



Galena Air Force Base Reuse Plan

DRAFT

March 30, 2007

Prepared and Submitted by the
Galena Economic Development Council

With assistance from
USKH, Inc.
Information Insights
Agnew::Beck Consulting, LLC

Table of Contents

1. Acknowledgements.....	X
2. Resolution adopting plan	X
3. Executive Summary.....	X
4. Community Profile.....	X
5. Summary of USKH Building Inventory	X
6. Potential Uses of Former Airbase Facilities	X
7. Feasibility Assessment of Potential Airbase Facility Uses	X
8. Implementation Strategies.....	X
Appendices	

Maps & Illustrations

Table 1: Galena Community Boards/Councils	X
Table 2: Fuel Tank Owners	X
Table 3: Education Statistics, Alaska Department of Education and Early Development.....	X
Table 4: Buildings on Base.....	X
Figure 1: GILA Student Population: 2007-2011	X
Table 5	X
Table 6.....	X
Table 7.....	X
Table 8.....	X
Table 9.....	X
Table 10	X
Figure 2.....	X
Table 11	X
Table 12	X
Table 13	X
Figure 3.....	X
Figure 4.....	X
Figure 5.....	X
Figure 6.....	X
Table 14	X
Figure 7.....	X
Figure 8.....	X

■ ACKNOWLEDGEMENTS

The Galena Airbase Comprehensive Reuse Plan is the result of a team effort by the Galena Economic Development Council, the Loudon Tribal Council, the City of Galena, the Galena School District, and members of the Galena community. This plan is the direct result of their time, hard work, and knowledge of their community.

Special thanks go to community members who attended community meetings and submitted surveys to contribute their thoughts about the future of the base facilities and the Galena community.

OTHERS TO INCLUDE, OTHER THANKS TO MENTION?

Funding for the preparation of this plan was provided by the US Department of Defense, Office of Economic Adjustment.

■ RESOLUTION ADOPTING PLAN

[insert resolution]

EXECUTIVE SUMMARY

Scope and Purpose

The community of Galena is moving through a time of great change. In the past, the community has realized significant benefit through its relationship with the United States Air Force and the associated Galena Air Base. The U.S. Air Force has contributed significant resources locally in terms of an expanded local population, a stronger economy and a reliable local employment base. With the Base Realignment and Closure Commission (BRAC) decommissioning of the Galena Air Base, Galena has the chance to take the best advantage of the resources formerly maintained by the U.S. Air Force. The plan presented here positions the community to realize those benefits and plan for a successful future.

This report will prepare the Galena community to make the best choices about how to reuse the facilities located on the Galena Air Base. Preparation of this report included gathering background information on the issues facing the community, collecting input on uses most in line with community needs and assessing how base facilities can best be used to meet these needs. Through public meetings and a survey, community members expressed their preferences on how airbase facilities should be reused. Reuse scenarios were developed that combined community input with an assessment of the quality of the buildings located on base and an analysis of the long-term operation costs for the facilities.

With consensus on the best uses of the base facilities and an understanding of the resources needed to sustain their operation once established, this plan provides suggestions on implementation strategies for the most feasible proposed uses. It also identifies sources of funding to support the development of uses where appropriate, as well as strategies for the successful marketing of the new and expanded services Galena will be positioned to offer its residents, the region, and the state of Alaska.

History of the Galena Airbase

The Base Realignment and Closure Commission identified the Galena Forward Operating Location (FOL) for closure in 2005. Originally an airfield built in the early 1940s to assist military transport of planes to Russia, the installation served as a Forward Operation Location during the Cold War, its mission to intercept Soviet military aircraft entering U.S. airspace over the Bering Sea.

The U.S. Air Force built numerous buildings to house personnel and equipment in Galena. The State of Alaska retained ownership of the land and leased the property to the U.S. Air Force. The lease from the State to the U.S. Air Force contains a revision clause to return property to the State when no longer needed by the military. Thus, no federal real property has been determined to be a surplus as a result of the 2005 BRAC closure.

The Galena FOL was originally realigned in 1994, and U.S. Air Force personnel were no longer stationed at Galena. Prior to this realignment, the population of Galena was 806 and the base's employment was 197 civilian and 285 military jobs. Following the realignment, the Galena population total was 650 persons, a reduction of 20 percent, and the employment was 200 jobs total. After the realignment, the City entered into an agreement with the U.S. Air Force to use buildings that were under-utilized by the U.S. Air Force for educational purposes. The Galena Interior Learning Academy (GILA), a boarding school, was established with 70 to 80 students.

To educate, house, feed, and monitor these students, the school was staffed with 40 full-time employees.

The U.S. Air Force contracted the maintenance of the installation to a private contractor, whose responsibility was to ensure readiness of the base to allow the U.S. Air Force to temporarily and periodically keep F-15s on alert status based on military intelligence of possible threats. The U.S. Air Force stated that as of March 31, 2006, it would no longer use the Galena FOL for the alert mission. However, the current contract for operations and maintenance of the installation extends through 2008. The formal declaration has been made, the informal position of the U.S. Air Force is that after 2008, the U.S. Air Force will no longer have a presence (except for the purpose of environmental remediation) in Galena and will terminate the land leases (and thereby their ownership) of base buildings. The U.S. Air Force has the responsibility under their lease agreement with the State to demolish all buildings not slated for reuse.



The BRAC Process and the Planning Process

“BRAC” is an acronym which stands for “Base Realignment and Closure.” According to the Department of Defense (DoD), it is “the process that the DoD uses to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business.”¹ For the past four decades, the DoD has used the BRAC process to close and realign military bases. The communities where these bases have been established often change dramatically due to base closure and the process of reorganizing. Installations have been converted to parks, business centers, housing developments or other facilities based on the needs of the particular community. This process is governed by the Base Closure Community Redevelopment and Homeless Assistance Act of 1994 (the Redevelopment Act). The act was amended in 1996, and in 2005 President George W. Bush approved the 2005 BRAC Commission recommendations.

¹ Source: U.S. Department of Defense: http://www.dod.mil/brac/definitions_brac2005.html

The Redevelopment Act places the responsibility for redevelopment planning in the hands of a Local Redevelopment Authority (LRA). The LRA is the collection of local jurisdictions affected by the base closure. The reuse plan is then submitted to the US Department of Housing and Urban Development for review to determine compliance. The objectives of the Redevelopment Act involve ensuring that the planning is directed by local communities and establishing timelines and deadlines for the realignment of these military installations.

The City of Galena, the Loudon Village Council, the Galena School District, members of the community, and representatives of various federal and state agencies have been meeting periodically since October 2006 to discuss reuse plans for the FOL. There was a strong consensus that the existing educational use should be expanded to become the anchor tenant of any reuse of the facilities.

In 2005, the City formed the Galena Economic Development Council (GEDC) to lead the local transition and to advise the city on all BRAC and reuse issues. The Committee includes representation from the City of Galena, the Loudon Village Council, the Galena School District, and an at-large community member. Table 1 lists City Council, School District, as well GEDC board and council member names.



City of Galena	
Russ Sweetsir	Mayor
Jenny Pelkola	Council Member
Charlie Green	Council Member
Gary Burgett	Council Member
Rand Rosecrans	Council Member
Tom Johnson	Council Member
Buck McCoy	Council Member
Marvin Yoder	Special Assistant to the Mayor
Louden Village Council	
Peter Captain, Sr.	Louden Tribal Chief
Galena School District	
Jim Smith	Superintendent
Kim Wolf	School Board Member
Ed Pitka	School Board Member
John Billings	School Board Member
Susie Sam	School Board Member
Victor Marshall	School Board Member
Galena Economic Development Council (GEDC)	
Peter Captain, Sr.	Louden Tribal Chief
Roger Huntington	Community Representative
Tom Johnson	Galena City Council Member
Jim Smith	Galena School District Superintendent
Marvin Yoder	City of Galena, Special Assistant to the Mayor/GEDC Executive Director

Table 4: Galena Community Boards/Councils

In May of 2006, the architectural and engineering firm USKH, completed a facility assessment of the air base. The report included aerial maps, a building list with basic building dimensions, as well as a grade for each building (A = best condition to F = worst condition), including potential costs to upgrade selected buildings. The review also integrated an energy analysis, with a summary of energy requirements for each structure, as well as water requirements. This work was funded by a State of Alaska Department of Labor and Workforce Development National Emergency Grant. The \$113,000 awarded through this grant was also used to hold a town meeting and to pay for administrative costs associated with completion of the preliminary engineering assessment and GEDC and town meetings.

In August 2006, the City of Galena contracted with USKH, Information Insights and Agnew::Beck Consulting to create the Galena Airbase Comprehensive Reuse Plan. During this phase of the realignment, two public meetings were held. The first meeting occurred on November 20, 2006 and gathered input from community members on the potential uses for Air Base facilities. Additional information was gathered through a survey on the desired uses. The

results of this survey are printed below (see below). Information gathered through the public process, along with the assessment of building quality was used to instruct the feasibility analysis provided later in this report. For meeting agendas and notes detailing the results of this meeting, including a listing of all ideas for potential uses of the Air Base facilities, please see **Appendix XX**.

A second community meeting was held in March 2007. During this meeting, the core elements of this plan were presented for review to the Galena community.



