



r e n a i s s a n c e

Updated 2005



*New Jobs
Uses of Space
& Resources*

*A New Life for
Former Military Bases*

“While it was projected that the area would suffer tremendously as a result of the base closure, just the opposite occurred. In the last two to three years, the Charleston area had one of the greatest economic growth increases in this region of the country.”

Jack Sprott

Charleston Naval Complex Redevelopment Authority
Charleston, South Carolina



Taking Charge of Change

The closing of a military base can mark a new beginning for a community. Local leaders are given the task of reinventing the base's usefulness, realigning existing structures, building new ones, and replacing hundreds of jobs. It can seem overwhelming, but with leadership, cooperation, and creativity, it's possible to rapidly recover and even prosper in such fields as transportation, education, commerce, industry, new neighborhoods, community support services, recreation, and conservation.

No matter what its geographical or economic features, a closed base can find new life and new productivity with the imagination and dedication of community leaders. It's the people behind the scenes who have made the Base Realignment and Closure program such a national success. Each success story pinpoints similar actions — actions that can help the next generation of Base Closure communities take charge of change.

For example, since 1996, more than \$100 million has been invested to build and modernize structures at the former Alameda Naval Air Station, several of which received national awards for environmental compatibility. In less than a year, the former Mather Air Force Base was handling one third of the booming air cargo business in the Sacramento area.

Across the country, communities that once relied on active military bases are now relying on themselves. Everywhere you look there's a renaissance at work. Here's how they're doing it.

The Keys to Success

Proper Organization

A single representative organization is paramount. Bring the stakeholders together throughout the process, from the conceptual visioning stage through short- and long-term planning, job creation, and economic stabilization.

Leadership Commitment

Public and private sector leaders must work together to provide continuing, priority support to adjustment efforts.

Comprehensive Strategy

The closure of a base enables a community to make significant changes in its fabric and direction. This challenge requires a strategy that broadly addresses change and encompasses community needs.

Consensus

Stakeholder acceptance of the redevelopment plan helps avoid the contentious issues that delay recovery progress.

Realistic Marketing

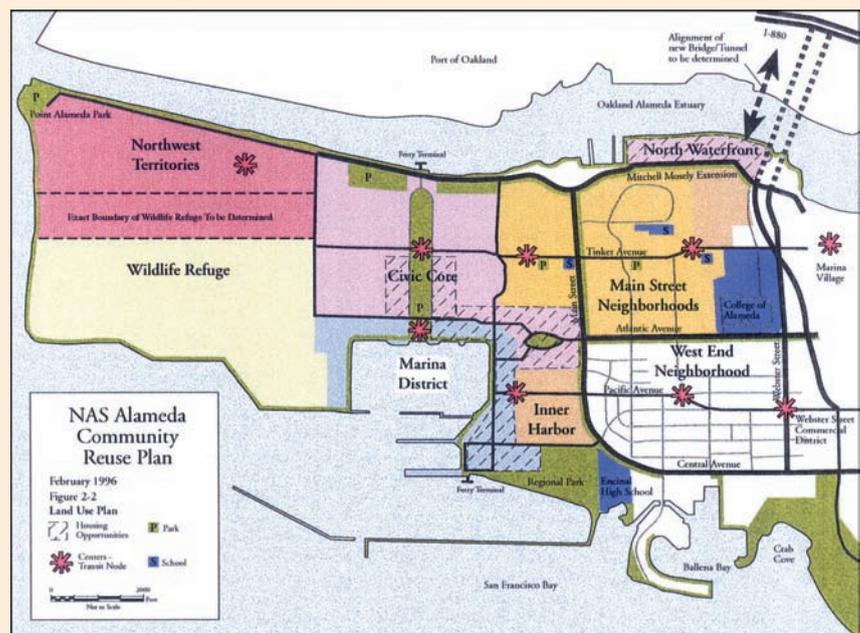
Every community has opportunities. The trick is to use sound business analysis to find those that have the most potential.

