accomplishments (Cont.)

WVP hired a series of federal lobbying firms specializing in military base enhancement and economic development assistance. In return the firms were able to get \$5.5 million in investments for critical runway improvements accelerated by the Air Force.

Following the success of the runway funding, the consultants were asked to finalize work on a special air traffic rule with the Federal Aviation Administration that would require general aviation pilots flying in West Phoenix and north of the base to contact the Luke control tower.

The consultants also advocated the Department of Defense for \$10 million to support six projects to upgrade remote controlled targets; electronic threat simulators; communication infrastructure; and new radio equipment at the Barry Goldwater Range.

The consultants also worked on a “Manage Growth Campaign,” intended to be an educational and informational campaign using video ⁶⁵ and a website to explain the value of LAFB, national defense, state economy and communities that surround the base.

Advocacy for the F-35

The biggest recent success of the FCP was the drive spearheaded by Luke Forward to advocate to and coordinate with the Air Force on the strategic basing decision to select Luke AFB as the Air Force’s second F-35 pilot training base over Eglin AFB and Holloman AFB, NM. On 31 March 2011, the Air Force announced that the F-35 Lightning II would replace the F-16 as the primary training aircraft at Luke, although the dates of deployment of the new aircraft to Luke and reorganization plans were not announced. On 16 July 2013, the Air Force announced that Luke AFB will be the home station for up to six squadrons or a total of 144 F-35A Lightnings.

These decisions culminated three years of intense effort to ensure a united front and effort of support for the F-35. Prior to completing its final report, the Air Force held extensive public meetings in the community to receive input from residents, businesses and other governmental agencies. Nearly 10,000 Luke supporters attended the meetings or sent letters or emails to the Air Force in support of Luke receiving the F-35A training mission. Luke Forward was the primary interface for the Air Force during the drafting of the Environmental Impact Statement (EIS), coordinating the logistics for public hearings and ensuring a wide dissemination of information. In total, almost 21,000 citizens living in every city and town throughout Arizona registered their support of the new training mission at www.LukeForward.com.

Taking lessons from noise concerns expressed by the city of Valpariaso, Florida regarding the stationing and operations of F-35’s at Eglin AFB, the FPC and WVP worked very aggressively to update noise data models as F-35 engines were tested, and to ensure that the concerns of any community in the Luke AFB flight pattern were addressed and internally mitigated prior to the final EIS and Air Force Record of Decision (concerns about noise eventually affected local

⁶⁵ <http://fightercountry.org/multimedia/videos/luke-forward-luke-today/7340>

Major Actions/Accomplishments (Cont.)

elections in one town to the point that officials expressing those concerns and using huge speakers at public meetings to demonstrate the expected noise were removed from office.)

When the state of Arizona established noise contour lines around Luke AFB through statutory regulations, elected officials in the WVP had the foresight to make the area within the noise lines larger in order to provide the flexibility to accommodate new aircraft and changing training missions. For example, the current noise lines are almost twice as large as what is necessary for the F-16. West Valley cities bordering Luke AFB have protected 32,788 acres from development that would be incompatible with Luke's training mission.

The FCP sponsored a delegation of WVP community representatives to travel to the F-35 assembly line to watch the construction of the first F-35 that would be delivered to Luke AFB. Upon the arrival of the F-35, the FCP released a video of event.⁶⁶

Support for the Luke AFB Community

Annually, **FCF** supports programs on Base that ease and comfort these fine men, women and families as they serve our country.

Operation Thunderbox - Occurs each July, October and December - collects comfort items such as sunscreen, phone cards and powdered drinks for airmen. Items are collected and the program pays for boxes and postage for 450 boxes: 150 in July, 150 in October and 150 in December to Airmen deployed from Luke AFB to Iraq, Afghanistan, Qatar, and throughout the world.

Operation Warmheart - Occurs throughout the year - Used to assist military families in times of hardships for things that Air Force Aid is unable to help them with. Warmheart is also used to augment Adopt a Family and Angel tree donations during the holidays.

Unit Spouse and Family Support Fund - The Foundation provides support and services to help Luke service members cope with the demands of deployments and to support families during separations resulting from mission requirements. Hearts Apart provides monthly activities that offer social, recreational, and morale support through a wide range of events, including picnics, bowling, arts and crafts, spouse luncheons, sports events, children's activities, and concerts. In addition, expanded quarterly activities include Post-deployment "Welcome Home" events to provide education on reunion stressors and coping with issues related to deployment in a friendly welcoming environment that includes lunch and welcome home gift certificates to the deployers and families. This program supports over 1,500 persons per year.

⁶⁶ <http://vimeo.com/99090941>

Major Actions/Accomplishments (Cont.)

Airmen / Family Readiness Center - FCF market Base programs and encourages participation in activities designed to promote the welfare of the Luke active duty and family population.

Fighter Country Foundation has established the **Luke Airmen Memorial Fund** to assist any Airmen injured or killed in the line of duty.

FCF has started **Facility Advancement And Relief (FAAR)** Fund to support initiatives geared towards capital projects on the base. Years of military budget cuts and sequestration have forced capital dollars at Luke AFB be directed toward projects that fall under the “mission critical” category.. If Luke AFB wants to build a new fitness facility, build a new aquatic facility, renovate the library or build a new child development center; the likelihood of those projects being approved is much slimmer than those within the “mission critical” category. FCF has the opportunity to pursue some major and massive projects at Luke AFB that will have a direct impact towards the quality of life.

The Blue Blazer Squadron (BBS), an Alumni Association of the Honorary Commanders of the FCP shall be the prominent volunteer force representing FCP in the community. The highest priority for the BBS shall be to support the men, women and families of those serving in the military at Luke Air Force Base through FCP. The BBS shall, at times, be called upon to provide their personal and professional resources and talents through FCP, as mutually agreed upon, and be ready to serve at a moment’s notice when the need arises. While BBS members may have continuing relationships with the base squadrons they were assigned to as Honorary Commanders, those relationships are not part of the mission of the BBS and are maintained at the personal or professional discretion of current Luke Air Force Base commanders.

Best Practices

1. Extremely close coordination and cooperation between the community relations representative at Luke AFB, the FCP, the WVP, the State, and the Federal Delegation ensured that all parties were well informed, on message, and working towards the same goals.
2. The protection and preservation of full operational use and flexibility on the Goldwater Range has been essential to Air Force Basing decisions. The best protection for a base is the strategic importance of the ranges and other training facilities.
3. The use of social media and websites to establish petitions, share videos, and promote the objectives of the FCP to the citizens of the West Valley is a very good way to present a unified front while ensuring a high degree of education.

Best Practices (Cont.)

4. The establishment of a separate foundation to support local military personnel as opposed to the base and missions allows for community leaders to promote efforts to take care of the troops that do not have to compete for resources for initiatives to market the base.
5. Having an experienced consultant dedicated solely to the promotion and advocacy of the base with a clear set of priorities provided by the WVP allowed the FCP and Luke Forward to be more proactive and responsive during the EIS process to solve problems before they became a real threat.
6. The WVP worked very quickly and effectively to marginalize certain community leaders who threatened to raise noise concerns during a critical period of assessment as a way to obtain favorable outcomes for other goals.



Local Community Support Organizations



14. Colorado Springs, Colorado

Military Installations Supported

Colorado Springs is home to several major military installations along the Front Range, including **Fort Carson, Peterson Air Force Base, The United States Air Force Academy, and Schriever Air Force Base (AFSPC)** with more than 105,296 direct and indirect jobs attributable to the military presence and a \$12.6 billion economic impact.

Fort Carson is one of the Army's youngest installations. The Mountain Post is recognized as one of the world's premier locations to lead, train, and maintain while preparing soldiers to win on the battlefield. Fort Carson serves over 26,000 active duty military, 42,000 family members, and 6,300 civilians. Fort Carson is the home of the 4th Infantry Division, the 10th Special Forces Group, the 440th Civil Affairs Battalion (USAR), the 71st Ordnance Group (EOD), the 4th Engineer Battalion, the 1st Battalion, 25th Aviation Regiment, the 759th Military Police Battalion, the 10th Combat Support Hospital, the 43rd Sustainment Brigade, the Army Field Support Battalion-Fort Carson, the 423rd Transportation Company (USAR) and the 13th Air Support Operations Squadron of the United States Air Force. The post also hosts units of the Army Reserve, Navy Reserve and the Colorado Army National Guard. The Fort itself is situated on 137,000 acres and utilizes the 236,000 acre **Pinion Canyon Maneuver Site**.

