

Headquarters U.S. Air Force

Integrity - Service - Excellence

2006 Military Communities Conference Air Force Session DRAFT



**Mr. Fred Kuhn
Deputy Assistant Secretary
of the Air Force (Installations)**

4 May 2006

Integrity - Service - Excellence



Overview

- **Fred Kuhn, Deputy Assistant Secretary of the Air Force (Installations)**
- **Col Jim Holland, Director, Air Force BRAC Program Management Office**
- **Katie Halvorson, Director, Air Force Real Property Agency**



SAF/IEI

Mr. Fred Kuhn
Deputy Assistant Secretary
of the Air Force (Installations)





Initiatives

- **Housing Privatization**
- **Utilities Privatization**
- **Enhanced Use Leasing (EUL)**
- **Value Sales**
- **Cannon AFB**



Air Force BRAC Program Management Office

Colonel Jim Holland
Director, Air Force BRAC
Program Management Office





Overview

- **Air Force Goals**
- **Scorecard**
- **Roles and Responsibilities**
- **Realignments**



BRAC Law Timing and completion

§SEC. 2904. CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS

(a) IN GENERAL- Subject to subsection (b), the Secretary shall-- ...

(4) initiate all such closures and realignments no later than two years after the date on which the President transmits a report to the Congress ... containing the recommendations for such closures or realignments; and

(5) complete all such closures and realignments no later than the end of the six-year period beginning on the date on which the President transmits the report ... containing the recommendations for such closures or realignments.

In short, we must start within two years and complete in six years. The President started the clock when he submitted the recommendations to Congress on 15 Sept 2005.



Air Force Goals

- **Maximize Warfighting capability efficiently**
- **Transform the Air force by realigning the structure with future defense strategy**
- **Eliminate excess physical capacity to maximize operational capability**
- **Capitalize on opportunities for joint activities**

Takes major steps towards reshaping the Total Force Structure



BRAC Commission Decisions

How did we do?

- ✓ **Maximize warfighting capability efficiently**
 - Optimal squadron sizing for Air Reserve Components improved from 4% to 59%
- ✓ **Transform the Air Force by realigning our infrastructure to meet future defense strategy**
 - Ceased flying operations at 23 locations -- a 16% reduction
- ✓ **Maximize operational capability by eliminating excess physical capacity**
 - Only 3 of 10 Air Force closure recommendations accepted
- ✓ **Capitalize on opportunities for joint activity**
 - Eglin AFB: Joint Strike Fighter & Army 7th Special Forces Group
 - Shaw AFB: CENTAF & 3rd Army HQ



BRAC Commission Decisions

How did we do?

- **Of the 222 recommendations submitted by DoD, the Commission accepted 65%**
 - **Revised 34% of recommendations affecting the Air Reserve Component (Air Force Reserve and Air National Guard)**
 - **Revised 37% of Joint Cross-Service Group, Army and Navy recommendations affecting 17 AF installations**
 - **5 Air Force closures were changed to realignments**
- **Total of 60 AF Installations affected by JCSG, Army or Navy recommendations**

***Unlike previous rounds of BRAC, emphasis during 2005 was on transformation and resetting our Total Force footprint...
BRAC 2005 presents new implementation challenges.***



BRAC Commission Decisions

Air Force

- **DoD Recommendations:** 42
- **DoD Recommendations Approved:** 12
- **DoD Recommendations Amended:** 28
- **DoD Recommendations Rejected:** 2

- **Major Changes:**
- **Cannon AFB, NM enclave maintained until 2009 vs. direct Close**
- **Ellsworth AFB, SD Closure rejected**
- **Eielson AFB, AK and Grand Forks AFB, ND Realignment decreased**
- **Reserve Component lay-down revised**
 - **18 “Accepted with Amendment” / 10 “Rejected with Amendment”**



Source: 2005 Defense Base Closure and Realignment Commission



Leadership Vectors...