Patience

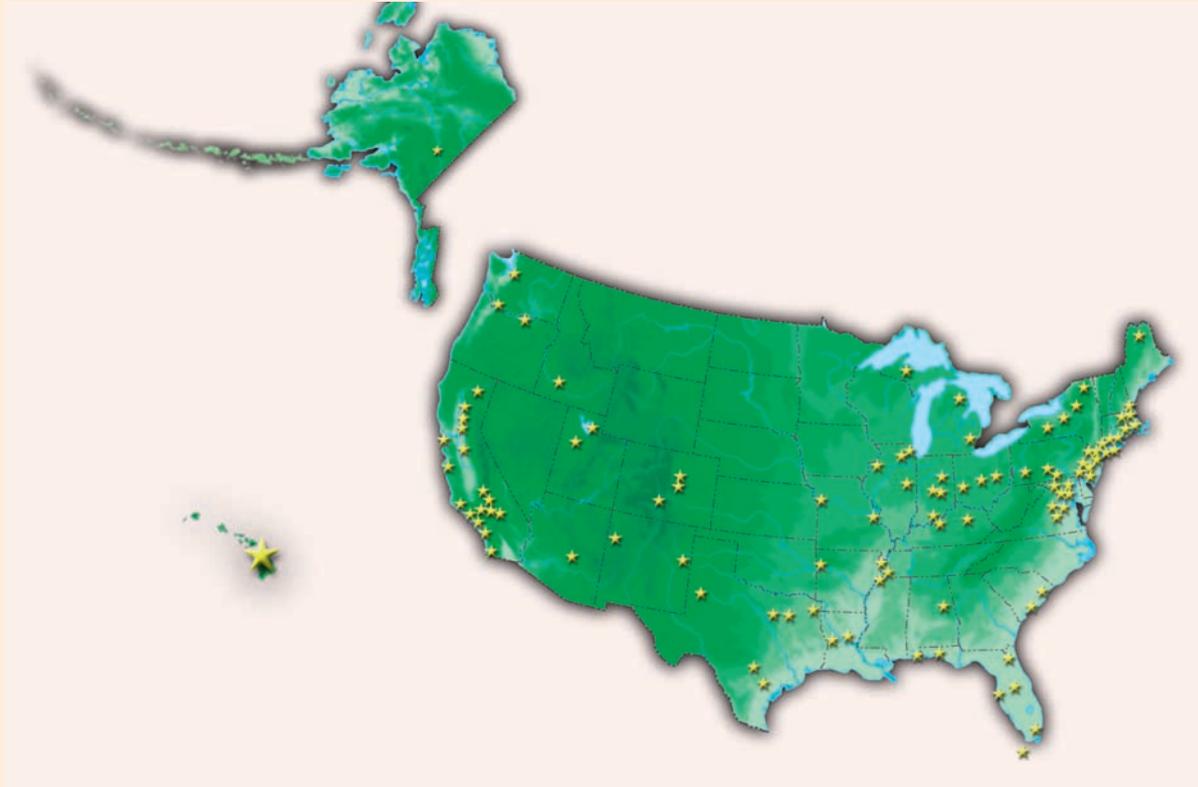
Positive change cannot occur overnight. Often it takes up to 20 years to fully realize a redevelopment plan.

Government Support

Marshal the guidance, technical assistance, and financial resources that are available from all levels of government to help plan and implement a recovery strategy.



From Coast to Coast, BRAC Is Making a Difference



Look at the Numbers!

Taken together, more than half of the civilian jobs lost have been replaced. In many locations, the change is even more dramatic.

Military Base	Base Closure Date	Civilian Positions Lost	New Civilian Jobs*	Change
Pease AFB, NH	1991	400	5,124	1,181%
George AFB, CA	1992	506	1,631	222%
England AFB, LA	1992	682	1,963	188%
Bergstrom AFB, TX	1993	927	4,359	370%
Chanute AFB, IL	1993	1,035	1,869	81%
Grissom AFB, IN	1994	792	1,036	32%
Lowry AFB, CO	1994	2,275	5,666	149%
K.I. Sawyer AFB, MI	1995	788	1,202	53%
Castle AFB, CA	1995	1,149	2,326	102%
Glenview NAS, IL	1995	389	4,098	953%
Ogden, DDD, UT	1997	1,105	2,468	123%
Cecil Field NAS, FL	1999	995	1,615	62%
Seneca Army Depot, NY	2000	273	1,205	341%

*Fall 2004

Entrepreneurial Spirit At Work

A renaissance can take many paths: transportation, education, commerce, industry, new neighborhoods, community support services, recreation, and conservation.
See what's possible ...



