



# STATE OF SUPPORT

HIGHLIGHTS OF STATE SUPPORT  
FOR DEFENSE INSTALLATIONS



DECEMBER 2014



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Dear Reader,

The Association of Defense Communities (ADC) is proud to release *State of Support: Highlights of State Support for Defense Installations*. The report brings together the results from a comprehensive survey of state military affairs organizations from across the country. At this pivotal time for defense installations, our report focuses on the vital work states undertake to promote and protect their military assets. While states have always played a vital role in supporting military installations, the current level of involvement by state leaders on a range of mission support activities is unlike anything witnessed in recent decades. States have made our nation's defense a priority and their support is having a major impact at installations across the country.

As DoD faces budget cuts and the looming threat of base closure or downsizing, state military affairs organizations have taken on an enhanced role as policymakers seek to coordinate a state-level strategy for their military installations. These organizations, in their many different forms, have grown to provide support funding and strategic coordination aimed at protecting and enhancing military installations. In addition, they play an essential role in promoting the growth of the military presence in the state. Over the past several years, these organizations have begun to play a key role in working with military bases to build and maintain off-base infrastructure, as well as infrastructure needed on base to fulfill DoD's mission goals.

As important decisions regarding the future of our nation's defense and defense infrastructure are being made, it is critical for policymakers to not only understand the role states play, but to work toward building stronger two-way partnerships. In turn, states can be expected to look to DoD for support following decisions that result in mission realignment and downsizing.

I would like to thank each and every state that took the time to complete ADC's extensive survey. Without their help, and the help of ADC's State Advisory Council, this report would not have been possible. The women and men who run these organizations deserve nothing but the highest praise as they work to strengthen our defense communities across the country.

Sincerely,



Tim Ford  
CEO  
Association of Defense Communities

## About ADC

The Association of Defense Communities is the nation's premier membership organization serving America's defense communities. ADC represents 200 communities, states and regions with a significant military presence, and partner organizations. ADC unites the diverse interests of communities, state governments, the private sector and the military on issues of base closure and realignment, community-military partnerships, defense real estate, mission growth, mission sustainment, military privatization, military families/veteran support and base redevelopment. Learn more at [defensecommunities.org](http://defensecommunities.org).

# State of Support: Highlights of State Support for Defense Installations

## Executive Summary

As the Department of Defense draws down from one of the longest periods of conflicts in its history at the same time the nation enters an era of budget austerity, attention at the state level to military infrastructure and the economic impact of defense facilities has assumed a greater profile. In recent years, the Pentagon has turned its focus to slashing spending and restructuring its forces to cope with stringent spending caps, and has requested congressional approval for a new round of base closures.

In an effort to preserve their defense presence — and in some cases expand it — a growing number of states have formed military affairs organizations. Only a few states had such organizations before 1990, but following a spurt of activity over the past two decades, 34 states now have such organizations.

State military affairs organizations focus on military base retention, mission enhancement and development of the defense sector. These entrepreneurial organizations coordinate state-level policy to support installations and improve the infrastructure, quality of life for service members and regional economies.

The Association of Defense Communities, the nation's premier organization serving America's defense communities, sent a wide-ranging survey to 33 state military affairs organizations (state organizations) that participate in ADC's State Advisors Council. We received responses from 24 states. **The survey found:**

- » **33 percent** of states surveyed established their military affairs organizations within the **past 5 years**.
- » A majority of these state organizations have **budgets of less than \$500,000** and employ **the equivalent of 2.6 full-time employees** who work on base retention issues.
- » In general, states with a **larger military presence** have a **larger budget** for their organizations.
- » **79 percent** of states have completed a **strategic or economic planning study**.
- » **74 percent** of states play an **active role in encroachment planning** around military installations.
- » **61 percent** of states **provide financial support for encroachment** mitigation.
- » **52 percent** of states provide funding for **on-base infrastructure projects**.
- » **61 percent** of states fund **off-base infrastructure projects**.
- » **52 percent** of states **employ a lobbyist** who focuses on military issues.
- » **30 percent** of states **fund local/regional organizations**.
- » **91 percent** of states play a role in supporting the **expansion of the defense sector**.

