
AMERICA'S DEFENSE COMMUNITIES

INNOVATION, UNLEASHED

THE STATE OF AMERICA'S
NATIONAL GUARD

A NEW MISSION IN ALASKA

10 YEARS OF SHARED SERVICES

CHECKING IN WITH THE GREAT
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INNOVATION
20
22
ISSUE
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BY TIM FORD, CEO, ADC

IT BEGINS WITH A SPARK

When innovation is unleashed, it's like a spark.

I experienced one of those spark moments in 2012 when Intergovernmental Support Agreements (IGSAs) went from being a one-off project to a broad national authority. Secretary of Defense Leon Panetta was briefing members of Congress who were part of the Defense Communities Caucus, talking about partnerships. Then-caucus chair, Rep. Sam Farr (D-Calif.) asked the secretary if he would throw his support behind expanding the IGSA concept from its birthplace in Monterey to every base in the country.

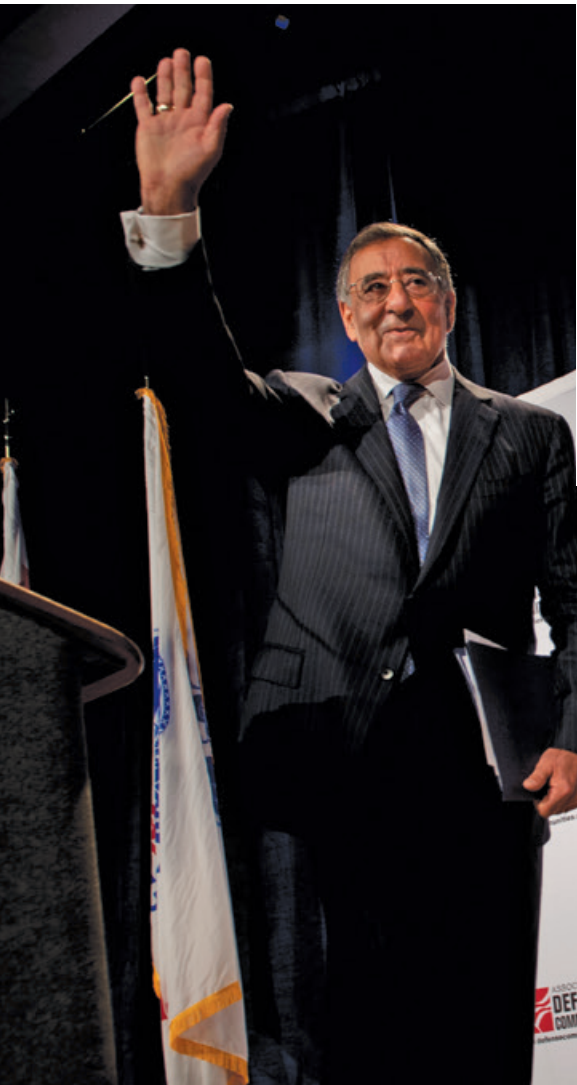
Panetta agreed, and they immediately left our briefing to talk to congressional leaders about including the idea in the next year's NDAA language. Within weeks, the ADC team's language was in the bill, and the rest is history.

That day's big leap forward was not an accident. It was the product of years of laying the groundwork and making sure we were ready for the moment a spark happened. This is the hard work of innovation and its big reward.

This year's issue of America's Communities Defense magazine explores the ideas of how innovation is unleashed from every angle—communities, military and industry. We take a look at where we stand with “IGSAs in Innovative Partnerships: 10+ Years and Counting.” Uber shares how it is bringing innovation to DOD in “The New Rules of the Road.”

We explore “The Future of the National Guard” with its chief. We travel to every corner of the country (including Alaska), sharing stories of innovation from our 2022 Great American Defense Communities and more. We also learn how our Great American Defense Communities partner, USAA, is driving innovation for our veteran entrepreneurs and some exciting plans in the works for ADC's big 50th anniversary.

We are excited about the magazine's new look and its new release in conjunction with Installation Innovation Forum 2022! 



Secretary of Defense Leon Panetta waves to attendees after speaking at the Association of Defense Communities annual conference on August 6, 2012 in Monterey, California. DOD photo by Mass Communication Specialist 1st Class Chad J. McNeeley



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Protecting the Mission of Luke Air Force Base, AZ

HOW INNOVATION LEADS RESILIENCE

Maricopa County—which includes the city of Phoenix, host of the 2022 Installation Innovation Forum—is booming. We are the fastest-growing county in the United States and a leader in attracting new economic development across all 25 cities and towns within our region. The knowledge economy and growing bioscience, manufacturing, and technology industries continue to make greater Phoenix the Southwest’s innovation hub.

