

# The Response

# A Newsletter of the U.S. Department of Defense Office of Economic Adjustment

Celebrating achievements in Defense economic adjustment, base reuse and compatible use

August 2008

Volume 2, Issue 1

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### The Response: Welcome Back!

After a publishing hiatus, welcome back to *The Response*, a newsletter from the Department of Defense Office of Economic Adjustment (OEA) that highlights accomplishments in Defense economic adjustment, military base reuse and compatible use surrounding active military installations. The newsletter provides a window into the activities of the OEA and its partners, shares information on best practices and lessons learned, and cele-

brates achievements of current and former Defense communities.

The Response calls attention to the need for local communities, States, Federal agencies and the military departments to work together to respond to the ever changing Defense environment.

All are welcome and encouraged to submit ideas for newsletter topics. Please send ideas to oeanewsletter@wso.whs.mil.

### Community Response: BRAC 2005—The Other Side

By Andrea Morris, PhD, BRAC Coordinator, Arlington County, VA and Michael Chipley, PhD PMP LEED AP, BRAC Coordinator, Alexandria, VA

The 2005 BRAC round has hit the communities of Alexandria and Arlington, Virginia like a bomb; the two communities are losing over

Defense Department employees learn about transportation options at a Transportation Open House co-sponsored by Fort Belvoir and the BRAC Transition Center.

6.6 million sq ft of leased office space. and over 24,000 (the direct jobs equivalent of 5 or 6 typical BRAC actions) that will move out of state and/or to Fort Belvoir, Ouan-Marine Corps tico Base, and Andrews Air Force Base, As losing communities, Alexandria and Arlington face significant tax revenue loss and

other economic hardships, while by virtue of geographic location, must still provide the infrastructure to support regional transit and work force assistance to the gaining locations.

To meet these challenges, Alexandria and Arlington are initiating innovative recovery strategies that highlight community strengths and attempt to minimize and mitigate the economic impact, while still providing the essential community and DoD mission support to ensure a smooth transition for business and the workforce. These strategies include

a joint BRAC Transition Center, Alexandria's Federal Friendly Zones™, the Arlington Science and Technology Corridor, and a state-of-the-art exercise in community planning and development to demonstrate how federal buildings can be located in urban and semi-urban environments and meet the new federal facility requirements.

#### **Recovery Challenges for Losing Communities**

This BRAC round is notable because it is the largest removal of DoD jobs from leased office space in any round. Doesn't sound like a "normal" BRAC action, we know, but the impact is unquestionable and unprecedented. Because the mandate is to vacate leased office space, there is no surplus federal property to be transferred or considered for redevelopment. Therefore Alexandria and Arlington do not have Local Redevelopment Authorities. Yet, similar components that support redevelopment of federal surplus property or a community response to installation growth are still critical for us to identify and coalesce.

Alexandria and Arlington have been deliberate in our efforts to partner with stakeholders because we recognize that this is a community impact that requires the input and commitment of every component: impacted neighborhoods, economic development, education, commercial and residential [Continued on Page 2]

# Community Response:

### Arlington County and the City of Alexandria Respond to BRAC 2005

[Continued from Page 1] developers, parks and recreation, transportation, and workforce. We've also worked very hard to gain the trust of the leadership of the relocating activities, as they, too, are part of our community and possess critical information related to move timelines and workforce decisions that inform the implementation of our plans. As a result of our partnerships, Alexandria formed the Mayor's BRAC Working Group that proposed strategies in the following areas: information gathering and analysis, BRAC recovery strategy, coordination and organization, monitoring and evaluation, business and workforce assistance.

Arlington established The BRAC Task Force which produced a plan that addresses infrastructure development, planning and development policies, business/workforce assistance. business/tenant incentives, communications and outreach, federal and legislative state initiatives. marketing strategies, and monitoring/management/ evaluation. The Arlington plan also delineated a "top ten" first steps to initiate the BRAC response. All strategies are intended to sustain our current economies during the ambiguity of move timelines, workforce decision-making, full implementation of our plans, and to position us for expansion beyond the transition.