### Best Practices for States to Protect and Promote Military Installations

1. Allocating sufficient funding and staff to their state military affairs organizations.
2. Funding independent studies of installations' strengths and weaknesses and economic impact that can support strategic planning.
3. Investing in community infrastructure to improve access to bases, or provide redundant services, or in many cases, providing on-base infrastructure to better insulate bases from possible closure.
4. Forming commanders' councils to provide frequent engagement between installation officials, military commanders and state policymakers.
5. Coordinating and funding community advocacy organizations to bolster local efforts to support installations and form community-military partnerships.

## Introduction

As the Department of Defense draws down from two of the longest conflicts in its history at the same time the nation enters an era of budget austerity, states have been forced to contend with a series of threats to the enduring presence of their defense facilities. In the last several years, the Pentagon has turned its focus to slashing from \$500 billion to \$1 trillion in spending over the coming decade and scaling down its force structure to accommodate stringent spending caps imposed to reduce the national deficit.

In the 47 states and in the defense communities that support more than 250 military installations in the United States, budget cuts have fallen particularly hard on installations. Reductions have harmed routine maintenance, upgrades and new construction, as well as quality-of-life services for personnel and their families. And each year since 2012, DoD has requested congressional approval for a new BRAC round. Lawmakers so far have uniformly rejected the department's bid despite top officials' claims that the military has 24 percent excess capacity. But even without the go-ahead to close or realign bases, the Army is slated to shrink its active-duty end strength by up to 25 percent by fiscal year 2020.

States have responded to the looming threat to military installations by increasing support to retain and promote local bases. To date, 34 states have created military affairs organizations to carry out a variety of activities, such as serving as the primary liaison between the state government and military facilities, engaging community-based advocacy organizations, eliminating land-use conflicts with installations and lobbying the federal government. Most importantly, these organizations serve as a focal point to coordinate statewide efforts to support the military presence. The economic impact of a single installation can exceed \$1 billion a year, making the partnership among states, communities and installations vital to the health of a region's economy.

In this report, ADC has identified the key steps states are taking to protect and support military installations. This report is based on a survey of military affairs organizations — referred to as “state organizations” throughout the report — and focuses on the actions coordinated by those organizations.

State organizations focus on military base retention, mission enhancement and development of the defense sector. They are entrepreneurial organizations seeking to work with policymakers, business leaders, defense communities and military installations to coordinate policy across the state agencies responsible for infrastructure, quality of life matters for service members and economic development.

This survey is part of ADC's commitment to building relationships between the military and host governments at the state and community levels. In a 2008 infobrief, *The Latest Trends in State-Level Military Affairs Offices*, ADC concluded “states with a low defense presence may not need military affairs offices, but officials in all states can learn from the history and process behind their formation and operation.” States with active military affairs organizations report economic gains from a focused attention on the defense industry, according to that report. In addition, the National Conference of State Legislatures' *Preparing for Duty: State Policy Options in Sustaining Military Installations* provides an overview of the topics discussed in these pages.

## Survey Methodology

ADC undertook this survey to provide state leaders a picture of what states are doing to protect their installations from budget cuts, reductions in force structure and an uncertain economy. ADC's State Advisors Council, made up of leaders from 33 state military affairs organizations, helps the association stay abreast of best practices and policy initiatives implemented at the state level.

To develop the survey, ADC consulted with a focus group from its State Advisors Council. The group developed questions for state organizations based on a review of the past two years of reporting on

state initiatives in *Defense Communities 360*, the association's daily newsletter.

ADC sent the survey to the state military affairs organizations in 33 states and Guam and received responses from 24 state organizations, with 23 organizations completing the full survey. The key findings within this report reflect the efforts in the responding states, and the data are not meant to extrapolate beyond those responses.

## I. State Organizations: Background and Organizational Structures

State military affairs organizations are typically part of state governments; i.e., they are housed in a state agency or the governor's office. Representatives from 33 states and Guam are on ADC's State Advisors Council, which is composed of state officials who oversee efforts to support defense communities and promote defense-related activity. These organizations typically were formed by legislation or by a governor, but in 16 percent of states, the organizations are run by non-governmental entities.