As an additional method for collecting public input on private sector development for which Air Base facilities could be re-used, the GEDC circulated 200 surveys to the Galena community. Twenty-five surveys were returned within the allotted time period. Four surveys were discarded due to the fact that they did not respond to the survey as directed (did not limit their responses to 5 choices). The following were chosen as the top 5 private sector uses for Air Base facilities:

1. Small auto shop/machine shop/mechanics shop (13 votes)
2. Retirement Center (10 votes)
3. Manufacturing [fish, jade, timber, tanning hides, value-added processing]/AC Commercial Store (7 votes)
4. Meat processing for hunting and fishing/restaurants/airplane maintenance (6 votes)
5. Iditarod Inn for staff housing and hotel combination/bowling alley (4 votes)

Summary of Findings

TO BE COMPLETED AT END OF PROCESS

■ COMMUNITY PROFILE

Environment

Galena is located on the north bank of the Yukon River, 45 miles east of Nulato and 270 air miles west of Fairbanks in the Nulato Recording District. The area encompasses 17.9 square miles of land and 6.1 square miles of water. The region experiences a cold, continental climate with extreme temperature differences. The average daily high temperature during July is in the low 70s; the average daily low temperature during January ranges from 10 to several degrees below zero. Sustained temperatures of -40 degrees are common during winter. Extreme temperatures have been measured from -64 to 92. Annual precipitation is 12.7 inches, with 60 inches of snowfall annually. The Yukon River is ice-free from mid-May through mid-October.

The area is typically boreal forest, with spruce bogs on poorly drained soils, low brush bogs, and stands of cottonwood and white spruce on areas of well-drained soils. The soil diversity creates an intermittent permafrost environment. Populations of moose, bear, and caribou are an important part of the local subsistence activity and the local economy.

There are three National Wildlife Refuges surrounding Galena: Koyukuk to the north, Innoko to the south and Nowitna to the southeast.

History, Culture and Demographics

The area's Koyukon Athabascans traditionally had spring, summer, fall, and winter camps, and moved as the wild game migrated. In the summer, many families would float on rafts to the Yukon to fish for salmon. There were 12 summer fish camps located on the Yukon River between the Koyukuk River and the Nowitna River. Galena was established in 1918 near an old Athabaskan fish camp called Henry's Point. It became a supply and trans-shipment point for nearby lead ore mines. In 1920, Athabascans living 14 miles upriver at Loudon began moving to Galena to sell wood to steamboats and to work hauling freight for the mines. A school was established in the mid-1920s, and a post office opened in 1932.

The Galena Air Field was constructed in World War II. In 1945, the community suffered a major flood. During the 1950s, military facilities at the Galena and Champion U.S. Air Force Stations, along with airport and road developments, sparked growth in the community. Due to another severe flood in 1971, a new community site was developed at Alexander Lake, about 1.5 miles east of the original town site. That same year, "New Town" was constructed, including City offices, a health clinic, schools, a washeteria, a store, and more than 150 homes. The City of Galena was incorporated as a first class city in 1971, under a Manager form of government.

Alaska Department of Labor (DOL) and Workforce Development population estimates indicate that the population of Galena was 654 as of 2005. The same DOL estimates indicate an overall decline in population of Galena from 2000-2005, approximately 0.6 percent. The population of Galena is mixed Athabaskan and non-Native, and traditional festivals attract visitors from other river villages. The 2000 U.S. Census indicates that approximately 67.4% of the total population (pop. 675) is Alaska Native or part Native. A federally recognized tribe is located in the community, governed by the Loudon Village Council.

Traditional subsistence foods include salmon, whitefish, moose and berries.

Land use

The village corporation, Gana-A'Yoo, Limited has a 12(a) land entitlement of 115, 200 acres. As dictated by ANCSA 14(c)(3), approximately 1,376 acres were reconveyed to the City of Galena for community use and expansion. The City received 1,280 acres in XXXX. Those lots were sold and now comprise Galena's "New Town." During the 2000 U.S. Census, total housing units in Galena numbered 259, and vacant housing units numbered 43. Vacant housing units used only seasonally numbered 18.

Services and Facilities

Galena's local amenities include three stores, two churches, a heated indoor Olympic-sized swimming pool, a new modern health and dental center, restaurants, bed and breakfasts, three school facilities as well as a home school support program managed by the Galena School District, a University of Alaska Rural Campus, the Louden Tribal Council and City Council offices, a magistrate's court, an Alaska State Troopers office, and other facilities.

The City of Galena is the utility provider for Galena. Electrical power derived from diesel generators is provided for both New and Old Town Galena, as well as the U.S. Air Force Base. The annual output is approximately 8 million Kw per year.

There are several fuel tank owners in Galena. Each tank owner and total capacity in gallons is listed in Table 5.

Tank Owner	Total Capacity (in gallons)
Yukon Fuel Company	1,297,650
City of Galena Power Plant	630,000
JBX/Galena Airport	100,000
Warbelow's Air Service	37,000
Frontier Flying Service	30,000

Table 5: Fuel Tank Owners

Solid waste is also managed by the city. The city manages and operates a large solid waste landfill to the east of the city as well as a smaller transfer station in New Town, Old Town, and on the U.S. Air Force base. Refuse collection and a landfill services are provided by the City. The City began operating the landfill, located on the former Campion AFS grounds, in 1997. Improvements are needed.

Sewer services are provided in New Town to the Galena City School and the Health Center/City Hall Complex. The City of Galena operates the municipal wastewater lagoon and coordinated the installation of individual septic and similar systems throughout town. 110 households now use a flush/haul system. 20 households use honeybuckets, and others have individual septic tanks.

Water is derived from wells and is treated. Twenty-eight residences and the school are connected to a piped water and sewer system. Water is obtained from two wells. The City provides piped water (for parts of New Town) and a reliable water haul system for the remainder of the area (excluding the U.S. Air Force base). The public water point is situated in New Town.

Construction of a new well, water treatment system, storage tank and washeteria are underway. Additional homes are being added to the piped water system.

There are four schools in the Galena School District: Galena Elementary School (PE – 6 grades), Galena Interior Learning Academy (GILA) (9 – 12 grades), Galena Jr./Sr. High School (7 – 12 grades), and Interior Distance Education of Alaska (IDEA) (Fairbanks) (PE – 12 grades) **Table 3** reveals basic statistics on the school district as a whole and some specific information on individual schools.

Enrollment (as of 1/30/06)	
School District, PE –12 (FY2006)	3652
Galena Elementary	66
Galena Interior Learning Academy (GILA)	72
Galena Junior/Senior High School	57
Interior Distance Education of Alaska (IDEA)	3457
Met AYP (based on 2005-2006 data)	
Galena Elementary	Yes
Galena Interior Learning Academy (GILA)	Yes
Galena Junior/Senior High School	Yes
Interior Distance Education of Alaska (IDEA)	No
Graduation Rate	
Galena Elementary	N/A
Galena Interior Learning Academy (GILA)	95%
Galena Junior/Senior High School	88.9%
Interior Distance Education of Alaska (IDEA)	72.9%
Other Statistics	
Dropout Rate (2003-2004)	1.5%
State Aid Per Student (based on total state aid divided by total students enrolled, FY06)	\$4,525
Average Daily Membership (FY06)	3,638.5

Table 6: Education Statistics, Alaska Department of Education and Early Development

The City of Galena provides health care services to its community members through mid-level health providers, like physicians assistants. The Edgar Nollner Health Center is a newer complex, constructed in 2003, that houses modern facilities including:

- Telemedicine
- Teleradiology
- Digital X-Rays and Dark Room
- Emergency Room
- Consulting Rooms
- Ambulance
- Conference/Administrative Facilities

These services are augmented by higher order itinerant services such as mammography.

The Health Center provides basic health care and preventative medicine, including women's screening, well baby checks, and outreach services. The outreach services are provided by Galena-based physician assistants who travel to various villages as part of its monthly outreach program. The surrounding villages served by the health center include Ruby, Koyukuk, Nulato, Kaltag, Huslia. Health center staff coordinate with the Tanana Chiefs Conference in the provision of health aides to the surrounding villages.

The City of Galena also provides mental health counseling in Galena and to the surrounding villages. Alcohol and substance abuse counseling is also provided. The newly built center also includes respite care facilities, conference and counseling rooms. The Center offers tele-psychiatry and video conferencing with psychiatrists in Anchorage.

The City of Galena has full dental facilities that are used to provide basic dental care and oral hygiene. Dentists are provided via the Tanana Chiefs Conference on an itinerant basis.

Lastly, the Center also provides space for the State of Alaska Public Health personnel who visit Galena on a regular basis to provide immunization, TB testing, etc.

Galena is classified as an isolated town/Sub-Regional Center; it is found in EMS Region 1C in the Interior Region. Emergency Services have limited highway, river and airport access. The City of Galena provides EMT services in Galena. It includes the ambulance service, EMT training and ETT training. The City also has a snowmachine and transport sled for emergencies off the road system. The City often coordinates with Galena Search and Rescue during emergencies.

The City of Galena has a city police department. Their duties include general patrolling, responding to emergencies, coordinating with Alaska State Troopers and the local magistrate. The City has a School Resource Office that acts as a liaison between Galena schools and community public safety officers. Public safety services also include administering fire protection services, and Galena has a small overnight holding facility.

Galena is also connected to outside communities via a system of communication links and providers. The community has in-state and long distance phone service, Internet service, one television station, two radio stations, cable, and teleconferencing.

Economy and Transportation

Galena serves as the transportation, government and commercial center for the western Interior. Federal, state, city, school and village government jobs dominate, but Galena has many other jobs in air transportation and retail business. Thirty-one residents hold commercial fishing permits. Other seasonal employment, such as construction work and Bureau of Land Management fire fighting, provide some income. The Illinois Creek gold mine, 50 miles southwest of Galena, has closed.

U.S. Census data for 2000 showed 334 residents as employed. The unemployment rate at that time was 8.74 percent, although 32.53 percent of all adults were not in the work force. The median household income was \$61,125, per capita income was \$22,143, and 10.16 percent of residents were living below the poverty level.