Peterson Air Force Base is located at Colorado Springs in El Paso County. It provides runways for the adjacent City of Colorado Springs Municipal Airport under a shared joint civil-military airport arrangement. **Air Force Space Command**, created Sept. 1, 1982, is a major command headquartered at Peterson Air Force Base, Colo. AFSPC defends North America through its space and intercontinental ballistic missile operations. The 21st Space Wing is headquartered at Peterson Air Force Base, Colo., and is the Air Force's only organization providing missile warning and space control to unified commanders and combat forces worldwide.

Peterson AFB is also home to **U.S. Northern Command**. USNORTHCOM was established Oct. 1, 2002 to provide command and control of DoD homeland defense efforts and to coordinate defense support of civil authorities. USNORTHCOM defends America's homeland - protecting people, national power, and freedom of action. USNORTHCOM's AOR includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles. The commander of USNORTHCOM also commands the **North American Aerospace Defense Command (NORAD)**, a bi-national command responsible for aerospace warning, aerospace control, and maritime warning for Canada, Alaska and the continental United States.

Military Installations Supported (Cont.)

Schriever Air Force Base is home to the 50th Space Wing, the Space Innovation and Development Center, the Missile Defense Agency, 310th Space Wing and numerous tenant organizations. More than 8,100 personnel work on Schriever AFB, located approximately 10 miles east of Colorado Springs.

The **United States Air Force Academy** is located immediately north of Colorado Springs in El Paso County. The Academy's stated mission is "to educate, train, and inspire men and women to become officers of character, motivated to lead the United States Air Force in service to our nation." It is the youngest of the five United States service academies, having graduated its first class in 1959. Graduates of the Academy's four-year program receive a Bachelor of Science degree, and are commissioned as second lieutenants in the United States Air Force. The Academy support approximately 4,000 cadets and is also one of the largest tourist attractions in Colorado, attracting more than a million visitors each year.

Name of Local Community/Support Organization

The **Colorado Springs Regional Business Alliance**⁶⁷ is committed to being the primary advocate of the Colorado Springs/Pikes Peak region business community, dedicated to serving businesses of all sizes to build regional economic growth. The Business Alliance is the connection between business and government, business and business, and business and the workforce. The Colorado Springs Regional Business Alliance is the name of the organization that resulted from the merger of the Greater Colorado Springs Chamber of Commerce and the Colorado Springs Regional Economic Development Corporation. According to their website, these "two leading organizations dedicated to business growth and prosperity are now working as one, powerfully bonded and strategically aligned with our partners in the region and with the broader Front Range."

The Business Alliance has three primary units designed to meet the needs of the military community and the industry that serves them.

- The **Aerospace and Defense Economic Sector Team** serves business development needs by bringing together companies to search out new opportunities and projects.
- The **Military Affairs Council**,⁶⁸ founded in 1941, brings together community, retired military, and industry leaders in support of the men and women in uniform. They strive to be the first organization any military command in the Pikes Peak Region looks to for service, support and advocacy. Secondly, we serve as the voice of the military and defense and related industries in the Pikes Peak Region.

⁶⁷ <http://www.coloradospringsbusinessalliance.com/>

⁶⁸ http://www.coloradospringsbusinessalliance.com/library/Military_Affairs/MAC_Information/Mission.pdf

Name of Local Community/Support Organization (Cont.)

- The **Defense Mission Task Force** organizes the community, including elected officials, to respond to issues such as base realignment and closure. They also partner with many other organizations that serve the military community in many different ways.

The **Regional Coalition for Strategic Federal Action** was formed in 2011 to bolster the region's outreach and lobbying efforts. The Regional Coalition for Strategic Federal Action is a group comprised of 12 private & public organizations working with the Washington lobbying firm of Mehlman, Vogel & Castignatti at \$100,000 a year to address high priority issues of the residents of El Paso County.

However, **Colorado Springs Forward** has recently been formed and was born out of the reported local frustration with the performance and dysfunctionality of local government observed in 2013. Many individuals and organizations attempted to confront and address the situation without success, or see a path for resolution, to help the region move forward to reach its potential. In April 2014, several of these civic leaders and community organizations shared their experiences and realized that only through unity, collaboration and a passion for action could the significant challenges facing the Pikes Peak region be addressed.

Colorado Springs Forward was incorporated on April 18, 2014 as a 501(c)(6) organization.

The **Colorado Springs Regional Business Alliance** and the Housing and Building Association of Colorado Springs, along with community leaders refined the concept of an umbrella organization to drive action through broad collaboration. The primary focus was to achieve significant growth in the local economy by leveraging the extensive talent and assets across the Colorado Springs community. This process involved meeting with elected officials and other partner organizations to receive input and feedback as the Colorado Springs Forward mission evolved. A community call to action signed by over 500 people was published in the local media on September 4, 2014 and the work of Colorado Springs Forward commenced. The genesis of Colorado Springs Forward goes back further and deeper than just the political strife in 2013/2014. There are many initiatives and successful community collaborations that will form part of the foundation of our work going forward.

Funding

Full financial for the Regional coalition are not available, but they have retained lobbying representation at \$100,000 per year, and costs El Paso County \$10,000 per year.

Colorado Springs Forward has just begun forming and no financial information is readily available.

Major Actions/Accomplishments

Starting in 2011, the Regional Coalition has hosted groups to Washington, D.C. to meet with key federal decision makers. Meetings centered on military and national security, transportation, wildfire mitigation, higher education and sports and wellness.⁶⁹ Other results from the trip:

- Met with officials from the U.S. Economic Development Administration about developing a proposal to win an i6 Challenge Grant, a multi-agency grant that encourages and rewards innovative, ground-breaking ideas that accelerate technology commercialization, new venture formation, job creation, and economic growth.
- UCCS began an informal partnership with George Mason University in Fairfax, Va., which has built a research park like UCCS is planning and has been successful at building programs that encourage job growth and regional cooperation.
- Met with officials from the Agriculture and Interior departments about recovery efforts from the Waldo Canyon fire, where the officials stressed that regional cooperation was needed to get the most federal help.

In response to studies undertaken by the Army to reduce end strength, in 2014 The Business Alliance initiated the “**Keep Carson Strong**” campaign with over 3,700 cards and letters sent to the Army. They also have a broader strategy with focus on resolving issues that hamper our installations' ability to fulfill their missions effectively, preparing and making our case to decision-makers in support of the installations and getting more support from a state level.

They have signaled to elected officials opposed to, or in some cases passing, harmful legislation directed toward the restriction of expansion of the Army's Piñon Canyon Maneuver Site (PCMS). Working with the federal delegation, they were able to identify a path to resolution of the dispute between neighboring landowners and the Army. The members of the congressional delegation passed legislation addressing the issue in a manner acceptable to both sides and got the Army to lift a waiver on expansion. The result of those efforts is that for the first time in a decade, 2014 has seen no legislation on PCMS at the state or federal level, and a major irritant for Army leadership is gone.

On the other hand, the Bureau of Land Management and Fort Carson are looking into ways to quell helicopter noise from high-altitude training over homes in Cañon City and Fremont, Teller and Park counties. The Army is seeking to expand helicopter training across federal lands within a 50-mile radius of the post. The Army submitted a formal proposal for the training to BLM last year as a temporary pact was set to expire. If approved, the Army would have its number of landing zones more than triple.

⁶⁹ <http://gazette.com/coalitions-trip-to-d.c.-hailed-as-highly-productive/article/146165>

Major Actions/Accomplishments (Cont.)

In recent years, the need for helicopter training has increased with the introduction of the 2,800-soldier 4th Combat Aviation Brigade, which is supposed to have all 112 of its helicopters on hand soon. The unit began forming at Fort Carson two years

Recognizing that the strongest military communities enjoy strong state support, they have joined with other organizations and retired military leaders like retired Lt. Gen. Ed Anderson in efforts to garner stronger backing. They worked with our partners from the Aurora (home to Buckley AFB) Chamber of Commerce to push three bills at the state Legislature designed to provide

Even before Congress takes action to authorize another BRAC, leaders in Colorado Springs are trying to mobilize support. They have focused attention on solving the long-term problem of encroachment at Peterson AFB. Peterson has tried for years to negotiate for more space — asking for 800 acres to move into new missions, boosting its footprint by one-third. The city leases land to Peterson, at \$1 a year, and allows the Air Force to use runways at Colorado Springs Airport. In addition a recent agreement by a Colorado Springs, Colo., developer to purchase an 18,000-acre ranch on the eastern side of the city could provide the solution to Peterson Air Force Base's long-unfulfilled need to expand. Peterson AFB Commanders have previously sought to enlarge Peterson onto the ranch property, located on its eastern border

In February 2013, Air Force Space Command hosted a series of joint military/community subject matter expert workshops to discuss a regional level, multi-installation encroachment planning analysis by the Air Force as part of its **Air Force Encroachment Management (AFEM)** Program, and the development of a **Regional Encroachment Management Action Plan (REMAP)**. The purpose of the workshops was to help provide an enhanced understanding of the military's regional mission and operational requirements, as well as common interests shared between the military and Front Range communities. Topics covered included urban growth, climate and water supply, energy, airspace, and the radio frequency spectrum. Ultimately, the goal of the REMAP is to foster compatible mission and community growth through targeted initiatives, many of which will require ongoing coordination between military installations and community stakeholders.