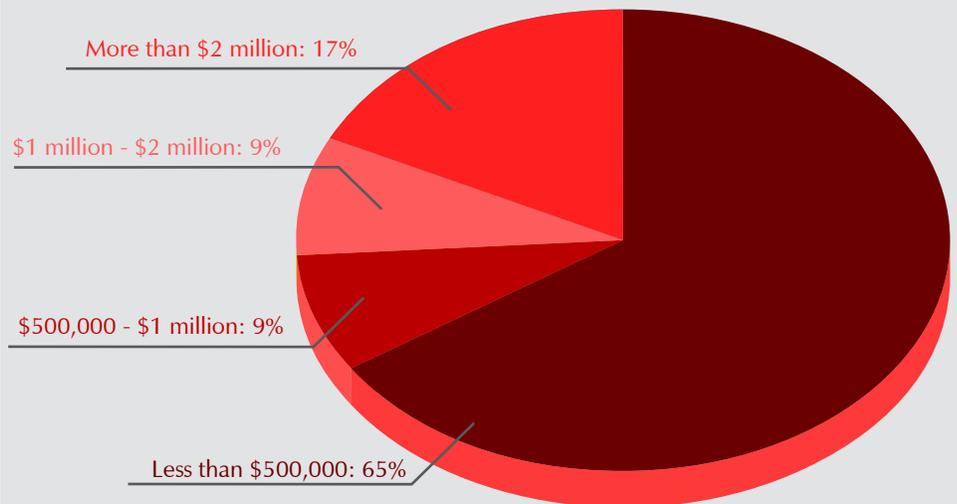
Almost **three-quarters** of state organizations are **governed by a board, council or equivalent entity**.

A small number of states have formed commanders' councils, made up of commanders from each of a state's installations. These councils meet regularly to inform state officials about the most pressing concerns facing each of their installations, allowing the state government to find appropriate solutions. The councils also strengthen military, state and community relationships, and serve as a forum to exchange ideas on policies affecting the military.

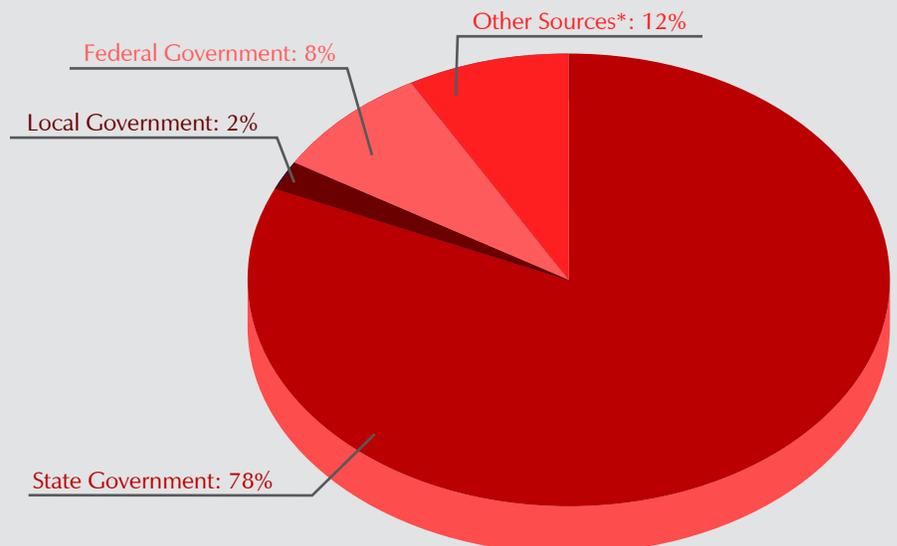
### Key Findings

- » **33 percent** of states created an organization focused on military base retention within 18 months of a previous BRAC round.
- » **33 percent** of states have established their organizations within the past 5 years.
- » **A majority** of state organizations have budgets less than \$500,000; states have an average of 2.6 full-time equivalent employees working on base retention.
- » In general, states with a larger military presence have a larger budget for their organizations.
- » Six states — **Arizona, Connecticut, Florida, North Carolina, Texas and Virginia** — have formed commanders' councils.
- » **75 percent** of organizations are governed or advised by a board, council or equivalent entity.
- » **48 percent** of organizations were formed by legislation; **34 percent** were formed by the governor.