Galena serves as a regional hub or transport center for surrounding villages. The State-owned Edward G. Pitka Sr. Airport provides the only year-round access. The community is served by six daily flights to and from Fairbanks and one daily flight to and from Anchorage. There is a paved, lighted 7,254' long by 150' wide runway and a 2,786' long by 80' wide gravel ski strip adjacent to the main runway. The rivers allow access by cargo barges from mid-May through mid-October. A boat launch was recently completed. Pickups, cars, snowmachines, skiffs and ATVs are used for local travel. During winter, the frozen rivers are used for travel to Ruby, Koyukuk, Kaltag and Nulato. A winter trail is available to Huslia.

Galena also provides services to visitors to the community in the form of airline services, taxis, car rentals, accommodations, visitor attractions, and cultural events.

As of 2006, there were 37 business licenses listed for Galena (businesses with a zip code of 99741). A complete list of those businesses is available in [Appendix X](#). The City has an operating budget of approximately five million dollars, which includes revenues from a three percent sales tax.

Buildings on Base				
Building	Usage	Square Feet	Leased by	Building Grade
1845	School auto shop	6,720	City for school	B-
1847	School office & class	16,700	City for school	B
1851	Gymnasium	15,610	City for school	C
1872	Dorm	42,522	City for school	C+
1873	Dining Hall	6,531	City owned	C-
Total Square Feet		88,083		
Buildings to be considered			Potential user	
1404	Tower	5,947		
1428	Combat Alert	22,242		
1488	Munitions	10,623		
1499	Power Plan	8,121	City Utility	C
1556	Fire Station	10,614	Fire/Rescue	C+
1568	Rapcom	1,350		C
1570	Maintenance	576		C-
1573	Maintenance	21,228	State	A-
1578	Water Plant	2,933	City Utility	C+
1769	Warehouse	34,344		C
1771	Radar tower	1,000		
1812	CE Shop	3,869		D-/F+
1837	Fuel station	4,445		B
1842	Warehouse	1,600	USF&W	
1843	Carpenter	2,227		C
1844	Storage shed	2,375		B
1850	Warehouse	6,625		C
1854	Headquarters	12,000		B-
1857	Med-Aid station	3,289		B-
1858	Cold Storage	3,600	City School	D+
1859	Dining Facility	10,662	City School	B-
1874	Dormitory	58,494	City School	B-
1876	Dormitory	32,774	City School	B+
Total Square Feet		260,938		

Table 4: Buildings on Base

■ POTENTIAL USES OF FORMER AIRBASE FACILITIES

GEDC Vision Statement and Goals

In 2006, the Galena Economic Development Council convened in Galena City Hall. Council members began the reuse planning process with the development of a planning vision statement and goals. In March of 2007, community members and GEDC council members revised the original vision statement and goals.

Vision Statement

The goal of the GEDC is to utilize the Galena Air Base infrastructure to expand educational opportunities for students in rural Alaska, and to increase employment and business opportunities in Galena by redeveloping and reusing the surplus facilities.

Goals

1. Develop a comprehensive reuse plan for the facilities on the air base.
2. Secure transition funding to operate and maintain the facilities while the base transfers from U.S. Air Force ownership to City ownership.
3. Continue to expand the Galena Interior Learning Academy's use of the facilities.
4. Meet the unmet educational needs in Alaska with facilities to serve 400 local and boarding students by 2011.
5. Explore a partnership with the Military Academy to utilize some facilities and share the use of other facilities, in order to provide additional opportunities for students at risk.
6. Encourage partnerships with federal and state agencies that need to have access to facilities, land and utilities.
7. 7. Encourage redevelopment of facilities for private business.
9. Explore the feasibility of collaborating with a private corporation to develop and sublease non-school-related facilities.
10. 9. Expand the utility system to provide more efficiency in the delivery of utility services.
12. 10. Determine the code compliance issues associated with the reuse of the U.S. Air Force buildings and identify a source of funds to remodel the facilities in compliance with their anticipated use.
14. Secure title to the land from the State of Alaska.
15. Survey and subdivide the property.

16. Coordinate with the City on the nuclear power plant and a biomass project to insure heat and utility cost reduction.

Criteria for Determining Best Use

The process for determining the best use for Galena Air Base facilities centers on two major issues.

Meet Community Needs/Expectations

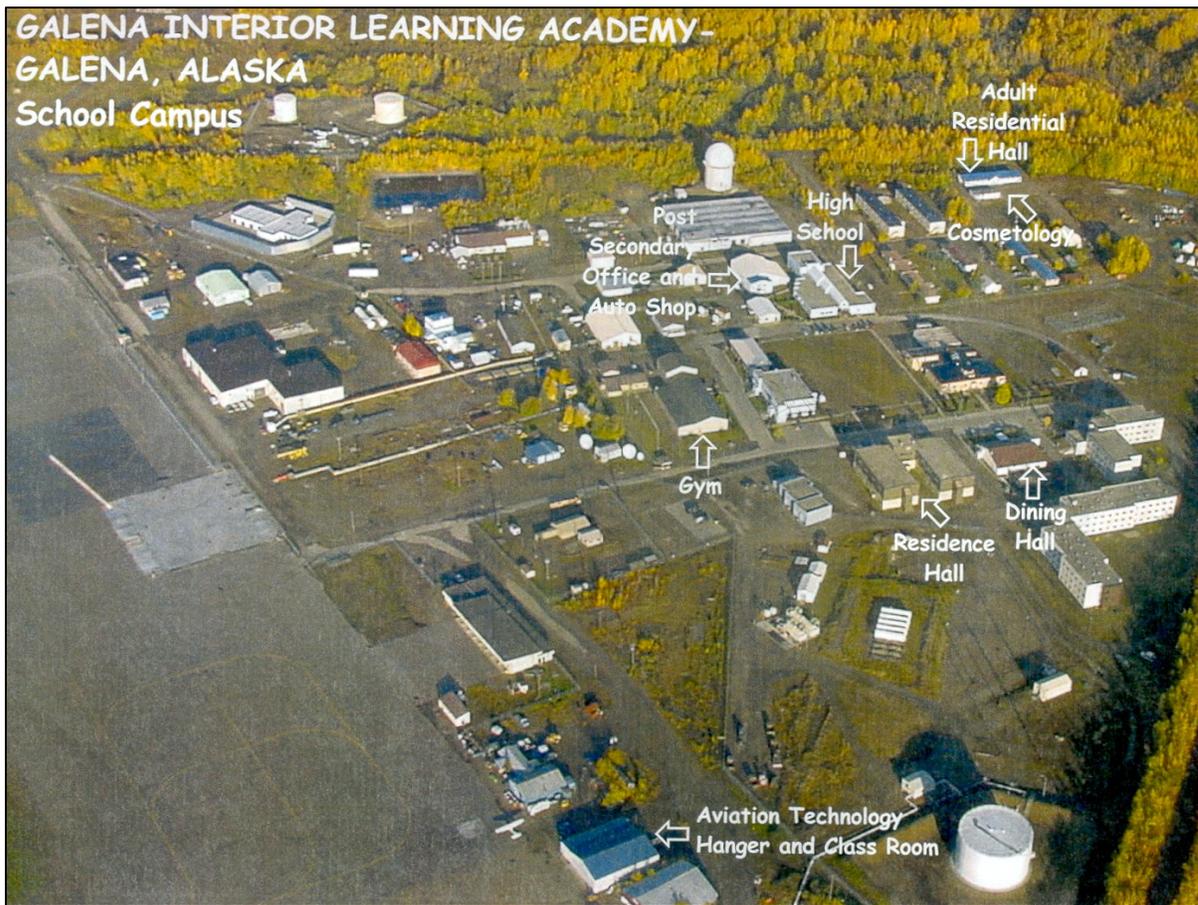
Beginning in 2005, the GEDC held a series of community meetings with Galena residents with the purpose of clearly defining potential uses that meet both the short-term goals and long-term vision for the community. As a whole, these meetings revealed a shared community priority of education. Community residents agreed that the Galena Interior Learning Academy's needs, in the form of increased classroom and recreation space for the growing student population, should be a priority consideration. The redevelopment scenarios in the Galena Air Base Reuse Plan prioritize use of air base facilities for GILA, followed by city, state, and other private sector uses.

Economically Feasibility

Community members and the Galena Economic Development Council have agreed that all potential uses must be economically feasible. That is, the City of Galena, as the main land and building owner must earn enough revenue to offset the cost of building/land operation and maintenance, as well as future upgrade costs.

Potential Uses

The following tables include facility number, name, current and future use by potential use. Potential uses include the Galena Interior Learning Academy (GILA), City of Galena, State of Alaska, and Private Developer.



Galena Interior Learning Academy (GILA)

In the *Galena City School District Business Plan: Galena Learning Academy Development and Expansion 2006-2011* (2006), the Galena City School District outlines its plans for expanding GILA. School board members have forecasted that over the next four years, 2007 – 2011, the student population of GILA will increase over 50 percent (Figure 1). School board members also predict an increase in the boarding student population from 110 boarding students in 2007 to 300 boarding students in 2011. This is an increase of nearly 63 percent. The facility expansions outlined in the reuse plan will help accommodate GILA's growing student population.