At the heart of our region’s innovation is our commitment to protecting the mission of Luke Air Force Base. West Valley Partners, an organization made up of Maricopa County and the municipalities that surround the base, works to do just that—ensuring the base remains resilient and operational for generations to come. West Valley Partners was named a Great American Defense Community in 2016, but our work is not yet finished. Since then, the city of Glendale installed infrastructure that relieved DOD from building a new wastewater treatment facility, and we’ve worked tirelessly to pass state legislation that extends beyond granting occupational licensing reciprocity. Now, thanks to that legislation, military members and their spouses who apply for license reciprocity will receive a one-time fee waiver, a move that will provide financial relief to working spouses. It’s the least we as a community can do for our military members and their families. The West Valley Partners are proud of our Air Force base, and we will continue to explore every innovative solution to ensure we remain the home of Luke Air Force Base.

The theme of this year’s Installation Innovation Forum is “A New Era of Innovation.” Here in Maricopa County, we’re already living in that era, and we are excited about where it’s going. 



An F-16 Fighting Falcon assigned to the 56th Fighter Wing, Luke Air Force Base, Arizona, flies over Phoenix. Air Force Photo by Airman 1st Class Dominic Tyler

NOVEMBER 2022

WHAT'S INSIDE



Army Gen. Daniel Hokanson, chief, National Guard Bureau, talks with a member of the Armed Forces of Ukraine in Grafenwoehr, Germany in June 2022. Army National Guard photo by Sgt. 1st Class Zach Sheely

On the cover: Capt. Cecilia Tuma, pilot with the 492d Expeditionary Fighter Squadron, poses for a photo on Women's Equality Day. Air Force photo by Master Sgt. Jonathan Young

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A helicopter flies along the eastern Alaska Mountain Range at Joint Pacific in Fort Wainwright, Alaska. Canadian Armed Forces photo by Angela Gore

At left: Volunteers pose at a Homes 4 Families construction site in the Antelope Valley, California. Photo courtesy of Homes 4 Families

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. With nearly 300 communities, states, regions and affiliated industry organizations, ADC represents every major defense community/state in the nation.

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SNAPSHOT

America's Defense Communities looks back at some of the moments that caught our eyes in 2022.

CLOCKWISE FROM TOP LEFT

Mass Communication Specialist 2nd Class Chelsea Meiller interviews Tom Cruise on the red carpet for the advance premiere of *Top Gun: Maverick* at Naval Air Station North Island, California in May 2022. Navy photo by Christina Ross

Lt. Col. Susana Corona, a member of the National Guard, holds up a flashcard in a classroom at Estancia Elementary School. Corona volunteered to serve as a substitute teacher amid widespread educator shortages across New Mexico. New Mexico National Guard photo by Iain Jaramillo

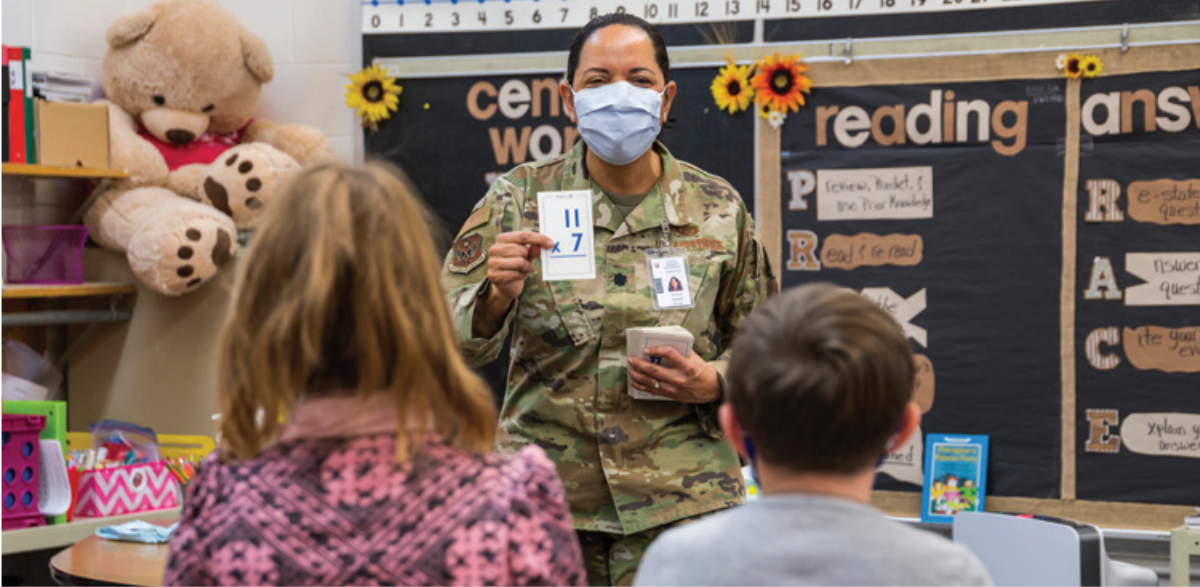
Air Force Chief of Staff Gen. CQ Brown, Jr. and Sharene Brown make remarks during a briefing for attendees of the Senior Leader Orientation Course at Joint Base Andrews, Maryland in April 2022. Air Force photo by Eric Dietrich