### Annual Budget for State Military Affairs Organizations



### Sources of Funding for State Military Affairs Organizations



\*Other sources include: private industry, public-private partnership supporters, membership dues

## Common Organizational Responsibilities

### Overall Mission

- » Provide a focal point for state government efforts on all military issues and advise the governor and legislature;
- » Promote, preserve and provide mission support for state military installations;
- » Increase the military value of military installations;
- » Coordinate statewide BRAC activities;
- » Attract new military missions; and
- » Serve as the primary liaison between state government and military facilities.

### Statewide Activities

- » Coordinate state policies affecting the military, including land use planning and regulatory activities;
- » Develop and support state legislative initiatives;
- » Engage local and state lawmakers on issues affecting installations, military personnel, their families and veterans;
- » Coordinate a state military commanders' council;
- » Coordinate a state military advisory council; and
- » Educate residents and public officials on the value of the state's military assets.

### Installation/Community Support

- » Engage local governments and community organizations to support neighboring military installations;
- » Work with local governments and military installations to reduce potential land use conflicts;
- » Promote public-private partnerships that support installations and defense communities; and
- » Administer state defense grant programs.

### Federal Outreach

- » Serve as the liaison to the state's congressional delegation on military and BRAC issues; and
- » Establish a presence in Washington, D.C., to coordinate outreach to DoD and other federal agencies.

### Defense Industry Support/Economic Development

- » Coordinate state and local efforts to foster growth of the state's defense industry;
- » Support development of a defense industry cluster;
- » Develop the workforce needed to support defense industry;
- » Promote economic development and diversification in defense communities;
- » Recommend economic development projects that would support the military; and
- » Foster business and community relationships with installations.

### Military Families and Veterans Support

- » Improve the quality of life for military personnel, their families and veterans;
- » Support transitioning military personnel entering the civilian workforce;
- » Promote the state as a home for veterans and military retirees; and
- » Strive to become a military-friendly state.

## Strategic Planning Studies: Best Practices

- » Involve all statewide installations in the early stages of the study to help shape the endeavor;
- » Involve business leaders in discussions;
- » Educate state legislators on the study's value and keep them informed of the findings;
- » Create a forum for military commanders to share issues with senior state leaders;
- » Meet with state political leaders on a regular basis to discuss challenges, threats and opportunities for installations;
- » Engage outside experts to identify strengths and weaknesses;
- » Engage with military leaders to understand where state installations fit into DoD's overall mission;
- » Partner closely with local base support organizations on strategic assessments; and
- » Visit bases for an extended period and meet with command staff to gain a fuller appreciation of an installation's challenges and opportunities.

## II. State Studies

To gain a strategic overview of how its installations stack up against other comparable bases, many states have conducted in-depth, independent assessments of the statewide strengths and weaknesses of their military bases. In the survey, ADC asked states about two different types of studies:

- » **Strategic studies** identify the strengths, weaknesses, opportunities for growth and potential threats at installations throughout the state; and
- » **Economic impact studies** provide a comprehensive look at the effect installations have on the local economy.

The results of these studies allow state leaders to map a path to support and enhance their installations and allow a full-scope understanding of the economic impact of a state's installations. Organizations have recently turned to these studies as concerns over a future BRAC round have elevated strategy to the forefront of states' economic agendas.

### Key Findings

- » **70 percent** of states have completed a strategic planning study.
- » **74 percent** of states have completed an economic impact study.
- » A majority of these studies have been funded by state dollars, though some have been funded by private sources.
- » **21 percent** of states have completed neither an economic impact study nor a strategic planning study.

### III. Planning and Funding for Encroachment Mitigation

Land use surrounding military installations has become one of the most important issues for states and communities to address as the possibility of additional base closures looms. Over the past several decades, increased urbanization in many defense communities has resulted in more frequent conflicts between residential development and neighboring installations. In response, communities and states introduced a broad range of initiatives to reduce instances of incompatible land use as part of their overall efforts to support their local military bases.

