



State of Support 2016

Highlights of State Support for
Defense Installations

June 2016



ASSOCIATION OF
**DEFENSE
COMMUNITIES**

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About ADC

ADC builds resilient communities that support America’s military. We are the connection point for leaders from communities, states, the military and industry on community-military issues and installation management to enhance knowledge, information sharing and best practices. With nearly 300 communities, states, regions and affiliated industry organizations, ADC represents every major defense community/state in the nation.

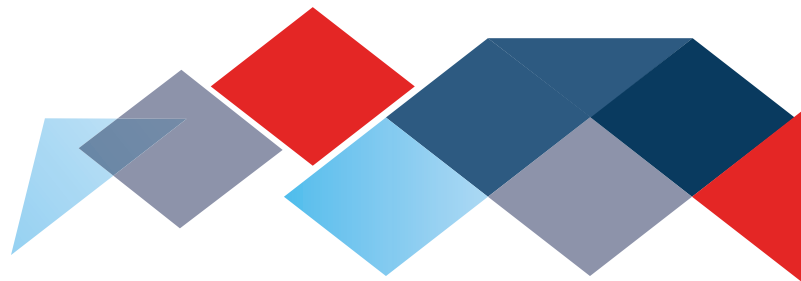
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State of Support 2016:

Highlights of State Support for Defense Installations

BY THE ASSOCIATION OF DEFENSE COMMUNITIES

Executive Summary

State leaders' focus on preserving the presence and economic contribution of military installations has reached an all-time high, with eight states establishing military affairs organizations in the past three years.

The formation by states of military affairs organizations — which focus on base retention, mission enhancement and development of the defense sector — is a relatively recent phenomenon. Before the late 1990s, very few states had such groups. Following a surge over the past 20 years, however, 35 states now have military affairs organizations. These entrepreneurial organizations coordinate state-level policy to support installations and improve the infrastructure, quality of life for service members and economic development.

The recent interest on the part of states comes as the Defense Department strives to cope with stringent spending caps, prompting it to target unneeded infrastructure. In April, DOD determined that 22 percent of the military's capacity is excess to its needs. Excess capacity for two of the services, the Army and Air Force, represents almost one-third of their infrastructure, according to the capacity analysis.

The Association of Defense Communities — which unites the diverse interests of communities, state governments, the private sector and the military — surveyed 35 state military affairs organizations and received responses from 27 states. The survey is a follow-up to research ADC conducted in December 2014.

In addition to highlighting the continued growth in the number of state military affairs organizations, this year's survey demonstrates another recent trend — the propensity of states to invest in infrastructure projects on local installations. Almost half of responding organizations have paid for facility upgrades and other projects on base covering a range of mission needs.

One striking trend revealed by the survey is the jump in state organizations focused on gaining a better understanding of the companies that make up their defense sector. Two-thirds of responding organizations have mapped out their supply chains or are now conducting such an exercise, with

three additional states planning to start such studies later this year. Two years ago, only 14 percent of states said they had mapped their defense supply chains.

A Summary of Key Results

- New military affairs organizations continue to emerge at the state level — 30 percent of the state organizations responding to the survey were created within the past three years; 41 percent were created within the past six years.
- The size of state operations has remained stable, with 62 percent of state organizations operating with annual budgets that are less than \$500,000; states have an average of two full-time employees working on base retention.
- The number of states that have completed studies continues to climb, with 89 percent having completed a strategic or economic planning study, or both — a 10 percent increase from 2014.
- There has been a small decline in the number of states that provide financial support for local encroachment mitigation efforts, including planning and purchases of land or easements, from 61 percent two years ago to 52 percent in 2016.
- More states are supporting off-base infrastructure with 73 percent of states providing support compared to 61 percent in 2014; the percentage funding on-base infrastructure projects has remained at about 50 percent.
- Half of states employ a lobbyist or public affairs firm to focus on military issues, which is identical to the last study.
- More states are supporting local/regional base support organizations, with 40 percent of states currently providing aid, compared to 30 percent in 2014.
- There has been a dramatic increase in the number of states that have analyzed their defense supply chain or conducted an economic impact study of their defense industry — 67 percent currently vs. 14 percent in 2014.

Introduction

The combination of stringent spending caps imposed under the 2011 Budget Control Act and the drawdown of forces from two of the largest conflicts in its history have constituted a dual threat to military installations and the contribution they provide local and state economies.