Two sailors celebrate their homecoming to Pearl Harbor, Hawaii aboard the USS Port Royal in July 2022 after being deployed since January. Navy photo by LTJG Bo Hyun An

Children stand for the Pledge of Allegiance during a graduation ceremony at the Presidio of Monterey Child Development Center in June 2022. Army photo by Winifred Brown

ADC Vice President Karen Holt tours an educational facility during a Great American Defense Community visit in Tullahoma, Tennessee. Photo courtesy of University of Tennessee Space Institute





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Staff Sgt. Stephanie Brennan waves at the Independence Day Parade July 4, 2022 in downtown Great Falls, Montana. Air Force photo by Staff Sgt. Tristan Truesdell



THE NEW RULES OF THE ROAD

THREE QUESTIONS with **UBER'S
GOVERNMENT SOLUTIONS TEAM**

AS TOLD TO GRACE MARVIN

ADC: UBER RECENTLY BECAME A FEDERAL CONTRACTOR. TELL US ABOUT THAT PARTNERSHIP.

UBER: Uber for Government's mission is to help DOD save lives, time and money to enhance readiness. Thanks to our federal contract vehicle with the General Services Administration, we can optimize mobility for service members at no extra cost to DOD and without traditional contracting activity. Whether for temporary duty (TDY) travel, fleet augmentation, shuttle replacement, safe rides or mission support, Uber's Joint Travel Regulations-compliant enterprise platform is built to modernize DOD ground transportation solutions—with easy adoption and management.

We know DUI incidents can create recurring friction between an installation and the local community and carry



UBER'S JOINT TRAVEL REGULATIONS-COMPLIANT ENTERPRISE PLATFORM IS BUILT TO MODERNIZE DOD GROUND TRANSPORTATION SOLUTIONS—WITH EASY ADOPTION AND MANAGEMENT.

a heavy cost for DOD, including unit cohesion and ability to deploy. We enable commands to incentivize service members to make the right decision by structuring access to safe Uber rides. Commands can pay a portion of the trip fee to optimize service members' experience.

Building off commercial best practices developed for private sector partners, Uber for Government can provide DOD units and commands with TDY dashboards tailored to their needs. There's no cost to adopt the program, no financial commitment, no minimum-spend threshold and no monthly fee. In fact, we offer a discount on all official travel and elevated levels of support.

Our transportation management solution doesn't require a PMO or an RFP. It's more streamlined than traditional DOD service solutions. Given the long hours service members often work, giving them a leg up by being in the back of an Uber

instead of behind the wheel of a car, or by having receipts in their inbox without having to locate a piece of paper, also contributes to their quality of life.

ADC: ACCESS TO INSTALLATIONS IS A CONSTANT SOURCE OF FRICTION FOR TRANSPORTATION SERVICES. HOW IS UBER APPROACHING THIS CHALLENGE?

UBER: We recognize the security imperative of maintaining close control over installation access. Innovations cannot come at the expense of security or safety. Transportation technology has evolved today to strengthen security oversight while providing greater visibility, streamlining compliance and enabling data-driven decisions.

Given that more and more personnel, especially young recruits, don't own a personal vehicle, access to mobility is vital for retention and quality of life. We've developed a new process that addresses previous shortcomings while bolstering security.

