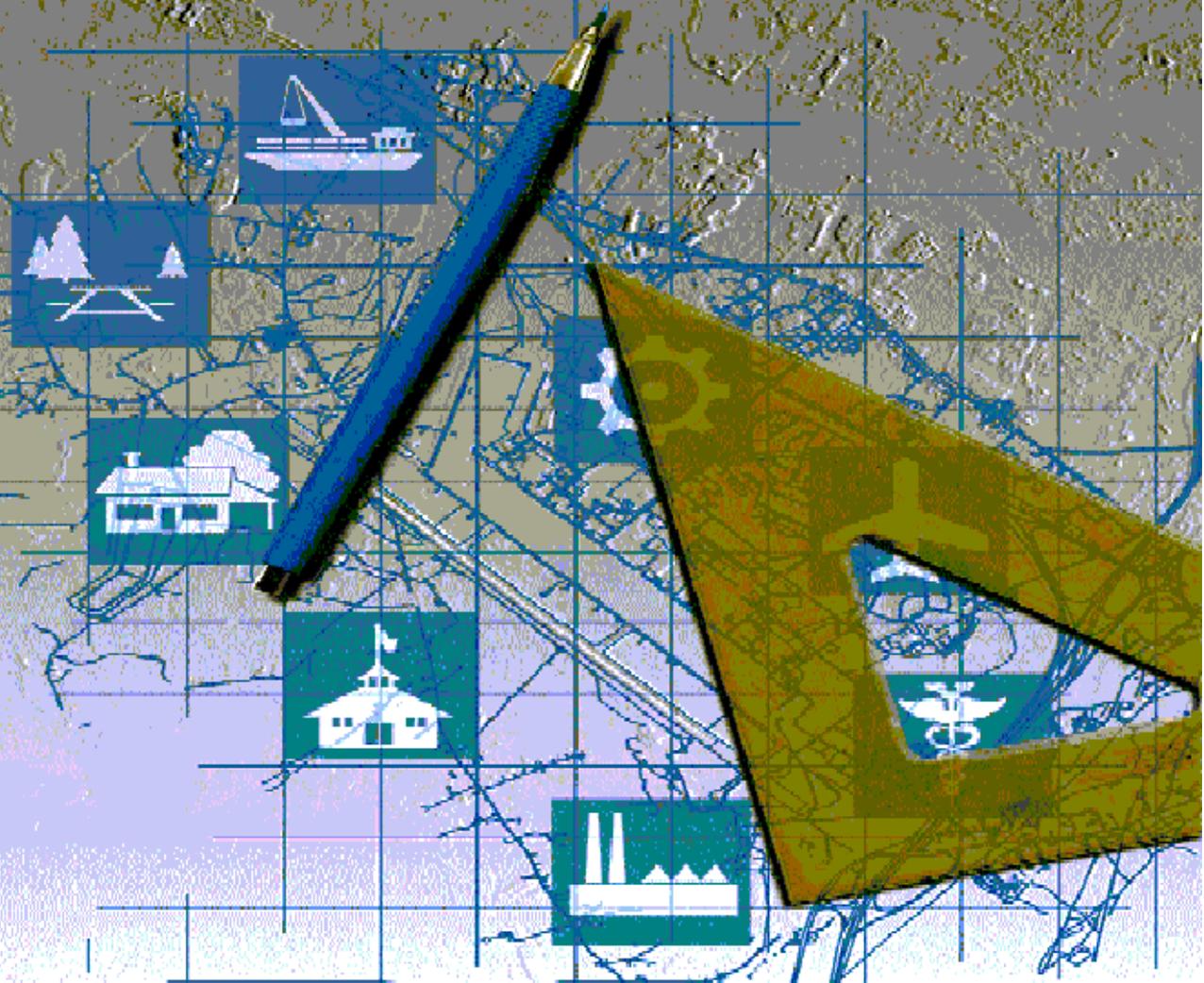


# Community Guide to Base Reuse



Office of Economic Adjustment  
Office of Assistant Secretary of Defense for Economic Security

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*Questions, comments, and requests for additional copies of this Guide may be directed to the Office of Economic Adjustment at (703) 604-6020.*

*This Guide is also available on the World Wide Web at <http://www.acq.osd.mil/es/>*

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# One

## Roles in Base Reuse

### *Assuming Responsibility*

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#### *Highlights*

The Department of Defense (**DoD**) has been closing military bases and assisting Defense-impacted communities through its Defense Economic Adjustment Program for more than 35 years. Over this period of time, experience has shown that the primary responses to a closure must be community-based.

This Section describes the roles of community leaders, State leaders, Federal officials, and other resources. The role of community leaders—where economic adjustment efforts begin and end—is described in terms of the three components of economic adjustment: the community, local businesses, and workers. The roles of State and Federal officials are briefly summarized. A detailed listing of the various resources available to your community can be found in the Appendix.

The economic and social fabric of a community is tested when a closure action is announced. What does this decision mean? How will jobs be impacted? Is there any way to avoid the closure? The closure and reuse process is disruptive, but the experience of most communities is that the net result is economically beneficial in the long run.

### The Role of Community Leaders

Economic adjustment in response to a base closure begins and ends with the community leaders. Effective decision making rests with those most impacted by the closure—those who have the greatest stake in economic recovery. Community leaders must assume many responsibilities:

- **Awareness.** Study the potential impacts upon the community. What are the strengths and weaknesses of the local, regional, and State economies? How many businesses in the community are directly or indirectly dependent on the activity at the base? Is a large portion of the housing market dependent on rental or

mortgage payments made by base personnel? Are there opportunities for economic growth?

- **Leadership.** Become the catalyst for the community's adjustment effort. The organization, planning, and implementation of any adjustment effort depend on your ability to build alliances and partnerships across the entire community spectrum, including workers and businesses, civic leaders, and local interest groups, as well as various technical and financial sources.
- **Direction.** Learn about the issues so that you can give clear direction on such key points as worker retraining, environmental issues, and off-base initiatives. Help is available from others who have been through similar base reuse experiences. Section 4 of the Appendix contains the names and points of contact for many individuals and organizations that can assist you in speaking from an informed perspective.
- **Investment.** Engage the commitment of local and regional political and financial resources to support the overall adjustment effort. Necessary seed capital is critical and spurs community commitment to accepting and resolving challenges arising as a result of the closure.

### *Economic Adjustment Focus*

Attempts to respond to a base closure are typically focused on three areas: **The Community**, **Local Businesses**, and **Workers**. They are interrelated and are commonly addressed concurrently in an adjustment program. Community leaders have specific roles and responsibilities to each of these interests, which are addressed below.

#### The Community

Community leaders are essential to help ensure that the economic adjustment process, including base reuse, addresses the needs of the overall community. They are called upon to:

- **Lead the process.** Be prepared to make decisions, mobilize resources, and build consensus.
- **Raise the consciousness of the community.** Face the issues of past Defense dependency and the need for economic diversification.

- **Speak up about the need for economic adjustment.** Create a process to make the entire community healthier and more productive.
- **Embrace the installation as part of the community.**
- **Understand the community's strengths and weaknesses.**
- **Communicate with the community to define a vision** for the future.
- **Create an entrepreneurial environment** in the community—from the policies of city hall to new programs—to encourage innovation.

### Local Businesses

There are many supportive steps a local official can take to provide assistance to affected businesses:

- **Understand vulnerable businesses and their needs.** The local base contracting office can help identify local businesses that may be impacted by the closure. Are there businesses ready or willing to make the transition to new markets? What will they need to do this, and how can the local government help?
- **Know your economic development tool kit**, particularly any business development tools and resources that may be of assistance, including access to Federal and State resources. Many such resources are listed in Sections 1 and 2 of the Appendix.
- **Provide access to data on current and future trends** in base consumption in the local economy. This will be useful to local businesses anticipating the closure.
- **Educate local businesses about opportunities**, including foreign markets, technology transfer, manufacturing networks, initiatives to increase competitiveness, access to new markets, and new product development.
- **Maintain an ongoing dialog with businesses.**
- **Link the efforts of all organizations in the community that assist business**, including the Chamber of Commerce and service organizations.

### Workers

Community leaders should take steps to minimize employment disruption. The local official is primarily a facilitator—providing information, resources, and assistance in the following areas:

- **Define** dislocated and at-risk worker populations, their concerns, and their needs. For base employees, this effort begins with the base Human Resources Director.
- **Create** demand-based training opportunities for impacted workers. Provide them with advanced skills to match new jobs and business opportunities.
- **Learn** which Federal and State resources are available for worker adjustment and help those in need to access them.
- **Facilitate** dialog among all concerned interests: the labor force, unions, universities and colleges, service organizations, local interest groups, local governments, and the base itself. Help ensure that all are working collaboratively toward common goals without duplication of effort.
- **Involve** members of the local Private Industry Councils (**PICs**) or Service Delivery Areas (**SDAs**) and choose an organization that will conduct the training locally.

### The Role of State Officials

The National Governors' Association (**NGA**) outlined some ways that States can be helpful to Defense-impacted communities:

- Provide policy direction
- Help mobilize local efforts
- Encourage local jurisdictions to work together
- Help develop economic adjustment potential at the local level
- Provide technical and financial assistance for community programs

In this regard, your State may be able to help you in:

- **Conducting proactive “outreach campaigns”** to communities, businesses, and workers to raise awareness about base reuse issues, to focus on local and regional concerns and needs, and to identify the types of assistance available.
- **Facilitating community, business, and worker access** to Federal and State resources.
- **Linking communities regionally** to address common base reuse issues.

Section 2 of the Appendix identifies initial State contacts for economic adjustment and worker assistance.

## The Role of Federal Officials

The Federal role is to supplement and support local decision making. A community will encounter the following Department of Defense resources during economic adjustment efforts:

- The Installation Commander or other Military Department officials who close the facility and are responsible for its disposal are the most important resources for acquainting the community with the base facility.
- The Office of Economic Adjustment (**OEA**), through its Project Manager, provides comprehensive assistance to support community organization, planning, and transitional activities. For many communities, OEA provides the first assistance. Contact the Director of OEA for Project Manager information (see Section 1 of the Appendix).
- The Base Transition Coordinator (**BTC**) is the local, on-site Federal point of contact who works as an ombudsman for the community. The BTC is a key contact, problem solver and information source for the local community, especially in relation to environmental cleanup and property disposal. Contact the Base Transition Office for BTC information (see Section 1 of the Appendix).

Considerable expertise and assistance is also available at the Federal level as the project takes shape.

Transition assistance is available for displaced workers, impacted housing markets, and affected school districts. Methods for acquiring surplus Federal property for public purposes at a discount, and other technical assistance, are available for reuse efforts. Public purposes include:

- Aviation
- Parks and recreation
- Health care
- Historic monuments
- Wildlife preservation
- Ports
- Highways
- Education
- Corrections
- Homeless assistance

Funding is also available for such diverse activities as site improvements, business loan funds, project-specific planning, business counseling, and other adjustment efforts. A complete list of Federal resources—technical as well as financial—is provided in Section 1 of the Appendix.

## Other Resources

Several interest groups can provide further assistance. These groups are engaged nationally as well as locally to equip their members with the necessary tools and capabilities to be effective through their adjustment initiatives. Communities can learn from the experience and counsel of peers who have successfully dealt with base closure. A list of these organizations is included in Section 3 of the Appendix.

# TWO

## Reuse Overview

### *Understanding the Process*

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#### *Highlights*

The base reuse process consists of a series of activities involving both the Local Redevelopment Authority (**LRA**) and the Military Department. These activities are required by both laws and regulations. An LRA must be aware of this general process to effectively respond to the closure and to move the community toward economic recovery.

The overall reuse and disposal process (“**reuse process**”) consists of three phases: base-wide **reuse planning; disposal and reuse decision making; and decision implementation**. This Section provides a brief overview of the reuse process, including information on transitional impacts to the community as the base is converted from military to civilian use. The process is explained in further detail in the DoD *Base Reuse Implementation Manual*, available from the Office of the Assistant Secretary of Defense for Economic Security.

## Reuse Planning

Under the Base Closure Community Redevelopment and Homeless Assistance Act of 1994, a new community-based reuse planning process begins upon the final selection of the base for closure or realignment. Through this process, the local reuse organization, or LRA, identifies local reuse needs and conceives a redevelopment plan for the Military Department to consider in the disposal of base property. At the time of publication, legislation was under consideration that would revise some of the following provisions as they pertain to the homeless, including outreach and planning. Please consult with your OEA Project Manager and Base Transition Coordinator to keep apprised of the specific planning requirements as they may change.

Concurrent with the LRA activities, the Military Department also undertakes disposal planning, environmental planning and management, and other base closure activities.

## *A New Reuse Planning Process*

The reuse planning phase begins immediately following the date of approval of the base closure or realignment (“**date of approval**”). Figures 1 and 2 show some of the principal activities and milestones associated with the overall base reuse process. Although many of these milestones are prescribed by statute, community officials should realize that, within legal limits, every effort will be made to accommodate the community’s individual circumstances. The LRA’s reuse planning activities and the Military Department disposal planning activities can generally be grouped and described in terms of the number of months following the date of approval.

- **First 6 Months.** The Military Department will determine which parts of the base are not needed by the Department of Defense (“**excess**” property) or another Federal agency (“**surplus**” property), and will publish a notice identifying the surplus property as being available for reuse. The LRA is structured and recognized by DoD through OEA (see Section 3, “Local Redevelopment Authorities,” for more information on LRAs) and begins comprehensive reuse planning for the base. This effort includes early and frequent coordination with the Base Realignment and Closure (**BRAC**) Cleanup Team (**BCT**) and with the Restoration Advisory Board (**RAB**).
- **6 to 12 Months.** The LRA undertakes outreach to provide information on the installation to representatives of the homeless and to other persons interested in assisting the homeless and solicits notices of interest in the base from State and local governments, representatives of the homeless, and other interested parties to assist the local planning effort. The LRA will prescribe the dates for receiving these notices and will publicize them locally.
- **12 to 18 Months.** After considering the notices of interest received, the LRA prepares a reuse or redevelopment plan, incorporating environmental considerations such as cleanup activities, air emission credits, natural resource concerns such as endangered or threatened species and habitat, and cultural and historical requirements. This plan identifies the LRA’s overall reuse strategy for the base. The LRA and the community, through public comment, must ensure that the plan adequately balances local community and economic development needs with those of the homeless.