Alexandria and Arlington Recovery Strategies

Alexandria Federal Friendly Zones™: Alexandria is pioneering the development of Federal Friendly Zones™ (FFZ's) to support the long-term economic growth of the city and ensure the community is sustainable for future generations. Alexandria is almost unique within the National Capital Region, with a mixture of historic, residential and business districts, each with its own character and nuances, providing a vibrant community where people live, work and play. Alexandria is also fortunate to have a number of major transportation avenues into and out of the city to include major interstates, major arterial highways, VRE train, Metro, and numerous bicycle and pedestrian paths. The concept of the Federal Friendly Zones™ is to identify areas and sites that can support the requirements of federal agencies and

become part of a larger integrated land use decision. Within each FFZ, there are three types of utilizations:

- Federal campus
- Single federal occupied building
- Single building with federal agency as a tenant (dispersed)

Another key objective of the **Federal Friendly Zones™** is to move from a protection oriented process (using bollards, barriers, street closings, etc) that impact the streetscape and public space, to a Resiliency, Redundancy, and Recovery model that relies on enhanced police, fire, emergency management and community preparedness to respond to events (whether natural or man made).

BIMStorm™ Federal Friendly Zones Exercise and Site Design Course: To educate the community and illustrate how the recovery strategies and a regional approach to a multifaceted complex problem can be addressed, the communities are hosting a BIMStorm™ exercise September 9-11, 2008 that will use cutting edge planning and analysis tools to analyze site and building selection, transit, environment, public space, and workforce in support of federal agency missions in urban areas.

Building Information Modeling (BIM) is a rapidly evolving concept that enhances the traditional processes of building design and construction, as well as analyses of sustainability and smart growth potential. The onset of technologies spanning the IT community promotes geocollaboration as the development of open standards extends the range of users to include cross-mulitdisciplanary fields by integrating the technologies used by all these stakeholders in a common user-friendly interface for many different types of BIM and geospatial analyses, such as facility management. The use of 2D and 3D building drawing formats. GIS analysis and geospatial mapping, and business process flow are merging to develop advanced BIM methodology as will be demonstrated in the upcoming BIMStorm. The BIMStorm™ exercises are being used to educate and train people on virtual collaboration for total life cycle facility design (See http://BIMStorm.com/FFZ).

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"Alexandria and Arlington are committed to withstanding and advancing beyond the BRAC impact; to do anything less is unacceptable."

 Andrea Morris and Michael Chipley

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[Continued from Page 2] Federal agencies are expected to have a major role in the exercise by actively developing and submitting the site and facility requirements and participating in the exercise.

BRAC Transition Center: One of the "top ten" strategies included the creation of a "BRAC Transition Center" to be the source for services and information for all BRACaffected populations. Accordingly, Alexandria and Arlington applied for and received grant monies from the Virginia National Defense Industrial Authority (VNDIA) to build and lease the facility. Open since November 2007, the Center is located in Crystal City, Arlington which is losing approximately 13,000 of the predicted jobs and approximately 3 million sq ft of office space.

An Alexandria based center is under consideration in anticipation of the increased desire for workforce and business services from affected workers. Alexandria and Arlington BRAC staff have conducted meetings and brown bag discussions with agency leadership and respectively, inside several agencies. Both have been very receptive to our presence and service offerings, which has garnered a successful collaborative relationship that benefits all. We have also met with key business organizations to develop strategies to assist the small business community that will be impacted by the BRAC actions. With all of the affected populations, timely and reliable communication has proven invaluable.