Colorado Springs Business Alliance has developed an early report card of Strengths; Plenty of room for missions at Fort Carson; Strong command missions at Peterson and Schriever; and two new groups focused on retaining, growing military. They have also identified potential weaknesses; Lack of statewide initiatives and funding; Missile defense missions and GPS missions vulnerable to move to other states; Perception that Colorado isn't military-friendly after protests about Piñon Canyon Maneuver Site; and amendment 64 legalized recreational use of marijuana, but is still violation of federal law

Best Practices

1. The Regional Business Alliance formed out of several disparate efforts aimed at similar goals of economic development and local prosperity. Combining forces within a community is theoretically a best practice, but the newly formed Colorado Springs Forward organization demonstrates an underlying tension and dysfunctional situation within the community.
2. Continual (annual) engagement by community leaders with Federal representatives promotes awareness and understanding of local issues.
3. Community leaders are actively working with the Air Force to identify priorities and to develop action plans to provide for potential growth opportunities at Peterson AFB.



Local Community Support Organizations

15. Belleville, Illinois **Military Installations Supported**

Scott Air Force Base employs nearly 14,000 people and generates over \$2 billion annually into the regional economy. Scott has roughly 5,800 active duty military and 2,000 Air National Guard and Air Force Reserve members. The base also employs more than 3,100 Federal civilian employees and more than 2,400 non-appropriated fund contract civilians and private business employees. In addition, more than 8,000 family members and 17,000 retired military members in the local area are assigned to the base for services. Scott AFB comprises 2,560 acres of land and easement/right of way for another 1,029 acres.

The primary mission of **Scott AFB** is global mobility. The base commands and controls all logistics of United States military in air, over land and across the sea. Team Scott sets policies and executes all air mobility operations. The installation is responsible for providing United States aeromedical evacuation capabilities, fly operational support airlift in the C-21, and air refueling missions in the KC-135. As the host unit at Scott AFB, the 375th Airlift Wing (AW) supports four major headquarters and a numbered Air Force with worldwide responsibilities: **U.S. Transportation Command (TRANSCOM)**, **Air Mobility Command (AMC)**, **the Surface Deployment and Distribution Command**, Defense Information Technology Systems Agency, and the 18th Air Force. The 375 AW also provides support for the Air Force Communications Agency (AFCA), the Defense Information Technology Contracting Office (DITCO), the 932nd Airlift Wing (Reserve), and the Illinois Air National Guard's 126th Air Refueling Wing—along with approximately 66 other associate partner units.

Name of Local Community/Support Organization

The Scott Air Force Base and Southwestern Illinois Defense Assets Retention and Expansion Task Force⁷⁰ was created in May 2013 by Madison and St. Clair Counties and the Leadership Council Southwestern Illinois to serve as “one voice” in providing regional support for retention and expansion efforts. The taskforce includes members of the Leadership Council of Southwestern Illinois and representatives from Madison and St. Clair counties. The taskforce will be co-chaired by the Executive Director of the Leadership Council; the Director of Economic Development for St. Clair County, and the Executive Director of Southwestern Illinois College’s Sam Wolf Granite City Campus, representing Madison County, and the Executive Director of the Greater Belleville Area Chamber of Commerce.

⁷⁰http://www.leadershipcouncilswil.com/documents/NewTaskforceFormedtoSupportRetentionandExpansionofSAFB_000.pdf

Name of Local Community/Support Organization (Cont.)

The Leadership Council Southwestern Illinois is a member-based, economic development corporation representing Madison and St. Clair counties. The Council works to attract/retain jobs and stimulate capital investment through its coalition of leaders in business, industry, labor, education and government. These effective partnerships serve as a driving force behind successful economic development efforts throughout the Metro East region. The Leadership Council, St. Clair County and Madison County have been spearheading the Scott Air Force Base Task Force efforts to determine the best ways to protect, enhance and grow the base.

Saint Clair County Economic Development Department provides proactive government leadership, guidance and direction in support of protecting and developing the Scott AFB community.

Funding

In 2013, St. Clair and Madison Counties and the Leadership Council Southwestern Illinois formed a task force to support the retention and expansion of Scott AFB as it continues to face federal budget cuts and a potential Base Realignment and Closure (BRAC). The delegation requested a \$2 million state grant to leverage more than \$1 million in private local funds raised for the task force

Major Actions/Accomplishments

Leadership Council in partnership with county governments commissioned development and publication of the *St. Clair County Comprehensive Plan*. The purpose of the Comprehensive Plan is to establish a logical guidebook of land use, transportation, infrastructure and economic development policies that will influence public and private decision-making in St. Clair County. The Comprehensive Plan represents a vision of where County leadership and the general public want to be in the future and outlines strategies to achieve that vision.⁷¹

On April 8 2014, the St. Louis Regional Chamber partnered with the Greater Belleville Chamber of Commerce, the Chamber of Commerce of Southwestern Madison County, the RiverBend Growth Association, the Collinsville Chamber of Commerce, and the Edwardsville / Glen Carbon Chamber of Commerce hosted a joint Illinois Lobby Day at the State Capitol in Springfield. The delegation of business and civic leaders focused on funding for the **Scott Air Force Base Task Force** as a priority as they met with legislative leaders and state officials.

In 2013, the Leadership Council Southwestern Illinois announced that former U.S. Representative Jerry Costello is among a team of consultants retained to support the regional task force to ensure that Scott Air Force Base continues to thrive and expand despite anticipated future reductions in

⁷¹http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0CCAQFjAA&url=http%3A%2F%2Fwww.co-st-clair.il.us%2Fdepartments%2FeconDev%2FDocuments%2FStClairCountyComprehensivePlan.pdf&ei=f2xEVLSllsW1sQsvs4GYDQ&usg=AFQjCNH_Cc1TGTUdT0-swdheTo6b2u2Vkg&bvm=bv.77648437,d.cWc

Major Actions/Accomplishments (Cont.)

defense spending and service reorganizations. A Washington, D.C. government relations firm completes the team supporting the Scott AFB and the Southwestern Illinois Defense Assets Retention and Expansion Task Force.

In June 2014, the Air Force announced that Scott AFB would get two new cybersecurity squadrons, for a total of 320 military and civilian jobs. The Air Force also will spend \$16 million to remodel and expand existing buildings to house the new units. Scott is also attractive because of its abundant acreage, providing plenty of opportunities for the construction of highly secure, state-of-the-art buildings. Air Force planning documents indicate that three locations have emerged nationwide as the main hubs for Pentagon cybersecurity:

- Fort Meade, Md., the home of the U.S. Cyber Command and the National Security Agency
- Joint Base San Antonio, Texas, the home of the 24th Air Force -- which will oversee the two squadrons sent to Scott -- and joint force headquarters for cyber operations
- Scott Air Force Base, which is also home to cybersecurity operations that already protect the U.S. Transportation Command. In addition, Scott is home for the Defense Information Systems Agency (Continental US), the Internet service provider for the U.S. military and home for its own sizable cybersecurity operation.

Metro-east leaders are advertising Scott's synergies to the National Geo-Spatial Intelligence Agency, a combination intelligence and combat support outfit with a major base in downtown St. Louis. NGA has outgrown its aging facilities in St. Louis, and it has designated Scott as one of six finalists for a new facility that will bring with it 3,000 jobs. The other five finalists are located in various locations in and around St. Louis.

September 2014, a unique networking event was held co-sponsored by the Belle-Scott Committee and the Leadership Council Southwestern Illinois to match highly trained separating military individuals with local job openings. 'Networking Night at Scott Air Force Base' featured representatives from more than 50 businesses hoping to fill positions with qualified veteran candidates.

Best Practices

1. Community commissioned and follows recommendations of a comprehensive economic development plan. Plan creates "buy-in" from various stakeholders and offers opportunity to proactively address potential bottlenecks, hindrances to economic growth.
2. Engagement of community goes beyond saving bases, to supporting separating military individuals and military families. The September 2014 networking event was representative of such efforts.



Local Community Support Organizations

16. Daleville / Enterprise / Ozark, Alabama

Military Installations Supported

The current mission of the US Army Aviation Center of Excellence at **Fort Rucker** is to develop the Army's aviation force for its worldwide mission. This includes developing concepts, doctrine, organization, training, leader development, materials and soldier requirements. To provide resident and nonresident aviation maintenance, logistics and leadership training support of the total force and foreign nations for the sustainment of joint and combined aviation operations. Fort Rucker supports a daytime population of about 20,000 including 9,300 military service, 7,500 civilian and contract employees, and 3,200 military family members residing on post. The post also supports about 67,000 retirees living within 50 miles. Fort Rucker has about a \$2 billion annual economic impact on the Wiregrass.