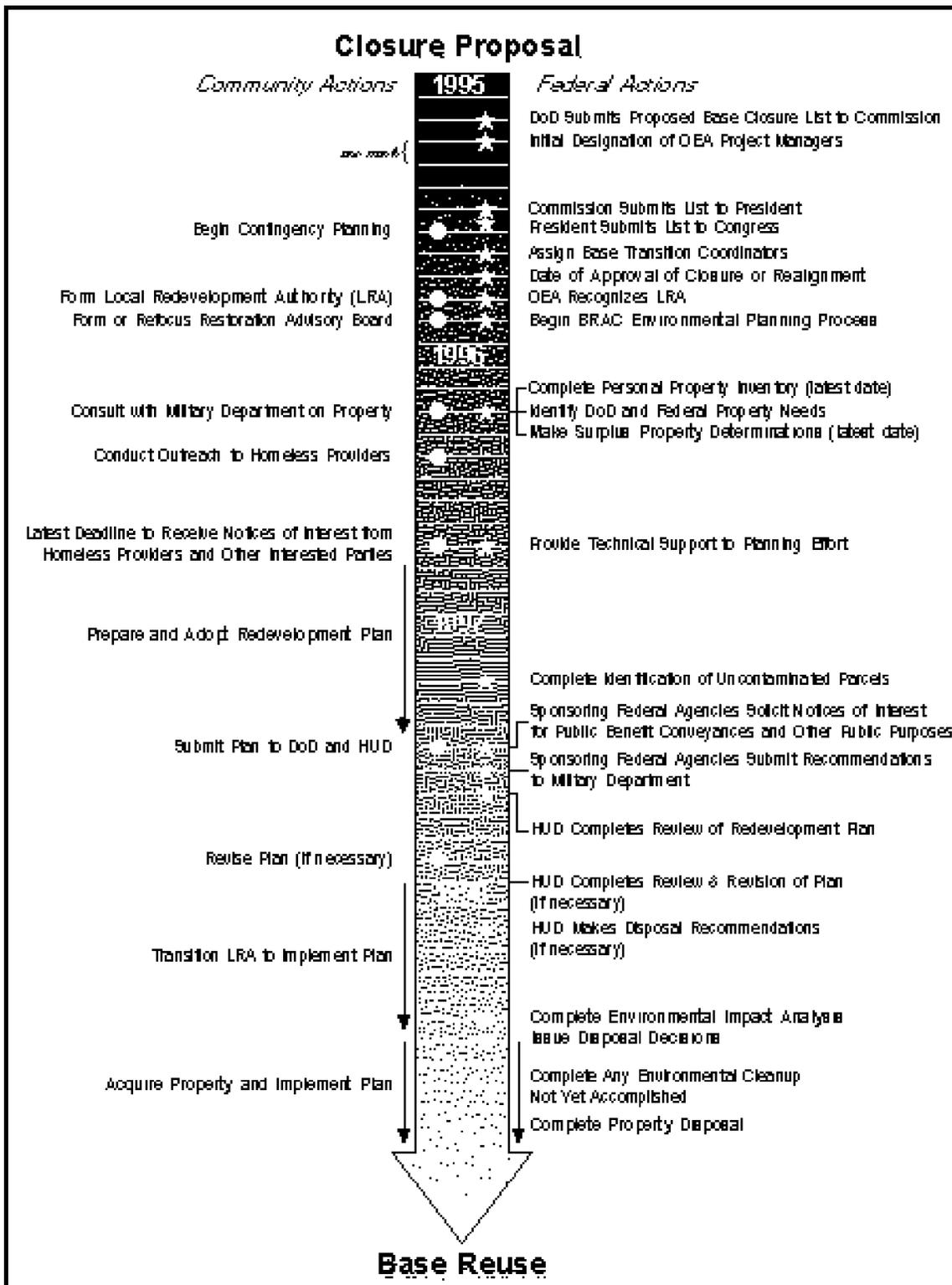
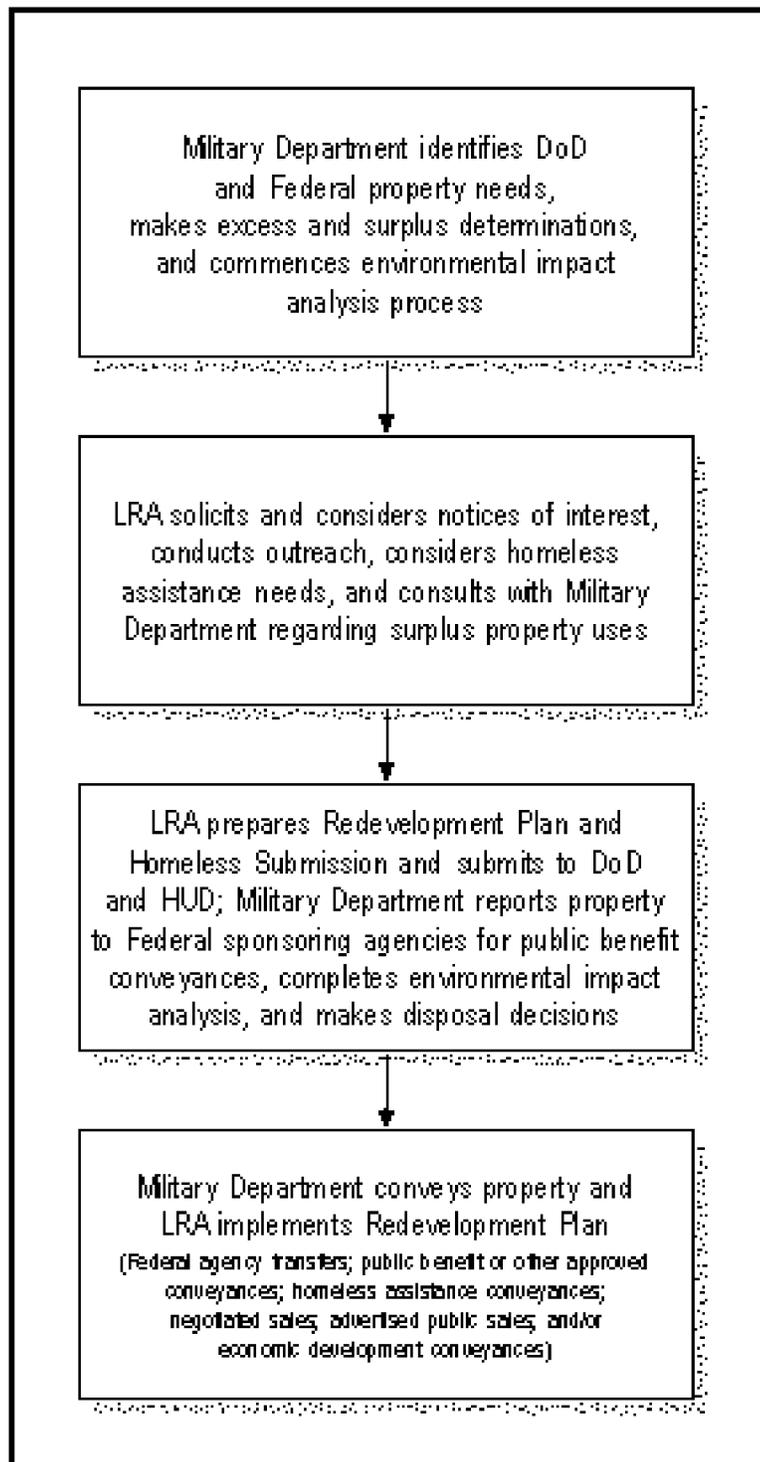


Figure 1. Generalized Reuse Process Timeline for BRAC '95 Bases



**Figure 2. General Disposal Process Flow Diagram**

- **Approximately 18 to 24 Months.** The LRA's completed redevelopment plan is submitted to the Military Department. Not later than this time, the Military Department also notifies sponsoring Federal agencies of property that may become available for public benefit conveyances. The sponsoring Federal agency notifies eligible entities, evaluates their applications, and makes recommendations to the Military Department who will in turn keep the LRA apprised of any interests.

The community's plan is also submitted to the Department of Housing and Urban Development (**HUD**) as part of an application to help address the community's homeless needs. HUD will review the application to determine whether in its judgment the LRA has adequately balanced local community and economic development needs with those of the homeless. If HUD determines that the application does not strike this balance, the LRA will be provided with an opportunity to address HUD's concerns.

- **Approximately 24+ Months.** The Military Department will complete its environmental impact analysis (see "Environmental Impact and Other Impact Analyses" in this Section) no later than 12 months after receiving the LRA's redevelopment plan. This analysis normally uses the LRA's plan as the proposed action and describes any alternatives considered. During the disposal and reuse decision phase, final Military Department disposal decisions will resolve any competing requests for the property and will, in many cases, be consistent with the LRA's redevelopment plan. Once disposal decisions are made, the Military Department initiates final disposal actions in accordance with its disposal plan.

## *Personal Property*

Shortly after the date of approval of the base closure, the Military Department will consult with the LRA as the military inventories and makes decisions about the retention or disposal of personal property. "Personal property" comprises property other than land, buildings, and Government records at a closing base. Items such as desks, computers, and shop equipment are examples of personal property having the potential to assist the reuse effort. Early in the reuse planning phase, the Military Department will identify the personal property that will be made available for reuse, and the community, through the LRA, will be asked to identify those items of available personal property it feels are necessary to assist the reuse effort. This request may come long before the LRA has a completed redevelopment plan.

Throughout this process, the Military Department will be sensitive to the planning needs of the LRA and normally will not move property likely to be suitable for reuse without notifying the LRA in advance. Ultimately, the LRA will need to stipulate in its redevelopment plan what personal property it determines is necessary for the effective implementation of the plan.

A separate category of personal property is that owned by non-appropriated fund (NAF) organizations. These entities, rather than the Military Department, are responsible for its disposal and the LRA will need to explore opportunities for reuse directly with the particular organization. NAF property is often owned for religious, morale, welfare, or recreational activities, including post exchanges, ship stores, military officer or enlisted clubs, or veterans' canteens, and has been purchased with funds generated by Government employees and their dependents.

### *Environmental Impact and Other Impact Analyses*

As part of the reuse planning phase, the Military Department, under the National Environmental Policy Act (NEPA), must consider all reasonable disposal alternatives and their respective environmental consequences. This is accomplished by means of a formal environmental impact analysis, which commonly takes the form of an Environmental Impact Statement (EIS). Additionally and aside from NEPA, the Military Department is required to analyze impacts to natural and cultural resources and may be required to consult with other Federal and State agencies before making final property disposal decisions.

Initially, if the Military Department determines not to commence an EIS immediately, an environmental assessment (EA) may be conducted to determine whether proposed disposal actions require a full EIS (e.g., actions that will have significant environmental impacts). In the event it is determined that there will be significant impacts, an EIS is undertaken as follows:

- The Military Department publishes a Notice of Intent in the *Federal Register* that a property disposal action may be undertaken and that an EIS will be prepared and considered.
- A public scoping meeting will be held in the geographical area to obtain public comments about the possible environmental impacts of the proposed disposal action and likely reuses, as well as the reasonable alternatives that should be considered in the analysis. It is therefore important for the LRA and other interested community leaders to participate in the scoping meeting.

- Data are collected and analyzed by experts in different fields, and the results are published in a Draft Environmental Impact Statement (**DEIS**). The DEIS will be made available for public review and comment. Interested agencies, organizations, and individuals normally have 45 days to review and comment. Also during this time, a public hearing is held in the community to explain DEIS findings and to receive oral comments.
- The Final Environmental Impact Statement (**FEIS**) is completed no later than 12 months after the submittal of the LRA's redevelopment plan. The FEIS will address public and other comments received on the DEIS. A Notice of Availability (**NOA**) of the FEIS will be published in the *Federal Register*.
- Not earlier than 30 days after publication of the FEIS, a disposal Record of Decision (**ROD**) is issued. The disposal ROD indicates the disposal actions that have been selected, the alternatives considered, the potential environmental impacts of each alternative, and any specific mitigation activity to support the decision. After the ROD is signed and issued, the availability of the ROD is announced in the *Federal Register*. Then, the Military Department may dispose of the property if other actions are complete.

A similar NEPA process will apply when property is utilized under an interim lease before full base closure, but normally an EA will be involved and can be accomplished in less time than a full EIS.

## *Environmental Process*

The Military Departments have had ongoing environmental cleanup programs for many years as part of the Department of Defense Environmental Restoration Program. Environmental programs are emphasized and expedited at closure bases through the BRAC Environmental Process, which includes environmental cleanup actions and other environmental issues that may impact property reuse. Many environmental activities will occur during the reuse planning phase. Therefore, it will be important for the LRA to communicate its reuse concepts to the Military Department as soon as they are formulated. This way, environmental priorities can be reconciled with community reuse priorities, and appropriate cleanup levels can be established to reflect anticipated future land uses. The BRAC Environmental Process is described as follows:

- A BCT, an important source of information for reuse planning, is designated for each base where property will be made available for reuse. The BCT will comprise a BRAC Environmental Coordinator

(or **BEC**—a Military Department employee) and representatives from the State environmental agency and the U.S. Environmental Protection Agency's (**EPA**'s) regional office. The environmental subcommittee of the LRA should work closely with the BCT to receive cleanup information and to provide the BCT with input on reuse priorities and decisions.

- The BCT reviews the status of all environmental programs at the base, as well as the LRA's redevelopment plan, unless it is not available, in which case anticipated community needs are considered.
- The BCT develops a strategy for base environmental programs to incorporate both reuse and environmental priorities.
- A BRAC Cleanup Plan is prepared, describing the status of base environmental programs, and identifying a strategy and schedule for environmental cleanup, compliance, and natural- and cultural-resources-related activities.
- As contamination is remediated, the BRAC Cleanup Plan is updated to reflect cleanup and site close-out actions that have been taken, as well as any changes in community redevelopment needs.

Property that is being cleaned up can be leased and put into immediate economic reuse, with the Military Department and the BCT working to ensure that cleanup activities do not unnecessarily impede reuse activities.

### *Environmental Suitability for Transfer or Lease*

In order to facilitate reuse planning efforts, the Military Department will identify "uncontaminated" base property no later than 18 months after the date of approval. This identification procedure includes consultation with appropriate State or EPA regulators. In addition, no property can be conveyed by deed or can be leased until the Military Department makes a Finding of Suitability to Transfer (**FOST**) or a Finding of Suitability to Lease (**FOSL**), respectively.

The FOST/FOSL determines whether property is environmentally suitable for its intended use and whether there is any restricted use of the property. Processes such as an Environmental Baseline Survey are used in developing the FOST/FOSL and include the identification and analysis of all available records, a visual and physical inspection of the base and adjacent property, a recorded chain-of-title documents review, interviews with past and current base employees and local officials, and other activities. The LRA and

Military Department need to provide input to the BCT well in advance on properties to be reused so that a FOST/FOSL can be developed and the BCT can ensure that there are no environmental impediments to the intended reuse.

## Disposal and Reuse Decision Making

This phase of the base reuse process includes the activities associated with the Military Department's disposal decisions and the LRA's reuse decisions. After completing its environmental impact analysis and supporting documentation, the Military Department will make final disposal decisions and will generally issue a disposal ROD (see page 13) or another type of decision document. The disposal ROD describes the disposal decisions that the Military Department has made for each parcel to be transferred, as well as potential environmental mitigations that may be required if certain activities occur.

The Military Department's disposal decisions also may include decisions on applications for particular types of property conveyances (see "Decision Implementation," below), or these decisions may be deferred until completed applications are submitted and approved. For example, the LRA may wish to apply for an economic development conveyance if other conveyance methods cannot be used. Applications are also required for most discounted conveyances of property for public purposes; for example, the Department of Education must review and approve an education application prior to an education public benefit conveyance.

## Decision Implementation

After final disposal decisions are issued by the Military Department, the reuse process enters the implementation phase. This phase includes Military Department conveyance of installation property (or property "**disposal**"). The goal of the disposal process is to place property no longer needed by DoD or the Federal Government into uses that benefit the community. The Military Department normally will await the completion of the LRA's redevelopment plan prior to implementing any of these actions. The decision implementation phase is the culmination of the base reuse process, as shown in Figure 1.

There are a number of ways for a community to acquire surplus base property, as listed in Figure 2 (page 10). Available methods include:

- **Public conveyances** for such public purposes as airports, education, health, historic monuments, ports, parks and recreation, and wildlife conservation. Generally, a Federal agency with specific expertise in a conveyance category (e.g., the National Park Service for park land and recreation conveyances) is authorized to serve as

a sponsoring or approving agency. Approved recipients may receive these conveyances at a substantial discount (up to 100 percent of fair market value), following consultation with the appropriate agency.

- **Homeless assistance conveyances**, in accordance with HUD's approval of the LRA's redevelopment plan to meet local homeless needs, at no cost, directly to a homeless provider or to the LRA.
- **Negotiated sales** to public bodies for public purposes at the property's fair market value, with negotiable payment terms.
- **Advertised public sales** to the party that submits the highest bid, provided it is not less than the property's fair market value.
- **Economic development conveyances** to an LRA for job creation purposes, if approved by the Military Department. Depending on the circumstances, these conveyances may be at a discounted price or at fair market value, with negotiable payment terms.

For property with ongoing cleanup efforts, leases may be used to achieve prompt reuse. However, the Military Department must ensure that all environmental actions necessary to protect human health and the environment have been taken before any transfer by deed can take place. This means that remedial actions necessary for any remaining contamination have been put in place and are operating successfully and to EPA's satisfaction. In any such case, the Military Department will remain responsible for completing the cleanup.

## Impacts of the Transition

As property transfer and environmental activities proceed, some additional actions will take place as the base transitions from an active to a closed facility. Your community and LRA should prepare for these events.

### *Worker Drawdown*

The closure of a base will result in the loss of both military and civilian jobs. Military personnel will be transferred as their positions are eliminated. While every effort will be made to retain their Federal employment in the area, civilian employees may also leave the area in search of work. Dependents of these workers may transfer, leaving potential openings in the community labor force. The LRA should begin a dialogue with the base Human Resources staff to plan for personnel drawdowns and to anticipate demands for human services that would lessen the impact of the drawdown.

The Department of Defense (Civilian Personnel) and the Department of Labor (Retraining and Readjustment Services for Dislocated Workers) offer assistance to affected workers. Contact information for both of these organizations can be found in Section 1 of the Appendix.