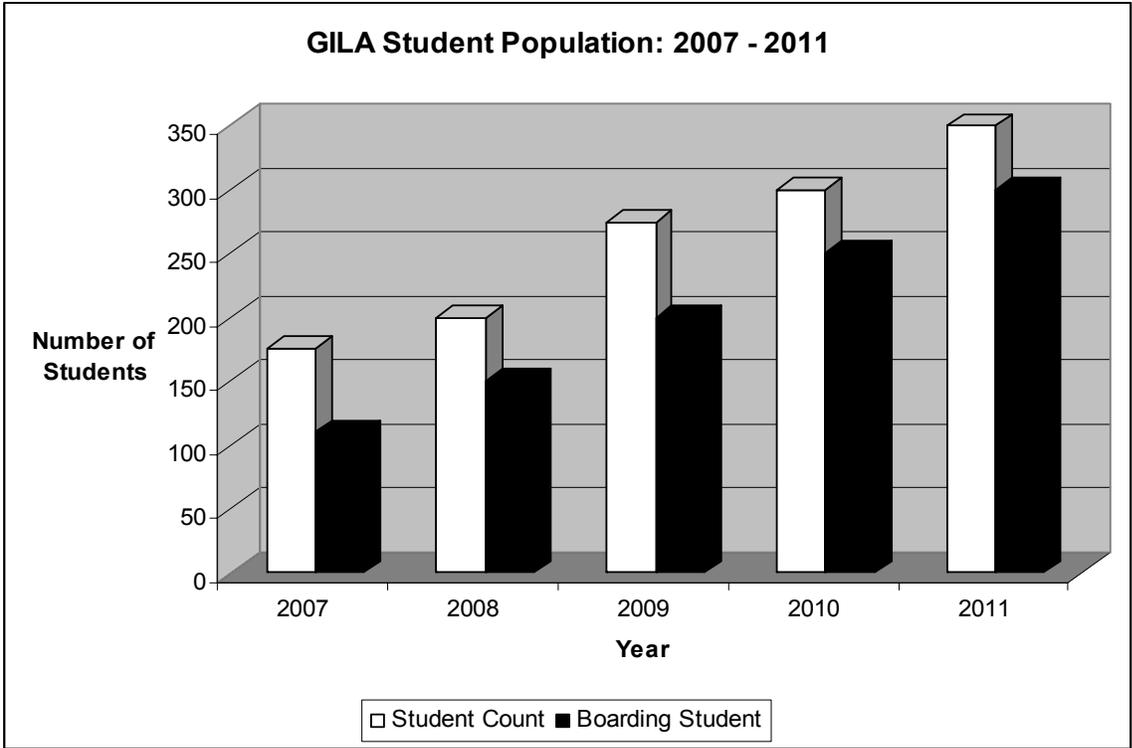


Figure 1

The GEDC has identified the following air base facilities for potential use in the expansion of the GILA campus.

Facility Number	Facility Name	Current Use	Future Use
1769	Warehouse	None	Classroom space
1837	Fuel station	None	Classroom space
1845	Auto shop	Classroom auto shop	Classroom auto shop
1847	Composite building	Classroom space	Classroom space
1851	Gym	Gym	Gym
1854	Headquarters	Offices for base staff	Classroom space; administrative offices
1858	Cold storage		Food storage
1859	Dining facility	Dining hall for base staff	
1872	Wilderness	Student dormitory	Student dormitory
1874	Ptarmigan Hall	None	Student dormitory

Table 5

City of Galena

The GEDC has identified the following air base facilities for city use:

Facility Number	Facility Name	Current Use	Future Use
1499	Power plant		
1556	Fire hall		Fire hall
1578	Water plant		

Table 6

State of Alaska

Several State of Alaska agencies have expressed interest in Galena Air Base facilities. Only the Alaska Department of Transportation and Public Facilities has identified a specific facility for potential use. Other potential state agency users include:

- a. Alaska Court System
- b. Alaska Department of Fish and Game
- c. Alaska State Troopers
- d. Office of Child Safety

Facility Number	Facility Name	Current Use	Future Use
1573	Shop building		Alaska Department of Transportation & Public Facilities

Table 7

Private Developer

The GEDC has identified several structures for development by a private developer. The GEDC would go through a screening process to choose a private developer first. Once selected, the City of Galena would establish in writing its relationship to the private developer and would lease facilities and/or land to the private developer. The private developer would in turn remodel and market facilities to potential tenants and would serve as the property manager for future tenants. Facilities under consideration for private developer follow.

Facility Number	Facility Name	Current Use	Future Use
1488	Munitions		

1568	Rapcon		
1771	Radar tower		
1843	Small shop		
1850	Warehouse		U.S. Fish & Wildlife
1857	Med-aid station		
1873	Dining hall (old NCO club)		
1876	Iditarod Inn		Housing; hotel
	FAA tower		
	Radio tower		

Table 8

With regard to locally initiated private sector development, the reuse plan team conducted a survey of over 200 Galena residents in December 2006 to identify potential private sector uses. The results of the survey show that community members are most interested in private sector use in the form of an auto or mechanics shop (Table 9). In terms of local interest in pursuing community-identified private sector uses, at least one party has expressed interest in opening a vehicle repair shop in one of the base structures currently occupied by the State of Alaska Department of Transportation and Public Facilities. Additionally, as evidenced by community survey results, the community has proposed several uses for the Iditarod Inn, including community housing, GILA parent housing, senior center staff housing, and hotel management. Community members have also suggested that the Interior Housing Regional Authority acquire and develop the facility for housing purposes.

Private Sector Use	Number of Votes
Small auto shop/machine shop/mechanics shop	13
Retirement center	10
Manufacturing	7
Alaska Commercial store	7
Meat processing	6
Restaurants	6
Iditarod Inn for staff housing/hotel combination	4
Bowling alley	4

Table 9

In addition to the private sector uses listed above, several federal agencies including the Bureau of Land Management, Federal Aviation Administration, United States Fish and Wildlife Service and the United States Air Force, have expressed interest in leasing space on the Galena Air Base.

Open Space

Demolition

The GEDC has slated the following facilities and structures for demolition. After the land transfer takes place, these facilities, including small buildings and a section of the current utilidor, sit on city property.

Facility Number	Facility Name
1404	Tower
1570	Maintenance
1812	CE Shop
1842	Warehouse
	Small buildings
	Some utilidor

Table 10

■ FEASIBILITY ASSESSMENT OF POTENTIAL AIRBASE FACILITY USES

In May of 2006, USKH conducted a facilities assessment of air base facilities. The initial assessment provided baseline information on each structure including an energy analysis, annual electrical and mechanical maintenance costs, and upgrade costs. In March of 2007, USKH updated these figures.

In addition to USKH-generated individual facilities costs, the financial assessment includes overhead costs for the operation and maintenance of central utilities including water, sewer and road maintenance. Overhead costs will be shared costs among all facilities/land users on the air base.

This section outlines all costs and revenue associated with community-generated redevelopment scenarios, beginning with a brief discussion of land ownership issues.

Land Ownership

The U.S. Air Force FOL facilities are located on approximately 120 acres of State-owned land. Over the years, the U.S. Air Force has held a series of leases, with different terms and conditions, with the State of Alaska Department of Transportation and Public Facilities. Although original surveys of the area identified some parcels of land, the U.S. Air Force constructed buildings without regard to parcel boundaries. Current surveys reveal discrepancies in original plat lines and facility location.

According to the Alaska DOT&PF, there are three divisions of State-owned land:

1. Airport property including runway and lease parcels adjacent to the runway;
2. Commercial/industrial district property adjacent to the airport; and
3. Undeveloped land around the airport.

As part of the reuse plan, the State of Alaska will transfer land to the City of Galena. As the new property owner, the City of Galena will lease facilities and land to other entities. A clear delineation of the various parcels is necessary prior to this process. The GEDC has requested additional funding from OEA to finance a new survey of the air base. Contractors will submit surveys of the area in the following formats:

1. A boundary survey of the entire airport, plus about 200 acres of land.
2. A subdivision of commercial/industrial property into individual lots available for lease and/or sale.

For planning purposes, the City of Galena will incorporate the new plat into its existing Geographic Information Systems (GIS) database.

In addition to resurveying the air base for future lease or sale, the City of Galena must sign a Memorandum of Understanding with the State of Alaska that explicitly identifies the City of Galena as the new property owner. The U.S. Air Force requires this form of documentation to officially recognize the City of Galena as the property owner and authoritative body. As of March 30, 2007, the GEDC had not received confirmation from the State of Alaska on either land transfer or MOU issues, aside from a proposed land ownership map of the base (Figure 2). Air base redevelopment scenarios may change significantly should land issues go unresolved.

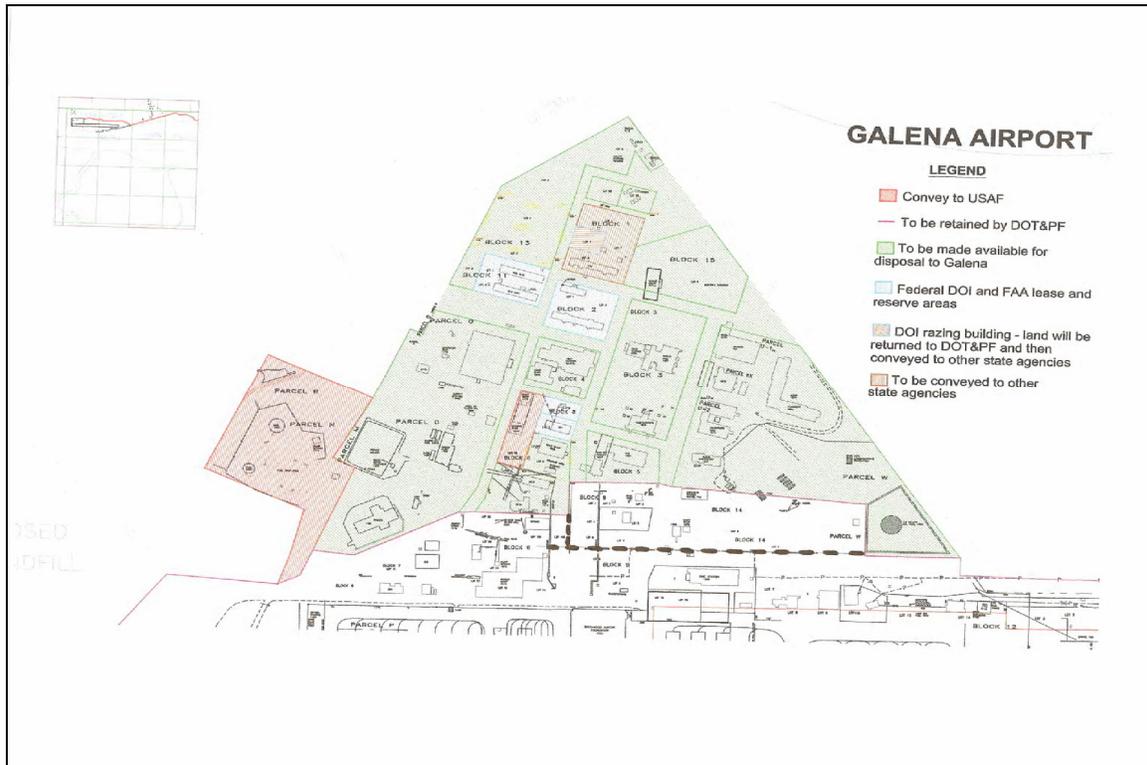


Figure 2

Redevelopment Scenarios – Minimum and Maximum Redevelopment

On behalf of Galena community members, the GEDC is proposing two redevelopment scenarios. The financial assessment for each scenario, in the form of a simple pro forma, is comprised of all facility costs and revenue streams. The following table contains an itemized list and description of all cost and revenue items used to complete the financial analysis.