In the 2005 BRAC round several recommendations were approved that affect Fort Rucker's overall mission. The DoD realigned Fort Eustis, Virginia, relocating the Aviation Logistics School and consolidating it with the Aviation Center and School at Fort Rucker. Also, the DoD realigned Fort Rucker by relocating the Aviation Technical Test Center to Redstone Arsenal in Huntsville, Alabama, consolidating it with the Technical Test Center there.

All Army Aviation training has been undertaken at Fort Rucker since 1973, as well as training of US Air Force and ally helicopter pilots. The Center is home to the US Army Aviation Technical Test Center (ATTC), which conducts developmental aircraft testing for Army Aviation. The United States Army Operational Test and Evaluation Command's Test and Evaluation Coordination Office and TH-67 primary and instrument training are both located at Cairns Army Airfield.

Operational units on the post include the 1st Aviation Brigade and the 110th Aviation Brigade handling Army Aviation training, and the USAF 23d Flying Training Squadron for the training of Air Force helicopter pilots.

Additionally, due to the large number of warrant officers stationed there, the Warrant Officer Candidate School and Warrant Officer Career College are both located at Fort Rucker. Aviation branched warrant officers remain at Fort Rucker to complete flight training and the Aviation Warrant Officer Basic Course.

Name of Local Community/Support Organization

The **Southeast Alabama Regional Planning and Development Commission's** mission is to improve the Quality of Life for the Citizens of Barbour, Coffee, Covington, Dale, Geneva, Henry and Houston Counties. The SEARP&DC was created in 1969 under legislation passed by the Alabama State Legislature.⁷² The SEARP&DC is governed by a 42- member board representing all of the seven counties in the region. The Commission is supported by a staff of full and part-time employees in the areas of Economic Development, Community Development, Transportation, Senior Employment, Head Start and Accounting/Administration.

The SEARP&DC staff is responsible for but not limited to the following:

- Arrange and Facilitate the CEDS Committee meetings.
- Provide various demographic data to assist in analysis, including employment, unemployment, population, housing, building permits and income statistics.
- Gather data and record input from members and prepare meeting minutes.
- Guidance and support in the development of goals and objectives.
- Final organization and preparation of the CEDS.
- Submit final document to CEDS Committee Members for approval.

Friends of Fort Rucker (FOFR) was established following the 1993 BRAC, local residents decided to create the group to ensure Fort Rucker's viability in the military. **FOFR** is active protecting For Rucker, and even positing possible growth. One member, Brig Gen (ret) recently suggested proper planning and preparation could bring growth to Fort Rucker. Whiting Field has been pitted against Rucker since BRAC 1991. The idea to consolidate and collocate Army-Navy helicopter training was rejected outright, but raised its head and was given "serious" re-consideration in BRAC-93.⁷³

Funding

The Southeastern Alabama Region Commission is one of 12 State chartered regions. Funding for the region efforts include:

- Assistance that is provided includes site preparation grants, industrial access grants, and other economic development grants.
- Each regional council operates a Revolving Loan Fund (RLF) for the purpose of assisting small local businesses and industries in their start-up and expansion activities. The RLF provides gap financing that is not available from commercial lenders. The RLF Program is an important economic development tool which consists of locally controlled capital being used to finance new or expanding businesses to create or retain jobs. Generally, RLF Funds

⁷² <http://searpc.org/>

⁷³ <http://www.pnj.com/story/military/2014/04/13/military-towns-turn-your-alert-buttons-on/7635373/>

Funding (Cont.)

can be used to purchase land or buildings, construct or renovate buildings, purchase equipment and machinery, and provide working capital.

In their 2012 filing, **the Friends of Fort Rucker** reported \$248,000 in revenues, \$218,000 in expenses, and over \$500,000 in cash on hand.

As for source of Friends funds, as reported in 2012, the regional advocacy group made up of community leaders within the Wiregrass requested all cities surrounding Fort Rucker to contribute \$2 per capita per year until 2015. Enterprise, Ozark, Daleville and Dothan all agreed to put money toward the cause as a way of ensuring the future and protecting interests at Fort Rucker.

- Enterprise's city leaders agreed to provide \$52,472 per year to Friends of Fort Rucker.
- Daleville council members also agreed to contribute to the cause, splitting the cost between city funds and the Daleville Water and Sewer Board. The two entities split the annual payment of \$10,000, with each organization paying \$5,295 for three years.
- Ozark also agreed to pay \$30,000 each of the three years.
- Dothan City Commission voted to provide \$130,992 per year.

During the three years from 2012-15, the Friends of Fort Rucker will receive about \$660,392 from the surrounding communities.

Major Actions/Accomplishments

The 2009 Fort Rucker / Wiregrass Area Joint Land Use Study (JLUS)⁷⁴ is a cooperative land use planning exercise between Fort Rucker and surrounding entities in Southeast Alabama. This study was prepared under contract with the Southeast Alabama Regional Planning and Development Commission, with financial support from the Office of Economic Adjustment, Department of Defense.

In anticipation of a BRAC round in 2015, Friends of Fort Rucker conducted a study in 2012 that identified units located elsewhere that would fit well at Rucker. Friends of Fort Rucker has also hired a consulting firm in Washington that looks out for the interests of Fort Rucker. It would require millions of dollars to relocate the military's largest helicopter training facility elsewhere. In addition, Fort Rucker has about 58,000 acres of unused space. The post also 32,000 square miles of available air space, access to a highly trained workforce and is located in a region with a low cost of living.

⁷⁴ <http://www.searpcdc.org/JLUS/Fort%20Rucker%20Wiregrass%20Area%20JLUS.pdf>

Major Actions/Accomplishments (Cont.)

Throughout the years, the organization has adopted a “federal agenda,” identifying essential elements that may lack proper funding. Issues that FOFR has helped secure money for include staffing for the fairly new Unmanned Aircraft Systems Center of Excellence and new hangars at Fort Rucker.

In 2012, THE SEARP&DC published its Comprehensive Economic Development Strategy. The Southeast Alabama Regional Planning and Development Commission envisions a regional comprehensive economic development strategy that emphasizes regional cooperation and collaboration, supports existing businesses, encourages development of new technologies, and promotes the regional workforce. This will be accomplished by strengthening local community capacity for planning and management resulting in greater opportunities for meaningful employment and improved quality of life.

In October 2013 SEARP&DC released its annual update to its CEDS. As a district, SEARP&DC is required to prepare a Comprehensive Economic Development Strategy (CEDS) every five years. In addition, annual updates are required. The purpose of the CEDS is to establish a process that will help create jobs, attract public and private investments, promote a more stable and diversified economy, and improve living conditions in the region. Having this plan in place allows for better coordination among individuals, organizations, local governments and private industries concerned with economic development. This strategy is based upon a set of specific goals and objectives designed to address various economic challenges of the region, prepared through the local planning process. The regional strategy was developed with broad-based and diverse community participation that addresses the economic problems and potential for the area.

Best Practices

1. Annual update reports and detailed tracking of action items differentiate the SEARP&DC from other entities publishing comprehensive economic plans and provide a good example of directed efforts.
2. Friends of Fort Rucker proactively commissioned a study to tout region’s strengths and ability to grow mission.
3. The representative of the FOFR is aggressive and uses his knowledge of the equities of the Army and the community to press the federal delegation in Alabama to preserve and grow the missions at Fort Rucker.
4. Friends solicited and received community buy-in in the form of \$2 per capita funding over a three year period from all five adjacent local governments, demonstrating strong support for the Fort.



Local Community Support Organizations



17. Oklahoma City, Oklahoma

Military Installations Supported

Tinker Air Force Base is home to the Oklahoma City Air Logistics Center, the largest of 3 ALCs in the Air Force Materiel Command and provides depot maintenance, product support, services and supply chain management, as well as information support for 31 weapon systems, 10 commands, 93 Air Force bases and 46 foreign nations.

The base currently employs more than 27,000 military and civilian employees as the largest single site employer in Oklahoma. The installation itself covers over 5,028 acres and has 697 buildings with a building floor space of over 16 million square feet to accommodate its many varied missions.

- The 72d Air Base Wing provides full spectrum installation support to Team Tinker and expeditionary combat capability for the warfighter. Tinker also has two tenant ACC units and hosts 2 Air Force Reserve Wings. The 552nd Air Control Wing flies the E-3 Sentry aircraft and is part of the Air Force's Air Combat Command mobile strike force.