State efforts to mitigate encroachment include participating in joint land use studies, enacting legislation regarding land use outside installations and purchasing adjacent properties to limit incompatible land uses. In many cases, states have made significant financial investments to reduce encroachment.

#### Key Findings

- » **74 percent** of states have played an active role in encroachment planning.
- » **61 percent** of states provide financial support for local encroachment mitigation efforts.

#### Case Studies in Encroachment Mitigation

States are supporting community efforts to combat encroachment at military installations in a variety of ways:

- » Several states have participated in **joint land use studies (JLUS)** at installations. A JLUS is a cooperative land use planning effort between one or more local governments and an installation, but in some cases states play a role. These studies present recommendations for the community to adopt to promote compatible development while protecting the installation's mission. The JLUS program is managed by DoD's Office of Economic Adjustment, which provides technical and financial assistance to communities to conduct the studies.
- » A number of states have **directly supported local efforts** to eliminate incompatible development bordering military installations through the purchase of properties or their development rights:
  - Virginia has contributed more than \$70 million to its effort. The bulk of the funding has supported a Virginia Beach initiative to roll back encroachment in the accident potential zone of the airfield at Naval Air Station Oceana. Virginia Beach has used the money to acquire property and to reduce incompatible development by the promotion of conforming use of land adjacent to the base.
  - North Carolina spends about \$5 million a year to combat encroachment.
  - Utah has worked with local governments neighboring Hill Air Force Base to purchase land to ensure compatible land use surrounding the installation.
- » The **California Office of Planning and Research** established an extensive program to help local governments and military installations collaborate to achieve compatible land uses at locations where testing and training occur. The state provides tools, staff support and mapping capability to local governments to assist in the development, adoption and implementation of compatible land use policies and ordinances. The office works with local and military officials to incorporate new provisions into city and county general plans, and implement ordinances establishing project review and permitting procedures to foster compatible land uses. The program also tries to balance and integrate the state's goals for renewable energy development and natural resources protection with the military's mission and community's land use priorities.
- » Multiple state agencies in California have participated in a planning effort to develop the **Desert Renewable Energy Conservation Plan**, an environmental impact statement for 22.5 million acres in the Upper Mojave Desert. The conservation plan, developed in direct consultation with military officials, is intended to limit potential conflicts to testing and training activities stemming from the development of renewable energy and transmission projects in the R-2508 Special Use Airspace Complex. R-2508 is composed of important military operations areas, bombing ranges, supersonic corridors, low-altitude high-speed training routes, radar intercept areas and airborne refueling areas.

### Examples of community-military partnerships:

- » Kansas has formed partnerships with its major installations and two large National Guard facilities, focused primarily on procurement, equipment and training;
- » Louisiana has conducted assessments of the need for additional housing in its defense communities;
- » Utah is assisting in pursuing the relocation of an Air National Guard unit from Salt Lake City to Hill Air Force Base;
- » Washington is supporting efforts to integrate the military into regional transportation and land use planning organizations; and
- » California environmental agencies host an annual meeting with military officials to discuss issues such as storm water management, base restoration and air quality.

## IV. Partnerships between Military Installations and Local Communities

Partnerships between the military and host communities date back to the dawn of the nation. The rapid expansion of the military during World War II prompted states and the military to collaborate to find land to build new installations. More recently, though, partnering has taken on a much higher profile as states and communities invest resources to increase the military value of local installations and help them make up for shortfalls in federal spending on facility upkeep and construction, and quality of life services. A new authority enacted as part of the fiscal year 2013 defense authorization bill has prompted installations and communities to forge agreements to share a variety of municipal services in an attempt to reduce costs.

State organizations are playing a lead role in helping defense communities develop ideas for improving the efficiency of local installations through partnerships under the new shared services authority. Outside the installation gates, state organizations are helping to ensure local services and municipal infrastructure are adequate to sustain military installations.

### Key Findings

- » **83 percent** of states actively support partnerships between installations and local communities.
- » **40 percent** of states provide funding for partnerships.