Cost Item	Description
Electricity	Annual cost of electricity calculated at \$.39 cents per kWh
Heat	Annual cost of heat calculated using the following basic parameters: <ul style="list-style-type: none"> ▪ Fuel rate: \$3.76/gallon ▪ Water rate: \$17.13/gallon ▪ Indoor design temperature: 68 degrees Fahrenheit <p>NOTE: USKH has produced an energy-analysis spreadsheet sheet that shows overall energy costs given any difference in the factors above. For example, a Galena community member can plug in a new temperature into the equation and receive updated energy costs for each base facility.</p>
Maintenance	Annual cost of maintaining facility electrical and mechanical equipment
Overhead	Annual cost of water, sewer, and road maintenance (e.g. grading, snow removal, dust control) for base facilities
Upgrades	Estimated cost of upgrading facilities – costs include cost of construction and estimated indirect cost for individual upgrades
Revenue Item	Description
GILA	Funding that GILA has budgeted for facility operation, maintenance, and upgrades
Federal Funding	Anticipated funding from the U.S. Department of Defense, OEA for maintaining unused facilities at “warm” (40 degrees Fahrenheit) status
State Funding	Anticipated funding from Alaska Department of Education for expansion of GILA facilities
Operation and Maintenance Collections	Anticipated annual fees the City of Galena will collect from potential users – includes electricity, heat, electrical/mechanical maintenance and shared central utility costs

Table II

Redevelopment Scenario I: Minimum Development – Galena Interior Learning Academy

Redevelopment Scenario 1 is a minimum redevelopment scenario that includes GILA as the one and only potential user. This scenario is comprised of only those facilities identified for expansion of the GILA campus (Table 12).

Potential User	Building Number	Building Name	Use	Square Feet
GILA	1769	Warehouse		33,334
	1837	Fuel station		4,445
	1845	School auto shop		6,720
	1847	Composite building	Classrooms; administrative offices	17,680
	1851	Gym		15,610
	1854	Headquarters		12,000
	1858	Cold storage		3,600
	1859	Dining facility		10,662
	1872	Wilderness Hall	Student dormitory	42,522
	1874	Ptarmigan Hall	Student dormitory	58,494

Table 12

The minimum development scenario assumes the following:

- GILA is the only air base tenant
- GILA will absorb all central utility costs for the air base (water, sewer, road maintenance)
- For the purpose of this analysis, electricity, heat, and mechanical/electrical maintenance costs remain constant FY2007 – 11
- Facility upgrades will ultimately equate to decreased operation and maintenance costs
- GILA student population will increase steadily, FY2007 - 11
- Funds designated as “facilities” expenditures in the School District business plan are considered potential revenue streams
- GCSD receives \$1.5 million from State of Alaska Department of Education and Early Development in 2007 for GILA expansion
- Unknown: Military Youth Academy (use of 1769)

We have further divided the economic feasibility of Redevelopment Scenario 1 into scenarios that represent minimum facility upgrade costs and maximum facility upgrade costs to GILA facilities (Table 13). Minimum upgrade costs represent required costs for bringing current and future GILA facilities up to a standard that meets State Department of Public Safety, Division of

Fire Prevention code requirements for education facilities (Appendix X). The City of Galena must submit a plan for upgrading these structures to the State Fire Marshall before any expansion project can move forward. Maximum upgrade costs represent a full package of required and optional upgrades as assessed and submitted by USKH in March 2007. Appendix X through Appendix X contain detailed spreadsheets of individual facility costs, including a comprehensive breakdown of energy and upgrade costs for each structure.

Upgrade Costs - Required, Optional, Maximum (Required + Optional)	
Required	\$3,852,075
Optional	\$2,699,119
Maximum	\$6,551,194
Annual Distribution of Difference	\$674,780

Table 13

I. GILA – Minimum Upgrades

Under the minimum upgrade scenario, the GCSD will operate beyond their projected facilities budget fiscal years FY 2007 – 11 (Figure 3). Anticipated annual operation and maintenance costs (Figure 4) and minimum upgrades matched with potential revenue streams will leave the school district with a shortfall of \$5,539,000 for this period. The discrepancy between expenses and income will decrease each year from a high of \$4,056,000 in 2007, to a low of \$20,000 in 2011.

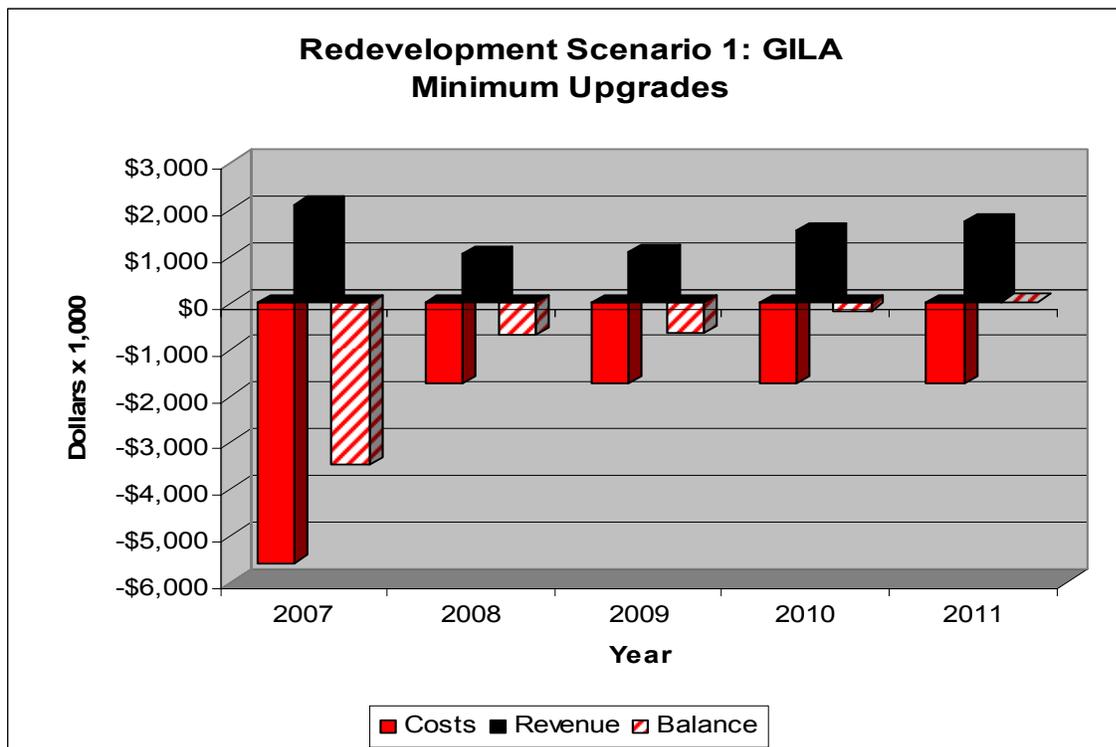


Figure 3

In FY2010 and 2011, with an increased student population and increased revenues, the school district will have an improved financial position. As noted above, anticipated costs equal the sum of ongoing operation and maintenance expenses for all facilities, and in this case, minimum upgrade expenditures in the amount of \$4,439,433 for FY2007. Revenues include funds the GCSD has budgeted for facility operation, maintenance and upgrades, as well as funding from the State of Alaska to put toward satisfying State Fire Marshall code requirements.