As the Air Force continues to transform, our priorities are clear:

- Winning the Global War on Terrorism***
- Developing and caring for our Airmen***
- Modernizing and recapitalizing our aircraft and equipment***

- 2006 Air Force Posture Statement



Infrastructure Investment Underpins Air Force Transformation and Supports our Priorities



BRAC Program Management Office Roles and Responsibilities

- **Draft and execute the BRAC Program Action Directive**
- **Serve as the single point of contact:**
 - **Receive MAJCOM requirement briefings**
 - **Adjudicate issues**
 - **Interface with other services and gaining MAJCOMS**
 - **Review/Submit phasing mission funding budget requirements**
 - **Develop/Integrate requirements and overall phasing plans**
 - **Incorporate gaining mission and function BOS needs**



Realignments Community Involvement is Critical

Organizing for BRAC

Department of Defense
Office of Economic Adjustment
helping communities help themselves

ment
helping communities help themselves

Organizing for BRAC

Back to TOC

development, real estate development, marketing, and finance, as well as experience in dealing with the Military Department property disposal agent.

In choosing the appropriate structure and expertise, it is important to consider the final proposed land uses in the redevelopment plan. It is also important to anticipate financial considerations. In the implementation phase, an LRA may need to mobilize the financial resources to upgrade and maintain the utilities, roadways, and common property and turn the former base into modern, productive facilities. Large infrastructure investments may be needed. Resources may need to be leveraged with other Federal and State sources. Partnerships among all levels of government and the private sector should be investigated to leverage these resources. If the LRA will own and manage property, it ultimately will need to be self-sustaining, which may entail issuing bonds or other sources of revenue-producing activity.

OEA will recognize an implementation LRA only if there is a need for an EDC of some or all of the real property or if other compelling reasons exist. The implementation LRA must have long-term public accountability and be responsible for implementing all or part of the redevelopment plan. At a minimum, the implementation LRA must

- demonstrate authority to enter into legal commitments, hold title, incur debt, and manage real property;
- demonstrate accountability to the respective governmental jurisdiction(s); and
- establish that a public entity such as a city or county will assume the obligations of the LRA if it is dissolved.

Organizing for Growth

When the BRAC action results in growth for an affected community, it is equally important that there be an organization to coordinate with the local Military Department. Unlike the LRA in the case of a closure where there will be the disposal of real property, recognition by OEA is not required. However, OEA experience has shown that the same three phases for successful economic adjustment are needed, organization, planning, and implementation. Additionally, many of the principles applicable to organizing an LRA apply to forming an organization to plan for the impact of significant mission growth.

Mission growth will have impacts on local schools, roads, and housing. The Military Department and the community will be better able to manage these impacts if they have a clear line of communication. A community growth management organization can take the lead in seeking a community-wide consensus and action plan to accommodate new DoD personnel coming to the area and residing in the community.

Organizing for BRAC

Back to TOC

An effective and proven approach to address significant growth at a nearby military base is to undertake a growth management program in partnership with the base command. Because growth at a base can affect more than one community or jurisdiction, an ad hoc organization of public and private community leaders for the affected jurisdictions will commonly meet to assess the issues that need to be addressed in a more comprehensive planning context. It is important that relevant interests and stakeholders (e.g., utility, education, housing) be included in the planning and public facilities programming process. Depending on the initial assessment, the local government(s) may decide to structure a special-purpose organization, commonly referred to as a community growth management organization.

While military-induced growth will affect each community differently, the growth management program will necessarily involve land use, housing availability, infrastructure, transportation, employment, and education. For the growth management program to succeed, the participating jurisdiction(s) and military installation must work together to orchestrate growth and build upon available Federal, State, and local resources to achieve the community's goals.

The community growth management organization should be formed under the auspices of a local government sponsor. Membership should consist of State and local elected officials, representatives of local governmental agencies and offices, the base command and support elements, utility providers, and local school districts. In addition, consideration should be given to local business leaders, representatives of the local homebuilders' organization, the lodging industry, the real estate community local industrial development council, chamber(s) of commerce, and affected neighborhood organizations. Planning and zoning entities should be included. The size and composition of this organization will depend on the size of the military growth and the local capacity for absorbing the growth.