Crystal City Redevelopment Process: A second "top ten" directed the initiation of a redevelopment process for Crystal City, the most impacted area in Arlington. The Arlington County Board appointed the Crystal City Planning Task Force and charged them with developing a vision for Crystal City, analyzing the fiscal and economic impacts, and providing a framework for its physical redevelopment. The work of the Task Force is expected to include a range of development policies that address a feasible balance of density, height, use mixes, open space, security and

Transportation to enhance the aesthetic quality, encourage reinvestment, and augment Crystal City's competitive advantages.

Arlington Science and Technology Corridor: Arlington has a distinction that no other jurisdiction has: we are home to the Pentagon. As a result, we have several original research and innovation organizations that produce capabilities that underpin critical defense and security programs. These capabilities require networks and infrastructures that must be reliable, replicable, and secure as well as flexible, malleable, consistent, synergistic, and communicative.

To that end, Arlington is creating a "Science and Technology Corridor" to promote this important work fostered by the National Science Foundation, DARPA and other DoD research activities located in Arlington and to connect this work to the research programs of several universities also located in Arlington. Virginia Tech announced the location of its new Research Center in Arlington that will share space with the newly formed Ballston Science and Technology Alliance, a nonprofit that will promote science and technology in the region. The Alliance hosts a monthly science forum called "Café Scientifique" that brings together novices and experts that share an interest in scientific innovations. Science and Technology Corridor is expected to generate cutting-edge research.

#### Conclusion

The impact of the 2005 BRAC law is like no other. Unprecedented growth and loss are its products. Alexandria and Arlington are forging new methodologies to sustain and position our economies beyond the transition, focusing on sustainability and expansion. We are using the opportunity BRAC has presented us to cement and advance our markets to new locations. We have examined our strengths and weaknesses and are creating and expanding infrastructures that position us to capture and solidify our competitive advantages, especially related to place and space, in the region, nation, and globally. Alexandria and Arlington are committed to withstanding and advancing beyond the BRAC impact; to do anything less is unacceptable.

#### **OEA In Uniform:**

### Michael Wilson Prepares for National Guard Deployment to Iraq

Michael Wilson, OEA Project Manager and member of the Virginia Army National Guard, will be departing in the fall of 2008 for a one-year deployment to Mosul, Iraq in support of Operation Enduring Freedom. Michael currently serves as a Military Police Platoon Sergeant in the 266th Military Police Company in Manassas, Virginia and holds the rank of Sergeant First Class (promotable). Michael's unit will be replacing another military police unit in Mosul, Iraq to facilitate the training of Iraqi police officers.

Michael began his military career in 1989 as a Marine Infantryman stationed at Camp Lejeune, North Carolina with the 2nd Battalion, 8th Marines Regiment. During this assignment, Michael was deployed to Northern Iraq in 1991 to support humanitarian relief efforts at the end of Operation Desert Storm. Immediately following this deployment, he was stationed at Okinawa, Japan and returned to North Carolina to complete his active duty obligations. 1994. Michael joined the North Carolina Army National Guard as a Military Police Officer while completing his undergraduate degree at North Carolina State University and would later be deployed again to Germany to augment military police units that were deploying to Bosnia. In 2003, Michael's unit was mobilized in support of the war on terrorism and assigned to the 16th Military Police Brigade (Airborne) at Fort Bragg, North Carolina to support law enforcement and physical security operations on the base. Michael's unit received subsequent orders to deploy to Kosovo in 2004 in support of peacekeeping operations, where he served as a Squad Leader and eventually a Platoon Sergeant.

In 2006, Michael joined the OEA team as a Presidential Management Fellow and subsequently joined the Virginia Army National Guard to continue his military career. Upon his return from Iraq, Michael plans to complete his 20 years of military service and retire from the Army National Guard. Michael has earned several awards in the military to include three Army Commendation Medals, three Army Achievement Medals, the National Defense Service Medal, the Southwest Asia Service

Medal, the Kosovo Campaign Medal, and the Global War on Terrorism Expeditionary Medal.