Transportation

Using existing facilities, some bases have transitioned quite smoothly to civilian use by focusing on aviation, port, trucking, and other transportation needs.

Education

In every region of the country, there's a shortage of space for classroom instruction, elementary through collegiate. Some former military bases have helped solve this problem for their communities.



Commerce & Industry

To bring in new jobs and revenues quickly, successful BRAC sites have attracted corporate and industrial tenants from the high-tech, biomedical sciences, shipbuilding, and manufacturing sectors to name a few. Many of these tenants have paid for facility upgrades and community rebuilding.

New Neighborhoods

Communities often find that the closing of a military base can be used to spark a "new urbanism," with residential and economy-boosting retail sites to accompany healthy business development.

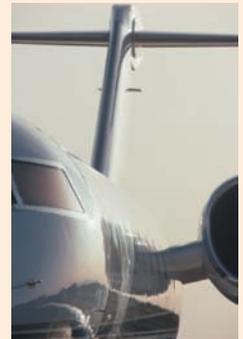


Community Support Services

All BRAC sites have successfully used buildings for much-needed community support services, including job training and work force housing. Some communities have benefited from youth and senior citizen programs, and new correctional facilities.

Recreation & Conservation

With help from all levels of government and support from the community, former bases have designated portions of their land for active and passive recreation and conservation activities, including parks, recreation, and open space, wildlife refuges, and other natural attractions.



T ransportation

Williams Air Force Base

Mesa, Arizona

The Williams Gateway Airport Authority has been running a portion of Williams Air Force Base since it closed in 1993. Thanks to an Airport Master Layout Plan, funded by a Federal Aviation Administration grant, the base is currently being used for Boeing's T-38 Avionics Upgrade Program, a major air ambulance service headquarters, a helicopter parts company, an aircraft painting service, restaurant, pilot shop, and more.

Mather Air Force Base

Sacramento, California

Since its closure in 1993, Mather Air Force Base has become Mather Field, "Where California Business Really Takes Off." Its prime location and one of the country's largest runways have made it an active air cargo hub for the Western United States and home to Airborne Express, Emery Worldwide, BAX Global, and the FAA Terminal Radar Approach Control Center (TRACON). Due in part to California's LAMBRA tax incentives, the former base now employs nearly 4,500 with its private companies, government agencies, nonprofits, and recreational facilities.



Oakland Military Complex

Oakland, California

Port of Oakland, the major seaport of Northern California, now occupies 528 acres of the Oakland Military Complex, which closed in 1999. A 100-metric-ton whirly crane, together with a warehouse and 35-foot draft pier, comprise a 29-acre break-bulk facility now held and operated by the Port in what is widely considered a model for the accelerated transfer of property.

Griffiss Air Force Base

Rome, New York

Griffiss Air Force Base has successfully attracted railroad, bus, and trucking companies since it closed in 1998. For example, Orion Bus Industries, a subsidiary of Daimler Chrysler, occupies nearly 24,000 square feet of space in order to modify new buses to comply with environmental emissions regulations. In addition, a first-of-its-kind chrome powder coating facility, with 35 new employees, is slated to begin operations in 2006.



Long Beach Naval Complex

Long Beach, California

The Long Beach Naval Complex, closed by 1991 and 1995 base closure actions, has been redeveloped into the Port of Long Beach and Boeing Sea Launch facility. The reuse plan includes a marine cargo container facility and an intermodal rail yard. The former naval shipyard includes a ship repair facility, a liquid bulk terminal, an expanded break-bulk and neo-bulk terminal, and a police headquarters and training academy.



“Griffiss Business and Technology Park is now home to more than 40 private sector employers, with more than 3,300 people working here in the public and private sectors. In five years, we have replaced the civilian job loss caused by the base closure, and our regional economy continues to grow stronger every day.”

Steven J. DiMeo, President
Mohawk Valley EDGE
Rome, New York

E,ducation

Williams Air Force Base

Mesa, Arizona

Since the base's closure in 1993, nearly 4,000 students now use the Williams Campus in the non-airfield portion of the base with a projected growth of between 15,000 - 20,000 students by 2020! The students take part in educational and research activities at Arizona State University (ASU), Mesa Community College, Chandler-Gilbert College, and several smaller schools. Major programs include aerospace technology, agribusiness, fire services, chip manufacturing, and professional golf.

