



City Manager's Office

Memorandum

To: Mayor Winters and Commissioners

Cc: David Weissman - Central Montana Defense Alliance Chair
Bonnie Keller – Field Director, Senator Baucus
Cheryl Ulmer – Field Director, Senator Tester
Viv Hammill – Chief of Staff, Governor Schweitzer
Mike Haynes – Planning and Community Development Director

From: Gregory T. Doyon – City Manager

Re: Association of Defense Communities Conference – Trip Report

Date: August 20, 2010

On Sunday, August 8, 2010 I left with a delegation from the Central Montana Defense Alliance to attend the Associations of Defense Communities Annual Conference in San Francisco, California.

The delegation included:

Joe Briggs – Cascade County Commissioner
Dave Weissman – Central Montana Defense Alliance Chair
Brett Doney – Great Falls Development President

Conference Overview

The Association of Defense Communities (ADC) is the nation's leading membership organization supporting communities with active, closed and closing defense installations. ADC has over 1,200 members and brings together the diverse interests of communities, the private sector and the military on issues of mission enhancement/realignment, community-base partnerships, privatization and closure/redevelopment.

ADC's annual conference provides support, knowledge, experience to defense communities. The conference provided an opportunity for CMDA members to connect with military representatives from the Air Force, Office of Economic Adjustment, and others.

Conference Take-Aways

- Military continues to focus on better managing its assets by consolidation, Enhanced Use Leasing, and co-locating operations.
- There is a huge emphasis on energy conservation and reducing energy costs military wide. There is wide push for Enhanced Use Leases (EULs) where appropriate.
- The Secretary of Defense continues to make reductions outside of the formal BRAC process. Those adjustments in force structure have significant impact on military basing. There was strong sentiment that another BRAC round is coming.
- Community alliances are critical to protect military installations including active working relationships between base commanders, county/local elected officials, state officials, and members of the congressional delegation.

Session Summary

Military Installations and Ranges as National Treasures

The session covered issues with preserving military ranges for training and military exercise inclusive of air, sea, and ground areas. The military commented on the need for larger areas able to accommodate new technology without encroachment problems. The Readiness and Environmental Protection Initiative (REPI) was discussed. REPI is an unusual marriage between military training areas and environmental protection. The program allows the military to acquire property and place portions of the property in conservation easements. Fairchild Air Force Base in Spokane, Washington, was used as a model. Presenters indicated that the program works if one can find the money. Required matches and appropriations for military use are scarce.

Air Force Colonel Canipe works at the Air Combat Command and oversees all training ranges. He discussed the need for larger ranges, free from encumbrances and radar conflicts. He commented that new systems dictate the type of range needed. Ironically, Colonel Canipe was not aware of the Hays MOA (the huge airspace in north central Montana currently used by MANG). We addressed the airspace availability with Assistant Secretary Yonkers and Jim Holland later in a private meeting.

Legislative Update and ADC

Session was an overview of Washington, D.C. discussions about BRAC and general military affairs. Key points:

- Military will continue to see closures, reductions, and completion of BRAC directives.
- Construction projects (through stimulus or other mil con projects) have **no effect** on keeping the base open.

- Another BRAC round is anticipated.
- Guard against encroachment!
- Be mindful of new emerging technology that will drive military needs in the future and shape base realignment decisions.

Joint Services Briefing

A briefing was held covering all branches of the military. Key comments included:

- Discretionary spending is down and deficit is up. Military has \$100 billion less to work within their budgets.
- Military installations continue to compete with other needs in domestic spending. Message to military has been “efficiency and effectiveness.”
- Current BRAC round concludes by 2011.
- Current Air Force personnel count of approximately 677,000 personnel: 331k Active; 69k Reserve; 106k National Guard; 171k civilian.

USAF Briefing – Jim Holland Deputy for Installations Policy

Jim reports then “constrained” budget environment of the Air Force. Focus has been placed on fixing aging infrastructure with some use of \$1.4 billion in stimulus funds. Air Force vision is 20/20 – meaning 20% infrastructure reduction and 20% operating cost reduction by 2020.

I’ve highlighted key points.

Key Points:

- Strategic basing will be used to determine the location of forces (like the F-35). He mentioned the encroachment and airspace challenges with Eglin AFB and the tight airspace.
- Compatible land use is a key issue with military installations. Lack of coordination/planning between the base and community is a problem. Referred to an Air Force Encroachment Flight Plan (was not able to get a copy).
- Renewable Energy continues to be a focus for Air Force to reduce its energy footprint.
- Private energy development in general, however, continues to be a problem for the Air Force. Jim said, “Encroachment on Air Force test and training airspace/ranges is growing, inevitable, and irreversible.” He said that the rate of private sector development is outpacing the Air Force’s ability to review impacts. Sheppard’s Flat Wind Project was specifically mentioned as an example of private wind development 80 miles away that poses a national security risk by impeding radar coverage.