Budget cuts at the Pentagon have fallen particularly hard on installations, trimming funding for facility maintenance, upgrades and new construction, as well as quality-of-life services for military members and their families. At the same time, DOD has urged Congress to approve a new round of base closures every year since 2012. This year's request — to hold a new BRAC round in 2019 — almost certainly will be rejected, as the past ones have. But the department's overwhelming need to find savings that can be reallocated to readiness and weapons modernization, combined with the military's significant level of excess capacity, has led many experts to conclude that lawmakers will be forced to grant the Pentagon's request sooner rather than later.

Even in the absence of a scheduled BRAC round, states with Army posts are facing further cuts in personnel as that service's active-duty end strength is slated to reach its lowest level in decades.

In response to the multiple threats to their installations, states have increased support to retain and promote their bases. To date, 35 states have created military affairs organizations to carry out a variety of activities, including serving as the primary liaison between the state government and military facilities, engaging community-based advocacy organizations, addressing encroachment issues at installations, fostering the defense sector, and lobbying the federal government. Most importantly, these organizations serve as a focal point to coordinate statewide efforts to support the military presence.

This report is based on a survey of military affairs organizations — referred to as "state organizations" throughout the report — and focuses on the functions coordinated by those organizations but also covers the activities of other state agencies benefitting their military installation (For Example funding provided by a state Department of Transportation for a project improving access to a base).

Survey Methodology

ADC undertook this survey to provide state leaders a picture of what states are doing to protect their installations from budget cuts, reductions in force structure and an uncertain economy. ADC's State Advisors Council, made up of leaders from 35 state military affairs organizations, helps the association stay abreast of best practices and policy initiatives implemented at the state level.

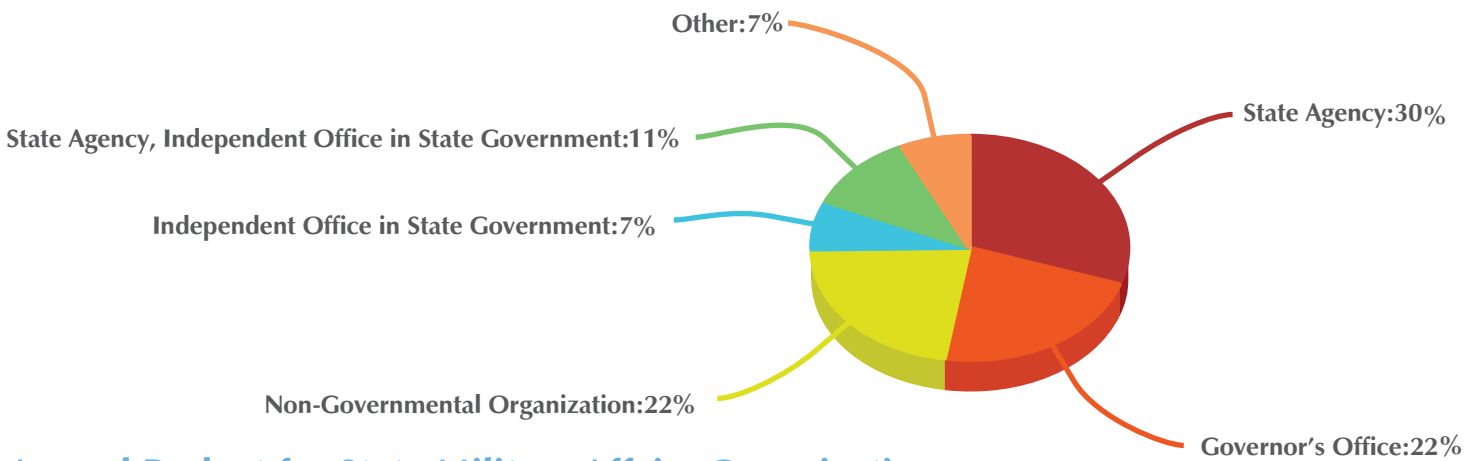
The survey is a follow-up to one conducted in December 2014 and uses the same set of questions from the earlier survey. ADC received responses from 27 state military affairs organizations, including three incomplete responses. The key findings within this report reflect the data submitted by responding states and do not extrapolate beyond those results.