Lowry Air Force Base

Denver, Colorado

Since 2002, the Colorado Community College System (CCCS) headquarters has occupied 153 acres and 1 million square feet of building space at the former Lowry AFB. Academic programs at the Lowry Campus include Mechanical and Diesel programs; a Police Academy; Computer and Science; and the CCD Dental Clinic, serving over 600 patients annually. CCCS also maintains a Professional Development and Conference Center.



Long Beach Naval Complex

Long Beach, California

Since the Naval Station and its Family Housing and Hospital complex closed in 1994, one 135-acre site has been transformed into an education complex. In addition to a transitional housing facility for the homeless, the complex features facilities for 4,000 high school students, a \$20 million Department of Labor Job Corps Center, and a \$30 million technology research facility for California State University.



“The Lowry project has been considered a model of military base redevelopment nationwide . . . (it) has received numerous accolades, including Real Estate Project of the Year by the University of Denver Burns School of Real Estate and Construction Management, the Governor’s Smart Growth and Development Award, and Community of the Year by the Home Builders Association of Metropolitan Denver.”

Kristi Arellano
Denver Post
Denver, Colorado



C ommerce & Industry

Fitzsimons Army Medical Center

Aurora, Colorado

The Fitzsimons Redevelopment Authority was hard at work even before the 1999 closure of the Fitzsimons Army Medical Center. The first building of the Colorado Bioscience Park Aurora was completed in 2000. It will offer start-up bioscience research firms close collegial affiliation with the University's Health Sciences Center (UCHSC). The UCHSC completed the 600,000 square foot Anschutz Center for Advanced Medicine and the Rocky Mountain Lions Eye Institute and Eye Bank. In 2002, the Nighthorse Campbell Native American Health Building and the Basic Science Research Complex were also completed. Though more than 1,600 jobs were lost when the Army Medical Center closed, the development program already has replaced 1,400 jobs, paving the way for a new "Health Sciences City" to replace the former military presence at Fitzsimons.



Cecil Field Naval Air Station

Jacksonville, Florida

Cecil Field NAS, cleared of military personnel since 1999, now functions as a public airport and provides facilities for aircraft maintenance and overall operations. At the Cecil Commerce Center, over 1,400 people are now employed. A key employer is the Florida Community College of Jacksonville's Aviation Center of Excellence, consisting of 17,000 square feet of classrooms and computer labs.

Charleston Naval Base Complex

Charleston, South Carolina

Closed in 1996, the Charleston Naval Base Complex benefited from its location on the Cooper River, accessible via a 42-foot deep channel. It is now a major maritime industrial

facility with five drydocks, 23 piers, and a marina. Additional facilities include an industrial park, office district, recreational facilities, and a community support district that provides space for Charleston-area social service agencies.

K.I. Sawyer Air Force Base

Marquette, Michigan

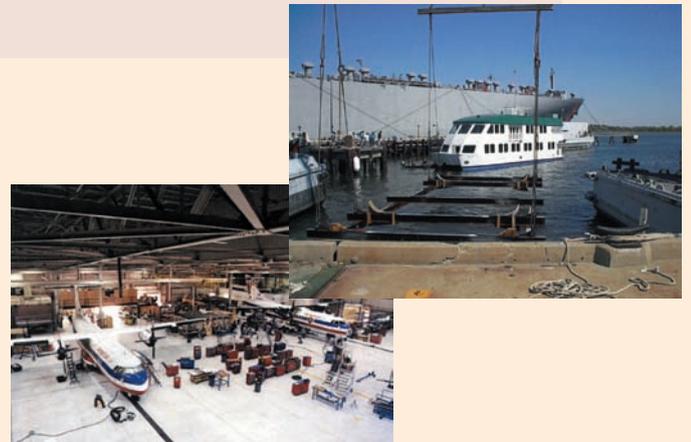
Even though its rural, far northern location presented significant obstacles, the K.I. Sawyer Air Force Base quickly created more new jobs than the 788 civilian positions lost when the base closed in 1995. Major tenants include American Eagle Airlines' 250-employee regional aircraft maintenance center, Louisiana-Pacific's \$30 million state-of-the-art lumber mill, and American Communication Network's 165-employee customer service call center.