As a federal contractor, we've launched partnerships with several installations to help Uber drivers receive DBIDS cards. This ensures all our drivers who want to support the local installation can do so if they pass DOD's background check. It also means no one is using their access credentials as a military spouse,

for instance, to engage in commercial activities. Any spouse who wants to drive for Uber and participate in this program will receive a DBIDS card as part of the process.

ADC: IN 2022, UBER WAS DESIGNATED A MILITARY SPOUSE EMPLOYMENT PARTNER RECOGNIZED BY THE DEPARTMENT OF DEFENSE. WHY IS IT IMPORTANT TO UBER TO SUPPORT THE MILITARY SPOUSE COMMUNITY?

UBER: As an American company, supporting our military community is the right thing to do. We have an active MVP (military, veterans and partners) hiring program. We're also constantly seeking additional drivers. We recognize the unique challenges military spouses face with unemployment and a wage gap driven by their inability to accrue seniority with traditional employers.

Driving for Uber provides the balance between stability across PCS rotations and flexibility in terms of working hours to adapt perfectly to the realities of being a military spouse. As we develop partnerships with more installations, we're hoping to encourage more spouses to drive for Uber and earn supplemental income on their own terms. 🚗

INNOVATIVE PARTNERSHIPS: 10+ YEARS AND COUNTING

BY RANDY FORD

Communities and installations have worked together throughout our nation's history, but in the 1990s, leaders in some communities began noticing missed opportunities and sought federal authorization to formalize their partnerships. A pioneer in the shared services movement was the city of Monterey, California.

The "Monterey Model" was a blueprint for what would become a nationwide Intergovernmental Services Agreement (IGSA) authority. With ADC's strong support, the authority was included in the fiscal year 2013 National Defense Authorization Act, which President Barack Obama signed into law in January 2013.

Communities across the country have since used the authority to forge increasingly innovative partnerships that bolster military readiness, improve military family quality of life and save taxpayers money. Every branch within DOD has signed agreements with their local communities, and now the Coast Guard is exploring such opportunities.

America's Defense Communities heard from three leaders in the advancement of IGSA's about how the authority is helping their communities and can continue to help others.

Naval Submarine Base New London Commanding Officer Capt. Ken Curtin Jr., Connecticut Governor Ned Lamont and Deputy Commissioner of the Connecticut Department of Transportation Mark Rolfe sign IGSA documents April 13, 2022 for three new partnerships between the base and the state Department of Transportation, the Capitol Region Council of Governments and Groton Utilities. Navy photo by Mass Communication Specialist 3rd Class Maxwell Higgins

THE BEGINNING

FRED MEURER
CHAIR, MONTEREY BAY DEFENSE ALLIANCE
FORMER MONTEREY CITY MANAGER

The concept of intergovernmental service agreements was born in Monterey as a direct response to the Presidio of Monterey and the Defense Language Institute (DLI) it hosts being placed on the 1993 base closure list.

The city of Monterey BRAC mitigation strategy was to demonstrate that the city could operate and maintain the Presidio DLI campus at a far lower cost than the Army could build, maintain and operate new barracks and facilities in Arizona, where DOD planned to move the DLI foreign language teaching mission. The city also formed a consortium of California universities to assume the teaching mission. The BRAC Commission found that the city recommendation was the preferred option. The commission also suggested the Army explore the concept of the city providing municipal services to the Army.

Monterey's then-Congressman Sam Farr inserted language into the fiscal year 1994 NDAA allowing commanders in the county to purchase services from the local municipalities and utilities. In 1998, the city and the garrison commander completed the first IGSA's addressing fire alarm and elevator maintenance. In 2000, the Army Audit Agency determined that the cost of the city's services was 41 percent below the Army's previous cost, and the services were responsively performed with high-quality workmanship.



PUSHING THE ENVELOPE

DIANE RATH
EXECUTIVE DIRECTOR
ALAMO AREA COUNCIL OF GOVERNMENTS

Not only did the Alamo Area Council of Governments (AACOG) foster the first blanket IGSA in the history of the Air Force with Joint Base San Antonio (JBSA), but we continually “push the envelope” for new and innovative uses of IGSA, such as:

- providing emergency medical services that not only reduce costs but enhance flight safety and response for JBSA-Randolph Air Force Base;
- demolishing derelict housing in the Clear Zone of JBSA-Randolph Air Force Base for a savings of 42%; and
- introducing new technologies to provide improved and more reliable shuttle service for wounded warriors and their families at JBSA-Fort Sam Houston, cutting operational costs by 25% and marking the first time that Army funds were expended through an Air Force IGSA.