I. State Organizations: Background and Organizational Structures

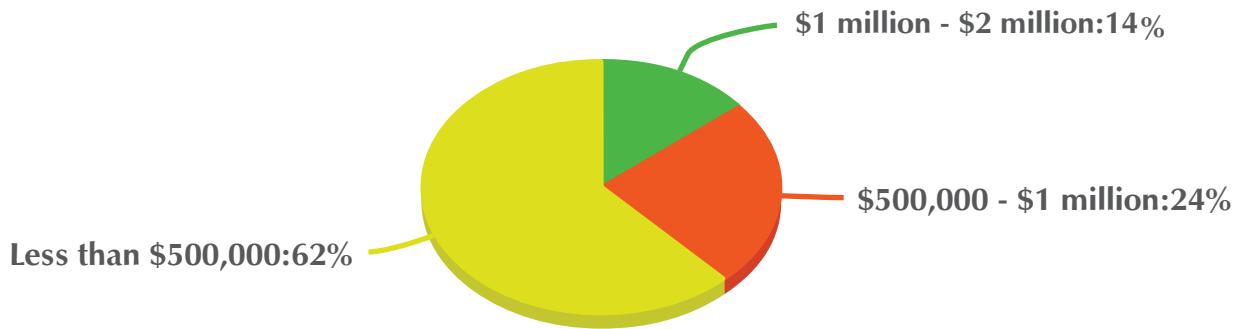
State military affairs organizations typically are part of state governments and reside in a state agency, independent office or the governor's office. In a small number of states, however, the organizations are independent nonprofits.

The vast majority of organizations were formed via legislation or action by the governor, but a small number are run by non-governmental entities. More than 70 percent of organizations are governed or advised by a board, council or equivalent entity.

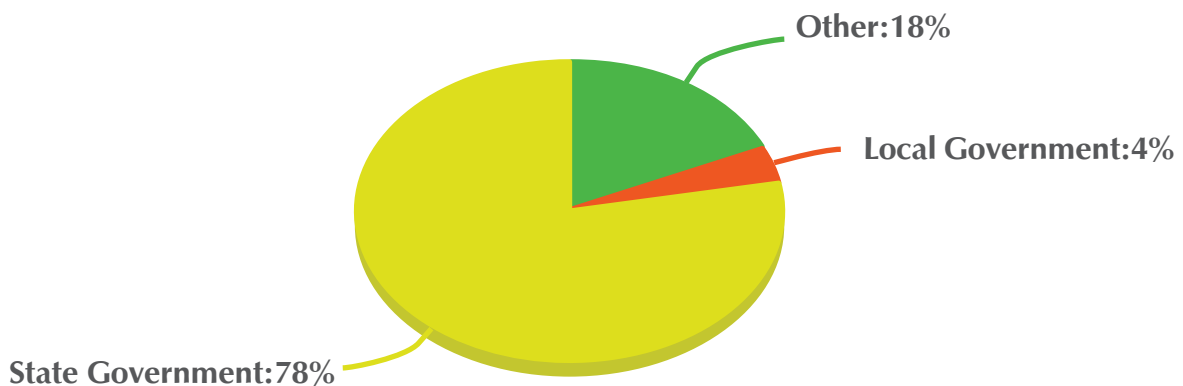
How Are State Military Affairs Organizations Structured



Annual Budget for State Military Affairs Organizations



Sources of Funding for State Military Affairs Organizations



Key Findings

- 30 percent of the state organizations were created within the past three years; 41 percent were created within the past six years.
- 48 percent of organizations are state agencies, independent offices in state government or a mix; 22 percent operate out of the governor's office.
- 62 percent of state organizations have annual budgets that are less than \$500,000; states have an average of two full-time employees working on base retention.
- 67 percent of organizations are governed or advised by a board, council or equivalent entity.
- 48 percent of organizations were formed by legislation; 22 percent were formed by the governor; and 19 percent were formed in concert.
- Three state military affairs organizations, representing 11 percent of respondents, are not part of their state governments at all, but are nonprofits — the Montana Defense Alliance, North Dakota's Base Realignment Impact Committee and the Utah Defense Alliance.

II. Strategic Planning Studies

States typically conduct studies to either assess the strengths and weaknesses of their installations or highlight the benefits of hosting a military base. Identifying an installation's strengths and weaknesses is one of the first steps states take to preserve — and potentially grow — their military missions, even in the absence of a looming BRAC round. Economic impact studies are one way to demonstrate to elected officials, business leaders and residents the critical role an installation plays in a community.