Name of Local Community/Support Organization

The Greater Oklahoma City Chamber of Commerce is one of the Base's strongest partners. Its focus is on all economic development initiatives around Tinker as well as facilitating federal, state and local support for the various missions of the Base. On a local level, when encroachment issues have threatened base security and given rise to noise concerns, the chamber assumes a role of helping package programs such as CIP bond elections to be held by Oklahoma County.

Currently the Oklahoma City Chamber retains a consultant through the national firm of Greentree to serve as a direct liaison with Tinker's leadership. One role of the liaison is to work on the annual federal insertions with Oklahoma's congressional delegation in order to assure adequate funding for the Base.

The chamber's economic development department not only supports Tinker's military leadership but also supports its contractors and civilian workforce by helping local site managers for aerospace-related manufacturing, supply and repair facilities to bring more operations to the Oklahoma City area.

Name of Local Community/Support Organization (Cont.)

The Association of Central Oklahoma Governments (ACOG) is a voluntary association of city, town and county governments within the Central Oklahoma area. The current membership includes 32 local governments and Tinker Air Force Base as an associate member. The ACOG region includes Oklahoma, Cleveland, Canadian and Logan Counties, which surround the state capital, Oklahoma City. ACOG was originally established in June 1966. It is governed by a Board of Directors, which makes all policy decisions for the organization. Each member government appoints to the ACOG Board a representative and up to two alternates from its elected officials. Member entities exercise a weighted vote, which is based on their most recent population estimates.

Aerospace Eastern Oklahoma County (AeroEOC) is a regional partnership formed in 2005 by business, military and government leaders to protect and enhance the Maintenance, Repair and Overhaul (MRO) and aerospace activities of the Base and private sector related industries. AeroEOC is one of the biggest initiatives in which the **Midwest City Chamber of Commerce** participates. Emphasis is on creating government and contracting opportunities, providing workforce recruitment and training and providing business expansion and relocation services.

The Tinker Leadership Council (TLC) exists to facilitate communication and foster an appreciation for the Base and its staff. Growing out of the possible impacts of a Base Realignment and Closure (BRAC), the organization was started by a group of visionaries who understood community consensus building. The council supports economic initiatives and creates opportunities for the area to recognize outstanding work by enlisted personnel. Annual dues are \$100 and membership is open to the public.

The Tinker Management Association (TMA) promotes, organizes, and conducts activities to enhance the professionalism of public administrators assigned to Tinker. Its membership, supported by dues, is open to all civilian and military employees and tenant organizations. TMA helps to build unity in the management team by providing an interchange of information and ideas across organizational lines.

Funding

The ASOG operates with an annual budget of approximately \$4.5 million. Half of the revenue is derived from federal grants, \$1 million from state appropriations, and the rest from member dues and other funds. Largest expense category is salaries of \$1.5 million.

Greater Oklahoma City Chamber of Commerce operates with an annual budget in excess of \$2 million.

Major Actions/Accomplishments

Support for Expansion

Tinker AFB and Oklahoma City are using the **Oklahoma Quality Jobs Act** to help finance a deal to purchase the 175-acre BNSF rail yard that is surrounded on three sides by Tinker AFB for between \$40 million and \$45 million. The city, county and Tinker are expected to partner in the acquisition financing, but a key component is obtaining reimbursement for new jobs through the Quality Jobs Act to help pay about \$26 million of the land acquisition costs. If the state were to just pay Tinker for the jobs created, as it would a private employer, federal law would require that the money go to the U.S. Treasury. The Oklahoma Legislature “tweaked” the Quality Jobs Act in May 2014 so the money can go to a public trust that can hold it and use it to repay the city and county for some of the money that would be used to buy the land.

The land is required to support the Air Force plan to add the jobs at Tinker, starting in 2018, to perform maintenance work on the new KC-46A airplane. A new maintenance facility is expected to create 1,321 new jobs with an average wage of \$62,000. The new maintenance facility would take up only about half of the land Tinker is seeking to acquire and the rest of the property could be used for expansion. The Air Force currently is evaluating whether to bring an additional 2,000 jobs to Tinker.

Over the decades, the people of Oklahoma County have proven their support for Tinker by passing two significant capital improvement bond programs (CIP), one in 1973 and one in 2002. The successful elections resulted in the purchase by the county of an aggregate total of 396 acres that were cleared of structures. In 2008, area communities again came together for Base operations and voters approved the purchase of the former General Motors facility by Oklahoma County. The property is being leased to the Base by Oklahoma County for mission expansion.

Examples of its community projects supported by the Chambers and TMA include: the adoption of the I-40 corridor from Henney Road to Indian Median under the Oklahoma Adopt-a-Highway Program; a bowling tournament, a golf tournament, Christmas in April which is a volunteer home repair program, and Holiday Lights Spectacular in the Joe B. Barnes Regional Park.

Tinker and the Primes is a national business event held annually and is free to all attendees. Joining the Midwest Chamber in sponsoring this prestigious event are the Oklahoma Small Business Development Center of Rose State College; OG&E Electric Services; Mid America Business Park; North Star Companies LLC and Midwest Regional Medical Center. Also a sponsor is the Chamber’s “East Is In,” an integrated marketing campaign that promotes housing development and quality of life in Midwest City and Eastern Oklahoma County.

Major Actions/Accomplishments (Cont.)

Joint Land Use Study

In September 2008, *Defending Oklahoma's Future: Tinker AFB Joint Land Use Study*⁷⁵ was prepared under contract with the Association of Central Oklahoma Governments, with financial support from the Office of Economic Adjustment, U.S. Department of Defense. The purpose of the JLUS was to evaluate the current status of the implementation of recommendations issued in the 2006 Air Installation Compatible Use Zone Study for Tinker AFB and to make recommendations for additional actions by local governments designed to improve land use decisions that may affect the missions of the Base.

Intergovernmental Support Agreements

Officials at Tinker have embraced DOD's new authority for intergovernmental support agreements. In 2014, the installation has reached agreements⁷⁶ with its closest neighbor, Midwest City; to share its jail and juvenile services, and a third agreement for the city to manage the installation's solid waste, saving the base an estimated \$400,000 a year, awaits the Air Force secretary's approval. Tinker's quick embrace of the new authority earned it ADC's 2013 Installation of the Year Award.

The possibility of the city providing the base lodging services at an existing hotel also is under consideration. A working group of officials from Tinker and Oklahoma City are exploring the prospect of sharing a shooting range and having the city perform road maintenance on base. Such an agreement would trim Tinker's cost of street repair and expand the city's surge capability.

Best Practices

1. The two Oklahoma City entities – the Chamber and the Association - (one government, one private) have several things in common that stand out. One is strong ties to industry partnership with community and military. Second is strong history of well-funded, broad based programs inclusive of local government - industry - military.
2. The initiative to purchase private land for the Air Force to support potential expansion of the maintenance capabilities is a compelling example of the community's commitment and investment in the future of the base without a guarantee of a payback.
3. The efforts by the local community to lock down small wins in intergovernmental support agreements with the Air Force establishes a track record for larger deals and greater efficiencies to be gained.

⁷⁵ <http://www.okc.gov/planning/documents/JLUS%20Final%20Report.pdf>

⁷⁶ http://www.sonricorp.com/uploads/032713_Sonri-AF_Community_Partnerships.pdf

Best Practices (Cont.)

4. Tinker AFB benefits from one of the most proactive, engaged, and cooperative Chambers of Commerce in the country with close ties to State legislators from across the State.
5. The use of bond programs to support acquisitions and improvements that have a direct impact on the sustainment and preservation of base missions and capabilities.



Local Community Support Organizations



18. Burlington, Vermont

Military Installations Supported

Burlington Air National Guard Station is located in South Burlington, Vermont. It operated as an active duty U.S. Air Force installation from the early 1950s until 1960 as Ethan Allen Air Force Base. Following the closure of Ethan Allen AFB, the installation was transferred to the Vermont Air National Guard. The station operates alongside and shares a runway with Burlington International Airport and has hosted a fleet of 18 F16s (currently the oldest in the AF inventory) since 1994 flown by the “Green Mountain Boys.

After an often-contentious three-year process, on 2 December, 2013, the Air Force issued a Record of Decision for the F-35A Operational Basing Final Environmental Impact Statement to bed-down 18 F-35A Burlington, Vermont Air Guard Station (AGS) over Jacksonville ANGB, FL and McIntyre JRB, SC. In response to concerns about the noise that would be generated by the new jets, the Vermont Air National Guard released a “roadmap” to mitigate the environmental impacts of the F-35 fighter jet when it arrives in Burlington in 2020. The objective of this MMP is to ensure that actions to avoid or mitigate potentially significant impacts are addressed. The record of decision calls for a noise study after all of the 18 F-35As are deployed, a process that will not begin before 2020.