## *Housing*

Some communities witness a slowdown in local housing sales the moment a closure is announced, while sales in others continue unaffected. The drawdown of personnel may impact local renters and homeowners. The base Human Resources Office should be able to acquaint you with a residential profile of the base population. On the basis of this profile, lenders, property owners, and community leaders should be able to anticipate potential vulnerabilities and work with the LRA to identify potential sources of assistance.

Assistance for housing issues related to the base closure is available through the Homeowners' Assistance Program. Contact information for this program can be found in Section 1 of the Appendix.

## *Businesses*

Contact the Base Contracting Office for an indication of the number of local businesses that do contracting with the base. Seek out these businesses to learn how the closure will impact them. Take this information to the LRA to begin helping any vulnerable businesses through the closure and reuse process.

Assistance is available through the Small Business Administration. Contact information can be found in Section 1 of the Appendix.

## *Schools*

Commonly in base closure situations, a school district's population comprises a large number of military families. A closure may adversely impact the district's compensation for providing education to military families. How much impact aid assistance are your local school districts receiving? Will the base closure significantly reduce the student population?

Assistance is available through the Department of Education. Contact information can be found in Section 1 of the Appendix.

## CASE STUDIES

Five OEA case studies are used in this Guide to illustrate innovative approaches to base reuse. Their background information is provided below.

### Case Studies: Background

**Fort Devens, Ayer, MA**—Located in north-central Massachusetts, Ft. Devens is surrounded by the towns of Ayer, Harvard, Shirley, and Lancaster. As part of its closure, approved in 1991, the North and Main Post, totaling 4,428 acres, are to be closed by FY 1997, but an enclave will remain on the 4,883-acre South Post to support Army Reserve training. The action will mean the loss of more than 5,200 military and almost 1,600 civilian jobs. Most of the adverse economic impacts will be felt by the town of Ayer, which is already experiencing 14 percent unemployment. The Ayer school system will also suffer since 75 percent of its students are military dependents.

*For further information contact Michael Hogan, (508) 772-6340.*

**England Air Force Base, Alexandria, LA**—In 1991, the 2,282-acre England Air Force Base, located in central Louisiana, was approved for closure. The closure included the loss of approximately 3,000 military jobs and 697 civilian jobs. Estimates of the total local business impact predict a loss of up to 6,400 total jobs. At the same time, Fort Polk, located in a nearby parish, was downsizing from 15,000 to 8,500 military jobs.

*For further information contact Jon Grafton, (318) 449-3504.*

**Charleston Naval Base, North Charleston, SC**—In 1993, the Naval Station, the Shipyard, the Defense Distribution Depot, and part of the Naval Supply Center in North Charleston, South Carolina, were approved for closure. The Naval Station and Shipyard combined encompass approximately 1,800 acres. The 1996 closure will result in the loss of 8,722 military and 6,272 civilian jobs.

*For further information contact Arthur Ravenel, Jr., (803) 747-0010.*

**Homestead Air Force Base, Homestead, FL**—Homestead's closure was approved in 1993 after Hurricane Andrew had destroyed most of the on-base buildings and had severely impacted local business and local housing. Prior to the hurricane, there were 3,865 military and 912 civilian positions on the base. In the wake of the hurricane, approximately \$150 million in special Federal funding was invested in cleanup and new construction on the base. The closure will result in the loss of 3,860 military and 136 civilian jobs.

*For further information contact Mayra S. Bustamante, (305) 876-7730.*

**Naval Air Station Chase Field, Beeville, TX**—Naval Air Station Chase Field was approved for closure in 1991. The closure meant the direct loss of \$27 million in salaries and an indirect loss of \$25 million to the local economies in Beeville and Bee County, in addition to 733 military and 914 civilian jobs. This was significant to a county with a population of 25,000 and a city of 13,500. Prior to the closure announcement, the unemployment rate was 6 percent, and by late February 1993 the rate was 12.9 percent. The base is located 5 miles outside of Beeville and 65 miles from Corpus Christi, Texas.

*For further information contact Brad Arvin, (512) 358-4641.*

# Three

## Local Redevelopment Authorities *Organizing for Success*

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### *Highlights*

A community should begin forming an organization before the closure decision is final. Once formed, the LRA becomes the single vehicle for base reuse activities. It is important for LRAs to be representative of the impacted community and to allow for maximum public input in its deliberations to reach a consensus on base reuse.

This Section describes when and how LRAs are formed; it also contains common principles for community officials to consider when structuring their LRA and describes how LRAs are formally recognized by OEA.

The process of organizing is the community's first priority. Any community whose base is announced for closure should consider "dual-tracking" (contingency planning for reuse while appealing the closure; see Figure 1) to anticipate ultimate closure approval. After an installation is approved for closure, the community will be requested to work closely with the Military Department on reuse planning. This relationship will include consulting about closure-related issues (e.g., resource drawdown and property disposal), and creating a local decision-making process to identify and advance the community's overall economic recovery strategies, including base reuse.

The LRA is expected to provide leadership and build consensus for base reuse. The Secretary of Defense, through the OEA, will generally recognize one LRA for the base area comprising an installation. This LRA should have broad-based membership, including, but not limited to, those jurisdictions with zoning authority over the property. It will have sole responsibility for planning reuse of the property and serve as the community's point of contact for all matters relating to the closure.

## Contingency Planning

### *Pre-Closure Approval*

During this period, communities generally focus on two priorities: (1) ensuring that the merits of their respective installation are fully considered by the Base Closure and Realignment Commission and (2) establishing a unified position of support for their facility. Additionally, the basic framework for an LRA should be envisioned so the community is prepared for closure approval. Consider the following:

- Are there jurisdictions that would be adversely affected by a closure?
- Where do most of the workers from the targeted installation reside?
- What types of economic development resources exist locally?
- Are there any human or financial resources available to form the basis of an LRA effort?

These questions help identify the political and economic groups that have a stake in the closure and could serve as catalysts for the LRA.

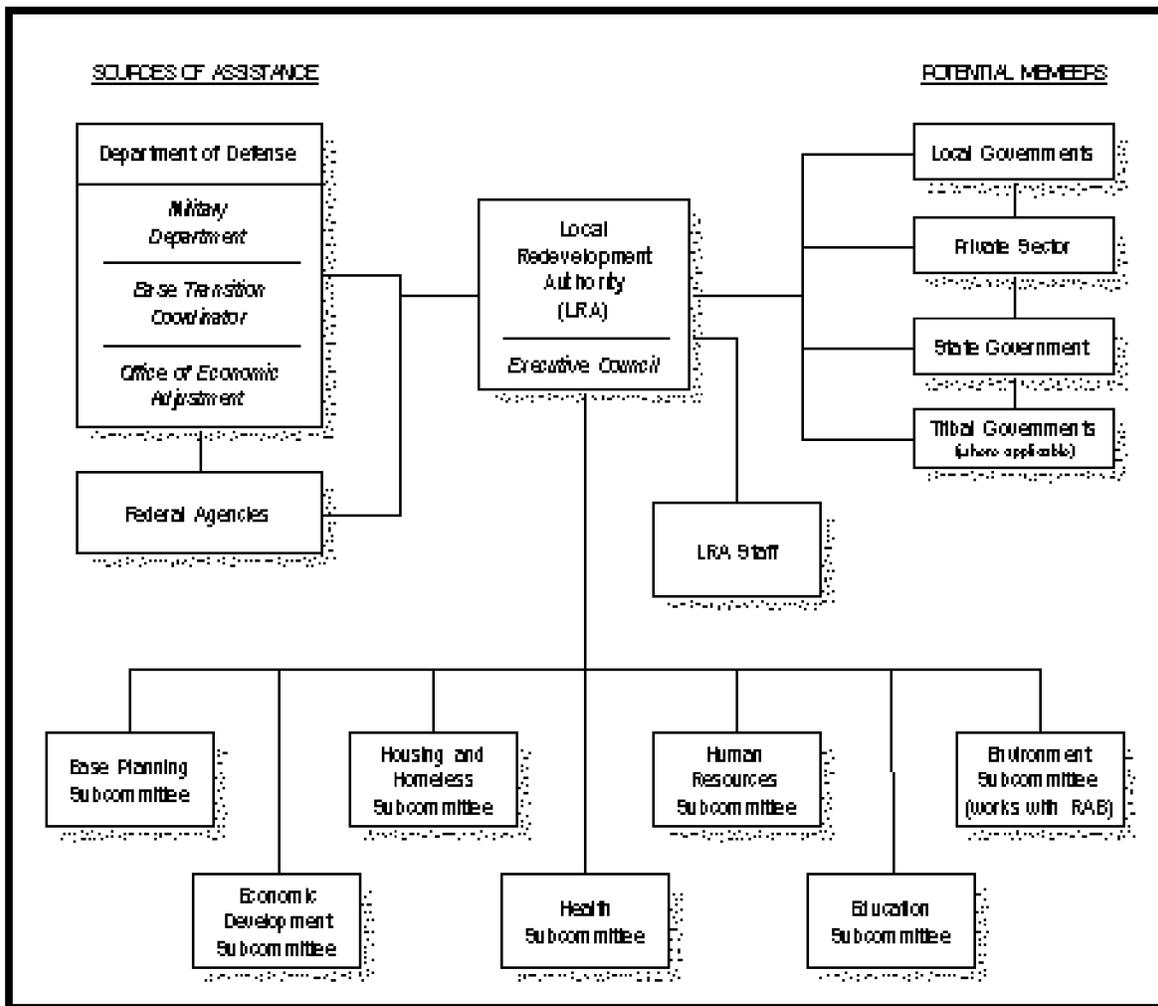
### *Closure Approval*

When a closure is approved, community officials will be requested to promptly designate an LRA to work on their behalf during consultations with the Military Department. While the LRA can be established in a variety of ways, it often begins as a broadly inclusive group comprising political and economic stakeholders identified prior to the closure's approval.

## Structuring An LRA

Figure 3 shows a structure that an LRA could use to address its consulting and planning responsibilities. There are ten common principles for community officials to consider in structuring an LRA:

- **Represent the impacted area and its demographics.**
- **Include private as well as public sector representatives.**  
Network and establish partnerships. A closure necessitates that all resources be marshaled from within.



**Figure 3. Conceptual LRA Organizational Structure**

- **Strive for a manageable number of members for an executive council.** Groups of no more than 6 to 8 are most effective for team dynamics. The executive council should have an equitable representation of political, economic, and other community interests. The executive council provides oversight and leadership. Most members will be requested to donate their time to the cause; an LRA should minimize the time needs of the group.
- **Aim to create a comprehensive subcommittee structure** to draw upon local resources. While the executive council oversees the actions of the community effort, subcommittees perform the detailed work in specific program areas. These areas might be environmental issues, housing and homeless needs, worker adjustment, community adjustment, business adjustment,

infrastructure, personal property, and base reuse/economic development.

- **Take advantage of existing resources.** Numerous organizations may already be working to promote the community. Whether they are focused on regional development or quasi-public advocacy, their existing efforts should be built upon rather than replicated or brought into conflict with those of the LRA.
- **Clearly define the LRA's responsibilities.** Is the LRA focused solely on planning for reuse of the installation and related adjustment efforts? Are there other agenda items that could distract from the primary reuse planning activity? Remember, the Military Department is looking for a focal point at the community level to deal with **all** issues pertaining to base reuse.

The initial LRA should focus its efforts on crafting the redevelopment plan. Over the life of the reuse process, it is not uncommon for one entity to be formed or recognized as the LRA for reuse planning purposes and another entity to become the LRA that implements the plan. Implementation responsibilities, including restructuring of the LRA as necessary to accept or manage property, should await completion of the redevelopment plan and any financial feasibility analysis.

- **Be public.** Keep the public informed and solicit input in all phases of the program. This input not only ensures that the LRA continues to focus on the interests of its communities, but also provides State and Federal officials with realistic access to the community.
- **Set and enhance capacity.** Varying degrees of expertise will be needed to consult over closure issues, as well as to formulate a base redevelopment plan. Are there existing staff with capacity for the task? What types of staff will be needed? Will consultants be needed for the effort? Remember the considerable resources and expertise available at no cost from the various State offices, the Military Department, the BTC, and the OEA Project Manager. These personnel may be invited to attend LRA meetings and participate in discussions and working sessions with LRA members.
- **Provide political and financial resources to support the LRA as the community's response vehicle.** The LRA should be designated as the one community voice in response to the closure. The community thereby gets behind a single, unified response to the closure and seeks to diversify the LRA's funding support.

- **Be flexible.** Base closures are dynamic and the initial LRA structure will need to be responsive to new information, issues, and responsibilities as it proceeds with the initial planning effort. Federal and State government resources rely on flexible local decision making to ensure that the LRA remains responsive.

The time it takes for an LRA to be fully functional and reflective of this model depends on the particular community. Local issues, financial resources, acceptance of the closure decision, and local capabilities all affect the time it takes for an LRA to become functional.

## Recognition

How is an LRA recognized by the OEA? Does the LRA have to be in receipt of planning grant funds prior to being recognized? Is there a standard letter required for recognition?

Generally, the process of bringing together diverse interests locally and working toward the common objective of base reuse is challenging enough without concern over any unnecessary procedures or paperwork. The LRA should have the complete support of local jurisdictions and interest groups, who speak with one voice through the designated LRA. This key factor is more important in recognizing an LRA than any procedural steps.

While planning grant assistance may include support for an LRA organization, the receipt of such funds is not a requirement for recognition by the OEA. Rather, an assigned OEA Project Manager will work closely with you and the BTC. Through this interaction, you will be kept apprised of what is expected of the community, and an initial LRA will be recognized through correspondence from OEA. Information about the recognized LRA will be published locally and in the *Federal Register*.

### Case Studies: Organization

**Ft. Devens**—By Governor’s Executive Order in July 1991, a Redevelopment Board was created to plan the reuse of the Fort, and a state economic development agency, the Massachusetts Government Land Bank, was designated as the lead agency responsible for the redevelopment effort. The four towns adjacent to the Fort wanted more direct involvement with the reuse planning effort and formed the Joint Boards of Selectmen, a committee-of-the-whole comprising local elected officials, to work closely with the Land Bank.

*For further information contact Michael Hogan, (508) 772-6340.*

Case Studies: Organization (Continued)

**England AFB**—England had been threatened with closure earlier, and the community began planning before the 1991 closure decision was final. Alexandria initially adopted a dual-track strategy, simultaneously forming both a “Save the Base” Committee (with a broad-based membership selected by the Chamber of Commerce) and a reuse organization (also a Chamber-based group, consisting of three elected officials, engineers, and real estate specialists). The “Save the Base” Committee evolved into a city- and parish-led organization with representatives from the Chamber, the parish, and two cities. When the closure decision became final, the two planning committees merged, and the England Authority emerged as a State-codified organization with planning authority for the entire parish. The Authority formed broad and varied working groups to address specific issues. The Authority relies primarily on private-sector representatives, who are seen as the key to success; no elected officials are members of the Authority.

*For further information contact Jon Grafton, (318) 449-3504.*

**Charleston Naval Base**—The Trident Region’s BEST (Building Economic Solutions Together) Policy Committee held its first meeting in July 1993. BEST comprised 45 members representing local/regional political, business, and community interests, State government, and the South Carolina Congressional delegation. In accordance with an Executive Order issued by the Governor, the Committee nominated 15 of its members to serve as the BEST Executive Committee, which was responsible for the day-to-day operations of the organization. The committee’s mandate was to establish an organization and to produce a reuse plan to guide the redevelopment of the naval complex.

*For further information contact Arthur Ravenel, Jr., (803) 747-0010.*

**Homestead AFB**—With encouragement from OEA, the Homestead community organized within 30 days. The LRA included representatives from Homestead, Florida City, Miami, and Dade County, as well as from the State. Private-sector representatives accounted for 35 percent of the LRA membership. The LRA formed a subcommittee structure to address various reuse options and issues, including aviation, housing and the homeless, education, agriculture/industry, recreation, economic development, and finance. The Homestead LRA received limited funding from OEA (enough for two mid-level staff and operating costs), but benefited from fast-tracked environmental impact documentation (EIS and ROD) that was completed within 18 months.