*F*itzsimons' closure has probably been the best thing that has ever happened to the City of Aurora. We've more than replaced the military employment and that's just going to continue to increase. Future employment at the former Army installation is projected to reach 30,000 jobs by 2020 .

Jill Sikora-Farnham

Acting Executive Director

Fitzsimons Redevelopment Authority
Aurora, Colorado





Pease Air Force Base
Portsmouth, New Hampshire

Pease Air Force Base, the first to close under the 1988 Base Closure and Realignment Act, became the pioneer that others would follow. Since 1990, the former base has been transformed into a world-class industrial park, featuring over 190 companies from biotechnology to telecommunication to a brewery, and six on-site educational institutions. It also boasts an international airport, with general aviation, cargo, aircraft maintenance, and a domestic/international passenger terminal.



“The Pease International Tradeport has far exceeded the number of jobs lost by the closure of Pease Air Force Base and will contribute to providing New Hampshire with economic stability for years to come.”

George Meyer
 Former Executive Director
 Pease Development Authority
 Portsmouth, New Hampshire

Alameda Naval Air Station and Aviation Depot
Alameda, California

Since it closed in 1997, the Alameda Naval Air Station and Aviation Depot has been renamed Alameda Point and is home to a variety of uses including public recreation facilities, residential neighborhoods and mixed-use commercial/industrial development. Entertainment, movie production and related companies have also utilized the former hangar space to film box office motion pictures.



New Neighborhoods



Fort Benjamin Harrison

Indianapolis, Indiana

“Historic Fort Harrison, Creating a New Tradition” read the signs at the former Fort Benjamin Harrison. The City of Lawrence grew up around Fort Harrison, so its 1996 closure presented a unique opportunity to redefine the city’s identity, establish a new city center, and create balanced, interconnected, quality neighborhoods serving all city residents. The city successfully brought together the best of the fort’s rich architectural heritage with new, architecturally compatible construction. This blending of styles enabled the city to retain the fort’s historic identity and buildings that date back to 1908. Also, the city will have a true downtown for the first time. To date, more than 1 million square feet of new residential and commercial construction has been completed or is under contract.

Lowry Air Force Base

Denver, Colorado

Closed in 1994, Lowry Air Force Base now offers diverse neighborhoods and technical training facilities for the Denver area. Under the guidance of the Lowry Redevelopment Authority, the best aspects of traditional, balanced, city neighborhoods have been created at the former AFB. Distinctive in their design, the neighborhoods include more than 800 acres of local parks and open space with small shops, business centers, and educational opportunities. Lowry offers a full-range of housing choices and opportunities. They have successfully transformed a hangar to an ice arena and converted the former headquarters building to 261 loft-style apartments.

Orlando Naval Training Center

Orlando, Florida

When the Orlando Naval Training Center closed in 1996, Central Florida business, education, and political leaders coordinated a ten-year development plan featuring several balanced neighborhoods totaling 3,200 housing units, 350,000 square feet of commercial property, 1.5 million square feet of office space, and 240 acres of parkland. Though attention has been focused on new urbanism plans, some of the property is set aside for aviation multi-modal services and the VA, U.S. Customs Service, Florida Air National Guard, and Army Reserve.

Glenview Naval Air Station

Glenview, Illinois

As part of a \$1.25 billion redevelopment project, developers are creating a 1.1 million square foot Town Center on the site of the former Glenview NAS, closed in 1995. The mixed-use, pedestrian friendly Town Center will include 3,600 dwelling units, a 140-acre park, a 31 acre preserve, a 45-acre lake, two golf courses, a children’s museum, six miles of bike paths, and an additional 1 million square foot office park.

“**F**irst, build community consensus early in the project.

When there are many stakeholders, you can have trouble reaching common ground. Secondly, build a reliable partnership with your agencies — in our case the Navy and environmental regulators. Thanks to careful organization, our area is almost 100% cleaned up to residential standards.”