Name of Local Community/Support Organization

In response to the Air Force’s consideration of stationing the F-35 at Burlington and some local opposition to the potential basing action, a local business owner started a grassroots social media campaign in 2012 known as **Green Ribbons for the F-35**⁷⁷ to give a voice to the supporters of the Vermont Air National Guard and the basing of the F-35 in Burlington. The support is publicly signaled by displaying a green ribbon to demonstrate community pride for the Green Mountain Boys.

⁷⁷ <http://greenribbonsf35.org/>

Name of Local Community/Support Organization (Cont.)

There is also a local community group organized to oppose the basing of the F-35. **Stop the F-35 Coalition – Protect Vermont** ⁷⁸ is using legal actions due to concerns that basing of the F-35 in densely populated Chittenden County will lead to over 3,400 homes being designated unsuitable for residential use. The extreme F-35 noise levels will pose significant health risks to thousands of residents, schoolchildren and workers, disproportionately harming recent immigrants, renters, and homeowners of modest income. Also, they are concerned that a crash risk is increased because the runway at Burlington International Airport has a length far shorter than the runways at Eglin Air Force Base, and the runway in Burlington barely meets the minimum requirement specified by the Air Force for F-35A basing. In response to noise concerns on July 12, 2013 the City Council of Winooski unanimously passed a resolution that “formally requests that the Burlington Air Guard Station be removed from consideration of current basing of the F-35A.”

Funding

Very few records are available for the funding of the Green Ribbons for the F-35. The organization solicits donations on their website and sells items expressing support for the move.

Major Actions/Accomplishments

The decision caps three years of debate between a divided greater Burlington community. Since 2010, the F-35 debate has frequently pitted those who cite patriotism and support of the Vermont Air National Guard against those concerned about the jet’s potential impact on the health of working-class neighborhoods, the consequences of military spending and Washington deal-making.

The Record of Decision states. “Certain F-35A bed-down activities are projected to result in disturbance and/or noise within areas not previously or recently subjected to these effects. Some of the noise effect could be considered adverse or annoying to potentially affected individuals.”

Acknowledging that not everyone in the community supported the basing, the Vermont Air National Guard is planning for noise mitigation programs for the residential neighborhood surrounding the airport already dotted with vacant homes bought by the Federal Aviation Administration during prior expansions of the Burlington International Airport.

Since July 2012, well over 10,000 green ribbons and “F35 for Vermont” bumper stickers have been distributed. The Facebook page has been successful in spreading the support for the Air Guard with numerous postings on which the Facebook page viewed by over 30,000.

⁷⁸ <http://www.stopthef35.com/>

Major Actions/Accomplishments (Cont.)

Opponents, represented by a Bristol attorney for the Stop the F-35 Coalition, filed suit against the Air Force for selecting Burlington. A South Burlington City Councilor said the suit will expose the reason why Burlington was selected, which she has said was a deceitful process and involved the manipulation of the scoring sheets.

“The decision was a political one,” Greco said after the announcement. “There is a lot that has been going on behind the scenes that will be revealed when we challenge the decision and the whole scoring process before the court.” Opponents, backed by a vocal and organized coalition, made the most noise — staging protests, hosting hearings, news conferences and circulating comment cards to be sent to the Air Force.

After the announcement, the **Vermont Business Roundtable**, which has welcomed the jet throughout the basing decision process, issued a statement. “To be recognized as the best of the best, the Vermont Air National Guard has secured its future for decades with the basing of the F-35 in Vermont. This decision by the Air Force will sustain a 50 million dollar per year resource for our community and continue a proud tradition of excellence by the Vermont Air National Guard,”

The **Lake Champlain Regional Chamber of Commerce** issued a similar statement celebrating the decision. “From the beginning the Chamber’s support for basing the F-35 in Vermont was focused on keeping good jobs in Vermont and sustaining those who choose to serve and protect all of us.”

Supporters, backed by Vermont’s congressional delegation, quietly circulated petitions and postcards, gathering a large number of signatures from residents from all over the state. The proponents, composed mostly of Burlington business leaders, real estate developers and the Vermont National Guard, played defense in response to the opponents’ offensive campaign to derail the F-35 bed-down.

Opponents of the F-35 turned their attention to Burlington; the owner of the airport that they said has the legal authority to tell its tenant, the Air Force, not to base the jet on its property. The Burlington City Attorney stated in a legal opinion that the city would be liable for a potential lawsuit and the airport could face funding cuts from the Federal Aviation Administration if the city outright opposed the jet.

The Burlington City Council later voted against two resolutions that would have opposed the basing of the jet.

Anticipated increases in noise from F-35 jets in parts of Chittenden County beginning in 2020 should be disclosed to property buyers, according to a regional Realtors group.

Major Actions/Accomplishments (Cont.)

A sample disclosure form, prepared by the group's legal counsel released Sept. 24 in an internal memo, describes shifts in sound-contour lines released by the Air Force's Environmental Impact Statement in September 2013. Attached to the memo is a list from the Environmental Impact Statement of about 20 "representative locations" in the region where sound levels are predicted to exceed 65 decibels averaged over a 24-hour period - the FAA threshold for residential compatibility. In June, 2013, the GBIC weighed in with staunch support for the local F-35 basing, stating that real-estate prices would not be adversely affected.

Noise concerns have also been raised in the Air National Guard's attempt to expand Military Operating Area in western Maine low level flights. Vermont's F-35s will be restricted to higher altitudes - no lower than 7,000 feet above sea level - where noise is less of an issue, said Landon Jones, a National Guard airspace manager who's working on the proposal. F-15 and F-16 fighters from National Guard units in Massachusetts and Vermont currently fly as low as 500 feet in narrow corridors within the 4,000-square-mile Condor Military Operation Area over western Maine and a sliver of northern New Hampshire.

Best Practices

1. The establishment of a group formally opposed to a military basing action must be addressed immediately by the local community and the State with the goal to address the group's concerns with positive steps and equally vocal support for the basing action.
2. The active involvement and support of the State's federal delegation is essential to address community concerns.
3. A grass roots campaign started by local citizens and businesses can ultimately be more effective than the efforts of local government officials, who may need to avoid a firm position in order to get reelected.
4. When assessing the positions of the local community to a military basing action, there may be the potential of a smaller community with different economic interests to voice opposition for secular reasons. Therefore, it is essential that all communities work together to represent one voice and one position.



Local Community Support Organizations

19. Tucson AZ

Military Installations Supported

Davis Monthan Air Force Base (DMAFB) in Tucson hosts the 355th Fighter Wing assigned to Twelfth Air Force, part of Air Combat Command (ACC) and supports (82) A-10 Thunderbolt II close air support aircraft and OA-10 forward air controllers to ground forces worldwide. DMAFB also supports the HQ for 12th AF, the USAF Component Command for USSOUTHCOM and the 612 Air Operations Center charged with the control of USAF operations in USSOUTHCOM. The 355 FW also provides initial and recurrent training to all U.S. Air Force A-10, OA-10 and EC-130 pilots and crews. The 355th is also the executive agent for INF and START treaty compliance. One of the wing's tenant units, the 55th Electronic Combat Group, provides command, control and communications countermeasures in support of tactical forces with 14 EC-130 and 6 HC-130 combat-ready aircraft provide airborne command, control and communications capabilities for managing tactical air operations in war and other contingencies worldwide. Two other major tenants, the 563rd Rescue Group and 943rd Rescue Group (structured under the 920th Rescue Wing, Patrick Air Force Base), are tasked to provide combat search and rescue support worldwide with 8 HH-60 helicopters.

DMAFB is the sole aircraft boneyard for excess military and government aircraft under the control of the Air Force Materiel Command's 309th Aerospace Maintenance and Regeneration Group (AMARG). Tucson's dry climate and alkali soil made it an ideal location for aircraft storage and preservation.

A 2013 Economic Impact Analysis (EIA) ⁷⁹ shows how Davis-Monthan AFB's existence affects the local Tucson Metropolitan Area. as DMAFB circulated approximately \$973 million (\$1.5 billion including retiree data) into the local community, employed 2,884 civilians, and created approximately 4,403 jobs in the Old Pueblo. Approximately 6,900 military personnel are assigned to DM, and over 52,000 medical beneficiaries reside in the Tucson area.

The **162nd Fighter Wing** (162 FW) is a unit of the Arizona Air National Guard, stationed at Tucson Air National Guard Base adjacent to the Tucson International Airport.

⁷⁹<http://www.dm.af.mil/shared/media/document/AFD-140409-083.pdf>

Military Installations Supported (Cont.)

The 162nd is the largest F-16 Wing in the Air National Guard with over 60 aircraft and provides 2,947 jobs and \$280 million into the economy. The primary mission of the 162nd Fighter Wing is education and flight training of International F-16 Fighting Falcon pilots. In addition, the wing performs air defense and homeland protection of the United States. In support of Operation Noble Eagle, America's homeland defense mission, Arizona Air National Guard Airmen and F-16s perform an Aerospace Control Alert mission 24 hours per day, 365 days per year, to respond to any airborne threat in the Southwest United States.