*For further information contact Mayra S. Bustamante, (305) 876-7730.*

**NAS Chase Field**—The former Save-the-Base Committee directed its efforts to that of recovery, and the Beeville/Bee County Redevelopment Council was established. They hired an executive director with defense impact experience soon thereafter. The Council was made up of 23 people representing the city and the county government, as well as the local business community. The base commander was an adjunct member of the Council and played a role in the planning effort.

*For further information contact Brad Arvin, (512) 358-4641.*

# Four

## The Base Redevelopment Plan *Charting a Course for Economic Recovery*

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### *Highlights*

An LRA's goal is to formulate a redevelopment plan, offering a community prescription for economic recovery in response to the closure. It includes specific details on reuse of the former military facility, potentially the single greatest economic asset in the community. Base land and buildings offer an opportunity to satisfy unmet requirements for affordable housing, community facilities, and services, as well as an opportunity to create jobs. The LRA's challenge is to identify local economic and community development needs, including those of the homeless, and to develop a plan that achieves a balance between them.

This Section describes the redevelopment planning process. It offers a strategy for evaluating a base's reuse potential and integrating a plan with the surrounding community. Cautionary advice, tips, and case studies of homeless outreach efforts and redevelopment planning are featured.

### The Process

Each community approaches aspects of the planning process differently, depending on its reuse context.

### *Strategic Planning*

- **Goals.** The first step is to determine the community goals that will guide the planning process. Defined by the LRA, these goals serve as the foundation of the overall recovery strategy. This strategy helps gain private-sector confidence and promotes renewed business investment. Often, the primary goal is job creation. Other examples are making redevelopment economically feasible, expanding the tax base, diversifying the local economy, maintaining a level of environmental quality, meeting affordable housing needs, or creating a redevelopment theme.

- **Objectives.** In setting the community's goals, these are but a few of the objectives that may be identified: civilian job replacement; public use of portions of the site; highest and best use of land and facilities; phased development to meet short-term goals but not preclude longer-term goals; expanded site access (roads, rail and water); quality appearance; compatibility with existing and planned off-site development; image change from military to civilian; and minimal public cost.
- **Identification of Needs.** Through its outreach efforts, the LRA solicits and considers the needs of State and local entities, including both public and private-sector interests (e.g., affected tribal governments, park boards, hospitals, development consortia, universities, and governmental units), as well as homeless providers. The needs of Federal agencies, as identified by the Military Department prior to the surplus determination, should also be recognized and provided for.
- **Local Strengths, Weaknesses, Opportunities, and Threats.** Considerable baseline data need to be developed to evaluate feasible reuse alternatives for the base and surrounding area. This analysis may lead the LRA beyond its original needs. Such an analysis may identify a new competitive element of the property, a new marketing approach to the installation's unique buildings, or other major assets.
- **Beyond the Known.** Potential public and private uses should be explored with imagination as far as economic feasibility permits. Types of uses include aviation, commerce, industry, education, health, recreation, incarceration, housing, and public administration. Facility surveys and market analysis will reveal which uses are possible. The LRA's responsibility is to follow through on opportunities that offer potential.
- **Consensus on a Concept.** The LRA should take into consideration the initial identified needs and the goals and objectives of the community. Often, this consensus serves as the basis for preliminary LRA consultations with the Military Department and other interested property users.

### *Feasibility Planning*

- **Civilian Reuse.** A range of economically and environmentally feasible land-use alternatives should be developed and evaluated.

Commonly, this includes market studies and facility surveys to gauge an alternative's feasibility. If one of the major objectives is to minimize public costs, a balance of public benefit (no-cost) acquisition and private sector redevelopment is a wise pursuit.

Public or nonprofit uses of portions of the base for aviation, education, recreation, wildlife conservation, seaports, and health purposes (including homeless use) generally involve no cost. However, there will be public costs to redevelop and operate the facilities for public uses, with little or no tax revenues generated. Also, public benefit uses have "strings attached." They must continue to be used for these public purposes, constraining long-range development flexibility.

- **Balanced Plan.** An LRA must specifically consider the needs of the homeless as well as local community and economic development requirements. While the needs of the homeless may be addressed off-base as well as on, an LRA will need to document all homeless interests and the process leading up to their accommodation. The final redevelopment plan must demonstrate how it has balanced community and economic development needs with the needs of the homeless.

### *Operational Planning*

- **Blueprint for Implementation.** Upon consensus on a redevelopment configuration, specific guidance is needed for implementing the plan. What will be the structure of any follow-on entity tasked with putting the installation into civilian use? Are there subsidies required for the effort and what will be the source? How will various uses be integrated and supported through delivery of public services? What are the schedules for site improvements? How will sources of funding be secured to finance economic development on the site? This is often termed the "action" component of the plan and becomes the basis for implementing the plan. When completed, the plan should represent that reuse configuration with the greatest comparative advantage for the community, maximizing benefits while minimizing costs.
- **Site-Specific Work.** Once the final redevelopment configuration is supported as the proposed action for the Military Department's NEPA analysis and incorporated into that Department's overall disposal plan for the facility, the LRA then can focus on the details of site layout, parcelization, phased redevelopment, design controls,

and property management considerations. Local comprehensive plans and zoning must also be updated and adapted to reflect the redevelopment plan. It is imperative that these actions occur as much in advance of the property's disposal as possible, particularly for those portions of the base that will be purchased by the private sector.

The complete redevelopment planning process is best illustrated as shown in Figure 4 (on page 29).

While the generic planning process is fairly straightforward, it can be time-consuming, subject to tremendous public scrutiny, and diverted for any number of reasons. It is the responsibility of the LRA to keep the planning process on track and to move the community dialogue toward a consensus. Table 1 (on page 30) presents some salient guidelines.

#### Case Studies: Homeless Outreach

*The planning process must include the identification of homeless needs and reflect a balance with local community and economic development needs. LRAs will need to establish linkages to local homeless providers as a catalyst for effective planning. The following case studies illustrate two effective community-based efforts.*

**Charleston Naval Base**—At the request of the BEST Committee, a tri-county consortium of homeless providers was organized. The Task Force, representing over 75 local provider organizations, attempted to coordinate all homeless interests in the site under one planning process. Assistance and reuse follow-up is focused on transitional housing, a medical clinic, a service center, child-care facilities, a dining hall, warehousing, and job training sites. All of these uses were consistent with the efforts of, and fully supported by, the BEST Committee.

*For further information contact Arthur Ravenel, Jr., (803) 747-0010.*

**Homestead AFB**—Hurricane Andrew greatly exacerbated a housing supply problem that had historically plagued the area. South Dade's homeless population was estimated at 1,800 when the reuse plan was developed.

The reuse committee's subgroup on housing and the homeless teamed with Dade County's Homeless Trust to bring together areawide homeless providers to identify, negotiate, and lead public outreach. The Trust is a quasi-governmental group that was created in 1992 to oversee the county's homeless policies, as well as the moneys raised through a county meal and beverage tax that are given to homeless providers. Strong leadership from the Deputy Assistant Secretary of HUD, who was assigned to the area to coordinate the Federal response to the hurricane rebuilding, assisted the effort. The result: 75 acres were set aside for homeless use; mental health, substance abuse, vocational training transitional housing and other services will also be made available to the residents.

*For further information contact Mayra S. Bustamante, (305) 876-7730.*

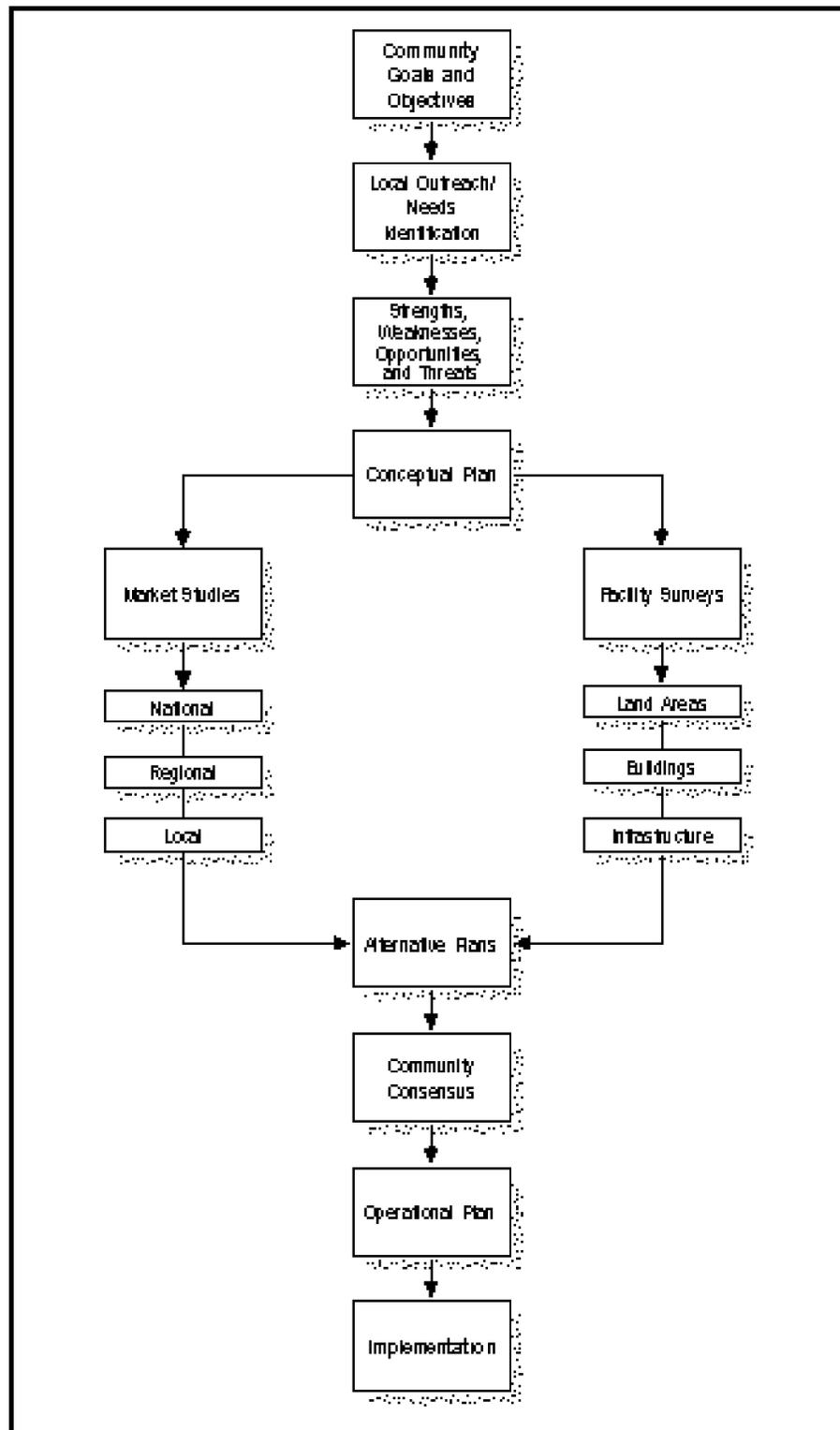


Figure 4. Redevelopment Planning Process Flow Chart

**TABLE 1. TEN “DON'TS” IN BASE REUSE PLANNING**

- |    |   |
|----|---|
| 1  | Don't assume a new Federal or DoD mission will appear   |
| 2  | Don't predetermine land uses; allow a full and open process   |
| 3  | Don't seek public benefit uses exclusively; consider expanding tax rolls                                      |
| 4  | Don't focus on short-term acquisition   |
| 5  | Don't continue military characteristics; seek new image   |
| 6  | Don't permit conflicting land uses  |
| 7  | Don't “milk” the facility—provide for long-term maintenance   |
| 8  | Don't allow “special deals”   |
| 9  | Don't allow for salvaging unless it is part of a long-term plan   |
| 10 | Don't give or sell more property than required for a single reuse at the expense of long-term job development |

## Resources

The planning task can be done by existing local planning staff or a collaboration of State and local entities involved in planning and economic development. Augmentation of staff resources may be required to enable the LRA to help existing staff. Additionally, consultants are often hired since the magnitude of the task is beyond normal capacities.

If your community has no program for economic redevelopment, the reuse process provides an opportunity to develop one that is community-based. Consultant teams can be helpful in identifying the needed capacities and designing an adequate mechanism. The LRA's decision becomes one of matching needs with available resources and remedying any shortfalls.

The following tips may be of assistance in working with consultants:

- **Don't seek services for which assistance is already available.** Considerable resources are available from the public sector through the Defense Economic Adjustment Program.

- **Be open.** The process of procuring consultant services must be under a fair and competitive process. This openness ensures an efficient expenditure of tax dollars, but allows you to get the best firm for the job and is required by Federal and applicable State and local laws.
- **Retain community ownership.** Consultant services supplement the LRA decision-making process and should not drive or substitute for it. Decision making should continue to be the LRA's.
- **Continue hands-on management.** A tremendous amount of talent exists in consultant services; the LRA must manage it effectively. The contractual arrangement is between the LRA or its designee and the consultant, not with the Federal Government.
- **Ensure legal language is appropriate.** Most consultant contracts have standard provisions. The LRA should ensure such language is legally sufficient for its needs, including provisions required by State or local law. Where necessary, modifications should be made.
- **Check references.** Ideally, references should include specific clients or other LRAs for whom similar services were provided. Did the consultant perform the contracted tasks? Were there any problems?
- **Clearly define the scope of services and cost schedules as early as possible.** Prior to entering into an agreement, specify each service and its associated cost, including a schedule for deliverables. What are the responsibilities of the prime contractors? Are there any subcontractors? How will day-to-day management of the project be conducted? Have you retained a unilateral right to terminate contracts for convenience?

While there is no one model for a redevelopment plan, your LRA should work to ensure their plan addresses a number of issues:

- Sustainable reuse, supported by a business plan
- Overall redevelopment of the installation in a comprehensive and coordinated manner
- Proposed land use, including zoning
- Future tenants or property recipients, along with the intended acquisition method for achieving the reuse

- Public involvement in the process
- Sources of available funding and/or revenue
- A balance between identified homeless assistance needs and community and economic development needs
- Personal property necessary to support reuse
- Public comments throughout the planning process

### Case Studies: Planning

**Ft. Devens**—Four local communities organized as the Joint Boards of Selectmen and applied Massachusetts Government Land Bank funds for additional staff, administrative expenses, and the production of a reuse plan. The plan was completed in June 1994 and has three major themes: innovative and technology-related businesses, rail and trade uses, and open space protection and recreation enhancement. It envisions an Innovation and Technology Center intended to serve as a catalyst for new development on large sites on the base by providing start-up and incubator space and by fostering connections to academic and research institutions in the area, and devotes more than one third of the land area to open space and recreation.

Additionally, the U.S. Army Reserve, a Federal Job Corps Training Center, special-needs housing and other facilities for homeless families and individuals, and the Federal Bureau of Prisons have all been included in the plan.

*For further information contact Michael Hogan, (508) 772-6340.*

**England AFB**—The England Authority finalized its redevelopment plan within one year, using OEA funds with State matching funds. The final plan balanced public and private uses, taking into account both initial uses and longer-term planned uses. Public uses include an airport, hospital, and schools, with as much private reuse (light industry) as possible. England's planning strategy was to reach a break-even point by 1996, based on a financial analysis for implementing a public airport conveyance of the entire installation in January 1995, including the transfer to England of the existing commercial airport.

*For further information contact Jon Grafton, (318) 449-3504.*

Case Studies: Planning (Continued)

**Charleston Naval Base**—In October 1993, the reuse committee selected a consultant team to prepare a base reuse plan for the naval complex within eight months. The effort included the preparation of the reuse/redevelopment plan and the establishment of a Business Development Center to assist workers in transforming existing shipyard shops and functions into viable private businesses. In May 1994, the Committee unanimously approved the Civic and Marine Reuse Plan with a focus on five major employment areas: a shipyard function, an industrial park, an office district, an intermodal cargo port district, and a rail-served marine industrial park. The plan also calls for a community park, a community support district providing facilities for the area's social service agencies (e.g., homeless providers), and public and recreational facilities for the city of North Charleston. *For further information contact Arthur Ravenel, Jr., (803) 747-0010.*

**Homestead AFB**—Homestead's reuse plan was completed in 60 days using funds from OEA and Dade County. The plan consisted of three phases: Phase I—Conceptual; Phase II—Implementation; and Phase III—Business Development and Marketing Plan. The final plan comprised mostly public uses, including both Federal uses (Air Force Reserves, National Guard, U.S. Customs, and Job Corps) and county uses (aviation, education, homeless, and recreation). Development of the plan was aided by the involvement of the Federal Aviation Administration (FAA), Economic Development Administration, and HUD. *For further information contact Mayra S. Bustamante, (305) 876-7730.*

**NAS Chase Field**—A base reuse plan was completed in December 1992 that proposed general aviation and industrial development in the aviation revenue-producing portions of the property. The FAA supported an airport master plan that was completed in July 1994. *For further information contact Brad Arvin, (512) 358-4641.*

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# Five

## Implementation

### *Working for a Sustainable Reuse*

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#### *Highlights*

This section describes the critical phase of base reuse: implementation. An LRA must carefully consider the near- and long-term prospects for users, the availability of funding for maintenance and improvements on the base, and the conveyance methods that will be used to turn the property over to its ultimate owners. Case studies include a complete case history of a successful base reuse.