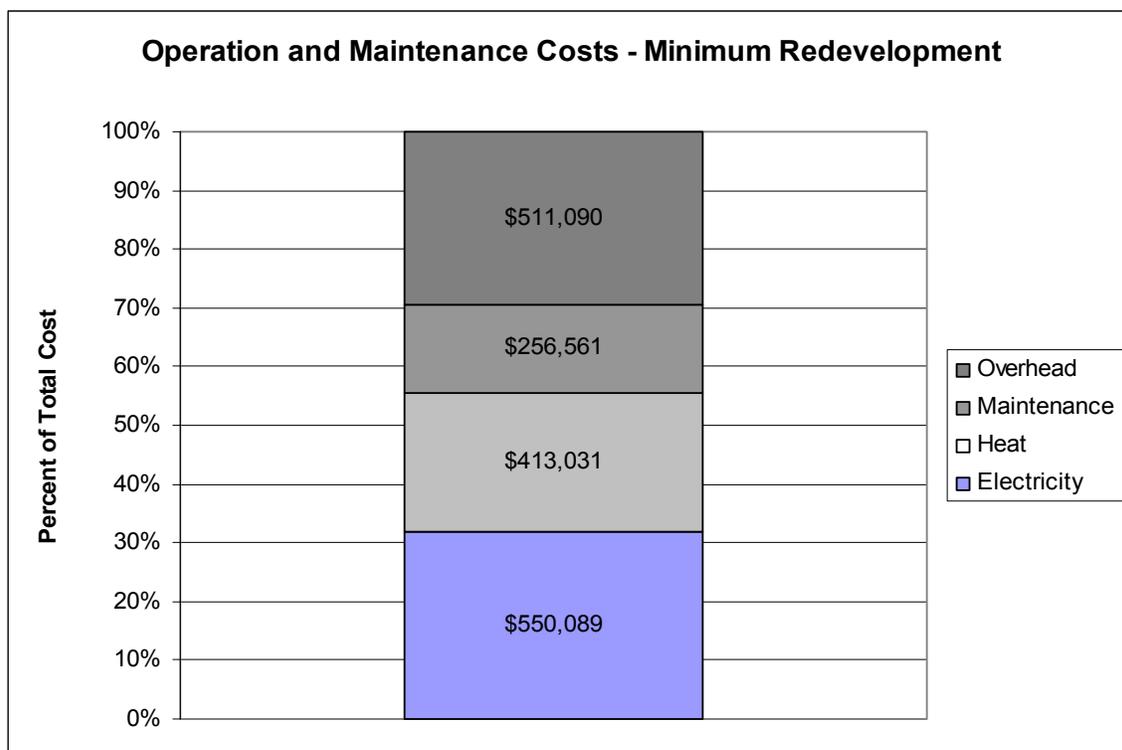


Figure 4

In this scenario, the Galena Economic Development Council will request assistance from the Department of Defense Office of Economic Adjustment to cover the discrepancy between facility costs and revenues from 2007 to 2011, approximately \$5,539,000, represented in Figure 4. As outlined in the implementation strategies (Section 9), the City will also seek out alternative funding sources in the form of federal/state grant opportunities, and will continue to grow the GILA student population. Additionally, improved facilities will result in decreased operation and maintenance costs.

II. GILA – Maximum Upgrades

Under the minimum upgrade scenario, the GCSD will operate beyond their projected facilities budget fiscal years 2007 – 11 (Figure 5). Anticipated annual operation and maintenance costs (Figure 6) and minimum upgrades matched with potential revenue streams will leave the school district with a shortfall of \$8,547,000 for this period. The discrepancy between expenses and income will decrease each year from a high of \$4,056,000 in 2007, to a low of \$732,000 in 2011.

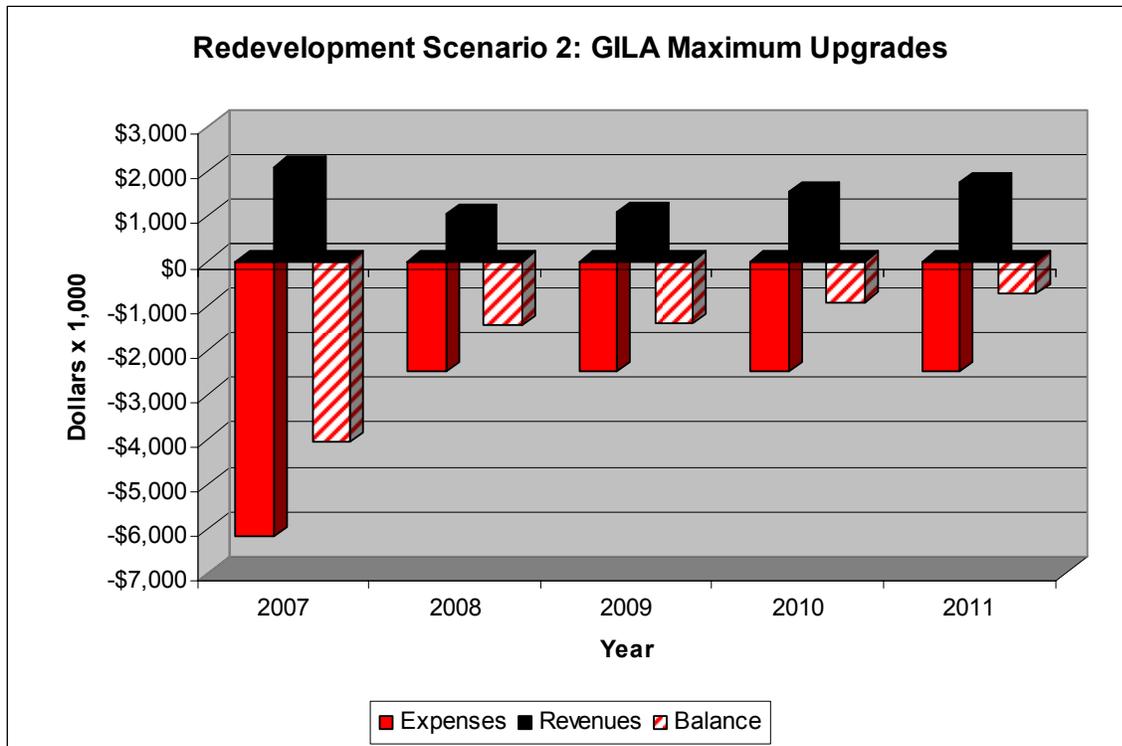


Figure 5

As in the minimum upgrade scenario, by FY2010 and FY2011 the school district will be in a better operating position with increased revenues. As noted above, anticipated costs equal the sum of ongoing operation and maintenance expenses for all facilities including minimum upgrade expenditures equaling \$4,439,433 in FY2007 and approximately \$752,000 per year (FY2008 – 11) to complete optional upgrades. Revenues include funds the GCSD has budgeted for facility operation, maintenance and upgrades, as well as funding from the State of Alaska to put toward satisfying State Fire Marshall code requirements.

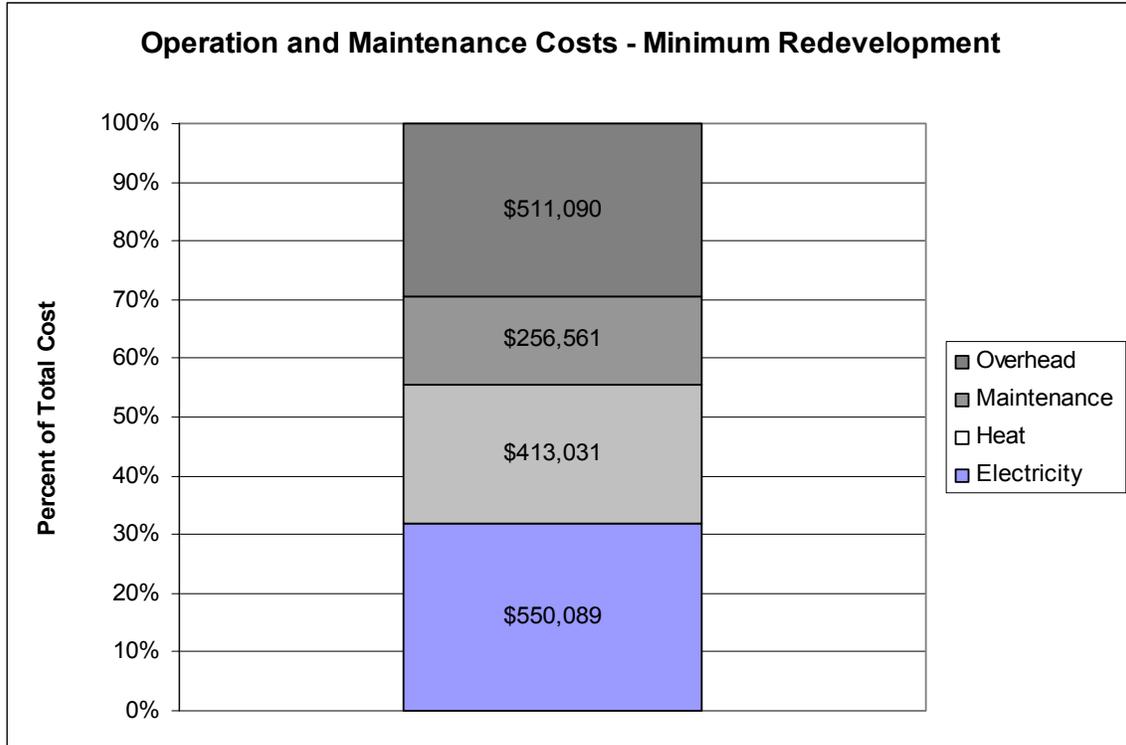


Figure 6

In this scenario, the Galena Economic Development Council will request assistance from the Department of Defense Office of Economic Adjustment to cover the discrepancy between facility costs and revenue from 2007 to 2011, approximately \$8,547,000, represented in Figure 6. As outlined in the implementation strategies (Section 9), the City will also seek out alternative funding sources in the form of federal/state grant opportunities, and will continue to grow the GILA student population. Additionally, improved facilities will result in decreased operation and maintenance costs.

Redevelopment Scenario 2: Maximum Development – All Users

Redevelopment Scenario 2 is a maximum redevelopment scenario. This scenario is comprised of facilities identified for expansion of the GILA campus, as well as facilities the GEDC has identified for City, State, and private developer use (Table 14).