Both units benefit tremendously by the close proximity of the **Barry Goldwater Range** primarily used for air-to-ground bombing practice by USAF pilots flying A-10s from Davis-Monthan AFB, F-16s from Luke AFB and Tucson ANGB, and U.S. Marine Corps pilots and naval flight officers in F/A-18s and AV-8B Harriers flying from MCAS Yuma. It is also used by other U.S. and NATO/Allied/Coalition flight crews while deployed to any of the aforementioned bases for training.

Name of Local Community/Support Organization

The DM50⁸⁰ was formed in 1986 by a group of greater Tucson civic and business leaders to further enhance and strengthen the relationship between DMAFB personnel and the civilian population of the region. Its mission is to improve the quality of life for the DM airmen and their families in ways that would demonstrate the respect and appreciation the region has for its military personnel. It also functions as an advocate for the base and attempts to bridge relationships among DM and the educational, commercial, political, and social leadership of greater Tucson.

The 162nd Fighter Wing Minuteman Committee⁸¹ was formed in 1993 by a group of local businessmen that were concerned about the future of the 162nd Fighter Wing of the Arizona Air National Guard. Currently, the Minutemen are working to help secure the F-35 Lighting II training mission for Tucson. The **Tucson Lightning campaign** was developed by the committee to generate awareness and support for the positive impacts this next generation strike fighter will bring to Tucson and Arizona. The **162nd FW Air Guardians**⁸² was formed in 2013 to keep Tucson Arizona as the home station for the Arizona Air National Guard's 162nd Fighter Wing.

The **Southern Arizona Defense Alliance** (SADA), which was formed in late 2012, includes community and civic leaders, business organizations, and military-support groups such as the D-M 50. They have organized **Mission Strong**⁸³, a campaign to help support and preserve military presence in Southern Arizona.

⁸⁰ <http://dm50.org/>

⁸¹ <http://www.tucsonf35.com/committee.cfm>

⁸² <http://www.162airguardians.com/mission.html>

⁸³ <http://www.missionstrongaz.org/about-us/>

Name of Local Community/Support Organization (Cont.)

Tucson Forward ⁸⁴ is a non-profit dedicated to advancing the safety and welfare of Tucson citizens, residents, and visitors through opposition to the basing of F-35's in the area. They have been very vocal in efforts to convince the Air Force that the community does not support the stationing of the F-35 in the area.

Funding

The DM reported in 2012 \$141 K in revenue (from contributions) and \$119 K in expenses (mostly for the annual picnic at DMAFB) with \$50 K in net assets. The SADA is sponsored by Member contributions and has not yet filed a nonprofit return.

Major Actions/Accomplishments

F-35

Tucson has experienced some controversy in the past three years over support for the F-35. The Mayor of the City has expressed some concerns about the noise and safety of the new aircraft and the impact of stationing the Fighter at DMAFB on local residential areas. The Tucson City Council has countered the Mayor with a resolution passed in February 2013 ⁸⁵ recognizing and supporting the missions and long term viability of DMAFB and the leadership of DMAFB to make the appropriate decisions when balancing National Security and community needs when it comes to their existing and future military missions and assignments.

In response to concerns about the perception in the Air Force of wavering community support for the F-35 as personified by Tucson Forward, the SADA commissioned a survey in 2014 after group leaders visited the Pentagon last July and found a perception that local support for the military was mixed at best. "They believed Tucson was a divided community, and we came back to change that perception," DM50 President Mike Grassinger said.

The defense alliance has since waged a letter-writing campaign to the Air Force, and Southern Arizona Defense Alliance leaders presented survey results to congressional leaders and Pentagon officials. "They had a completely different opinion of Tucson from July. It does work, and we need to carry it forward," said Grassinger. The survey of Southern Arizonans showed strong support for the area's military installations. The survey indicated:

- High awareness and support of military installations by local residents.
- More than 90 percent of Southern Arizonans support those military bases, with 75 percent of those surveyed saying they had "strong" or "very strong" support.
- The vast majority recognize the benefits of local military installations for economic viability, national defense, and giving the community a sense of pride.

⁸⁴ <http://tucsonforward.com/>

⁸⁵ <http://dm50.org/wp3/wp-content/uploads/Tucson-Res-22006.pdf>

Major Actions/Accomplishments (Cont.)

- There was almost no difference in levels of support between residents living closest to DMAFB and the 162nd Fighter Wing and those who lived in other areas of Southern Arizona.

A-10

The DM 50 and the SADA have also rallied community support to oppose the Air Force proposal in the Budget Request for Fiscal Year 2015 to retire the A-10, this eliminating three squadrons from DMAFB. This effort has resulted in a series of letters to the Air Force and a rejuvenated unified front for the preservation of military missions.

The DM 50 also commissioned a study in 2012 entitled “Davis-Monthan and Tucson: A Community Alliance Growing Together Throughout the 21st Century”⁸⁶ that serves as a strengths and opportunities assessment of DMAFB while proposing areas for future mission enhancement such as:

- **A Center of Excellence for Integrated Air-Land Operations** - As the U.S. Army continues its 21st century transformation, and ground forces become lighter and leaner, their dependence upon air support grows. Building on its legacy and the strengths outlined above, Davis-Monthan could develop into a Close Air Support (CAS) and Tactical Reconnaissance (ISR) "Center of Excellence" - a thriving training center for a range of cross-service customers.
- **Joint Tactical Air Controller Training** - The U.S. Army and the USAF have stated a need to qualify many more personnel as joint tactical air controllers to support CAS operations for the Army “Units of Action.”
- **Tactical UAVs** - Building on 214th Reconnaissance Group, at Davis-Monthan, the next generation of Tactical UAVs, (Reaper and follow-on) need a bed-down location close to appropriate training ranges and areas.
- **Enhancing homeland defense and security operations.** The current mix of tenants at the base such as the U.S. Customs Service Aviation and Operations Branch provide anti-drug surveillance throughout the border region. In addition, the U.S. Border Patrol Headquarters and Detention Facility are adjacent to the base.

Goldwater Range

All groups are also participating in the public comment period through November 2014 of an **Environmental Assessment by Air Force** to update and implement the Total Force Training Mission at DMAFB and the Barry Goldwater Range. The implementation of that program would support a year-round training mission designed to build and maintain the readiness of military units composing the Total Force, that they are capable of supporting extended combat and other national security operations, including joint coalition air operations and multi-service activities, all of which

⁸⁶ <http://dm50.org/wp3/wp-content/uploads/DM50-WP-April-2013-Community-Alliance.pdf>

Major Actions/Accomplishments (Cont.)

increasingly require greater interoperability. DoD Active and Reserve Units would participate and coordinate a portion of the training. Foreign Military Sales (FMS) units from U.S. ally Nations would also participate in the training. Air National Guard (ANG), operating under their ongoing program known as Operation Snowbird (OSB), would also participate and coordinate a portion of the training.

Community Support

In 2005, the DMAFB **Joint Land Use Study (JLUS)**⁸⁷ was completed under the sponsorship of the Arizona Department of Commerce (ADOC). Partially funded by a grant from the Department of Defense Office of Economic Adjustment, the JLUS primarily affected the jurisdictions of the City of Tucson and Pima County. The Davis-Monthan Air Force Base JLUS is part of the **Arizona Military Regional Compatibility Project**, which was conceived as a proactive statewide endeavor to convene the stakeholders around each base — the relevant jurisdictions, base personnel landowners, and other interested parties — to address land use compatibility issues.

The DM50 has been instrumental in providing over \$1,000,000 in funding for dozens of initiatives that improve the quality of life for DM's airmen.

- **Operation COPE** - Initiated at DM in 2008 as an educational and spiritual program conducted away from DM in a relaxing environment where families can get away together and enjoy seminars, lectures, group meetings and study sessions all designed to help them cope with the stress of deployment. Programs are held twice a year and are co-funded by the DM50 and the Tucson Community Cares Foundation. This program requires about \$20,000 in funding annually.
- **Annual DM50 Child Car Safety Seat Program** - A number of years ago, the DM-50 took on the challenge to ensure the safety of these children. The DM-50 Car Safety Seat Program has grown to the point where now the DM-50 donates car seats at the cost of \$10,000 annually to the base. Now, anyone who has a need for a car seat(s) gets them free of charge, along with a personalized tutorial on their use.
- **DM-DAY Football Game** - For the past three years, the DM50 has hosted 2,000-3,000 base personnel and their families to a huge tailgate UA football game. They have witnessed pre-game A-10 flyovers and moving halftime recognitions of key base personnel returning from Iraq and Afghanistan.
- **DM50 Annual Picnic** - One of the most popular events of the year at DM, over 9,000 base personnel and their families spend a Saturday afternoon at Bama Park and enjoy a hosted picnic. The picnic provides free food, beer, games, a live country band, jumping castles, military displays, prizes and other entertainment

⁸⁷ <http://www.dm.af.mil/shared/media/document/AFD-070306-011.pdf>

Major Actions/Accomplishments (Cont.)