Donald Owen
Director of Capital Projects and Planning
Glenview, Illinois

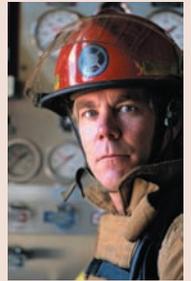


Community Support Services

Many communities face a unique challenge to provide resources and support services for staff and residents. Former military base facilities can be adapted for specialized community services such as fire and police training, day care, police and fire stations, hurricane shelters, affordable housing, senior services, supplementary education for Head Start, and community health centers.

“Our greatest challenge was being able to take on the amount of property available and become self-sufficient in total operation. We accomplished this project through outstanding planning, superb execution, and the cooperation and support of the Air Force Reserve and the Air Force Base Conversion Agency, as well as local, state, and federal elected officials.”

Daniel Goddard
Grissom Redevelopment Authority
Peru, Indiana



Chanute Air Force Base Rantoul, Illinois

Since Chanute Air Force Base closed in 1993, the history of its military presence has been kept alive through the Octave Chanute Aerospace Museum. More than 40,000 people visit the 160,000 square foot facility annually. Former military properties contribute significantly to the citizens' quality of life through a fitness center, an arts and crafts center, new soccer fields, a new aquatic center, a recreational lake and two public golf courses. Private holdings that increase the tax base and create jobs include Prairie Village Retirement Center, family housing developments, the Fanmarker Hotel

and numerous small businesses and industries.

Treasure Island Naval Station San Francisco, California

Closed in 1997, the Treasure Island NAS currently leases 943 residential housing units with 218 of these designated for low-income families. A total of 2,800 dwelling units are expected as part of the redevelopment project to be built by 2015 with 30% set aside for low-income families. The 840 affordable housing units will

help alleviate the Bay Area's severe shortage of affordable housing.

Seneca Army Depot Romulus, New York

Even before the Seneca Army Depot officially closed, county officials undertook major initiatives: The renovation of 200 homes for affordable housing; and the creation of KidsPeace, a center for kids in crisis, featuring dormitories, classrooms, a dining facility, recreation center and gymnasium. Already more than 1,200 jobs have been created through these and



Recreation & Conservation

Fort Benjamin Harrison

Indianapolis, Indiana

Today, residents of greater Indianapolis and the city of Lawrence enjoy more than 1,500 acres of the rolling scenic countryside that is now the only urban state park in Indiana. Adjacent to the park is a state-operated 18-hole championship golf course.



Fort Ord

Marina, California

Since the base's closure in 1994, plans for mixed reuse of the facility have been guided by the Fort Ord Reuse Authority. Primary interest has been on eco-tourism, combining environmental attractions with economic development. To this end, the new education center and municipal airport are adjacent to golf courses and the 1,000-acre Fort Ord Dunes State Park, where endangered species and habitats are left undisturbed.

Pease Air Force Base

Portsmouth, New Hampshire

The last military personnel left Pease Air Force Base in 1991, and the state-created Pease Development Authority went right to work building a world-class industrial park and international airport. Additionally, the U.S. Fish & Wildlife Service designated 1,054-acres as the Great Bay National Wildlife Refuge so that the shoreline would only be populated by the federally protected bald eagle, peregrine falcon, and other wildlife.



“We worked very, very strongly to try to keep the base (Fort Ord) here, but when that all changed, we were actually announced as a closure, the first thing we did was try to reorganize everybody into a different configuration, to deal with the closure. We were realists. We decided we had lost that particular battle, but we weren't going to lose the war.”

Edith Johnsen
Supervisor
Monterey County, California



The Results Are In

Though the closing of a military base can seem like an ending, it can also be the start of something new and more successful. Communities across the country are finding out that, indeed, anything is possible!

Renewed Confidence

Strong leadership, consensus planning, and job creation breed success and help a community regain confidence in its future.

A More Diversified and Stable Economy

The influx of new business, industry, space, and services to a community can stimulate economic growth. Communities often find that, when a base closes, more is gained than lost!

Tax Base Expansion

As a community offers more jobs and opportunities, the growing tax base enables a broadening of community facilities and services – along with an improved quality of life.

High-Quality, High-Paying Jobs

Successful BRAC projects mean that civilian employees often gain more upward mobility than was previously afforded, as well as higher salaries and new places to turn for retraining and education.

Public and Private Reinvestment

When community leaders find creative ways to use closed military bases, everyone wins. New initiatives inspire both the township and its corporations to invest in their future.



