



ADC REDEFINED

THE ASSOCIATION OF DEFENSE COMMUNITIES

2011 ANNUAL REPORT | 2012 STRATEGIC PLAN



www.defensecommunities.org



ABOUT THE ASSOCIATION OF DEFENSE COMMUNITIES

The Association of Defense Communities (ADC) 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.

[OUR MISSION]

ADC is a unique, dynamic organization with a 35-year history of linking communities, states, the military and the private sector on four major issues:

- **Community-Military Collaboration** – Advancing partnerships that promote the value of military installations and strengthen communities and states through effective military-community relationships and sustainable regional planning.
- **Installation Change** – Supporting communities and states to address changes in military infrastructure and their impacts on local and regional economies.
- **Public/Private Partnerships** – Cultivating private-sector resources to support military infrastructure, energy security, environmental remediation and conservation.
- **Military Families/Veterans** – Helping communities and states understand current and future challenges facing military families and veterans and advancing effective solutions.

[OUR VALUE]

ADC connects communities, states, the military and the private sector on community-military issues to provide a unique value as follows:

- A forum for the DoD installation community;
- A venue to connect with DoD and the military services;
- An advisor to identify and advance policy issues;
- A link between the public and private sector; and
- A resource of valuable information and educational opportunities.

the voice of **america's**
defense communities



ADC TODAY

UNIQUE RESOURCE FOR EDUCATION AND BEST PRACTICES

- ADC Winter Forum
- ADC Annual Conference
- *Defense Communities 360 Live* Webinars
- Specialty Workshops
- Defense Communities Awards
- LRA Directors Council
- State Advisors Council

VALUED SOURCE OF INFORMATION

- *Defense Communities 360*
- *Journal of Defense Communities*
- www.defensecommunities.org
- Federal Directory
- Private-Sector Service Directory
- Technical Assistance and Advisory Services

EFFECTIVE VOICE FOR DEFENSE COMMUNITIES

- Defense Communities Congressional Caucus
- Grassroots Networks/Advocacy
- Defense Policy Forums
- Public-Public/Public-Private Partnerships Initiative
- ICMA Collaboration
- ADC Speakers Bureau
- Military Families/Veterans Task Force



Dear ADC Supporter:

Almost 35 years ago, a group of operators of former military bases and their community leaders met in an abandoned hangar to establish the National Association of Installation Developers (NAID), which has evolved into a critical voice for all defense communities, the Association of Defense Communities.

Since that time, our national security missions have shifted countless times, our country has engaged in multiple conflicts, and defense communities have experienced five rounds of BRAC. Throughout these turbulent times, the communities have endured, and ADC has evolved.

As we now prepare for another pivotal moment, marked by defense cuts and the threat of a future BRAC, ADC has redefined its mission in the last year to address the new normal facing defense communities. As you will see, this is only the beginning.

ADC's new strategic plan, launched in 2010, redefines the role our association plays in defense communities across the country and will begin to shape the role ADC plays in the next 35 years and beyond.

I am proud to present our first annual report. We appreciate your support and look forward to working with you again in the year to come.

John Armbrust
President, ADC

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REDEFINING INSTALLATIONS

Fiscal realities in Washington and the change of leadership at the Pentagon will have a sweeping and long-lasting impact in defense communities across the country. ADC is taking a leadership role in promoting partnerships at all levels that are critical to developing innovative approaches to installation efficiency.

Strategic Goal:
Advance policies and programs that promote installation efficiency and innovation.

SELECT 2011 ACCOMPLISHMENTS:

- Hosted Defense Policy Forum that brought together 80 community leaders, military officials, private-sector partners and other defense community supporters to discuss the benefits and challenges of establishing public-public partnerships between defense communities and military services
- Created momentum for advancing public-private partnerships through the outcomes of ADC's Defense Policy Forum
- Engaged private-sector partners to understand the obstacles to public-private partnerships
- Played a lead role in advancing public-public partnerships in DoD and the military services
- Educated Congressional staff on public-public partnerships through informational briefings and conference participation

2011 HIGHLIGHTS



Rep. Randy Forbes (R-Va.), chairman of the House Armed Services Readiness Subcommittee, discussed the impact of future defense cuts and the importance of community involvement, as a keynote speaker at the 2011 Annual Conference in Norfolk, Va.



Nearly 50 House lawmakers joined the bipartisan Defense Communities Caucus when ADC helped establish it in 2011 with Rep. Sam Farr (D-Calif.) and Rep. Lynn Jenkins (R-Kan.) as co-chairs. The membership continues to grow, and ADC is working closely with the caucus to give our communities a unified voice on Capitol Hill and provide educational resources to key congressional leaders, including numerous briefings on defense community issues.

REDEFINING BASE REDEVELOPMENT

The internal challenges of base redevelopment are very complex for communities, especially when combined with external challenges such as fiscal uncertainty, limited federal support, changing regulations, a sluggish economy and the continued impact of BRAC 2005. ADC recognizes that base redevelopment is at an important crossroads, requiring new models, new strategies and a new way of thinking.