### Case Studies in Community-Military Partnerships

Several states said they support local efforts to partner with neighboring installations, including Florida, Kansas, Pennsylvania, Montana, Mississippi and North Carolina. For example:

- » Florida is funding a study to identify potential installation support services one of its installations and its host community can share. The state intends to use the study to export lessons learned and best practices across all of its defense communities.
- » Kansas coordinates its support through the Governor's Military Council. The council's executive director sits on all local partnership advisory boards to ensure state agencies are aware of communities requiring support regarding community-military partnerships.

## V. State Funding for Off-Base and On-Base Infrastructure

In the past decade, states have increasingly invested in infrastructure projects to benefit local installations. As DoD funding for military construction has diminished recently, a number of states have offered to pay for construction needs on local installations, covering an assortment of mission requirements. Those states view the projects as another way to support the military and increase the military value of their bases.

In response to mission growth stemming from the 2005 BRAC round, states also have invested in community infrastructure to accommodate an influx of civilian and military personnel. Those projects primarily have upgraded local road systems and built new schools.

This survey broke that infrastructure into two types:

- » **Off-base infrastructure** includes projects outside the installation intended to support military personnel, such as transportation, schools and housing.
- » **On-base infrastructure** includes projects within the boundaries of a military base, such as gate improvements, redundant utilities and other buildings.

### Key Findings

- » **61 percent** of states fund off-base infrastructure projects. (See Table I for examples of off-base infrastructure projects.)
- » **52 percent** of states provide funding for on-base infrastructure projects. (See Table II for examples of on-base infrastructure projects.)

**Table I. Examples of Off-Base Infrastructure Projects Funded by State and Local Government**

State	Project Description	State/Local Share of Cost
Alabama	Road improvements	More than \$1 million
Alaska	Tanana River bridge	\$81 million
Florida	Six road/bridge projects (since 2009)	NA
Florida	Three utilities projects	NA
Kansas	Surface transportation	\$19 million
Kansas	K-12 schools	\$6 million
Louisiana	Housing, retail, infrastructure development	\$25 million
Louisiana	School construction	\$24.5 million
Maryland	15 road improvement projects	\$86.5 million
Oklahoma	Runway extension at local airport	\$9 million
Washington	Road improvements	NA
Washington	Coupeville ferry terminal upgrade	NA

### Off-Base Infrastructure Case Study: Installation Growth in Maryland

In response to tremendous growth in Maryland stemming from the 2005 BRAC recommendations and other DoD realignments — five installations gained a total of 26,000 primarily civilian personnel — the state Department of Transportation prepared a BRAC action plan outlining investments needed to accommodate the influx of residents and commuters. The agency collaborated with local governments, regional, state and federal partners, and the five installations to prioritize highway projects, relying on an approach that would first target lower-cost improvements that could be completed by the BRAC round's 2011 implementation deadline.

Short-term construction projects focused on intersection improvements. The states identified 16 priority intersections and with federal assistance advanced them first to the 30 percent design stage, and then to implementation in synchronization with the 2011 implementation milestone. Some projects received funding through DoD's Defense Access Roads program. To date, the state has completed or begun 15 intersection improvement projects to improve access at Fort Meade, Aberdeen Proving Ground, Walter Reed National Military Medical Center, Fort Detrick and Andrews Air Force Base. The total cost for those 15 projects is \$268 million, with almost one third of the funding coming from the state.

## On-Base Infrastructure Case Study: Connecticut Investment in NSB New London

Since 2005, the state of Connecticut has spent \$14 million to support Naval Submarine Base New London through investments in its on-base infrastructure and training capabilities as part of an effort to raise its military value. The most recent state-funded project was a \$3 million grant to develop an electricity microgrid at the sub base to improve energy reliability and reduce energy use. Other projects at the base have included a diver support facility, a submarine bridge trainer, a culinary training center and an energy-efficient boiler. In 2007, the General Assembly set aside a total of \$40 million for such investments.