The survey asked states about two different types of studies:

- Strategic studies that identify the strengths, weaknesses, opportunities for growth and potential threats at installations.
- Economic impact studies that provide a broad assessment of the regional fiscal impact of spending generated by one or more installations, and consumer expenditures of personnel employed there.

Key Findings

- 82 percent of responding states have completed a strategic planning study.
- Almost three-quarters of the strategic planning studies were funded by state dollars.
- 79 percent of states have completed an economic impact study.
- Only 11 percent of states have completed neither a strategic nor an economic planning study.

III. Addressing Encroachment

Conflicts arising from development surrounding military installations are one of the primary issues states and communities have been working to mitigate since the 2005 round of base closures. Encroachment issues have grown during the past 30 years as increasing urbanization has resulted in increasingly frequent conflicts between development and neighboring installations. More recently, the nation's push to increase its reliance on renewable energy has spawned potential conflicts between community energy projects — primarily wind farms — and military bases and training ranges in many areas.

In response, states and communities have introduced a broad range of initiatives to eliminate incompatible land uses as they prepare for a future BRAC round and protect the ongoing missions at their bases. State efforts to combat encroachment include participating in joint land use studies (JLUS), enacting legislation regarding land use outside installations and purchasing adjacent properties to limit incompatible land uses. In many cases, states have made significant investments to address encroachment.

Key Findings

- 68 percent of state organizations play a role in encroachment planning.
- 52 percent provide financial support for local encroachment mitigation efforts, including planning, and purchases of land or easements.

Case Studies in Encroachment Planning & Mitigation

Indiana

One of the most common ways states support local efforts to address encroachment is by participating in — and in some cases coordinating — joint land-use studies funded by DOD's Office of Economic Adjustment (OEA). Indiana, for example, led efforts to apply for and manage the JLUS underway at Naval Support Activity Crane. The state also provided the 10 percent funding match required by OEA. For next year's session of the Indiana General Assembly, state officials plan on drafting legislation governing land use around installations based on the study's recommendations. Separately, the state is coordinating with the local reuse authority at Grissom Air Reserve Base to conduct a JLUS.

Maryland

Representatives from Maryland's Office of Military and Federal Affairs and Department of Planning have participated in the local committees for JLUSs conducted at five installations in the state, with state participation extending to implementation committees created after the study's recommendations were completed. Now, Maryland is considering a statewide JLUS that would incorporate the recommendations from the five completed studies to determine the state's priorities for partnering with local and regional stakeholders to adopt policies encouraging compatible land use.

California

The California Office of Planning and Research has established a formal process to balance the land-use needs of local governments with military missions that focuses on areas without bases or installations, but where testing and training occur. The program provides tools, staff support and mapping capability to local governments to assist in the development and implementation of military-compatible policies and ordinances.

Kansas

To protect its bases from encroachment, Kansas has enacted legislation, including a measure designating areas around installations as a state area of interest requiring municipalities located there to coordinate with military officials any activities that potentially could interfere with operations at the installation.

South Carolina

In South Carolina, the Military Base Task Force supports the stakeholders from each of its defense communities to handle and mediate encroachment issues. Each of South Carolina's defense communities — Columbia, Sumter, Charleston and Beaufort — has a committee of local leaders who work closely with the neighboring installations on encroachment issues.

How States Are Encouraging Community-Military Partnering

Maryland

Maryland cultivates partnering at the community level in multiple ways. Best practices are shared during installation commander meetings hosted by the Office of Military and Federal Affairs (OMFA). Similarly, the Maryland Military Installation Council provides a forum to share partnership opportunities and best practices. Other avenues the state pursues to promote community-military partnerships include funding for local military alliances, strategic programming, contracting events and participation in industry associations. Beyond highlighting the value of partnerships, OMFA is actively involved in bringing installations and communities together. The office has been working with installations to explore potential partnerships and to explain how to develop a successful intergovernmental support agreement.

Virginia

Virginia works through its local military advisory councils to underscore the importance of establishing partnerships. The Virginia Military Advisory Council — which brings together installation commanders, lawmakers and state officials — provides another forum to cultivate partnerships between installations and their neighbors. The effort includes the National Guard as well. The Northern Virginia region has led an initiative to identify possible partnership opportunities with local installations. Last year, Gov. Terry McAuliffe approved a recommendation to investigate public-public partnerships to take advantage of DOD's new shared services authority. To date, one particular focus of the state has been an effort to explore energy partnerships between local firms and installations.