- Energy development that benefits the military is priority. Jim mentioned an oxygenated bio-diesel project around Minot Air Force Base.
- Energy security was the final point. He did not have time to elaborate on this, but I gather from other conference sessions that there is concern about the security and access the United States energy assets (military or private).
- There is an effort to be “repeatable, dependable, and transparent” regarding new basing criteria (which I think he said will be out in September). The process will review new weapon bed system bed-downs. Specifically mentioned that if congressional members requested a briefing on the process, it will be provided. CMDA should plan on asking about this in advance and asking if the CMDA Chair can participate in that briefing (if possible). Platforms under consideration includes C-27J and the KC-X. Key basing factors:
 - Optimal runway
 - Full access to airspace and training ranges.
 - Accommodate growth.
- Jim mentioned a 3% annual reduction in (presumably in force structure). Showed a pie chart with total assets 79% in aviation; 17% in facilities; 4% in ground vehicles and equipment.

Jeffrey Domm, Deputy Director of Air Force Real Property addressed the audience. He spoke about the “Partners for Success” program and EULs. Jeff stated that “Every square foot of an Air Force installation should be maximized.” He talked again about the desire to reduce the footprint of the Air Force infrastructure.

***Assistant Secretary of the Air Force, Installations, Terry Yonkers
Military “One-On-Ones”***

This was clearly the most important meeting for the Great Falls delegation. Commissioner Briggs, GFDA President Doney, and CMDA Chair Weissman, lead out the discussion about MAFB and MANG. The group hit all the key points including:

- MAFB – runway asset – airspace 85 miles away.
- Underutilized airspace – preserving it and corridors to it.
- Joint Land Use Study
- EUL potential – remote piloted aircraft.
- Strong community support for the military.

We encouraged him to visit the installation. Jim Holland indicated that MAFB may be receiving new helicopters in the future.

Growth Management Plan Best Practices

Session addressed the importance of a JLUS project to assist the base/community with

preventing encroachment and protecting space for future missions. Examples of successful joint partnerships included “One Knox” - Fort Knox Kentucky Army Base and Eglin Air Force Base. JLUS program timing can be helpful when dealing with environmental issues around the base. Other important considerations for growth bases include:

- Economic impact
- Education
- Housing
- Transportation
- Public Safety including healthcare.

Successful partnerships included public outreach (public meetings, web sites), and neighborhood coordination. Also key to any partnership is having involvement from local, state, and federal elected leaders.

The Office of Economic Adjustment (OEA) spoke about the need to engage the private sector to take the lead on re-development. OEA expects its role to wind-down through completion of BRAC (through 2015). They are in an “exit-mode” with little financial resources available.

The panel again talked about the need for force protection and energy security.

Sustaining Unique Missions

Commissioner Briggs was a panelist with Jim Holland for this session. Topics included the unique aspects of MAFB JLUS. Jim spoke about the recent Nuclear Posture Review and that there will always be a “nuclear triad” (land, air, and sea based nuclear weapons). There was discussion about MAFB as a “re-usable” asset and that the base will “always” be considered for future missions. Considerations for future missions include weather, airspace, capacity, facilities, runway/ramp conditions, cost, environmental issues, encroachment, and air quality. With regard EUL’s, Jim stated they would “gladly” work through security issues.

The Impact of Military Economic and Fiscal Data on Public Policymakers

Session discussed the need for credible and useful data regarding the economic impact of military bases in your community. The data is critical for military support groups. The data can be presented to local, state, and federal leaders for use during BRAC or mission sustainment. One presenter commented that statewide data is easier to produce and disseminate. Various models utilizing payroll, contract, and visitor impact were discussed.

Compatibility Implementation: Overcoming Common Obstacles

NAS Oceana and Fort Stewart were used as case studies to demonstrate the difficulties of military installation encroachment. NAS Oceana had a whole host of encroachment (air/land), noise, and compatibility issues. With over 308 aircraft, NAS Oceana had significant challenges with protecting air corridors to training ranges over the ocean. Through an extensive partnership, the community was able to secure easements, re-zone areas, land-swap, and require deed notification for sound impact. In order to do all these things, the community needed to address a

myriad of legal and political issues affecting over 3000 properties. Some effort required changing state law, but did not include any condemnation of private property. Solutions included:

1. No condemnation
2. Adopting JLUS
3. Prohibit non-compatible uses
4. Seek voluntary acquisitions of incompatible uses
5. 50/50 fund for acquisitions (joint state and local effort to fund)
6. Creation of a Land Use Advisory Committee
7. Navy funding
8. Adoption of incentives for non-compatible businesses to leave
9. Memorandum of Understanding process.

Fort Stewart a major Army aviation center also used a JLUS as a base for future comprehensive land use and zoning. Efforts included increasing public awareness, mapping the areas extensively for analysis, creating a website for the community, and adoption of a conservation easement. Specific challenges included:

- Sound attenuation measures met resistance when applied to the building code
- Deed disclosures
- Media not getting the story straight
- Capital improvement (transportation)

The program also included keynotes from Lieutenant General Rick Lynch, Major General Eugene G. Payne, Jr., and Terry Yonkers Assistant Secretary of the Air Force for Installations, Environment and Logistics

If you have any questions, or want more detail, please give me call.

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