For those most impacted by the closure action—workers, local businesses, property owners, and school administrators—planning and organization are important. However, the true test of a base reuse effort is how quickly the former military assets can be put back to productive economic use so that the area’s economy recovers. Frustration can quickly overtake the enthusiasm and ambition of the effort if the base reuse activity fails to meet local expectations or the community continues to be economically unstable.

When the community undertakes base reuse in accordance with the redevelopment plan, its actions are based on several months of community deliberations over reuse alternatives and are reflective of a local consensus for action. **It is supported through extensive consultations with the Military Department on the overall base reuse process.**

Each community tailors implementation to its local circumstances. The goal is to achieve sustained reuse or a point where activity on the former base stabilizes, yielding enough revenue to cover the community’s costs of reuse. For some, this may take a long time.

## The Transformation

Generally, the Federal Government provides technical and financial resources to cover most of the community’s organizing and planning needs. What happens as the adjustment effort enters the implementation phase? How does a community shift from a dependence on Federal resources to reliance upon State, local, and private-sector resources?

The process of transformation should be at least partially prescribed in the redevelopment plan. Here are some questions commonly raised in this process:

- **Are there immediate prospects for the base?** In the course of the planning effort, potential tenants generally come forward who are ready to begin activity on unused or underutilized portions of the facility prior to a disposal decision being signed. The Military Department will work with the LRA to accommodate these interests. This is generally accomplished through interim leases to the LRA, which can sublease to the interested parties. Consultations are needed to determine the consistency of this use with the community's redevelopment plan. Is there other assistance the community might provide? Is there a group of prospects that might be accommodated if the community offered a lease arrangement?
- **Are there alternative funding sources to support a community presence in the implementation process?** On the average, base reuse may take up to 5 years to stabilize, and it may be even longer before a cash flow is established to offset operating expenses. Are there alternative sources of funding available? Is the State partnering with local efforts? The Federal Government will eventually phase out its organizational support. Organizations must become self-sufficient to survive.
- **Does the community want to acquire portions of the facility?** If so, the LRA should explore working with the Military Department to provide protection and maintenance services (or "caretaker" services) for the base. From the base's closure to disposal, the Military Department will be responsible for maintaining the property consistent with public health and safety. A community may contract with the Military Department to maintain the facility through a cooperative agreement. The arrangement provides the community with hands-on knowledge of the facility prior to its acquisition.
- **How will utilities be provided?** Regardless of whether there are prospects for interim leases or conveyances, the facilities need heat and electrical service. Are local utility franchises exploring the acquisition of existing systems? Is there any opportunity for the community to assume or participate in the provision of such services? The Military Department generally lacks funds to run utility systems after the base is officially closed. Likewise, the Military Department normally will not make improvements or upgrades to on-base utility systems. Early

transfer and provisions for improvements and upgrades should be explored.

- **Will there be public acquisitions of property?** In accordance with the redevelopment plan, are there any public-purpose conveyances being undertaken (for examples, see Table 2)? If so, have the applications been prepared? Are there any requirements for the applicant to have an organization or funding support? The Military Department and any sponsoring or approving Federal agency need to be notified of the community’s plans.

<b>TABLE 2. EXAMPLES OF PUBLIC-PURPOSE CONVEYANCES</b>	
<p><b>Public Airport</b>  <i>Air Cargo Facility</i>  <i>Commercial Passenger Terminal</i>  <i>Aviation Services</i></p>	<p><b>Public Park/Recreation</b>  <i>Public Golf Course</i>  <i>Athletic Facilities</i>  <i>Nature Trail</i>  <i>Park, Park Expansion, or Park Access</i></p>
<p><b>Education</b>  <i>Primary and Secondary Schools</i>  <i>Vocational-Technical School</i>  <i>Community College</i>  <i>State University Campus</i></p>	<p><b>Historic Monument</b>  <i>Museum</i>  <i>World War II Historic Park</i>  <i>Other Parks of Historic Interest</i>  <i>Hotel in Historic Building</i></p>
<p><b>Public Health</b>  <i>Hospital/Infirmary</i>  <i>Emergency Clinic</i>  <i>Health and Nutrition Education</i>  <i>Water or Sewer Utilities</i>  <i>Sanitary Landfill</i></p>	<p><b>Power Transmission Lines</b>  <i>Electric Lines and Easements</i>  <i>Gas Lines and Easements</i></p>
<p><b>Federal-Aid or Public Highways</b>  <i>Access Ramps to Interstates</i>  <i>Widening of State Routes</i></p>	<p><b>Correctional Facility</b>  <i>State Prison</i>  <i>County Jail</i>  <i>Corrections-related Activities</i></p>
<p><b>Port Facility</b>  <i>Intermodal Transportation Facility</i>  <i>Cargo Terminal</i></p>	<p><b>Wildlife Conservation</b>  <i>State-sponsored Game Preserve</i>  <i>State-sponsored Bird Sanctuary</i>  <i>State-sponsored Wildlife Refuge</i>  <i>State-sponsored Fishery</i></p>

The community’s economic development capacities will be put to the ultimate test with implementation. In essence, the community is a master developer for the installation. As such, the community must be able to undertake marketing of the facility; structure and apply financial packages; phase and finance site improvements, including road, infrastructure (water and sewer), and utilities; and demolish buildings that are not needed for the community’s redevelopment plan. Communities should work cooperatively

with the private sector as necessary to ensure successful implementation of their redevelopment plan.

The Economic Development Conveyance (**EDC**) was created as a special tool in recognition of the community's role in the redevelopment of an installation. While it is intended as a disposal method to be utilized when jobs are being created and there are no other conveyance alternatives, some locales may find EDC fills a local economic development void.

An EDC should be considered when the community wants to obtain property for job-generating purposes, especially if it is unable to pay fair market value under a negotiated sale. The attractiveness of an EDC lies in the flexibility it provides communities to structure repayment terms that allow the community to function as a master developer. The redevelopment plan will provide the basis for determining whether an EDC will be pursued.

In the event that an EDC is pursued, the OEA-recognized LRA is the sole eligible applicant for the EDC conveyance. To be recognized as an LRA for an EDC, the designated LRA must demonstrate its authority to hold title and manage real property. Over the life of the reuse process, it is not uncommon for one entity to be formed or recognized as the LRA for reuse planning purposes and another entity to become the LRA for plan implementation purposes, including application for and receipt of title to property under an EDC.

#### Case Studies: Implementation

**Ft. Devens**—In January 1994, the Commonwealth of Massachusetts passed legislation that created the Devens Enterprise Commission. In order for certain provisions in the legislation to take effect, it was required that the towns of Ayer, Shirley, and Harvard approve the base reuse plan and supporting by-laws at separate town meetings. This was accomplished on December 7, 1994. The 12-member Commission is responsible for reviewing, approving, and permitting all future development at the site, and the Land Bank is responsible for acquisition, control, maintenance, and redevelopment. The act further provides for \$200 million in bonding capacity to carry out the redevelopment effort. *For further information contact Michael Hogan, (508) 772-6340.*

**England AFB**—To date, 800 jobs have been created through 15 interim leases, with 5 more leases currently pending. The England Authority projects the eventual creation of jobs to replace all jobs lost to the closure. The public airport conveyance has provided the catalyst for reuse with the Economic Development Administration (EDA) supporting site improvements and the State of Louisiana providing most operating funds. OEA's assistance is being phased out over the next two years as the Authority begins full implementation of its plan. Additionally, the community has assumed caretaker responsibilities. *For further information contact Jon Grafton, (318) 449-3504.*

Case Studies: Implementation (Continued)

**Charleston Naval Base**—In June 1994, the South Carolina House and Senate passed legislation creating the Charleston Naval Complex Redevelopment Authority to administer the reuse/redevelopment of the naval base. The authority has 12 appointed members: five from the city of North Charleston, one each from the city of Charleston, Berkeley County, Charleston County, and Dorchester County, one appointed by the House, one appointed by the Senate, and one appointed by the Governor to serve as initial Chairman. Total cost to the redevelopment authority is estimated at \$60 million to prepare the property for redevelopment and job creation consistent with the redevelopment plan. The cost of building renovations and site improvements (parking, lighting, landscaping, utilities) within development parcels was estimated at over \$200 million and would be undertaken by others.

Four Federal activities currently have commitments for reuse of property at the Naval Complex: the National Oceanic and Atmospheric Administration, the State Department, a Defense Finance and Accounting Service center, and the National Civilian Community Corps. Combined, they provide approximately 970 jobs.

*For further information contact Arthur Ravenel, Jr., (803) 747-0010.*

**Homestead AFB**—One of the most important factors in implementation was the return of the Air Force Reserves and the concomitant construction; in other areas of the installation, few facilities are available because of hurricane damage. OEA phased out its funding once the redevelopment plan was completed. The Dade County Aviation Department and the Beacon Council (a Dade County economic development organization) are currently marketing the base and the South Dade area; a local developer has been selected to act as the “master developer” for the base, with responsibility for financing, packaging, and marketing the base assets.

*For further information contact Mayra S. Bustamante, (305) 876-7730.*

**NAS Chase Field**—A significant part of the recovery was the selection of 285 acres by the Texas Department of Criminal Justice as the site for two 2,000-bed offender housing complexes and regional administrative headquarters. This action will create 1,200 new jobs on the property when fully operational. The current employment in manufacturing is approximately 150 and is estimated to be 400 in the near future. In order to cover some of the infrastructure costs for development of the prison and the airport/industrial area, EDA provided a grant with additional funding coming from State and local resources.

The Redevelopment Council sponsored the creation of a 501(c)(3) economic development corporation to purchase the former base housing located in the city limits, and to oversee the development activities at the air facilities. The community is currently awaiting the approval by FAA of the airport master plan and transfer of the property to the development corporation.

*For further information contact Brad Arvin, (512) 358-4641.*

## Putting It All Together

There is life after base closure. This Guide provides some basic information on the importance of local organizing, planning, consensus building, and plan implementation. The Appendix lists many of the Federal, State, national, and community resources available to help your community plan for and achieve reuse. One community, Rantoul, Illinois, initially believed it would not soon recover from the closure of its base, yet it is an illustration of how the process is supposed to work. Their story is described in the following case study.

### Case Study: Chanute Air Force Base, Rantoul, Illinois

**Background**—Chanute AFB was announced for closure by the Base Closure and Realignment Commission in the first round of closures in December 1988. The action meant the loss of 2,133 military personnel and 1,035 civilian jobs. Chanute AFB had been a part of the Village of Rantoul for 75 years and the closure was a severe blow. The Village is located 20 miles north of Champaign and had a population of 14,000 at the time of the closure. Since the base was comparable in size to the land area of the Village, the recovery effort was going to be a major undertaking.

**Organization**—Contact was made with OEA and immediate plans were made to secure Federal grants to help the community to organize and plan for civilian reuse of the base. An OEA organizational grant was approved and staff was hired. The Mayor moved to appoint up to 10 subcommittees to develop ideas for base reuse.

**Planning**—The Village then applied for a grant from OEA to undertake a base reuse plan for the land and buildings. The plan proposed general aviation, industrial development, education, and recreation reuse. The Village received a donation from the Philip Morris Corp., which owned a major plant in Champaign, to undertake a land-use plan for the integration of the base into the Village. The majority of the planning activities took place during 1990 and 1992 and were of significant support to the eventual growth of new development on the base.

In addition to significant support from the State of Illinois in the formative years, significant support was also provided by OEA for organization and planning, by the FAA for airport improvements and aviation-related studies, and by EDA for a revolving loan fund, roadway infrastructure development, and industrial marketing.

**Implementation**—The base was officially closed in September 1993. After the Air Force Disposal Record of Decision was issued, the Village moved quickly to fill many of the buildings they obtained with the 1,500 acres of property transferred for aviation use. A total of 50 tenants are providing nearly 1,000 new jobs in 1.3 million square feet of space, and generating \$1.2 million in annual revenue to the Rantoul Airport Development Center. The Village worked with the Air Force to dispose of 98 percent of the base property within the first year of closure, with the majority having been purchased by residents of Rantoul and Champaign County.

*For further information contact Mayor Katy Podagrosi, (217) 893-1661.*

# Appendix

*This Appendix includes addresses and phone numbers for several resources on base reuse. In the event you have difficulty reaching any resources due to an address or phone number change, please call the Office of Economic Adjustment at (703) 604-6020 for further assistance.*

## Section 1 Federal Resources

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There are numerous Federal Resources available to assist the local reuse effort. The following provides an overview of the points of contact for each resource.

### I. DEPARTMENT OF DEFENSE

For many communities, the first contacts on a base closure are with the Department of Defense. The Military Department should be contacted with questions on specific bases, including the closure and disposal process. Questions on LRAs and community action in response to a closure, including Federal technical and financial assistance, should be directed to the Office of Economic Adjustment. The Base Transition Office should be contacted for identifying a local Base Transition Coordinator and supplementing information as it is available from the Department.

#### AIR FORCE

Alan Olsen, Director  
Air Force Base Conversion Agency  
1700 N. Moore Street  
Suite 2300  
Arlington, VA 22209-2802  
(703) 696-5501; fax 8844

#### NAVY

William M. Robinson, Jr.  
Executive Director  
Base Closure Office  
Naval Facilities Engineering Command  
200 Stovall Street  
Alexandria, VA 22332-2300  
(703) 325-0480; fax 0136

#### BASE TRANSITION OFFICE

CAPT H. Michael Durgin, Director  
Base Transition Office  
Department of Defense  
Room 2C426  
The Pentagon  
Washington, DC 20301-3300  
(703) 697-5825; fax 5880

#### ARMY

COL Dennis Cochrane  
Chief, Army Base Realignment and  
Closure Office  
HQDA, ACSIM, DAIM-BO  
600 Army Pentagon  
Washington, DC 20310-0600  
(703) 693-3500; fax 697-7440

#### OFFICE OF ECONOMIC ADJUSTMENT

Paul J. Dempsey, Director  
Office of Economic Adjustment  
Department of Defense  
400 Army Navy Drive, Suite 200  
Arlington, VA 22202  
(703) 604-6020; fax 5843

### II. TRANSITION ASSISTANCE

These resources can be helpful as drawdowns of personnel and property begin following the approval date of closure.