Massachusetts

Massachusetts officials spearheaded an analysis at each of the state's installations to determine if there were opportunities for shared-services agreements with their host communities. Potential candidates are being reviewed to assess the feasibility and coordination necessary to begin negotiations between the military and communities. The state has active shared service working groups at Westover Air Reserve Base, Hanscom Air Force Base and Fort Devens.

IV. Support for Community-Military Partnering

As a result of a new authority enacted as part of the fiscal 2013 Defense Authorization Act, defense communities have stepped up efforts to partner with neighboring installations in an effort to either increase base efficiency or enhance military value. The new authority allows installations and communities to adopt the "Monterey Model" and enter intergovernmental support agreements to share base support services. At the same time, bases and their host communities are continuing to strike agreements that provide mutual training opportunities, allow residents and military personnel to share recreational facilities, and encourage employers to hire military spouses.

Supporting local installations has taken on an increased urgency in recent years, with communities striving to help them make up for shortfalls in DOD spending on facility sustainment, construction and quality-of-life services.

State organizations are playing a leading role in helping communities develop ideas for saving installations money or enhancing their mission through the new shared-services authority.

Key Findings

- 63 percent of responding states actively support partnerships between installations and local communities.
- 53 percent of states that actively support local partnership efforts provide funding for such activities.

V. Support for Off-Base and On-Base Infrastructure

One of the most significant changes in the ways states support military installations since the 2005 BRAC round has been a willingness to invest in infrastructure improvements. With stringent caps on the Pentagon's budget, states have stepped in to pay for infrastructure upgrades and other projects on local installations that cover a range of mission needs.

Following BRAC 2005, states benefitting from mission growth in many cases invested in local infrastructure to accommodate an influx of civilian and military personnel. Those projects primarily upgraded local road systems and built new schools.

The survey broke infrastructure into two categories:

- Off-base infrastructure includes projects outside an installation intended to support civilian and military personnel, including transportation, schools and housing.
- On-base infrastructure includes projects within an installation's boundaries, such as gate improvements and utilities.

Key Findings

- 73 percent of states fund off-base infrastructure projects. (See Table I on page 8.)
- 48 percent of states fund on-base infrastructure projects. (See Table II on page 9.)

On-Base Infrastructure: Massive Bond Bill Allows Massachusetts to Support Installations

Enactment of a \$177 million bond bill in 2014 under then-Gov. Deval Patrick to finance infrastructure projects at six military installations in Massachusetts has resulted in a variety of efforts aimed at enhancing the facilities' military value, while expanding economic growth in the state's defense communities. Initiatives to support the state's installations and that host communities are coordinated by its Military Asset and Security Strategy Task Force.

Before the end of 2014, the state committed \$2.9 million for energy and communications upgrades for the Hanscom Collaboration and Innovation Center at Hanscom Air Force Base. The state's investment will expand the center's opportunities to work with military, industry, academia, and federally funded research and development centers on advances in defense applications, cybersecurity, public safety and information technology.

In August 2015, the state gave \$900,000 to the Army for infrastructure upgrades needed at the Doriot Climatic Chambers at the Natick Soldier Systems Center. The testing facility is capable of producing extreme environmental conditions for the Army's equipment and human-performance-related research and technology development.

"Upgrading this Natick Soldier Systems Center facility is critical to promoting federal, industry and academic collaboration in the center's work," MassDevelopment President and CEO Marty Jones said at the time.

In January 2016, the University of Massachusetts Amherst took the first steps to build an air traffic control tower simulator at Westover Air Reserve Base using \$5 million from the state to renovate a 27,000-square-foot building and install a 360-degree simulator. The simulator will be used as a training facility for new air traffic controllers and research.

The bond fund also paid for \$9 million in runway improvements at Barnes Air National Guard Base, a project that received additional contributions from the city of Westfield, the National Guard Bureau and the Federal Aviation Administration.