- **Blake Down DM50 Golf Tournament** - A DM50 tradition, the annual DM-50 golf tourney allows us to raise funds for the Kachina Fund, a fund that provides unrestricted support for the DM Wing Commander.
- **Military Community Relation Committee** ⁸⁸ - The Military-Community Relations Committee (MCRC) was established to bring together DMAFB, the City of Tucson, Pima County, business and neighborhood interests within the DM-Tucson Metropolitan area to implement or monitor implementation of the recommendations of the **Military-Community Compatibility Committee** (MC3), share information, collaborate to find and implement mutually satisfactory solutions that involve DMAFB operations, and work for the betterment of the entire community in an atmosphere of respect. The MCRC was created in response to recommendations from both the 2004 Joint Land Use Study and the 2006 Military-Community Compatibility Committee.

Best Practices

1. The establishment of a military community relations committee as a recommendation of the JLUS can offer the opportunity for multiple communities to have a forum for the exchange of information, ideas, and initiatives.
2. The DM 50 and SADA are working very aggressively to overcome vocal opposition to the stationing of F-35's in the area with a survey that is intended to objectively capture the views of multiple local communities.
3. The DM50's identification of new missions that could be brought to DMAFB provides a focus point for unity of effort.
4. The DM50 and SADA are very engaged with their Congressional delegations as well as State and local governments to promote the viability of the military missions in the region.
5. The stand-up of SADA to account for the region's varied and diverse military missions and the synergies surrounding the Goldwater Range offers a greater opportunity of success by unifying the efforts and establishing priorities for engagement with all the Military Services.

⁸⁸ <https://sites.google.com/site/mcrctucson/>



Local Community Support Organizations



20. China Lake / Ridgecrest, California

Military Installations Supported

Naval Air Weapons Station China Lake is the premier land range and weapons development laboratory for the Department of the Navy. China Lake is the United States Navy's largest single landholding, representing 85 percent of the Navy's land for weapons and armaments research, development, acquisition, testing and evaluation (RDAT&E) use and 38 percent of the Navy's land holdings worldwide. In total, its two ranges and main site cover more than 1,100,000 acres, an area larger than the state of Rhode Island. As of 2010, at least 95 percent of that land has been left undeveloped. The roughly \$3 billion infrastructure of the installation consists of 2,132 buildings and facilities, 329 miles of paved roads, and 1,801 miles of unpaved roads supporting 620 active duty military, 4,166 civilian employees and 1,734 contractors.⁸⁹

The 19,600 square miles (51,000 km²) of restricted and controlled airspace at China Lake makes up 12 percent of California's total airspace. Jointly-controlled by NAWS China Lake, Edwards Air Force Base and Fort Irwin, this airspace is known as the R-2508 Special Use Airspace Complex. All aircraft operations at NAWS China Lake are conducted at Armitage Field, which has three runways with more than 26,000 feet (7,900 m) of taxiway. More than 20,000 manned and un-manned military sorties are conducted out of Armitage by U.S. Armed Forces each year.

Name of Local Community/Support Organization

The China Lake Alliance⁹⁰ is a committee of the Indian Wells Valley Economic Development Corporation (IWVEDC) that serves as a support mechanism in support of the US Navy. By articulating China Lake's value to local, state, and national decision makers and supporting the technology, energy, and aerospace development in the Indian Wells Valley, the Alliance helps to ensure the survival and expansion of China Lake's mission. The Alliance has supported the base's growth while the community has benefited from an increase in non-base businesses and services. The China Lake Alliance Program is intended to: articulate to local, state and national decision makers China Lake's value to national defense today and in the future; work closely with elected representatives at all levels of government; work with partners in California and throughout the Southwest; and support technology, energy and aerospace development in the IWV that is compatible with the China Lake Mission.

⁸⁹ <https://www.cnic.navy.mil/ChinaLake/About/TenantCommands/Other/index.htm>

⁹⁰ <http://chinalakealliance.org/>

Name of Local Community/Support Organization (Cont.)

Kern Economic Development Corporation's mission is to stimulate a diversified and strong economic climate in Kern County, through recruitment of new business opportunities and assistance in the retention and expansion of existing businesses.

Ridgecrest Chamber of Commerce maintains active engagement with NAWS China Lake.

Funding

According to 2011 filings of the IWVEDC, the Alliance accounts for nearly \$35,000 in annual expenses, based off of an IWVEDC revenue of \$40,000.

Major Actions/Accomplishments

In 2008, the DOD OEA funded a Joint Land use Study (JLUS) in California referred to as the R-2508.⁹¹ The R-2508 Complex includes three military Installations: Naval Air Weapons Station (NAWS) China Lake; Edwards Air Force Base (AFB); Fort Irwin / National Training Center (NTC) and provides the largest single area of Special Use Airspace (SUA) over land in the United States, covering a land area of 20,000 square miles.

In 2012, Sierra Sands Unified School District, Ridgecrest received two awards from the DOD Office of Economic Adjustment to upgrade facilities at NAWS China Lake. One project, consisting of a \$31.6 million federal grant and a \$7.9 million local match, demolished and replaced Murray Middle School with a new 610-student school serving grades six through eight. The district also received \$25.5 million to renovate and expand the 1,461-student Burroughs High School that serves grades nine through 12. The local match is \$6.4 million.

China Lake Alliance sponsors military luncheon speaker series. From the latest event,

“A full house at last week's China Lake Alliance luncheon heard Naval Air Warfare Center Weapons Division Executive Director Scott O'Neil discuss the challenges of maintaining national security in times of financial crises. Rather than bemoan the painful local impacts of cuts to Department of Defense budgets, he pointed to the opportunities for innovative cultures, such as the one at China Lake, to find creative solutions in times of economic hardship.”⁹²

Ridgecrest Chamber sponsors China Lake Community Day. Naval Air Weapons Station China Lake opens its main gates for its Community Day. The base will be open to any citizen wanting to see why the base, and its military and civilian staff, is considered the backbone of the Navy, with all its knowledge, technology, scientific, machinery and aircraft might.

⁹¹ http://opr.ca.gov/docs/final_r2508_2main_doc.pdf

⁹² <http://chinalakealliance.org/articles/article3.html>

Major Actions/Accomplishments (Cont.)

In 2014 U.S. Rep. Kevin McCarthy of California introduced a bill to permanently designate Naval Air Weapons Station China Lake property for military use, arguing it would save taxpayer money and enhance the base's mission. The bill would add 25,000 acres, including about 7,500 acres that

were part of a bombing range in San Bernardino County, as well as 19,000 acres along the station's southwest boundary. McCarthy said he is trying to get the boundaries of the base, located in the Western Mojave Desert, to match its restricted air space.

A senior official of the Bureau of Land Management (BLM) in May 2014 said the Obama administration opposes a House bill to permanently set aside 1.1 million acres used by Naval Air Weapons Station China Lake. BLM does not support adding the 19,000-acre tract because it's a popular recreation area and an important wildlife corridor.

The Navy has established a 118-acre solar farm at NAWS China Lake that is expected to supply 30 percent of the facility's energy needs through a 20-year power purchase agreement (PPA). The 13.8-megawatt solar photovoltaic power system will be the largest solar project in the Navy and will allow the Navy to buy electricity at up to a 30 percent discount from retail utility rates and reduce its costs by an estimated \$13 million over the next 20 years.

SunPower a San Jose-based firm designed and manufactured the solar system, and will operate the plant when it finishes installing it at the end of the year. The plant will use SunPower's Oasis Power Plant product, a fully integrated, modular solar block consisting of 31,680 high-efficiency solar panels. An affiliate of MetLife Inc. purchased the system that SunPower is building. SunPower has worked with federal agencies since 1999 and has installed more than 25 megawatts of solar power systems at government facilities, including solar plants at Nellis AFB, Nev.; Pearl Harbor, Hawaii; Naval Base Coronado, Calif.; Fort Dix, N.J.; and the Air Force Academy, Colo.

Best Practices

1. While committed to the military mission of the installation, the Alliance seeks a broader approach and audience with its focus on overall economic growth, improvement of healthcare, education, quality of life for its community.
2. The community of Ridgecrest was very successful in receiving a grant from the DOD Office of Economic Adjustment to invest in the recapitalization of K-12 schools in the local community supporting military dependent children at China Lake.
3. The community and local delegation has been active in the expansion of the range to allow for the adequate testing of future missions and weapons.