Potential User	Building Number	Building Name	Use	Square Feet
GILA	1769	Warehouse		33,334
	1837	Fuel station		4,445
	1845	School auto shop		6,720
	1847	Composite building	Classrooms; administrative offices	17,680
	1851	Gym		15,610
	1854	Headquarters		12,000
	1858	Cold storage		3,600
	1859	Dining facility		10,662
	1872	Wilderness Hall	Student dormitory	42,522
	1874	Ptarmigan Hall	Student dormitory	58,494
City of Galena	1499	Power plant		8,121
	1556	Fire hall		10,614
	1578	Water plant		2,933
State of Alaska	1573	Shop building	AK DOT & PF	21,228
Private Developer - TBD	1488	Munitions		10,623
	1568	Rapcom		1,350
	1771	Radar tower		1,000
	1843	Small shop		2,227
	1850	Warehouse		6,625
	1857	Dining hall		3,289
	1876	Iditarod Inn	Housing; hotel	32,774

Table 14

The maximum development scenario assumes the following:

- GILA is the anchor tenant
- Minimum upgrade of GILA facilities in 2007

- Maximum upgrade of GILA facilities by 2011 – costs distributed evenly over FY2008 – 2011
- All users will share central utility costs (water, sewer, road maintenance). Cost per user = [total cost of utilities for base operations]/[total square footage of all base facilities] x [total square footage per user]
- For the purpose of this analysis, electricity, heat, and mechanical/electrical maintenance costs remain constant FY2007 – 11
- Operation and maintenance costs for State and private developer-slanted facilities will translate into revenue streams for the City of Galena (Figure 7 represents operation and maintenance costs, broken down by type.)
- Operation and maintenance costs for private developer facilities will be significantly less if kept at warm status (40 degrees Fahrenheit)
- Facility upgrades will ultimately result in decreased operation and maintenance costs
- The State of Alaska will incur all upgrade costs to facilities listed for State of Alaska use
- The private developer will incur all upgrade costs to facilities listed for private developer use
- Unknown: Military Youth Academy (use of 1769)

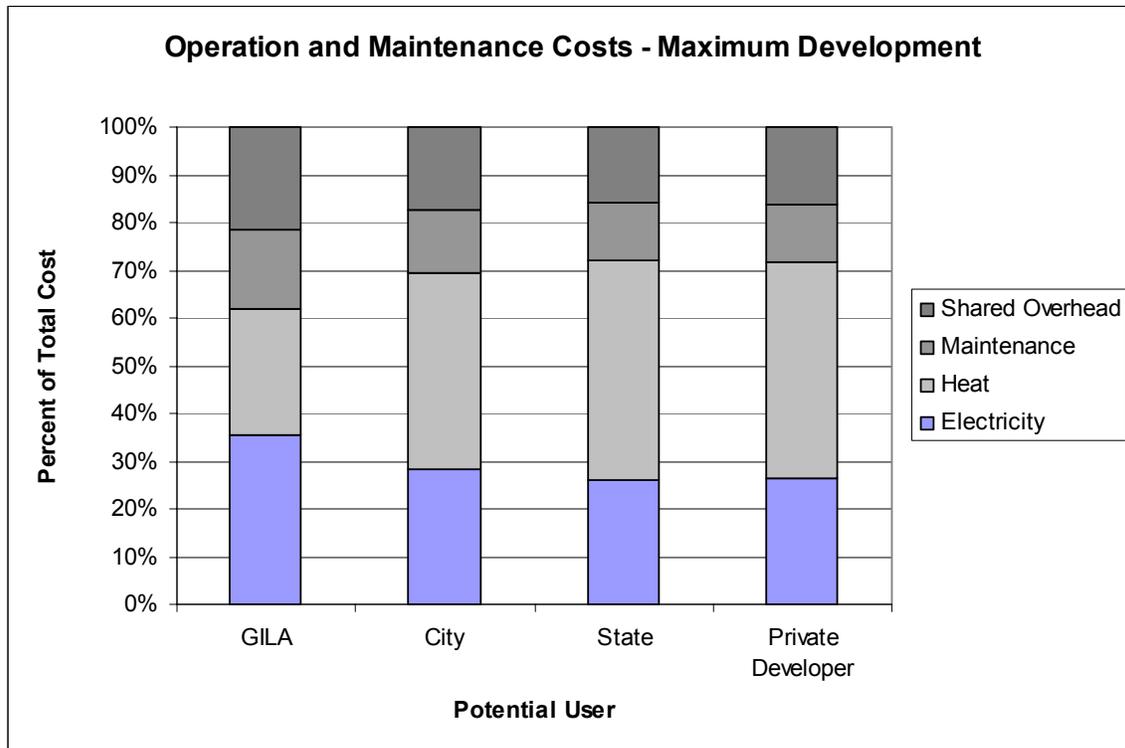


Figure 7

Under the maximum development scenario, operating costs will surpass incoming revenue FY2007 – 11. The City of Galena will take on the responsibility of three facilities with associated

operating and maintenance costs, approximately \$204,000 annually. Additionally, in an effort to attract private sector development to the base, there is no projected revenue for state or private developer facilities in the form of facilities/land lease payments. The City will collect only fees for annual operation and maintenance of facilities and land. The City expects to negotiate facility and land lease payments from the private developer once the developer has established significant interest in base facilities.

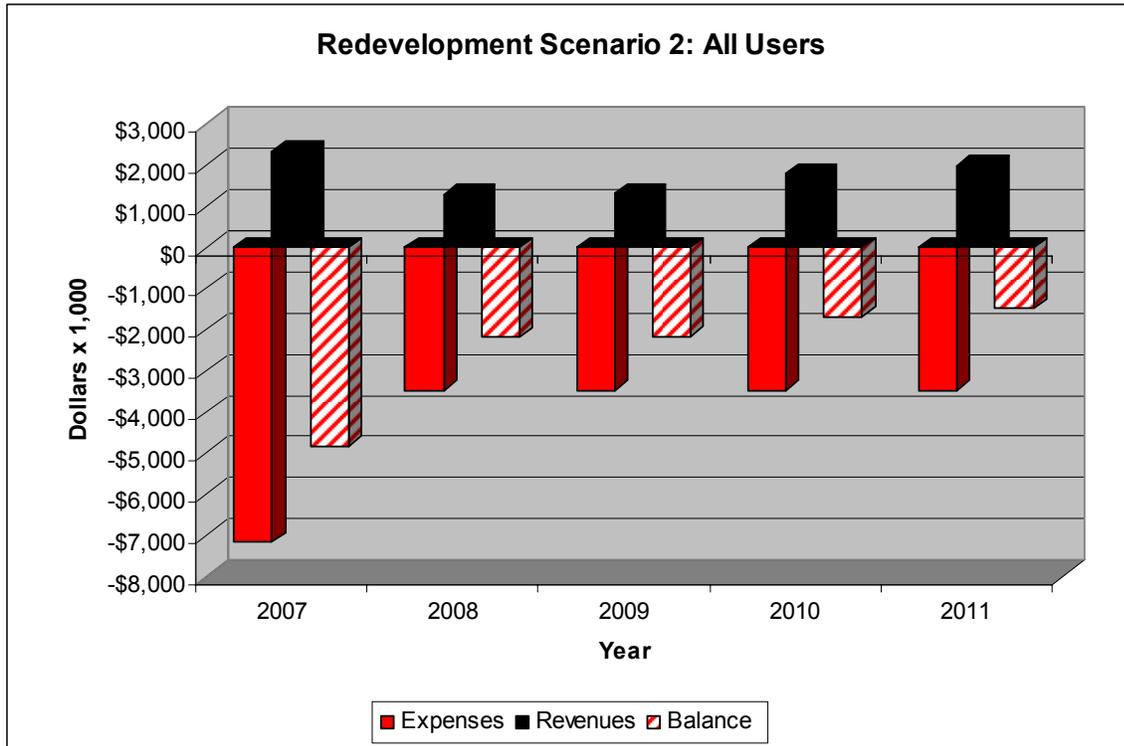


Figure 8

As in the GILA maximum upgrade scenario, GILA will move forward with minimum upgrades in 2007. Contractors will complete upgrades over the next four years at an expected cost of \$752,000 annually.

In the maximum development scenario, the Galena Economic Development Council will request assistance from the Department of Defense Office of Economic Adjustment to cover the discrepancy between facility costs and revenue from 2007 to 2011, approximately \$12,272,000. As outlined in the implementation strategies (Section 9), the City will also seek out alternative funding sources in the form of federal/state grant opportunities and private sector investment. Additionally, improved facilities will result in decreased operation and maintenance costs. Lastly, as previously mentioned, the City expects increased revenue from private developer facilities in the form of land and lease payments. These fees will be separate from annual operation and maintenance costs.

IMPLEMENTATION STRATEGIES

In March 2007, the GEDC and Galena community members established a set of implementation strategies and developed a redevelopment action plan. This section details community-recognized implementation strategies as well short, intermediate and long-term action steps. Community members have carefully crafted implementation strategies and action plan steps that meet the needs of community residents, while achieving a sustainable approach to base redevelopment.

Implementation Strategies

The community has identified implementation strategies that fall into six major categories:

- U.S. Air Force Involvement
- Funding Sources
- Workforce Development
- Marketing
- Working with Private Developer
- Integration with Existing Land Use Regulation

U.S. Air Force Involvement

The U.S. Air Force will continue to have a presence on the Galena Air Base after their official withdrawal in September 2008. As outlined in the financial assessment, the GEDC is working with U.S. Air Force officials to secure funding for buildings that will remain in “warm” status. Warm status facilities are those structures that the community would like to keep, but for which they have not yet identified a potential user.

In addition to a potential funding source for temporary operation and maintenance of unused base facilities, the U.S. Air Force will have a continued presence on the base (and in the community) as they conduct environmental assessments and subsequent cleanup of contaminated sites. The GEDC anticipates that the U.S. Air Force will need office space on the base from which they will conduct environmental studies and cleanup procedures. The City will keep an open dialogue with the U.S. Air Force to help anticipate workforce and infrastructure needs.

As part of the U.S. Air Force environmental cleanup process, the GEDC is requesting prioritization of the Million Gallon Hill project. The community would like the area to be suitable for transfer to the City of Galena as soon as possible.