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

State	Description of Project	Cost	Funding Source
Colorado	Gate 20 Interchange with I-25 at Fort Carson	N/A	State
Connecticut	Road reconstruction and vacant building demolition	\$1 million +	State
Connecticut	Fisconi Cleaners	\$450,000	State
Florida	Turn lane/traffic signal upgrades	\$360,000	State
Florida	Shoal River buffering	\$200,000	State
Florida	Autonomous flight safety system	\$200,000	State
Florida	Utility infrastructure upgrade	\$90,000	State
Indiana	WestGate@Crane Technology Park	\$800,000	State
Indiana	WestGate Academy Center Conferencing and Training	\$10 million	Federal/State
Indiana	Battery Innovation Center	\$15 million	Federal/State/ County
Kansas	K-18 Corridor improvements	\$30 million	State
Kansas	Fort Riley schools	\$7 million	State
Maryland	24 road projects and studies (primarily intersection improvements) outside Fort Meade, Aberdeen Proving Ground, Naval Support Activity Bethesda, Andrews Air Force Base and Fort Detrick	\$566 million	Federal/State
Massachusetts	Solar array next to Westover Air Reserve Base	\$1 million	State
North Dakota	Grand Sky enhanced use lease	\$13 million	State
Oklahoma	Roads	\$20 million	State/Local
Oklahoma	Runways	\$12 million	State/Local
Oklahoma	Utilities	\$8 million	Local
South Dakota	Wastewater treatment plant	\$24.3 million	State
Texas	Highway improvement projects outside Fort Bliss, Fort Hood, Red River Army Depot and Naval Air Station Kingsville	\$627 million +	State
Virginia	Road projects outside of Fort Lee	\$1.8 million	State
Washington	Improvements to the I-5 corridor at Joint Base Lewis-McChord	\$240 million +	Federal/State

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

State	Description of Project	Cost	Funding Source
Alabama	Various road projects	\$30 million	N/A
California	Pilot demonstration of an advanced, highly integrated biodiesel production system at Naval Base Ventura County	\$886,000	State
California	Alternative laundry system using liquid carbon dioxide at Naval Base Ventura County	\$900,000	State
California	The vehicle-to-grid (V2G) project at Los Angeles Air Force Base	\$4.7 million	State
California	The V2G and vehicle-to-building project at Mountain View Army Reserve Base	\$2.3 million	State
California	Various microgrid projects at Camp Pendleton	\$1.7 million	State
California	Electricity demand response activities with Navy in San Diego	\$300,000	State
Connecticut	Dive locker (support facility)	\$4.5 million	State
Connecticut	Energy-efficient boiler	\$3 million	State
Connecticut	Virginia-class submarine galley training center	\$750,000	State
Connecticut	Microgrid design	\$1.8 million	State
Hawaii	Solomon Elementary School	\$21.6 million	Federal/State
Hawaii	Hale Kula Elementary School	\$6.6 million	Federal/State
Indiana	State mental hospital campus conversion to Muscatatuck Urban Training Center	N/A	Federal/State
Indiana	Enhanced rail system at Camp Atterbury	N/A	Federal/State
Maryland	Access gate at Fort Meade	Land donation	N/A
Massachusetts	Road resurfacing at Joint Base Cape Cod	\$250,000	State
Massachusetts	Upgrades to Doriot Climatic Chambers at the Natick Soldier Systems Center	\$900,000	State
Massachusetts	Hanscom Air Force Base Innovation Center improvements	\$2.9 million	State
Massachusetts	Runway improvements at Barnes Air National Guard Base	\$9 million	State
Massachusetts	UMass air traffic control tower simulator at Westover Air Reserve Base	\$5 million	State
Massachusetts	Energy projects at six installations	\$5 million	State
Oklahoma	Land purchases	\$25 million	State/Local
Oklahoma	Utilities redundancy	\$8 million	Local
Texas	Infrastructure projects at Joint Base San Antonio, Fort Hood, Goodfellow Air Force Base, Fort Bliss, Laughlin Air Force Base, Sheppard Air Force Base and Ellington Field	\$30 million	State
Utah	Construction of new west gate at Hill Air Force Base	\$7 million	State
Utah	Construction of new facilities at Hill Air Force Base	\$28 million	State

VI. Military Base Promotion

Promoting their military installations has become a permanent activity for state military affairs organizations, even without a new BRAC round on the calendar.