#### Department of Defense

##### CIVILIAN PERSONNEL

Ellen Tunstall  
DoD Civilian Personnel and  
Management Service  
Chief, Civilian Assistance and Re-  
Employment (CARE)  
1400 Key Boulevard, 6th Floor  
Rosslyn, VA 22209-5144  
(703) 696-1797; fax 5416

#### HOMEOWNERS' ASSISTANCE PROGRAM

John Downey  
Headquarters  
U.S. Army Corps of Engineers  
ATTN: CERE-RP (Downey)  
20 Massachusetts Avenue, NW  
Washington, DC 20314  
(202) 761-8987; fax 1035

#### Department of Education

Catherine Shagh  
Impact Aid Program  
U.S. Department of Education  
600 Independence Avenue, SW  
Mail Stop 6244  
Washington, DC 20202  
(202) 260-3907; fax 205-0088

## Community Guide to Base Reuse

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### Department of Labor

#### RETRAINING AND READJUSTMENT SERVICES FOR DISLOCATED WORKERS

##### REGION I—BOSTON

Robert J. Semler  
Regional Administrator  
U.S. Department of Labor/ETA  
One Congress Street, 10th Floor  
Boston, MA 02114-2021  
(617) 565-3630; fax 2229

##### REGION II—NEW YORK

Albert L. Garizio  
Acting Regional Administrator  
U.S. Department of Labor/ETA  
201 Varick Street, Room 755  
New York, NY 10014  
(212) 337-2139; fax 2144

##### REGION III—PHILADELPHIA

Edwin George Strong, Jr.  
Regional Administrator  
U.S. Department of Labor/ETA  
P.O. Box 8796  
3535 Market Street, Room 13300  
Philadelphia, PA 19104  
(215) 596-6336; fax 0329

##### REGION IV—ATLANTA

Toussaint L. Hayes  
Acting Regional Administrator  
U.S. Department of Labor/ETA  
1371 Peachtree Street, NE, Room 400  
Atlanta, GA 30367  
(404) 347-4411; fax 3341

##### REGION V—CHICAGO

Joseph Juarez  
Regional Administrator  
U.S. Department of Labor/ETA  
230 S. Dearborn Street, Room 638  
Chicago, IL 60604  
(312) 353-0313; fax 4474

##### REGION VI—DALLAS

Don Balcer  
Regional Administrator  
U.S. Department of Labor/ETA  
Federal Building, Room 317  
525 Griffin Street  
Dallas, TX 75202  
(214) 767-8263; fax 5113

##### REGION VII—KANSAS CITY

William H. Hood  
Regional Administrator  
U.S. Department of Labor/ETA  
City Center Square  
1100 Main Street, Suite 1050  
Kansas City, MO 64105  
(816) 426-3796; fax 2729

##### REGION VIII—DENVER

Luis Sepulveda  
Regional Administrator  
U.S. Department of Labor/ETA  
1999 Broadway Street, Suite 1780  
Denver, CO 80202-5716  
(303) 391-5740; fax 5751

##### REGION IX—SAN FRANCISCO

Armando Quiroz  
Acting Regional Administrator  
U.S. Department of Labor/ETA  
71 Stevenson Street, Room 830  
San Francisco, CA 94105  
(415) 744-6650; fax 6225

##### REGION X—SEATTLE

Bill Janes  
Acting Regional Administrator  
U.S. Department of Labor/ETA  
1111 Third Avenue, Suite 900  
Seattle, WA 98101-3212  
(206) 553-7700; fax 0098

### III. PUBLIC-PURPOSE CONVEYANCES

Public bodies can request conveyances of property for various public purposes (e.g., education, health, recreation, wildlife conservation, historic monument, public highway, public airport, ports, and non-Federal corrections facilities) through the Federal agency having program jurisdiction. The Federal agencies review proposals from local redevelopment authorities, States, localities, and eligible non-profit sponsors and determine whether they meet program requirements. Program requirements, terms of conveyance, and oversight regulations vary by agency. The following are the relevant contacts:

#### Airport Conveyances

##### FAA REGIONAL OFFICES

##### NEW ENGLAND

Charles Waterman  
12 New England Executive Park  
P.O. Box 510  
Burlington, MA 01803  
(617) 273-7244

##### EASTERN REGION

Arlene B. Seldman  
JFK International Airport  
Fitzgerald Federal Building  
Jamaica, NY 11430  
(718) 553-1005

##### SOUTHERN REGION

Theodore R. Beckloff  
P.O. Box 20636  
Atlanta, GA 30320  
(404) 305-5722

##### GREAT LAKES REGION

Jerry Franklyn  
2300 E. Devon Street  
Des Plaines, IL 60018  
(708) 294-7000

##### CENTRAL REGION

James E. Haight  
601 E. 12th Street  
Kansas City, MO 64106  
(816) 374-5626

##### SOUTHWEST REGION

Clyde M. DeHart, Jr.  
4400 Blue Mound Road  
Fort Worth, TX 76193  
(817) 222-5001

##### NORTHWEST MOUNTAIN

Frederick M. Isaac  
1601 Lind Avenue, SW  
Renton, WA 98055  
(206) 227-2610

##### WESTERN PACIFIC REGION

Peter Melia  
FAA-AWP 613  
P.O. Box 92007  
Los Angeles, CA 90009  
(310) 297-0660

#### Educational Conveyances

##### HEADQUARTERS

David B. Hakola  
Director, Real Property Group  
Office of Management  
U.S. Department of Education  
Room 2451—FOB#10B  
600 Independence Avenue, SW  
Washington, DC 20202-4553  
(202) 401-0506

**EASTERN AREA**

(MN, all states east of the Mississippi River, Puerto Rico, and the U.S. Virgin Islands)

Peter A. Wiczorek  
Director, Eastern Zone  
Federal Real Property Assistance  
Program  
U.S. Department of Education  
J.W. McCormack PO & Courthouse—  
Room 536  
Boston, MA 02109  
(617) 223-9321

**WESTERN AREA**

(All states west of the Mississippi River (except MN), AK, HI, American Samoa, Guam and the Trust Territory of the Pacific Islands)

Contact Mr. David B. Hakola at the preceding Headquarters address.

**Health Conveyances**

Brian Rooney, Acting Director  
Division of Health Facilities Planning  
Public Health Service  
Room 17A-10, Parklawn Building  
5600 Fishers Lane  
Rockville, MD 20857  
(301) 443-2265; fax 0084

**Homeless Review and Certification**

Perry Vietti  
Base Closure Community  
Redevelopment and Homeless  
Assistance Review  
Office of Community Viability  
U.S. Department of Housing and  
Urban Development  
451 7th Street, SW, Room 7218  
Washington, DC 20410  
(202) 708-1915; fax 3336

*It is recommended that communities consult with the local HUD field office in developing an outreach program. This office will direct you to the appropriate HUD staff.*

**Highway Conveyances**

Marshall Schy  
Federal Highway Administration  
Chief, Policy Development Branch  
Office of Rights of Way  
U.S. Department of Transportation,  
Room 3221  
400 Seventh Street, SW  
Washington, DC 20590  
(202) 366-2035; fax 3780

**Historic Monument Transfers**

National Park Service  
Preservation Assistance Division (424)  
P.O. Box 37127  
Washington, DC 20013-7127  
(202) 343-9578; fax 3803

**ALASKA REGION**

(AK)  
National Park Service  
Alaskan Regional Office  
Division of Cultural Resources  
2525 Gambell Street, Room 107  
Anchorage, AK 99503  
(907) 257-2543

**ROCKY MOUNTAIN REGION**

(CO, IL, IA, KS, MN, MO, MT, NE, NM, ND, OK, SD, TX, UT, WI, WY)  
National Park Service  
Rocky Mountain Regional Office  
Division of National Preservation  
Programs  
12795 West Alameda Parkway  
Box 25287  
Denver, CO 80255-0287  
(303) 969-2875

**MID-ATLANTIC REGION**

(CT, DE, DC, IN, ME, MD, MA, MI, NH, NJ, NY, OH, PA, RI, VT, VA, WV)  
National Park Service  
Mid-Atlantic Regional Office  
National Register Programs Division  
U.S. Customs House, Room 251  
Second and Chestnut Streets  
Philadelphia, PA 19106  
(215) 597-5129

**SOUTHEAST REGION**

(AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, Puerto Rico, Virgin Islands)  
National Park Service  
National Register Program Division  
Russell Building  
75 Spring Street, SE  
Atlanta, GA 30303  
(404) 331-2632

**WESTERN REGION**

(AZ, CA, HI, ID, NV, OR, WA, American Samoa, Guam, Northern Mariana Islands)  
National Park Service  
Western Regional Office  
Division of National Register Programs  
600 Harrison Street, Suite 600  
San Francisco, CA 94107  
(415) 744-3988

**Park Land and Recreation Conveyances****NATIONAL OFFICE**

Wendy E. Ormont  
Manager, Federal Lands-to-Parks  
Program  
Recreation Resources Assistance  
Division  
National Park Service  
P.O. Box 37127  
Washington, DC 20013-7127  
(202) 343-3759; fax 3682

**NORTH ATLANTIC REGION**

(CT, IL, IN, IO, KS, ME, MA, MI, MN, MO, NE, NH, NY, NJ, ND, OH, RI, SD, VT, WI)  
John T. Kelly  
Conservation Assistance Division  
National Park Service  
15 State Street  
Boston, MA 02109  
(617) 223-5190; fax 5172

**SOUTHEAST REGIONAL OFFICE**

(AL, AR, DE, FL, GA, LA, MD, KY, MS, NC, OK, PA, SC, TN, TX, VA, WV, Puerto Rico, Virgin Islands, and DC)  
Bill Huie  
Recreation Grants Division  
Southeast Regional Office  
National Park Service  
75 Spring Street, SW, Room 220  
Atlanta, GA 30303  
(404) 331-2610; fax 730-3233

**WESTERN REGION**

(AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY, and American Samoa, Guam and the Northern Mariana Islands)  
Pete Sly  
Planning, Grants and Environmental  
Quality Division  
National Park Service  
600 Harrison Street, Suite 600  
San Francisco, CA 94107  
(415) 744-3972; fax 3932

**Port Conveyances**

Bill Aird  
Office of Ports and Domestic Shipping  
Maritime Administration  
U.S. Department of Transportation  
Room 7201  
400 Seventh Street, SW  
Washington, DC 20590  
(202) 366-1901; fax 6988

**Conservation Conveyances**

Jeffrey M. Donahoe, Acting Chief  
Division of Realty  
U.S. Fish and Wildlife Service  
622 ARLSQ  
1849 C Street, NW  
Washington, DC 20240  
(703) 358-1713

Mike Spear  
Regional Director, Region 1  
U.S. Fish and Wildlife Service  
911 NE 11th Avenue  
Portland, OR 97232-4181  
(503) 231-6118; fax 6259

Nancy Kaufman  
Regional Director, Region 2  
U.S. Fish and Wildlife Service  
P.O. Box 1306  
Albuquerque, NM 87103  
(505) 766-2321; fax 2289

William F. Hartwig  
Regional Director, Region 3  
U.S. Fish and Wildlife Service  
One Federal Drive  
Fort Snelling, MN 55111-4056  
(612) 725-3563; fax 3501

## Community Guide to Base Reuse

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Noreen K. Clough  
Regional Director, Region 4  
U.S. Fish and Wildlife Service  
1875 Century Boulevard  
Atlanta, GA 30345  
(404) 679-4000; fax 4006

Ron Lamertson  
Regional Director, Region 5  
U.S. Fish and Wildlife Service  
300 Westgate Center Drive  
Hadley, MA 01035-9589  
(413) 253-8200; fax 8400

Ralph O. Morgenweck  
Regional Director, Region 6  
U.S. Fish and Wildlife Service  
P.O. Box 25486  
Denver Federal Building  
Denver, CO 80225  
(303) 236-7920; fax 8295

David B. Allen  
Regional Director, Region 7  
U.S. Fish and Wildlife Service  
1011 East Tudor Road  
Anchorage, AK 99503  
(907) 786-3542; fax 3306

### Prison Conveyances

David Dorworth  
Acting Chief, Site Selection and  
Environmental Review  
Bureau of Prisons  
320 First Street, NW  
Washington, DC 20534  
(202) 514-6470; fax 616-6024

## IV. OTHER PROPERTY DISPOSAL CONTACTS

### American Indians and Alaskan Natives

Faith Roessel  
Special Assistant  
Office of the Secretary  
Department of the Interior  
1849 C Street, NW  
Mail Stop 5100  
Washington, DC 20240  
(202) 208-6254; fax 7508

### Economic Development Conveyances

Robert Hertzfeld  
Special Assistant for Base Reuse  
Office of Assistant Secretary of  
Defense for Economic Security  
3300 Defense Pentagon  
Washington, DC 20301-3300  
(703) 695-1470

## V. ENVIRONMENTAL CONTACTS

### DEPARTMENT OF DEFENSE

Jackie Parrish  
Office of the Assistant Deputy Under  
Secretary of Defense for  
Environmental Security/Cleanup  
3400 Defense Pentagon  
Washington, DC 20301-3400  
(703) 697-7475; fax 695-4981

### ARMY

LTCOL Paul E. Wojciechowski  
Acting Chief  
Base Closure Division  
U.S. Army Environmental Center  
Attn: SFIM-AEC-BC  
Aberdeen, MD 21010-5401  
(410) 671-3461; fax 1635

### ENVIRONMENTAL PROTECTION

#### AGENCY

Bob Carr  
Base Closure Team Leader  
FFRRO  
401 M Street, SW, Mail Code 5101  
Washington, DC 20460  
(202) 260-2035; fax 5646

### AIR FORCE

Terry Yonkers  
AFBCA/EV  
1700 N. Moore Street  
Suite 2300  
Arlington, VA 22209-2802  
(703) 696-5534; fax 8833

### NAVY

William A. Quade  
Director, Environmental Program  
Directorate  
Naval Facilities Engineering Command  
200 Stovall Street  
Alexandria, VA 22332  
(703) 325-0295

## VI. SITE IMPROVEMENTS / BUSINESS DEVELOPMENT / PROJECT PLANNING AND IMPLEMENTATION

### U.S. Department of Commerce

#### OFFICE OF ECONOMIC CONVERSION INFORMATION (OECI)

A joint venture of the Department of  
Defense (OEA) and the Department of  
Commerce (EDA). OECI is a  
clearinghouse of information needed to  
anticipate, plan for, and respond to defense  
downsizing. Access:

**Phone:** (800) 345-1222 or  
(202) 482-3901

**TDD:** (202) 501-0868

**Modem:** (800) 352-2949 or  
(202) 377-2848

**Internet:**  
<http://ecix.doc.gov/ecix/ecixhomepage.html>

#### ECONOMIC DEVELOPMENT ADMINISTRATION

(Planning and implementation assistance,  
infrastructure, revolving loan funds,  
incubators, etc.)

### EDA HEADQUARTERS

David Witschi  
Director, Economic Adjustment  
Economic Development  
Administration  
U.S. Department of Commerce  
Room 7327  
14th and Constitution Avenue, NW  
Washington, DC 20230  
(202) 482-2659; fax 3742

**EDA REGIONAL OFFICES**

**Atlanta Region**  
Regional Director  
Atlanta Regional Office  
Economic Development  
Administration  
401 West Peachtree Street, NW, Suite  
1820  
Atlanta, GA 30308-3510  
(404) 730-3002; fax 3025

**Austin Region**  
Sharon T. Frerking  
Acting Regional Director  
Austin Regional Office  
Economic Development  
Administration  
903 San Jacinto Boulevard, Suite 121  
Austin, TX 78701-2450  
(512) 482-5461; fax 5613

**Chicago Region**  
C. Robert Sawyer  
Acting Regional Director  
Chicago Regional Office  
Economic Development  
Administration  
111 North Canal Street, Suite 855  
Chicago, IL 60606-7204  
(312) 353-7706; fax 8575

**Denver Region**  
John Woodward, Regional Director  
Denver Regional Office  
Economic Development  
Administration  
1244 Speer Boulevard, Room 670  
Denver, CO 80204  
(303) 844-4714; fax 3968

**Philadelphia Region**  
John E. Corrigan, Regional Director  
Philadelphia Regional Office  
Economic Development  
Administration  
Curtis Center  
Independence Square West, Suite 140  
Philadelphia, PA 19106  
(215) 597-4603; fax 6669

**Seattle Region**  
Len Smith, Regional Director  
Seattle Regional Office  
Economic Development  
Administration  
Jackson Federal Building, Room 1856  
915 Second Avenue  
Seattle, WA 98174  
(206) 220-7660; fax 7669

**Department of Housing  
and Urban Development****NON-ENTITLEMENT AREA****PLANNING GRANTS**

James Selvaggi  
Deputy Director  
Office of Community Viability  
U.S. Department of Housing and  
Urban Development  
451 7th Street, SW, Room 7216  
Washington, DC 20410  
(202) 708-2186; fax 3363

**SMALL BUSINESS  
ADMINISTRATION****BUSINESS DEVELOPMENT**

Through the Regional Offices, tap into the Service Corps for Retired Executives (SCORE), Small Business Development Centers; Business Information Centers, and SBA Financing Tools including Guaranteed Business Loan Program, Greenline (revolving line of credit), Low Doc, Microloans, 504 Loans, Export Revolving Line of Credit, and Women's Pre-qualification Program.