SELECT 2011 ACCOMPLISHMENTS:

- Hosted a first-of-its-kind retreat for local redevelopment authority (LRA) directors to share the best practices, successes and challenges of military base redevelopment
- Surveyed base redevelopment communities to determine the needs and challenges facing their communities
- Hosted “Trends in Base Redevelopment Symposium” at ADC Winter Forum and featured special tracks on redevelopment at 2011 Annual Conference
- Highlighted sessions at the 2011 Annual Conference to offer new outreach ideas, such as the use of social media to market redevelopment projects and the best practices for dealing with federal agencies
- Responded formally to a proposed DoD rule on economic development conveyances and an Economic Development Administration rule that would give special consideration to base redevelopment commissions
- Provided advocacy support to California LRAs in their battle to preserve important redevelopment tools

Strategic Goal: Advocate and serve as a resource for all base closure communities and promote the efficient cleanup, transfer and redevelopment of former military property.

2011 HIGHLIGHTS



The relaunched www.defensecommunities.org has a new look, a more intuitive navigation and enhanced social-media integration.



With thousands of readers weekly, *Defense Communities 360 Daily*, launched in 2011, is the most widely read publication on defense communities and installation issues.



ADC transitioned the association's management to LRG Public Affairs in October 2010, which brought back long-time ADC leaders Tim Ford and Todd Herberghs.



REDEFINING THE ROLE OF DEFENSE COMMUNITIES

ADC believes that strong and vital military-community partnering organizations at the local, regional and state level play a critical role in supporting the military and strengthening communities.

For these organizations to be successful, these relationships must go beyond just talk and develop collaborations that: enhance mission sustainability, reduce operating cost, support military families and veterans, and accomplish these goals in a way that continues to support the community.

Strategic Goal:
Promote the role and visibility of community and state military partnering organizations and their collective voice through ADC.

SELECT 2011 ACCOMPLISHMENTS:

- Developed and advanced the concept of formal relationships between military and communities
- Launched the Defense Communities Caucus in the U.S. House to raise the profile of defense communities and provide them a unified voice in Congress, exceeding the launch target with nearly 50 members joining in the first eight months
- Established the Military Families Task Force with an event in Norfolk to advance communities' support for military families and increase quality of life in all defense communities
- Engaged with the White House to work alongside the *Joining Forces* initiative by First Lady Michelle Obama and Dr. Jill Biden to define and enhance the role of communities
- Began a strategic alliance with the International City/County Management Association (ICMA) to educate their members on the challenges facing defense communities
- Provided perspective, insight and best practices to ADC members through the ADC Speakers Bureau

REDEFINING OUR COMMUNITIES' VOICE IN A CHANGING ENVIRONMENT

With a half trillion dollars in defense cuts planned and sizeable additional cuts looming, along with the possibility of a new BRAC and the prospect of a "civilian" BRAC, it is important to monitor trends in Washington and even more important to have a seat at the table.

Strategic Goal:
Serve as a voice and resource for communities and states in downsizing policy discussions.

SELECT 2011 ACCOMPLISHMENTS:

- Promoted, through targeted media appearances, ADC's vision and message: Downsizing discussions should be openly communicated, the process should be transparent, and there should be a focus on support for affected communities
- Convened a task force of ADC members to provide feedback on proposed legislation to create a civilian BRAC commission to expedite the disposal of unneeded federal properties
- Testified before the Senate on proposed civilian BRAC legislation
- Provided news on potential downsizing decisions and actions through *Defense Communities 360*
- Shared defense communities' perspective on the process of downsizing with members of Congress and their senior staff through meetings and briefings on Capitol Hill
- Convened town hall meetings with DoD and military services at ADC conferences and events to discuss the impact of potential downsizing



2012: DEFINING THE FUTURE

ADC is continuing to refine its programs and services to meet the evolving needs of America's defense communities and partner organizations. ADC's plans for 2012 include:

STRENGTHENING THE VOICE OF COMMUNITIES

- Grow the Defense Communities Caucus to more than 75 members of Congress and continue to educate congressional leaders on the important role defense communities play in supporting the Defense Department and military services
- Assist the caucus in hosting a series of briefings for congressional staff on issues affecting defense communities
- Grow and maximize the value of ADC's grassroots network of defense communities to enhance and expand federal outreach efforts
- Track discussions and plans on defense downsizing and BRAC
- Expand ADC's grassroots network to bring more community members into the dialogue on national security needs

PROMOTING PARTNERSHIPS

- Promote public-public partnerships and the important role they can play in advancing efficiency efforts within the Defense Department
- Identify the challenges of implementing public-private partnerships and work toward solutions
- Engage the Secretary of Defense and highlight the importance of partnerships at all levels to support DoD efficiency initiatives
- Work closely with the First Lady's *Joining Forces* campaign as ADC expands its efforts to support military families



ADC LAUNCHES NEW CONFERENCE SCHEDULE IN 2013

The year ahead will be a transition year as ADC prepares to launch a totally new conference schedule in 2013. Beginning that year, ADC will host three new events: a D.C.-based annual gathering of defense communities, a specialized forum on base redevelopment trends, and a new event focused on installation innovation. The new plan, developed with significant input from members, will provide high-value, high-impact educational and networking events that meet the changing needs of the membership. Look for more information on these exciting changes throughout the year.