More than half of state organizations employ a lobbyist or public affairs firm to promote their installations. Outreach efforts such as D.C. fly-ins — in which a contingent of elected officials and business leaders visit with Pentagon leaders and the community's congressional delegation — are intended to help installations weather cutbacks related to budget reductions, as well as position them for growth. States also are promoting their installations to state residents and lawmakers as a way to build support for new initiatives.

Key Finding

- 52 percent of states employ a lobbyist or public affairs firm to focus on military issues.

VII. Support for Local Base Support Groups

Working with local advocacy organizations is one of the key activities conducted by states, with an overwhelming majority of military affairs organizations saying they have a coordinated approach to supporting host communities' military advocacy efforts.

By partnering with community-support organizations, states learn about the priorities of military commanders and communities on the local level. As a result, state organizations are better positioned to work with lawmakers and other state leaders to meet local needs.

Local advocacy organizations are central to community efforts to identify the concerns of installation commanders that can be addressed through local, regional or state intervention. They also provide base commanders an opportunity to understand the challenges of their host community.

Key Findings

- 88 percent of state organizations have a coordinated approach to supporting local communities.
- 40 percent of states fund local/regional base support organizations.

Communities Leading the Way

Defense communities are taking on many of the activities state-level organizations normally are responsible for in states that don't have a military affairs organization.

To be sure, there is a great deal of overlap between the responsibilities of a state-level organization and a community's base support group. Both strive to provide mission support to installations, increase their military value, attract new missions and serve as a liaison to military commanders. And even in states that don't have a military affairs organization, other state agencies — typically the commerce or economic development department — carry out some of these functions.

For example, even though local support groups focus on resolving conflicts between the installation and the community,

they still need to coordinate their efforts with state agencies or the legislature to address encroachment issues.

Even in states that have military affairs organizations, community advocacy groups typically expend resources in Washington D.C. to make the case for preserving or expanding their base — say, through fly-ins or representation by a public affairs firm.

A number of community-based advocacy groups have missions that are similar to state-level organizations. One of the primary initiatives of the Dayton Development Coalition is supporting the presence of Wright-Patterson Air Force Base and Springfield Air National Guard Base in southwestern Ohio. One coalition initiative, the Dayton Region Military Collaborative, provides a monthly forum for defense and

VIII. Other State Support

Tracking the Defense Industry

The drawdown of forces from Iraq and Afghanistan, along with the enactment of the 2011 Budget Control Act, have forced states to focus on the impact of cutbacks in Federal spending on the defense sector. One of the most striking results of the survey reveals a huge jump in the number of states mapping their defense sector's supply chain in an effort to better deploy resources to mitigate cuts in federal spending, compared to ADC's 2014 survey.

Two-thirds of responding organizations — representing 18 states — have mapped out their supply chains or are conducting such an exercise. Three additional states have plans to start such studies later this year. Two years ago, only 14 percent of states said they had mapped their defense supply chains. The increase primarily is a result of funding OEA has made available to states and regions whose economies are reliant on defense contracting. The agency helps communities craft adjustment strategies focusing on regional job creation through business development, attraction and expansion, workforce development, and economic diversification.

Key Findings

- 67 percent of states have analyzed their defense supply chain or conducted an economic impact study of their defense industry.

community leaders to address pressing issues requiring local or state intervention.

The coalition also established the Wright-Patterson 2020 Committee — made up of community leaders from industry, academia and the government — to leverage the gains made through the 2005 BRAC round and promote the two installations' assets. Beyond focusing on ways to strengthen Wright-Patterson and Springfield, the committee's responsibilities include leveraging the facilities' missions to boost the region's economic development, a goal typically taken on by state organizations.

Other examples of community support include:

- The Fort Drum Regional Liaison Organization's core mission is to coordinate and advocate for the resolution

Support for Military Families and Veterans

In addition to supporting the mission needs of their installations, state organizations play an active role in supporting veterans and military families, especially as they are transferred to and from the state. Many states have passed legislation to provide favorable tax treatment for veterans' benefits, allow military dependents to pay in-state tuition at state universities, and allow military family members to transfer out-of-state professional licenses and credentials. These efforts are aimed at making states friendlier for service members, their families and veterans who sacrificed for their country.

Key Findings

- 96 percent of states promote issues supporting military families and veterans

Support for Past BRAC Rounds

Just less than half of states provide financial support to communities responding to actions from past base closure rounds, including closure, realignment and mission growth. In some cases, states offer direct grants to BRAC communities; in other cases, the assistance takes the form of tax reductions, loan guarantees and other financial incentives to attract development.