**TECHNOLOGY TRANSFER  
PROGRAM**

Office of Veterans Affairs  
(202) 205-6773

**ON-LINE NATIONAL BULLETIN  
BOARD**

(900) 463-4636

**GENERAL QUESTIONS**

SBA Answer Desk: (800) 827-5722

**SBA HEADQUARTERS**

Patricia R. Forbes  
Acting Associate Deputy Administrator  
for Economic Development  
U.S. Small Business Administration  
409 3rd Street, SW, Suite 8200  
Washington, DC 20416  
(202) 205-6657; fax 7230

**SBA REGIONAL OFFICES****Region I**

Patrick K. McGowan  
Regional Administrator  
U.S. Small Business Administration  
155 Federal Street, 9th Floor  
Boston, MA 02110  
(617) 451-2030; fax 424-5485

**Region II**

Thomas M. Bettridge  
Regional Administrator  
U.S. Small Business Administration  
26 Federal Plaza, Room 3108  
New York, NY 10278  
(212) 264-1450; fax 0038

**Region III**

Susan McCann  
Regional Administrator  
U.S. Small Business Administration  
475 Allendale Road, Suite 201  
King of Prussia, PA 19406  
(610) 962-3700; fax 3743

**Region IV**

Billy Max Paul  
Regional Administrator  
U.S. Small Business Administration  
1375 Peachtree Street, NE  
Fifth Floor  
Atlanta, GA 30367-8102  
(404) 347-4999; fax 2355

**Region V**

Peter W. Barca  
Regional Administrator  
U.S. Small Business Administration  
300 S. Riverside Plaza  
Suite 1975 S  
Chicago, IL 60606-6617  
(312) 353-0357; fax 3426

**Region VI**

James Breedlove  
Regional Administrator  
U.S. Small Business Administration  
8625 King George Drive, Building C  
Dallas, TX 75235-3391  
(214) 767-7633; fax 7870

**Region VII**

Bruce W. Kent  
Regional Administrator  
U.S. Small Business Administration  
323 West Eighth Street, Suite 307  
Kansas City, MO 64105  
(816) 374-6380; fax 6339

**Region VIII**

Thomas J. Redder  
Regional Administrator  
U.S. Small Business Administration  
633-17th Street, 7th Floor  
Denver, CO 80202-2447  
(303) 294-7021; fax 7153

**Region IX**

Viola Canales  
Regional Administrator  
U.S. Small Business Administration  
71 Stevenson Street, 20th Floor  
San Francisco, CA 94105-2939  
(415) 744-6404; fax 6671

**Region X**

Gretchen Sorensen  
Regional Administrator  
U.S. Small Business Administration  
2615 Fourth Avenue, Room 440  
Seattle, WA 98121  
(206) 553-5676; fax 4155

**Advisory Council on  
Historic Preservation**

Valerie DeCarlo (Army installations  
and DoD), extension 224  
Druscilla Null (Air Force and Navy  
installations), extension 225  
Advisory Council on Historic  
Preservation  
1100 Pennsylvania Ave, NW, #809  
Washington, DC 20004  
(202) 606-8505

For installations in the Western U.S.,  
contact:  
Advisory Council on Historic  
Preservation  
Western Office of Review  
703 Simms Street, Room 401  
Golden, CO 80401  
(303) 231-5320; fax 5325

# Appendix

## Section 2 State Resources

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This section generally identifies two resources for each State. Offices that may be contacted on general matters related to the closure action are listed under the "Defense" heading. Offices responsible for assisting dislocated workers are listed under the "Dislocated Worker Unit" heading.

### ALABAMA

#### DEFENSE

David S. Barley, Jr.  
Director  
Planning and Economic Development  
Division  
Department of Economic Affairs  
401 Adams Avenue, Suite 580  
P.O. Box 5690  
Montgomery, AL 36103-5690  
(205) 242-5100

#### DISLOCATED WORKER UNIT

Donna Barham  
Supervisor  
Rapid Response  
Job Training Division  
Alabama Department of Economic and  
Community Affairs  
401 Adams Avenue  
P.O. Box 5690  
Montgomery, AL 36103-5690  
(205) 242-5415

### ALASKA

#### DEFENSE

Kurt Parkin  
Special Assistant to the Governor  
P.O. Box 110001  
Juneau, AK 99811-0001  
(907) 465-3500

#### DISLOCATED WORKER UNIT

Carolyn Tuovinen  
Coordinator  
Dislocated Worker Unit  
Division of Commerce Rural  
Development  
Department of Commerce and  
Regulatory Affairs  
333 West 4th Avenue, Suite 220  
Anchorage, AK 99501-2341  
(907) 269-4658

### ARIZONA

#### DEFENSE

John Kelly  
Policy Advisor  
Office of the Governor  
700 W. Washington Street  
Phoenix, AZ 85007  
(602) 542-2218

#### DISLOCATED WORKER UNIT

Tommy Landa  
DWU Coordinator  
JTPA  
1789 West Jefferson  
Site Code 9202  
Phoenix, AZ 85997  
(602) 542-2484

### ARKANSAS

#### DEFENSE

Jane English  
Senior Project Manager  
Industrial Development  
1 State Capitol Mall  
Little Rock, AR 72201  
(501) 682-2563

#### DISLOCATED WORKER UNIT

William D. Gaddy  
Administrator  
Arkansas Employment Security  
Division  
Two Capitol Mall  
P.O. Box 2981  
Little Rock, AR 72203  
(501) 682-3182

### CALIFORNIA

#### DEFENSE

Ben Williams  
Deputy Director for Administrative  
Services  
Office of Planning and Research  
Office of the Governor  
1400 10th St., Room 156  
Sacramento, CA 95814  
(916) 322-3170

### DISLOCATED WORKER UNIT

Roger Schmitt  
EDWAA Coordinator  
Job Training Division, MIC 69  
Employment Development Dept  
P.O. Box 826880  
Sacramento, CA 94280-0001  
(916) 324-0655

### COLORADO

#### DEFENSE

Irene Kornelly  
Director  
Defense Conversion Initiative  
Office of Business Development  
1625 Broadway, Suite 1710  
Denver, CO 80202  
(303) 892-3840

#### DISLOCATED WORKER UNIT

Dick Rautio  
Planner, DWU  
Governor's Job Training Office  
720 South Colorado Boulevard  
Suite 550  
Denver, CO 80222  
(303) 758-5020

### CONNECTICUT

#### DEFENSE

Betsy Hunt  
Defense Program Manager  
State of Connecticut  
Department of Economic Development  
Business and Reg. Services Division  
865 Brook Street  
Rocky Hill, CT 06067  
(203) 258-4251

#### DISLOCATED WORKER UNIT

Kathleen Wimer  
Title III Coordinator  
State Department of Labor  
200 Folly Brook Boulevard  
Wethersfield, CT 06109  
(203) 566-7550

**DELAWARE****DEFENSE**

Lary Windley  
 Delaware Development Office  
 99 Kingshighway  
 Dover, DE 19903  
 (302) 739-4271

**DISLOCATED WORKER UNIT**

Alice Mitchell  
 Technical Service Manager  
 Delaware Department of Labor  
 Division of Employment and Training  
 University Plaza  
 P.O. Box 9499  
 Newark, DE 19714  
 (302) 368-6913

**FLORIDA****DEFENSE**

Tom Herndon  
 PL05 The Capitol  
 Office of the Governor  
 Defense Transition Services  
 Tallahassee, FL 32399  
 (904) 488-5603

**DISLOCATED WORKER UNIT**

Amell Bryant-Willis  
 Chief  
 Bureau of Job Training  
 Division of Labor, Employment and  
 Training  
 1320 Executive Center Drive  
 Atkins Building—Room 211  
 Tallahassee, FL 32399-0667  
 (904) 488-9250

**GEORGIA****DEFENSE**

Mac Holliday  
 Governor's Development Council  
 233 Peachtree Street  
 Atlanta, GA 30303  
 (404) 880-7242

**DISLOCATED WORKER UNIT**

Robert Davis  
 Title III Coordinator  
 Georgia Department of Labor  
 Sussex Place  
 148 International Blvd. NE  
 Atlanta, GA 30303  
 (404) 656-6336

**HAWAII****DEFENSE**

Dr. Greg Pai  
 Director, Office of State Planning  
 Office of the Governor  
 250 S. Hotel Street  
 Honolulu, HI 96811-3540  
 (808) 587-2843

**DISLOCATED WORKER UNIT**

Dr. Robert Watada  
 Administrator  
 Office of Employment and Training  
 Administration  
 Dept. of Labor and Industrial Relations  
 830 Punchbowl Street, Rm. 316  
 Honolulu, HI 96813  
 (808) 586-9067

**IDAHO****DEFENSE**

Karl Tueller  
 Deputy Director  
 Department of Commerce  
 700 West State Street  
 P.O. Box 83720  
 Boise, ID 83720-0093  
 (208) 334-2631

**DISLOCATED WORKER UNIT**

Cheryl Brush  
 Bureau Chief  
 Planning, Employment and Training  
 Programs  
 Department of Employment  
 317 Main Street  
 Boise, ID 83735-0001  
 (208) 334-6303

**ILLINOIS****DEFENSE**

Mary Renner  
 Department of Commerce and  
 Community Affairs  
 620 E. Adams Street  
 Springfield, IL 62701  
 (217) 785-6097

**DISLOCATED WORKER UNIT**

Herbert Dennis  
 Manager  
 Job Training Division  
 Department of Commerce and  
 Community Affairs  
 620 East Adams Street  
 Springfield, IL 62701  
 (217) 785-6006

**INDIANA****DEFENSE**

Glen Lawrence  
 Executive Director  
 Governor's Military Base Use  
 Coordinating Commission  
 402 West Washington Street  
 Room W479  
 Indianapolis, IN 46204  
 (317) 233-4271

**DISLOCATED WORKER UNIT**

Tom Heeter  
 EDWAA Coordinator  
 Indiana Department of Employment  
 and Training  
 Program Operations Division  
 10 North Senate Street  
 Indianapolis, IN 46204  
 (317) 232-7461

**IOWA****DEFENSE**

Daniel Dittmore  
 Iowa Wallace Technology Transfer  
 Foundation  
 200 E. Grand, Suite 130  
 Des Moines, IA 50309  
 (515) 243-1487

**DISLOCATED WORKER UNIT**

Jeff Nall  
 Administrator  
 Division of Workforce Development  
 Iowa Department of Economic  
 Development  
 Des Moines, IA 50309  
 (515) 281-9013

**KANSAS****DEFENSE**

Steve Kelly  
 Kansas Business and Economic  
 Development Financing  
 700 SW Harrison St., Suite 1300  
 Topeka, KS 66612  
 (913) 296-3157

**DISLOCATED WORKER UNIT**

Jim Richardson  
 EDWAA Director  
 Department of Human Resources  
 Division of Employment and Training  
 401 SW Topeka Boulevard  
 Topeka, KS 66603  
 (913) 296-5060

**KENTUCKY****DEFENSE**

Fred Trautman  
 Public Information Director  
 Cabinet for Economic Development  
 500 Mero Street  
 Capitol Plaza Tower  
 Frankfurt, KY 40601  
 (502) 564-7670; fax 7697

**DISLOCATED WORKER UNIT**

Kathy McDonald  
 Title III Section Supervisor  
 Division of Field Services  
 2275 East Main, 2-West  
 Frankfort, KY 40621  
 (502) 564-7015

**LOUISIANA****DEFENSE**

Randy Rogers  
 Director of Marketing  
 Department of Economic Development  
 101 France St.  
 Baton Rouge, LA 70804-9185  
 (504) 342-5372

## Community Guide to Base Reuse

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### DISLOCATED WORKER UNIT

Dale Miller  
Assistant Director  
Louisiana Department of Labor  
Federal Training Program  
P.O. Box 94094  
Baton Rouge, LA 70809-9094  
(504) 342-7637

### MAINE

#### DEFENSE

Thomas D. McBrierty, Commissioner  
Department of Economic and  
Commerce Development  
State of Maine  
State House Station #59  
Augusta, ME 04333  
(207) 287-2656

### DISLOCATED WORKER UNIT

Michael Bourret, Director  
Workforce Development  
Maine Department of Labor  
Bureau of Workforce Investment  
Programs  
State House Station #55  
Augusta, ME 04333  
(207) 624-6390; fax 6499

### MARYLAND

#### DEFENSE

Marsha R.B. Schachtel  
Director  
Federal Facilities and Technology  
Department of Business and Economic  
Development  
217 East Redwood St., 23rd Floor  
Baltimore, MD 21202  
(410) 333-6990

### DISLOCATED WORKER UNIT

Ron Winsor  
Office of Employment Training  
Department of Economic and  
Employee Development  
1100 North Eutaw Street  
Room 2109  
Baltimore, MD 21201  
(410) 333-5149

### MASSACHUSETTS

#### DEFENSE

Michael Hogan  
Executive Director  
Massachusetts Government Land Bank  
One Court Street  
Boston, MA 02108  
(508) 727-3206

### DISLOCATED WORKER UNIT

Suzanne Teegarden  
Director  
Industrial Services Program  
100 Cambridge Street, Room 1302  
Boston, MA 02202  
(617) 727-8158

### MICHIGAN

#### DEFENSE

Jim Storey  
Defense Conversion Coordinator  
Department of Commerce  
P.O. Box 30004  
Lansing, MI 48909  
(517) 373-9851; fax 2129

### DISLOCATED WORKER UNIT

William Castanier  
Dislocated Worker Unit  
Michigan Jobs Commission  
201 N. Washington Square  
Lansing, MI 48913  
(517) 335-6965

### MINNESOTA

#### DEFENSE

Todd Johnson  
Minnesota Planning  
658 Cedar Street, #300  
St. Paul, MN 55155-1603  
(612) 296-3985

### DISLOCATED WORKER UNIT

Edward Retka  
Program Coordinator  
State Dislocated Worker Unit  
Minnesota Department of Jobs and  
Training  
390 North Robert Street  
First Floor  
St. Paul, MN 55101  
(612) 296-7918

### MISSISSIPPI

#### DEFENSE

COL Florian H. Yoste III, (Ret.)  
Governor's Office  
Economic and Commercial  
Development  
P.O. Box 849  
Jackson, MS 39205  
(601) 359-5521; fax 3605

### DISLOCATED WORKER UNIT

Jean Denson  
Director  
Employment Training Division  
Mississippi Department of Economic  
and Commercial Development  
301 West Pearl Street  
Jackson, MS 39203-3089  
(601) 949-2234

### MISSOURI

#### DEFENSE

Garry Taylor  
Director, Community and Economic  
Development  
Department of Economic Development  
P.O. Box 118  
Jefferson City, MO 65102  
(314) 751-2133

### DISLOCATED WORKER UNIT

Larry Earley  
Director  
Division of Job Development and  
Training  
Department of Economic Development  
221 Metro Drive  
Jefferson City, MO 65109  
(314) 751-7796

### MONTANA

#### DEFENSE

Tim Ryan  
Executive Director  
High Plains Development Authority  
P.O. Box 2568  
Great Falls, MT 59403  
(406) 454-1934

### DISLOCATED WORKER UNIT

Ingrid Danielson  
DWU Supervisor  
State Job Training Bureau  
Montana Department of Labor and  
Industry  
P.O. Box 1728  
Helena, MT 59624  
(406) 444-4500

### NEBRASKA

Steve Duvall  
Administrative Assistant  
Business Assistance Division  
P.O. Box 94666  
Lincoln, NE 68509-4666  
(402) 471-3742

### DISLOCATED WORKER UNIT

Edward Kosark  
Nebraska Department of Labor  
Job Training Program Division  
550 South 16th Street  
Lincoln, NE 68509  
(402) 471-9903

### NEVADA

#### DEFENSE

Ray Horner  
Procurement Outreach Program  
Nevada Commission on Economic  
Development  
5151 South Carson  
Carson City, NV 89710  
(702) 687-4325

### DISLOCATED WORKER UNIT

Jan Pirozzi  
DWU, State Job Training Office  
Capitol Complex  
400 West King Street  
Suite 108  
Carson City, NV 89710  
(702) 687-4310

**NEW HAMPSHIRE****DEFENSE**

*Same as dislocated worker unit*

**DISLOCATED WORKER UNIT**

Robert Stephen  
Director, Workforce Development  
New Hampshire Job Training  
Coordinating Council  
64-B Old Suncock Road  
Concord, NH 03301  
(603) 228-0381

**NEW JERSEY****DEFENSE**

Jane Kenny  
Office of Policy and Planning  
Office of the Governor  
State House  
Trenton, NJ 08625  
(609) 777-2202