MIAMI FLORIDA 2012 ADC WINTER FORUM

FEB. 27-29, 2012: The new normal facing defense communities includes fiscal issues, down markets, efficiency, restructuring, downsizing, economic turmoil, elections, deficits, BRAC and other concerns. ADC will help communities understand those issues at the 2012 Winter Forum, “The New Normal: Understanding, Preparing, and Moving Forward,” in Miami.



AUG. 6-9, 2012: The 2012 ADC Annual Conference will convene in Monterey, Calif., home of Secretary of Defense Leon Panetta. The conference will feature dozens of sessions focused on military-community partnerships, public-private partnerships, base redevelopment, real estate, quality of life, and energy.

ENHANCING INFORMATION RESOURCES

- Continue to expand the reach of *Defense Communities 360* while providing timely information about issues that are important to defense communities
- Give communities new ways to share in-depth material about their experiences and best practices through the *Journal of Defense Communities*
- Develop the Defense Communities Foundation to provide research and educational opportunities for ADC members
- Update and revise ADC’s State of Base Redevelopment Report, which highlights and tracks the progress of base redevelopment projects throughout the country

LAUNCHING NEW EDUCATIONAL AND NETWORKING OPPORTUNITIES

- Launch an overhauled conference and event plan that encourages greater member participation, adds value for attendees and better advances the association’s strategic goals
- Host the 2012 Winter Forum in Miami; Florida is home to 20 major installations, three unified combatant commands and many of the nation’s leading defense companies
- Bring together community leaders, military officials and private-sector leaders at the 2012 Annual Conference in Monterey, Calif., home of Secretary of Defense Leon Panetta
- Provide opportunities for LRA directors, active base community leaders and private-sector partners to network and learn best practices
- Host a Defense Policy Forum for ADC’s constituents to learn and discuss a specific policy topic in-depth
- Host a series of webinars to provide timely updates on hot topics and new and emerging issues

BUILDING NEW OPPORTUNITIES

- Offer new and fresh educational content at ADC’s conferences and events, while continuing to provide valuable networking opportunities
- Form the Military Families/Veterans Affairs Council to help maintain ADC’s engagement in these important areas
- Support federal, state and local initiatives to encourage veterans employment

HOW YOU CAN GET INVOLVED



BECOME AN ADC MEMBER TO RECEIVE SPECIAL MEMBER-ONLY SERVICES AND DISCOUNTS AT ADC CONFERENCES AND EVENTS.

SUPPORT ADC'S WORK THROUGH SPONSORSHIP:

- National sponsorship opportunities are available to help support ADC's work year-round
- Event sponsorships are available for the 2012 Winter Forum and 2012 Annual Conference

NOMINATE YOURSELF OR OTHERS TO SERVE ON ONE OF ADC'S ADVISORY COMMITTEES:

- The Federal Outreach Advisory Committee guides legislative priorities and outreach on Capitol Hill and within the administration
- The Conference Advisory Committee directs the development of programmatic content at ADC events
- The Awards Advisory Committee provides guidance on ADC's awards program and judges submissions for the Defense Community Awards each spring
- The Publication Advisory Committee suggests and approves topics for the *Journal of Defense Communities*, reviews submitted articles and provides feedback on all of ADC's publication

BECOME ACTIVE ON ADC'S COUNCILS:

- The LRA Directors Council, comprised of LRA directors and their deputies, meets at ADC conferences and events to discuss current successes and the challenges of redeveloping former military bases
- The State Advisors Council, comprised of state-level military advisors, meets at ADC conferences and events to share best practices and discuss state-level trends
- The Military Families/Veterans Affairs Council, forming this year, will help guide ADC's efforts in these two crucial areas

TAKE ADVANTAGE OF THE RESOURCES AT WWW.DEFENSECOMMUNITIES.ORG:

- Subscribe to *Defense Communities 360* to keep up with the news important to our communities
- Share your community's story with other members through the peer-reviewed online forum, the *Journal of Defense Communities*
- Encourage your U.S. House delegation to join the Defense Communities Caucus and get involved in caucus activities



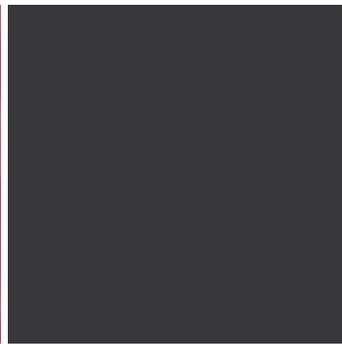
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