**Table II. Examples of On-Base Infrastructure Projects Funded by State and Local Governments**

State	Project Description	State/Local Share of Cost
Alabama	On-post housing	More than \$5 million
Alabama	Road construction	More than \$10 million
Alabama	Electric system upgrades	\$3 million (funded by utility)
Alabama	Facility development	More than \$5 million
California	Demonstration of an advanced, highly integrated biodiesel production system at Naval Base Ventura County	\$1 million
California	Vehicle-to-grid project at Los Angeles Air Force Base	\$3 million
California	Vehicle-to-grid and vehicle-to-building project at Mountain View Army Reserve Base	\$2.3 million
California	Microgrid projects at Camp Pendleton	\$1.7 million
Connecticut	Diver support facility	\$4.7 million
Connecticut	Energy-efficient boiler	\$3 million
Connecticut	Submarine bridge trainer building	\$2.4 million
Connecticut	Galley training facility	\$750,000
Connecticut	Microgrid	More than \$15 million
Delaware	Major renovations to the 198th Readiness Center	\$1.6 million
Delaware	Major renovations to the Scannell Readiness Center	\$600,000
Delaware	Major renovations to the SBI Duncan Readiness Center	\$133,000
Hawaii	Hale Kula Elementary School	\$5.8 million
Hawaii	Solomon Elementary	\$13.8 million
Louisiana	New headquarters for Marine Forces Reserve	\$150 million
Mississippi	Road improvements at Naval Air Station Meridian	\$660,000
Mississippi	Taxiway improvements at Combat Readiness Training Center Gulfport	\$2.9 million
Mississippi	Perimeter fencing and guardhouse upgrades at Naval Air Station Meridian	\$590,000
Mississippi	Hangar repair at Combat Readiness Training Center Gulfport	\$2 million
Oklahoma	Railroad and hangar at Tinker Air Force Base	\$28 million
Oklahoma	Redundant utilities	\$1.4 million
Utah	Construction of a new West Gate at Hill Air Force Base	\$5 million
Utah	Construction of a new security forces facility	\$7 million

## Military Base Promotion

Here are some best practices employed by states to promote their military installations:

- » Coordinate federal outreach in Washington through either the state's military affairs organization or a state's federal affairs office. Such efforts also include regular trips to Washington to meet with the state's congressional delegation, committee staff on Capitol Hill and Pentagon leaders. In some cases, the governor participates in a Washington fly-in;
- » Invite a high-ranking official from DoD, the services or Congress to visit an installation;
- » Distribute a newsletter to local, state and federal officials;
- » Prepare a brochure, video or other materials highlighting the military value and economic impact of a state's military installations and other defense activities and showcase partnerships among state and local governments and the military;
- » Organize community letter-writing campaigns to respond to proposed military base realignments;
- » Reach out to the state legislature, and speaking to civic groups, and local officials across the state; and
- » Identify federal priorities through regular statewide council meetings.

## VI. State Efforts to Promote Military Bases

During the run-up to BRAC rounds in the past, states generally launched a variety of initiatives to promote their military installations. In many cases, though, states' attention to base promotion activities waned after BRAC rounds concluded.

More recently, states have made promoting their military installations a permanent function as an insurance policy against further cuts in the defense budget and a future BRAC round. Now, more than half of responding states employ a lobbyist who focuses on military issues. State organizations are pursuing other ways as well to promote their installations to the Pentagon and on Capitol Hill, including through D.C. fly-ins and outreach efforts such as publishing newsletters and marketing materials. States also are promoting the importance of their military installations to state residents and lawmakers to build support for new initiatives benefiting them.

### Key Finding

- » **52 percent** of states employ a lobbyist who focuses on military issues.

## VII. State Support for Local Advocacy Organizations

Almost all states' organizations dedicate resources — and in some cases, funding — to reinforce host community efforts to support neighboring installations.

For communities, local advocacy organizations are key to community efforts to keep tabs on the challenges facing base commanders that could be addressed through local, regional or state intervention. At the same time, local advocacy groups provide an opportunity for installation officials to improve their understanding of the needs and concerns of their host community. By partnering with local advocacy organizations, states gain critical insights into local priorities concerning installation support and a big-picture view of how state leaders can make a difference.

The models for collaboration between local and state organizations, however, are quite diverse with best practices difficult to identify.

### Key Findings

- » **87 percent** of states have a coordinated approach in dealing with defense communities.
- » **30 percent** of states fund local/regional organizations.