Workforce Development

As part of the reuse planning process, the GEDC has developed a local hire policy that will ensure local employment opportunities for Galena residents for all base projects (Appendix X). Projects may include, but are not limited to, demolition or redevelopment of existing facilities, environmental cleanup, and any associated support services.

All parties conducting business on the air base will agree to conditions set forth in the hiring policy prior to initiating a project. As part of the community local hiring policy, the GEDC also requests that project directors provide community entities, including the City of Galena, the Loudon Tribal Council and the Galena City School District with project timelines. Having a project timeline in hand well in advance of project startup will give local entities ample time to prepare local residents for jobs. Local workforce development professionals will tailor trainings to meet the needs of future employers.

Funding Sources

Using online resources from the Department of Defense Office of Economic Adjustment and the National Governor's Association, the GEDC has identified potential funding sources that will move base redevelopment efforts forward. Federal, state and local agencies provide assistance in different areas according to a community's size, location, financial status and existing resources. Where a community is in the planning and/or implementation process also dictates available funding. Funding information by category, including funding agency, program name, and program description follow. A check in the far right column indicates community awareness of the program. Where noted, the community has conducted additional research and/or applied for the specific grant/program funds.

Planning

U.S. Department of Defense, Office of Economic Adjustment	Community Checklist/Notes
<i>Community Base Reuse Planning Grants</i> Assistance to communities for community comprehensive planning for facilities and land reuse	<input checked="" type="checkbox"/>
<i>Community Economic Adjustment Assistance Grants</i> Assistance to communities for assessing economic hardship and to help communities prepare economic development action plans	

Infrastructure Development

U.S. Department of Commerce, Economic Development Administration	Community Checklist/Notes
<i>Public Works Program</i> Assistance to communities for help revitalizing, expanding, upgrading base infrastructure that will help attract new businesses, industries, and business expansion	
<i>Economic Adjustment Program</i> Assistance to communities to help finance actual construction and planning for base infrastructure projects	
U.S. Department of Transportation	
<i>Military Airport Program</i> Assistance to communities for constructing buildings, rehabilitating surface parking lots, fuel storage, hangers, and utility systems	

Business Development

Department of Commerce, Economic Development Administration	Community Checklist/Notes
<i>Foreign Trade Zone (FTZ) Designation</i> State applies on behalf of community/region for designation; ensures that entry of foreign goods enter the United States duty free	
U.S. Small Business Administration	
<i>HUBZone (Historically Underutilized Business Zone)</i> Community applies for designation on behalf of local small businesses; designation provides federal contracting opportunities for small businesses in economically distressed areas	
<i>University of Alaska Business Development Centers</i> Funded in part by the U.S. Small Business Administration, regional small business development centers are located throughout Alaska; Rural Outreach Program is designed to help small business entrepreneurs in rural Alaska, includes schedule or rural seminars	
State Entities	
<i>Alaska Manufacturing Partnership</i>	

Workforce Development

U.S. Department of Labor	Community Checklist/Notes
<i>Emergency Grant Program (new program – 2005)</i> -focus is on workers dislocated as result of BRAC decisions -state must apply for funding	
Alaska Native Entities	
<i>Doyon, Limited</i>	
<i>Tanana Chiefs Conference</i>	
<i>Louden Tribal Council</i>	
<i>Gana-A'Yoo Limited,</i>	

Marketing

Marketing Questions

As part of the implementation process, Galena residents have developed the following list of questions the City of Galena and private developers must address before marketing air base facilities and land:

1. What are you marketing? Which facilities/land do we need to market?
2. Who is our target market? Who do we want to be here?
3. Who are our competitors? What factors would make the Galena area a logical location choice over its competitors?
4. What advantages do the area and the airport possess that will encourage firms to locate here?
5. What forces are at work that might discourage business and industrial operations from locating at Galena?
6. What would enable Galena to compete for (state, federal, private sector) business within the region/state/nation?

Marketing Materials

The community has agreed that any marketing materials regarding air base facilities and land, community, and/or the region should highlight strengths and amenities. In November 2006, community members gathered in the Galena community center to discuss the air base reuse plan (see [Appendix X](#) for participant list and summary of meeting notes). Part of the discussion included a brainstorming session in which residents identified community assets, opportunities and resources. That complete list follows. City council members and staff will work with community members to refine this list to more general/marketable statements about the base, community and region.

Assets:

- Good people, people who care
- Good teamwork, limited infighting, don't air dirty laundry
- Beautiful buildings (on base)
- People have a lot invested here; it is their home; people are here to stay
- Good start on educational facilities, programs, opportunities
- Used to say we think outside the box, but now we don't even have a box
- City council that is trying to think in a forward direction in relation to energy costs
- Heart for youth getting good education
- Different groups are able to work together
- Airport
- Well-connected politically; leadership is on our side
- Status as central, hub village
- Long history; strong cultural ties; people choose to live here
- Diversity of way you live your life – you can live off the river, at the edge of the wilderness
- We have a lot of practice getting knocked down and getting back up – we are an adaptable, resilient community
- Three barge services serve the community with regular schedules (third will start this summer)
- The Yukon River
- Wildlife and wilderness
- A lot of community involvement and activities are available
- Good climate, environment for travel – it's either cold or it's nice
- Already 30+ businesses established
- Bureau of Land Management and Fish and Wildlife Service (Federal presence)
- Medical facilities and city infrastructure is strong
- Great relationship with media
- Good track record
- Good communication
- Swimming pool
- UAF
- Learning center
- Day care
- Charter services
- Good airline business
- Good recreation opportunities – bingo, swimming, dancing
- State-of-the-art runway
- Potential workforce
- Educational-minded community
- Summer youth camp in its 44th year serving local youth
- Two churches and large faith community
- Good native food – subsistence opportunities

- Good interactions with other communities – sports, potlatches, Gan A’Yoo

Opportunities

- Educational expansion and quality of education enhanced; retaining those qualities and opportunities
- Mentoring opportunities for kids who visit
- Nuclear powerplant/alternative energy. Offers the potential of lower energy costs
- Assisted living facility
- Improved services to meet community needs (automotive, water and sewer, heat systems)
- Boys and Girls Club looking to offer expanded programs
- Ministry opportunities
- Meet some statewide and regional needs with boarding school. As cost of living goes up, it’s more challenging for students/families to continue living rurally and access good educational opportunities. Maybe this will allow people to stay in the interior – expanding might bring our families from Huslia and Nulato
- Expand medical service
- Demonstrate to the rest of the state how people can meet huge challenges and succeed in the face of adversity in spite of the difficult cards we are dealt
- Native language – share culture, expand culture
- Room to grow
- Tourism – fishing, hunting, ecotourism
- Hunting, fishing, trapping, wildlife viewing

Resources

- Natural resources – forestry, fish and game
- People
- River
- Culture bearers
- Political influence
- Established buildings
- Real estate – undeveloped land
- Transportation infrastructure
- Good partners
- Hub to other communities
- Good teachers
- Long winters
- Coal
- Caring leaders
- State and federal funding for school
- Solid education

Marketing Tools

The GEDC has discussed the use of different marketing tools, including the creation of a Galena marketing pamphlet that highlights air base, community and regional strengths. This tool will provide a clear, consistent and precise form for communicating about air base facilities and land. Additionally, community members and private developers can use the pamphlet as a starting point for discussions with funding agencies and future tenants.

In 2005, the City of Galena developed a pamphlet that describes the community and city-provided services. Using this instrument as a template, the GEDC will work with community members and private developers to produce a pamphlet that speaks specifically to base facilities, land, and community/regional strengths and amenities.

Work with Private Developer

As part of the maximum development scenario (Redevelopment Scenario 2), the City will lease a group of facilities and parcels of land to a private developer who will redevelop, market and lease facilities to future tenants. The City of Galena will still own the property, but will contract property management to a private developer. City representatives will meet regularly with the selected private developer to ensure that plans and actions align with the community members' expectations.

The City of Galena will utilize Office of Economic Adjustment resources regarding the use of master developers in military base reuse plans. These resources will help the City decide which type of developer best matches the community's needs and will help community members clearly define selection criteria. Additionally, these resources, including a set of case studies, will give the City a guide for defining a good working relationship with the private developer.

Plan Integration with Existing Land Use Regulations

The Galena City Council acts as the planning body for the community. City council members created a zoning map of Galena in XXXX (see map below). In its current version, the map comprises mostly mixed-use zones. Before the City Council can make any decisions regarding zoning air base land and integrating it into current land use regulations, the U.S. Air Force must conduct a thorough environmental assessment of the property. There is some concern in the community that heavily contaminated areas are beyond possible remediation, and will make it hard for the city and private developers to lease these properties to tenants.

Redevelopment Action Plan

The redevelopment action plan outlines significant milestones in the implementation of the Galena Air Base Reuse Plan. The community has identified responsible parties and estimated completion dates for each milestone.

Short Term (May 2007 – September 2008)		
<i>Milestone</i>	<i>Responsible Party</i>	<i>Estimated Completion Date</i>
Land transfer and survey work		
Secure funding for transition		
Secure funding for sprinkler system for Ptarmigan Dorm and transition classroom space		
Secure funding for utility expansion		
Identification of private sector interests		
Intermediate Term (September 2008 – December 2011)		
<i>Milestone</i>	<i>Responsible Party</i>	<i>Estimated Completion Date</i>
City operation of base infrastructure		
Construction of addition/permanent classroom space (full student load of 400)		
Contract with private developers		
Secure leases with private entities		
Expansion of regional learning center (includes GILA and adult vocational educational facilities)		
Add additional adult training programs		
Long Term (Beyond 2011)		
<i>Milestone</i>	<i>Responsible Party</i>	<i>Estimated Completion Date</i>
Revise action plan		
Continue to look at private developer/leases		
Build new gymnasium		

■ APPENDICES