Helping Communities Help Themselves



“The Office of Economic Adjustment (OEA) has been ‘helping communities help themselves’ in response to BRAC for more than 45 years. It is clear from our experiences that economic recovery process is more difficult without a genuine partnership between the Military Departments and the affected communities during the base closure and property disposal phases. Likewise, it is important to recognize that this necessary Military-community partnership needs to be flexible and adapt to the specific market forces found at each location. No two communities are alike; local economic adjustment is never routine.

The successful base redevelopment and economic adjustment activity presented in this publication is a testament to what local leadership, assisted by OEA’s adaptive program of financial and technical assistance, can achieve when confronting the tasks of determining and implementing civilian use of a former military base, often one of the greatest challenges a community will face.”

Patrick J. O'Brien
Director
Office of Economic Adjustment

Where to Begin?

The impact of a military base closure is felt most dramatically at the local level. Since 1988, more than 110 communities across the country have had to marshal scarce community resources to replace lost jobs with new economic activity and turn military dependency into civilian self-reliance.

But such communities are not alone. Since 1970s, the 22 Federal departments and agencies of the President's Economic Adjustment Committee have provided support to state and local governments. Since 1988, more than \$1.96 billion in financial aid and countless hours of technical assistance were made available.

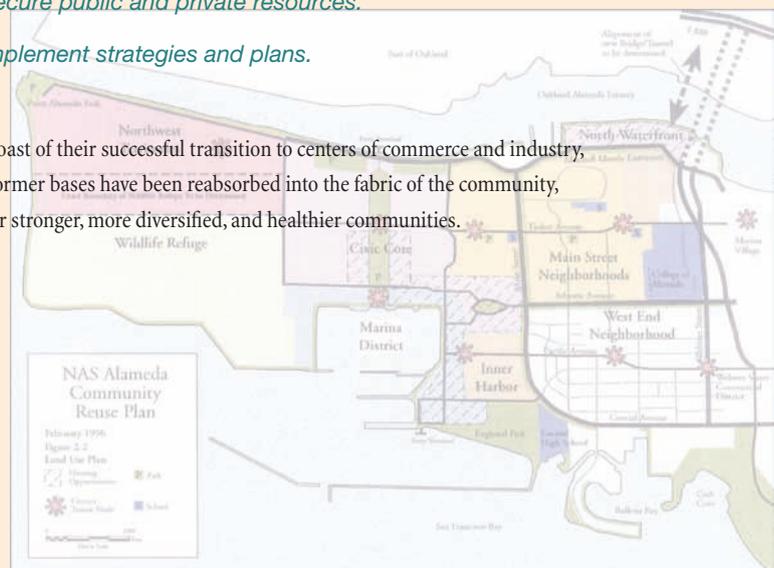
The Department of Defense's Office of Economic Adjustment (OEA) was established in 1961 to manage the Defense Economic Adjustment Program. It has helped more than 300 communities adjust to military base closings and force structure realignments. In the most recent rounds of base realignments and closures, OEA provided the means to: (a) **organize** in response to the challenge, (b) **plan** creative solutions for the adaptive reuse or redevelopment of surplus Federal property and assets, and (c) **implement** the community's redevelopment plan. This three-stage economic adjustment has proven to be a successful model.



Here are eight steps to stay on track ...

- 1) *Organize to suit the task.*
- 2) *Assess strengths, weaknesses, opportunities, and threats.*
- 3) *Determine a competitive advantage.*
- 4) *Develop a comprehensive adjustment strategy.*
- 5) *Prepare a property redevelopment plan.*
- 6) *Build necessary linkages, networks, and systems.*
- 7) *Secure public and private resources.*
- 8) *Implement strategies and plans.*

Today, results are apparent everywhere as communities proudly boast of their successful transition to centers of commerce and industry, higher education, research, and technology. Most important, the former bases have been reabsorbed into the fabric of the community, forming livable neighborhoods and creating new opportunities for stronger, more diversified, and healthier communities.





The closure of a base creates the opportunity for a local community to reuse large parcels of land, surplus personal property, and military buildings in ways not previously envisioned. To assist communities with their adjustment period, the Office of Economic Adjustment periodically publishes community guidance manuals. For more on information contained herein, please contact:



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