## Florida's Model for Supporting Local Advocacy Organizations

Florida's Defense Reinvestment Grant program provides annual funding to local communities to support advocacy and military-community relations. State appropriations average about \$850,000 annually and are split among a dozen defense communities. Communities use the funding for activities including studies, presentations, analyses, plans, marketing, modeling and travel costs.

In addition, the Florida Defense Alliance hosts semi-annual meetings with defense community leaders to network, share best practices and develop state legislative initiatives.

## VIII. Other State Efforts

### Growing the Defense Sector

The economic impact of the Defense Department extends far beyond installation fences, encompassing all manufacturing and services that companies supply the military. While the presence of an installation spawns the growth of installation and mission support contractors, many defense companies are not tied to a particular installation. Virtually all state organizations play a role in supporting the entire defense sector through a variety of economic development strategies.

A majority of states in our survey include expanding the defense sector through the growth of existing businesses or the creation of new ones as one of their missions. And many state organizations try to foster technology transfer to encourage the private sector to come up with commercial applications for advanced technology developed by the military.

Several states have mapped the defense sector's supply chain to better deploy resources to mitigate potential cutbacks in DoD spending. DoD's Office of Economic Adjustment also plays a role here, supporting communities and regions coping with defense industry cutbacks. The agency helps affected communities craft adjustment strategies focusing on regional job creation through business development, attraction and expansion, workforce development, and community economic diversification.

### Key Findings

- » **91 percent** of states play a role in supporting the expansion of the defense sector.
- » **14 percent** of states have mapped their defense supply chains.
- » **55 percent** have made efforts to expand the contractor base associated with their installations.
- » **68 percent** of states actively work toward technology transfer.

### State Support for Military Families and Veterans

In addition to supporting the mission needs of their installations, state organizations play an active role in supporting military veterans living within their boundaries and easing the burden on military families, especially as they move to and from the state. Many states have passed legislation to provide favorable tax treatment for veterans' benefits, allow military dependents to pay in-state tuition at state colleges, and allow out-of-state professional licenses and credentials held by military family members to transfer. All of these efforts are intended to make states friendlier for service members, their families and veterans who have made sacrifices for their country.

### Key Findings

- » **96 percent** of state organizations work on issues related to military families.
- » **87 percent** of state organizations work on issues related to making the state friendlier to veterans.

### Appendix 1: State-by-State Data

State	State Commanders' Councils	Economic Impact Study	Strategic Planning Study	Encroachment Mitigation Planning	Funding for Off-Base Infrastructure Projects	Funding for On-Base Infrastructure Projects	Coordination with Local Organizations	Funding for Local Organizations	Defense Sector and Contractor Expansion	Military Family and Veteran Issues
Alabama		✓		✓	✓	✓	✓	✓	✓	✓
Alaska		✓	✓		✓		✓	✓	✓	✓
California			✓	✓		✓	✓		✓	✓
Connecticut	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Delaware						✓	✓		✓	✓
Florida	✓	✓	✓	✓	✓		✓	✓	✓	✓
Georgia		✓	✓	✓	✓	✓	✓		✓	✓
Hawaii						✓				✓
Kansas		✓	✓	✓	✓		✓		✓	✓
Kentucky		✓	✓	✓			✓		✓	✓
Louisiana		✓	✓		✓	✓	✓	✓	✓	✓
Maryland		✓	✓	✓	✓		✓	✓	✓	✓
Massachusetts		✓	✓	✓	✓	✓	✓		✓	✓
Mississippi				✓	✓	✓	✓		✓	✓
Missouri		✓	✓						✓	✓
Montana				✓		✓	✓		✓	✓
North Carolina	✓	✓			✓		✓	✓	✓	✓
Oklahoma		✓	✓	✓	✓	✓	✓		✓	✓
Pennsylvania				✓			✓	✓		✓
Texas	✓	✓	✓	✓	✓	✓	✓		✓	✓
Utah		✓	✓	✓		✓		✓	✓	✓
Virginia	✓	✓	✓	✓			✓		✓	✓
Washington		✓	✓	✓	✓		✓		✓	✓

## Appendix 2: Directory of Survey Respondents

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