The purpose of the organization is to provide an opportunity for senior-level community and military interaction so that on-base information and plans can be integrated before and during off-base growth. Growth management at the community level requires a cooperative partnership between the military installation and the local community. Where community assistance is not otherwise available, OEA may provide technical and financial assistance to support community growth management planning. This assistance is designed to help a community assess its population absorption capacity, formulate an adjustment strategy, and develop and implement an action plan to accommodate off-base impacts while enhancing the quality of life for arriving DoD personnel, dependents, and the community.

Office of Economic Adjustment

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BRAC 2005 Decisions

■ Major Realignments¹

- Eielson AFB, AK
- Elmendorf AFB, AK
- Mountain Home AFB, ID
- Pope AFB, NC
- Grand Forks AFB, ND
- Lackland AFB, TX
- Sheppard AFB, TX
- McChord AFB, WA
- Otis AGS Base, MA
- W.K. Kellogg AGS, MI
- Niagara Falls International Airport Air Guard Station, NY

■ Major Closures²

- Kulis AGS, AK
- Onizuka AFS, CA
- Brooks City-Base, TX
- General Mitchell ARS, WI
- Cannon AFB³

■ Joint Cross Service Group Recommendation

- AFRL Mesa, AZ
- Brooks City Base, TX
- Eglin AFB

■ Navy Recommendation

- Willow Grove ARS, PA

■ Army Recommendations

- Shaw AFB
- Eglin AFB

Notes: 1. Losing > 400 Net Civilians & Military 2. Plant Value >\$100M 3. If no Mission Found by 2009



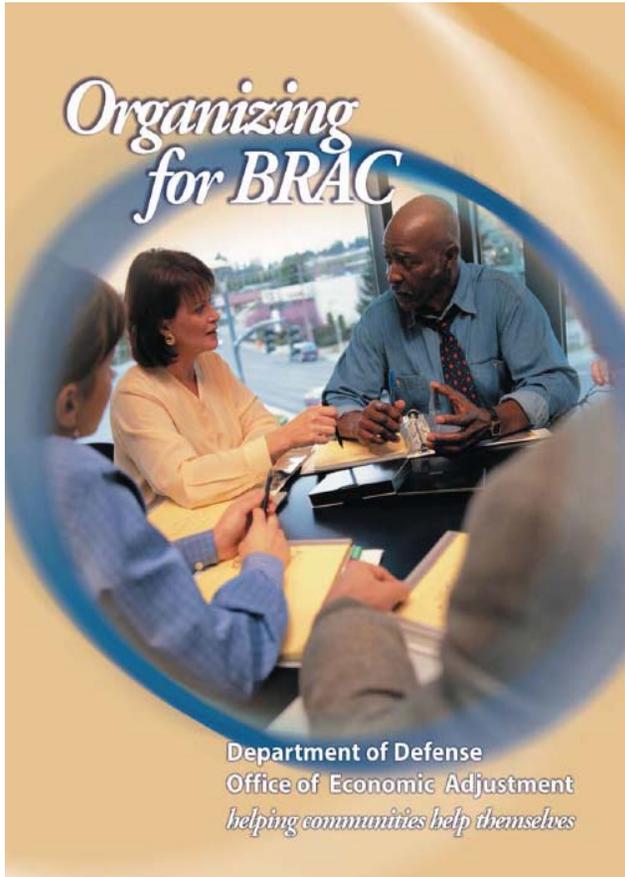
Communications ***Keep the Lines Open...***

- **BRAC is Communications Hot-Button at All Levels**
 - DoD, Congress, State, Local
- **SECAF, CSAF & SAF/IE Demand Consistent Message**
- **Our Commitment**
 - Always Be Responsive
 - Always Provide Air Force Position
 - Some Items We Cannot Release if Work Still in Progress
- **Respective of Chain of Command**
 - Some Details decided at Major Command Level or Lower



Realignments

Community Involvement is Critical



	Back to TOC
<i>Organizing for BRAC</i>	
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