Michael comes from a long line of family members who have served in the US military to include his two oldest siblings, who both served in the US Army during Operation Desert Shield/Desert Storm. Michael explains, "I have definitely enjoyed my time in the military. I believe the military afforded me the opportunity to develop the skills necessary to operate in an environment that requires the ability to function as a member of a team and to understand the importance of paying attention to detail in every aspect of one's performance. I am fortunate to have the support of my immediate family as well as the OEA family in my continued commitment to the military."

OEA Director Patrick O'Brien said, "Since Michael joined OEA, he has distinguished himself as an effective project manager and conscientious public servant. As he deploys to serve our country in uniform, our thoughts and prayers will be with Michael and his family. We wish him every success and are keeping a chair open for him upon his safe return!"



Michael Wilson, OEA Project Manager, is preparing to deploy to Iraq with the Virginia National Guard 266th Military Policy Company this fall.

# Project Needs Assessment Team Evaluates Local Projects to Address Growth

By Dan Glasson, OEA Project Manager

OEA recently welcomed a new three-letter acronym to the already long list of DoD acronyms: PNA! Already a term for which many in the office have developed a particular fondness, the Project Need Assessment (PNA) effort was initiated formally in February 2008. The immediate task for PNA is to develop an initial snapshot of projects identified—both by communities and through a PNA validation process—as critical to the successful completion of military-related growth.

Base Realignments and Closures (BRAC) and the Department of Defense transformation initiatives are causing the relocation of military, civilian, and contractor personnel. Such relocations can place significant demands on the infrastructure, facilities and services of a receiving community, and may affect the quality of life for residents and relocating DoD personnel and The PNA effort seeks to dependents. understand and evaluate local community needs to address the impacts of military growth.

OEA formed a team of three Project Managers and an Associate Director to better understand the challenges communities face as their local installation expands. 22 communities initially submitted projects through a worksheet distributed by OEA. Submitted project information was entered into a database, and a four-member team was convened to analyze and refine the data. After some internal analysis, OEA Project Managers went back to their respective communities with requests for clarification and additional input. The PNA worksheet used to gather data offered the following categories for projects: transportation, education, water & sewer, workforce, energy & utilities, communications, and social. Projects submitted for the PNA effort generally fell into three areas: transportation, education, and water & sewer.

Based on initial data gathering and refinement, 16 sites were chosen for site visits based largely on how advanced those sites were in their growth management planning activities. Site visits were used to gather more information about the submitted

projects, particularly in relation to their congruency with the four PNA criteria. Subsequent to each site visit, PNA team members drafted a trip report. The trip reports will form the basis for the July 2008 snapshot, which will present information in an aggregated form that provides a current (and evolving) picture of funding needs in these impacted communities.

Four primary criteria were used to determine whether projects submitted by a community will be included in the initial July 2008 snapshot. Those criteria are:

- 1. The project is clearly and substantially linked to military growth.
- 2. Details about, cost estimates, and funding sources for the project are specific and substantive and can be validated.
- 3. It is apparent that Federal funding is required to carry out the project.
- 4. The project represents a "drop dead" project without which the community cannot prepare for the military growth.

The PNA team is in the process of analyzing information to provide July 2008 snapshots findings based on the efforts to date. These findings will represent the first iteration of what is envisioned as an ongoing process, likely continuing for the next 3 years. Whereas the focus of the first PNA iteration has been a focus on the projects that represent the "low hanging fruit" of community need, future assessments will likely focus on additional areas of community need.

OEA received tremendous support from communities as they assisted both the PNA team and OEA Project Managers to assemble information, refine submissions, plan for site visits, and provide input on trip reports. We all hope for a greater awareness of community need with regard to funding for critical local projects, and the PNA team looks forward to working with communities over the coming years.

The immediate task for the Project Needs Assessment (PNA) effort is to develop an initial snapshot of projects identified as critical to the successful completion of military-related growth.