Key Finding

- 46 percent of state organizations provide funding to communities for past base realignments and closures.

of issues affecting Fort Drum and the surrounding area in New York. At several times over the past three decades, the group has stepped in to help the North Country region accommodate an influx of troops, primarily by working to improve the local supply of housing. In most cases, states intervene to support communities grappling with the impacts of mission growth.

- Other examples of local support groups that are assuming many of the activities normally conducted at the state level include the Quad Cities Chamber of Illinois and Iowa, which supports Rock Island Arsenal, and the Tucson Metro Chamber, Arizona, which supports Davis-Monthan Air Force Base.

Appendix 1: State-by-State Data

State	Economic Impact/Strategic Planning Study	Encroachment Mitigation Planning	Funding for Encroachment Efforts	Funding for Off-Base Infrastructure Projects	Funding for On-Base Infrastructure Projects	Support Community-Installation Partnerships	Coordination with Local Organizations	Funding for Local Organizations	Employ Lobbying Group	Military Family and Veteran Issues
Alabama	X		X	X	X	X	X		X	
Alaska	X	X			X	X			X	
Arkansas	X									
California	X	X	X	X	X	X			X	
Colorado	X	X	X	X		X			X	
Connecticut	X	X	X	X	X	X	X	X	X	
Florida	X	X	X	X	X	X	X	X	X	
Georgia	X			X	X	X			X	
Hawaii				X			X		X	
Indiana	X	X	X	X	X	X				
Kansas	X	X		X	X	X		X	X	
Kentucky	X				X	X		X	X	
Maryland	X	X		X	X	X	X		X	
Massachusetts	X	X	X	X	X	X		X	X	
Michigan	X					X		X	X	
Missouri	X	X		X				X	X	
Montana	X				X				X	
North Carolina	X	X	X	X	X	X		X	X	
North Dakota				X	X		X		X	
Oklahoma	X	X	X	X	X		X		X	
Pennsylvania		X	X	X		X	X		X	
South Carolina	X	X			X	X	X	X	X	
South Dakota	X	X	X	X	X	X	X	X		
Texas	X	X	X	X	X	X			X	
Utah	X			X		X	X	X	X	
Virginia	X	X	X	X	X	X		X	X	
Washington	X	X	X	X		X			X	

Appendix 2: State Organization Respondents

State	Organization
Alabama	Alabama Military Stability Foundation
Alaska	State of Alaska Department of Military and Veterans Affairs
Arkansas	Governor’s Military Affairs Committee
	Arkansas Economic Development Commission
California	Governor’s Office of Planning and Research
Colorado	Colorado Springs Regional Business Alliance
	Colorado Department of Military and Veterans Affairs
	Colorado Military Affairs Council
Connecticut	Connecticut Office of Military Affairs
Florida	Florida Defense Alliance
Georgia	Georgia Military Affairs Coordinating Committee
	Governor’s Defense Initiative, Georgia Department of Economic Development
Hawaii	Military Affairs Council - COC of Hawaii
	VP of Military Affairs
	Office of the Governor
Indiana	Indiana Office of Defense Development
Kansas	Kansas Governor’s Military Council
Kentucky	Kentucky Commission on Military Affairs
Maryland	Maryland Office of Military Affairs
Massachusetts	MassDevelopment
Michigan	Michigan Center - MI Office of Economic Development
Missouri	Governor of Missouri
Montana	Montana Defense Alliance

State	Organization
North Carolina	North Carolina Military Affairs Commission
	Office of the Governor
North Dakota	Greater North Dakota Chamber of Commerce
Oklahoma	OK Strategic Military Planning Commission
Pennsylvania	Pennsylvania Military Community Enhancement Commission
South Carolina	South Carolina Military Base Task Force
South Dakota	South Dakota Ellsworth Development Authority
Texas	Texas Military Preparedness Commission
Utah	Utah Defense Alliance
Virginia	Office of the Governor of Virginia
Washington	Washington Defense Alliance, Office of the Governor

Appendix 3: Community Organization Respondents

AZ Tucson Metro Chamber
 IA/IL Quad Cities Chamber of Commerce
 NY Fort Drum Regional Liaison Partnership
 OH Dayton Development Coalition



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