**DISLOCATED WORKER UNIT**

Thomas Drabik  
Director  
Rapid Response Team  
Labor Management Committee  
New Jersey Department of Labor  
CN-058  
Trenton, NJ 08625-0058  
(800) 343-3919

**NEW MEXICO****DEFENSE**

Roberto Rios  
Director, Economic Development  
Economic Development Department  
Joseph Montoya Building  
1100 St. Francis Drive  
Santa Fe, NM 87503  
(505) 827-0270

**DISLOCATED WORKER UNIT**

Kent James  
DWU Supervisor  
New Mexico Department of Labor  
Job Training Division  
1596 Pacheco Street  
P.O. Box 4218  
Santa Fe, NM 87502  
(505) 827-6818

**NEW YORK****DEFENSE**

Raymond Gillen  
New York Department of Economic  
Development  
One Commerce Plaza  
Albany, NY 12245  
(518) 474-7756

**DISLOCATED WORKER UNIT**

Pahl H. Gunn  
DWU Director  
New York Department of Labor  
State Office Campus—Building 12  
Albany, NY 12230  
(518) 457-3101

**NORTH CAROLINA****DEFENSE**

Will Hearn  
Assistant Director  
Client Services  
430 N. Salisbury Street  
Raleigh, NC 27603  
(919) 733-4151

**DISLOCATED WORKER UNIT**

Joel C. New  
Director  
Division of Employment and Training  
North Carolina Department of  
Commerce  
111 Seaboard Ave  
Raleigh, NC 27604  
(919) 733-6383

**NORTH DAKOTA****DEFENSE**

John Van Middlesworth  
Deputy Director (Finance)  
Department of Economic Development  
1833 E. Bismarck Expressway  
Bismarck, ND 58504  
(701) 328-5300

**DISLOCATED WORKER UNIT**

James Hirsch, Director  
Job Training Division  
Job Service North Dakota  
1000 E. Divide Ave.  
P.O. Box 5507  
Bismarck, ND 58502-5507  
(701) 224-2843

**OHIO****DEFENSE**

Jay Tieber  
Defense Conversion Coordinator  
Ohio Department of Development  
77 High Street  
P.O. Box 1001  
Columbus, OH 43266-0101  
(614) 466-3887

**DISLOCATED WORKER UNIT**

James Turner  
DWU Supervisor  
Ohio Bureau of Employment Services  
145 South Front Street  
P.O. Box 1618  
Columbus, OH 43215  
(614) 466-3817

**OKLAHOMA****DEFENSE**

David Wantland  
Economic Development Specialist  
Business Development  
P.O. Box 26980  
Oklahoma City, OK 73126-0980  
(405) 841-5151; fax 5142

**DISLOCATED WORKER UNIT**

Joe Glenn  
Chief, DWU Unit  
Oklahoma Employment Security  
Commission  
Will Rogers Building  
Room 408  
2401 North Lincoln Blvd.  
Oklahoma City, OK 73105  
(405) 557-7294

**OREGON****DEFENSE**

Mary Russell  
Policy Analyst  
Department of Commerce  
775 Summer Street NE  
Salem, OR 97310  
(503) 986-0099; fax 5115

**DISLOCATED WORKER UNIT**

Patricia Grose  
DWU Coordinator  
Dept. of Economic Development  
255 Capitol Street, NE  
3rd Floor  
Salem, OR 97310  
(503) 373-1995

**PENNSYLVANIA****DEFENSE**

Emily White  
Deputy Secretary, Program Operations  
Pennsylvania Department of  
Commerce  
433 Forum Building  
Harrisburg, PA 17120  
(717) 783-5053; fax 787-6866

**DISLOCATED WORKER UNIT**

John Bogel  
DWU Director  
Labor and Industry Building  
Room 1112E  
7th and Forester Streets  
Harrisburg, PA 17120  
(717) 787-9282

**RHODE ISLAND****DEFENSE**

Michael Walker  
Program Manager  
Office of Defense Economic  
Development  
35 Belver Avenue North  
Kingstown, RI 02852  
(401) 277-3134

**DISLOCATED WORKER UNIT**

Robert Gray  
EDWAA Coordinator  
Department of Employment and  
Training  
109 Main Street  
Pawtucket, RI 02860  
(401) 277-3450

## Community Guide to Base Reuse

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### SOUTH CAROLINA

#### DEFENSE

Chappy McKay and Victor M. Robertson, Jr.  
South Carolina Community Diversification Initiative  
Department of Commerce  
P.O. Box 927  
Columbia, SC 29202  
(803) 737-0400

#### DISLOCATED WORKER UNIT

Maxwell F. Parrott, Jr.  
Program Coordinator  
Manpower Training Unit  
P.O. Box 995  
Columbia, SC 29202  
(803) 737-2588

### SOUTH DAKOTA

#### DEFENSE

Paul Knecht  
Acting Commissioner  
Department of Economic Development  
711 East Wells Avenue  
Pierre, SD 57501-3369  
(605) 773-5032; fax 3256

#### DISLOCATED WORKER UNIT

Lloyd Schipper  
JTPA Administrator  
Department of Labor  
Kneip Building  
700 Governors Drive  
Pierre, SD 57501  
(605) 773-5017

### TENNESSEE

#### DEFENSE

Jimmy Johnson  
Tennessee Office of Technology Commercialization  
320 6th Avenue, 8th Floor  
Nashville, TN 32743-0405  
(615) 741-2994

#### DISLOCATED WORKER UNIT

Louis Stone  
DWU Manager  
Department of Labor  
Gateway Plaza  
710 James Robertson Parkway  
4th Floor  
Nashville, TN 37243  
(615) 741-1031

### TEXAS

#### DEFENSE

Peter Inman  
Acting Director  
Office of Defense Transition Services  
Texas Department of Commerce  
1700 North Congress, Suite 130  
P.O. Box 12728  
Austin, TX 78711  
(512) 936-0105; fax 0193

### DISLOCATED WORKER UNIT

Ivette Perez  
DWU Manager  
Work Force Development Division  
Texas Department of Commerce  
P.O. Box 12728 Capitol Station  
Austin, TX 78711-2728  
(512) 320-9834

### UTAH

#### DEFENSE

Rick Mayfield  
Division Director  
Business and Economic Development  
324 South State Street  
Salt Lake City, UT 84114  
(801) 538-8820; fax 8889

#### DISLOCATED WORKER UNIT

Gary Gardner  
DWA Supervisor  
Office of Job Training for Economic Development  
324 South State Street, Suite 500  
Salt Lake City, UT 84114-7162  
(801) 538-8757

### VERMONT

#### DEFENSE

Tasha Wallace  
Vermont Governor's Office  
5 Green Mountain Drive  
Montpelier, VT 05602  
(802) 828-3333

#### DISLOCATED WORKER UNIT

Andrea Tomasi  
DWU Coordinator  
Dept of Employment and Training  
P.O. Box 488  
Montpelier, VT 05602  
(802) 828-4177

### VIRGINIA

#### DEFENSE

Robert J. Stolle  
Director  
Base Retention and Defense Adjustment  
202 N. 9th Street, Suite 723  
Richmond, VA 23219  
(804) 692-0076

#### DISLOCATED WORKER UNIT

James Cocke  
Employment Security Supervisor  
Virginia Employment Commission  
P.O. Box 1358  
Richmond, VA 23211  
(804) 786-4832

### WASHINGTON

#### DEFENSE

Paul Knox  
Washington State Community Diversification Program  
906 Columbia Street, SW  
P.O. Office Box 48300  
Olympia, WA 98507-8300  
(206) 586-8973

### DISLOCATED WORKER UNIT

Larry Malo  
Assistant Commissioner  
Employment and Training Division  
605 Woodland Square Loop, SE  
MS-6000  
P.O. Office Box 9046  
Olympia, WA 98507-9046  
(206) 438-4611

### WEST VIRGINIA

#### DEFENSE

John Smolak  
Interim Director  
Business and Industrial Development  
Building 6—Room 504  
State Capitol Complex  
Charleston, WV 25305-0311  
(304) 558-2234; fax 0449

#### DISLOCATED WORKER UNIT

Sherron Higginbotham  
Manager  
Administered Programs and DWU  
Job Training Programs Division  
112 California Avenue  
Charleston, WV 25305-0112  
(304) 558-1500

### WISCONSIN

#### DEFENSE

Ms. Louie Rech  
Coordinator, Technical Development  
P.O. Box 7970  
Madison, WI 53707

#### DISLOCATED WORKER UNIT

Dan Bond  
Supervisor  
Worker Retraining and Employer Services Section  
Department of Labor, Industry and Human Relations  
201 E. Washington Avenue  
P.O. Box 7972  
Madison, WI 53707  
(608) 266-0745

### WYOMING

#### DEFENSE

George Gault, Division Director  
Economic and Community Development  
Barrett Building—4th Floor  
2301 Central Avenue  
Cheyenne, WY 82002  
(307) 777-7284; fax 5840

#### DISLOCATED WORKER UNIT

Matthew K. Johnson  
Administrator  
Job Training Program  
Department of Employment  
100 West Midwest  
P.O. Office Box 2760  
Casper, WY 82602  
(307) 235-3601

# Appendix

## Section 3 National Resources

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There are also national organizations with expertise available to assist your local reuse effort.

### **CENTER FOR DEFENSE INFORMATION**

1500 Massachusetts Avenue, NW  
Suite 124  
Washington, DC 20005  
(202) 862-0700

### **CENTER FOR ECONOMIC CONVERSION**

222 View Street, Suite C  
Mountain View, CA 94041-1344  
(415) 968-8798

### **CENTER FOR POLICY ALTERNATIVES**

1875 Connecticut Avenue, NW  
Suite 710  
Washington, DC 20009  
(202) 387-6030

### **DEFENSE BUDGET PROJECT**

777 North Capitol Street, NW  
Suite 710  
Washington, DC 20002  
(202) 408-1517

### **FEDERATION FOR INDUSTRIAL RETENTION AND RENEWAL**

3411 West Diversey Avenue  
Suite 10  
Chicago, IL 60647  
(312) 252-7676

### **HUMAN RESOURCES**

**DEVELOPMENT INSTITUTE**  
AFL-CIO Headquarters Building  
815 16th Street, NW  
Washington, DC 20006  
(202) 637-5189

### **INTERAGENCY COUNCIL ON THE HOMELESS**

451 7th Street, SW, Room 7274  
Washington, DC 20410-000[X]  
(202) 708-1480

### **INTERNATIONAL CITY AND COUNTY MANAGEMENT ASSOCIATION**

777 N. Capitol Street, NE  
Suite 500  
Washington, DC 20002  
(202) 289-4262

### **NATIONAL ASSOCIATION OF ATTORNEYS GENERAL**

444 N. Capitol Street, NW  
Suite 339  
Washington, DC 20001  
(202) 434-8000

### **NATIONAL ASSOCIATION OF COUNTIES**

440 First Street, NW  
8th Floor  
Washington, DC 20001  
(202) 393-6226

### **NATIONAL ASSOCIATION OF FEDERALLY IMPACTED SCHOOLS**

444 N. Capitol Street, NW  
Suite 411  
Washington, DC 20001  
(202) 624-5455

### **NATIONAL ASSOCIATION OF INSTALLATION DEVELOPERS**

1725 Duke Street, Suite 630  
Alexandria, VA 22314  
(703) 836-7973

### **NATIONAL ASSOCIATION OF REGIONAL COUNCILS**

1700 K Street, NW  
Suite 1300  
Washington, DC 20006  
(202) 457-0710

### **NATIONAL ASSOCIATION OF STATE DEVELOPMENT AGENCIES**

750 First Street, NE, #710  
Washington, DC 20002  
(202) 898-1302

### **NATIONAL COMMISSION FOR ECONOMIC CONVERSION AND DISARMAMENT**

1828 Jefferson Place, NW  
Washington, DC 20036  
(202) 728-0815

### **NATIONAL COUNCIL FOR URBAN ECONOMIC DEVELOPMENT**

1730 K Street, NW  
Washington, DC 20006  
(202) 223-4735

### **NATIONAL GOVERNORS ASSOCIATION**

444 North Capitol Street, NW  
Suite 267  
Washington, DC 20001  
(202) 624-5300

### **NATIONAL LAW CENTER**

918 F Street, NW, Suite 412  
Washington, DC 20004-1406  
(202) 638-2535

### **NATIONAL LEAGUE OF CITIES**

1301 Pennsylvania Avenue, NW  
Washington, DC 20004  
(202) 626-3000

### **NORTHEAST-MIDWEST INSTITUTE**

218 D Street, SE  
Washington, DC 20003  
(202) 544-5200

### **PROJECT ON REGIONAL AND INDUSTRIAL ECONOMICS**

Rutgers University  
Lucy Stone Hall B119  
New Brunswick, NJ 08903  
(908) 932-4587

### **U.S. CONFERENCE OF MAYORS**

1620 Eye Street, NW  
Washington, DC 20006  
(202) 293-7330

### **WORKPLACE ECONOMIC CONVERSION ACTION NETWORK**

1775 K Street, NW  
Suite 600  
Washington, DC 20006  
(202) 833-1303

# Appendix

## Section 4 Base Points of Contact

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Communities can learn from the experience of their peers at other closure sites. The following provides LRA points of contact for most closures nationwide. In the event that you have difficulty contacting someone, notify the Office of Economic Adjustment for assistance.

### ALABAMA

#### NAVAL STATION MOBILE

John Carey, General Manager  
Local Redevelopment Authority  
Alabama State Docks Department  
P.O. Box 1588  
Mobile, AL 36633-1558  
(205) 441-7120; fax 7110

### ARIZONA

#### WILLIAMS AFB

Lynn Kusy, Executive Director  
Williams Redevelopment Partnership  
6001 S. Power Road, Building 314  
Mesa, AZ 85206  
(602) 988-1013; fax 2315

### ARKANSAS

#### EAKER AFB

Joe Gurley  
Blytheville Gosnell Regional Aviation  
Authority  
P.O. Box 166  
Blytheville, AR 72316-0166  
(501) 532-2100; fax 2146

### CALIFORNIA

#### NAS/NADEP ALAMEDA/

#### NH OAKLAND

Carl Anthony, Chairman  
East Bay Conversion and  
Reinvestment Commission  
530 Water Street, 5th Floor  
Oakland, CA 94607  
(510) 834-6928; fax 8913

#### NAS/NADEP ALAMEDA

Kay Miller  
Executive Director  
Alameda Reuse and Redevelopment  
Authority  
Postal Directory, Building 90  
Alameda Naval Air Station  
Alameda, CA 94501-5012  
(510) 263-2870

### NH OAKLAND

Paul Nahm  
Executive Director  
Oakland Base Reuse Authority  
505 14th Street  
Oakland, CA 94612  
(510) 238-7256; fax 3691

### NS/NH LONG BEACH

Gerald R. Miller, Manager  
Economic Development Bureau  
200 Pine Avenue  
Long Beach, CA 90802  
(310) 570-3853

### NCEL PORT HUENEME

Thomas E. Figg  
Director of Community Development  
City of Port Hueneme  
250 North Venture Road  
Port Hueneme, CA 93041  
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### CASTLE AFB

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## Community Guide to Base Reuse

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# Appendix

## Section 5 Acronyms and Abbreviations

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BCT	BRAC Cleanup Team
BEC	BRAC Environmental Coordinator
BEST	Building Economic Solutions Together
BRAC	Base Realignment and Closure
BTC	Base Transition Coordinator
DEIS	Draft Environmental Impact Statement
DLA	Defense Logistics Agency
DoD	Department of Defense
EA	Environmental Assessment
EDA	Economic Development Administration
EDC	Economic Development Conveyance
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FEIS	Final Environmental Impact Statement
FOSL	Finding of Suitability to Lease
FOST	Finding of Suitability to Transfer
FY	Fiscal Year
GSA	General Services Administration
HUD	Department of Housing and Urban Development
LRA	Local Redevelopment Authority
NAF	Non-appropriated Fund
NEPA	National Environmental Policy Act of 1969, 42 U.S.C. § 4321 et seq., as amended
NGA	National Governors' Association
NOA	Notice of Availability
OEA	Office of Economic Adjustment
PIC	Private Industry Council

## **Community Guide to Base Reuse**

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RAB	Restoration Advisory Board
ROD	Disposal Record of Decision
SDA	Service Delivery Area