AACOG and JBSA continue to innovate, working on how to best use the blanket IGSA to address issues in unaccompanied housing for soldiers, sailors, airmen, Marines and Coast Guard personnel. This even includes a proposed partnership between local hospital systems and the Defense Health Service to provide medical laundry services at savings as high as 32%. This partnership exemplifies the numerous opportunities that meet the needs of DOD installations, provide significant savings in taxpayer dollars and enhance mission resilience and assurance of the over 260 commands at DOD’s largest joint base.

THE FUTURE

BOB ROSS
EXECUTIVE DIRECTOR, CONNECTICUT OFFICE
OF MILITARY AFFAIRS; PRESIDENT, ADC

IGSAs also have profound positive outcomes for installation leaders in terms of mission accomplishment. When a third party can help with routine installation infrastructure and services, it allows installation commanders to devote more resources to their primary mission to support and deploy combat-ready forces.

The U.S. Coast Guard recently determined that, although it is part of the Department of Homeland Security and not DOD, as a military branch the Coast Guard can utilize IGSA authority under Title 10 and is now reviewing the many case studies pioneered by DOD installations across the country.

ADC is very proud of its primary role in creating today’s IGSA legislative authority. Building upon the shared services agreements forged in California so many years ago, ADC became the architect of this unlimited partnering opportunity now available to every military installation and host community. We’re only limited by our imagination in what installations will accomplish with IGSA in the decades ahead. 🚀



PERSPECTIVES



The FUTURE of the NATIONAL GUARD

THREE QUESTIONS with
GENERAL DANIEL R. HOKANSON

ADC sat down with Gen. Daniel Robert Hokanson, who serves as the 29th chief of the National Guard Bureau.

AS TOLD TO CHRIS DUYOS

Daniel Hokanson, chief of the National Guard Bureau, speaks to the press at the Pentagon in June 2021. DOD photo by U.S. Marine Corps Sgt. Taryn Escott

IN RECENT YEARS, THE NATIONAL GUARD HAS BEEN INCREASINGLY ASKED TO TAKE ON NEW MISSIONS. CAN YOU TELL US HOW THE GUARD HAS BEEN INNOVATING TO ADAPT TO THESE NEW CHALLENGES?

There is no question—the National Guard is busier, and our missions are more in the spotlight, than ever before. In 2021 alone, National Guard members supported a variety of missions here at home, including nearly 2,000 natural disaster incidents, COVID-19 response operations and civil disturbance operations across the country.

During COVID-19 response operations, the Guard was tireless in its efforts to keep communities safe, such as providing medical assistance at overwhelmed health care facilities, organizing community blood drives, working at food banks, distributing PPE, administering nearly 19 million COVID-19 tests and providing more than 14 million vaccines to our communities.

To say that the National Guard has been busy these past few years is an understatement. The pace at which we have been operating is unprecedented and shows no signs of slowing. As we enter a period of strategic competition and as natural disasters increase in frequency and intensity, it is my belief that the National Guard will be called upon more and more to protect American interests and citizens, both at home and abroad. We will continue adapting and evolving to ensure we remain ready to fight our nation's wars and respond to our communities in times of need.

YOU'VE STATED THAT YOUR TOP PRIORITIES ARE PEOPLE, READINESS, MODERNIZATION AND REFORM. CAN YOU TALK MORE ABOUT THESE PRIORITIES AND HOW THEY ARE SHAPING YOUR VISION FOR THE FUTURE OF THE NATIONAL GUARD?

The past two decades have transformed the National Guard into an operational force. My priorities are to preserve our operational capabilities and enhance our interoperability with the Joint Force. At the same time, we always prioritize the people who make all our missions possible—our soldiers and airmen. We are working to ensure our force is physically and mentally resilient, able to balance the demands of the mission with the demands of their families and civilian careers and be fully representative of the communities we serve.

MUCH HAS BEEN SAID RECENTLY ABOUT THE RECRUITMENT AND RETENTION CHALLENGES THE SERVICES ARE FACING. IS THE GUARD FACING SIMILAR ISSUES?

All of us—both active and reserve—are currently living in one of the most difficult recruiting environments in more than 20 years. The tight labor market, lack of face-to-face interactions due to COVID-19 and massive generational shift in willingness and ability to serve are all affecting the Guard's ability to recruit talent. While marketing campaigns and bonus incentives will continue to be cornerstones of our recruiting initiatives, we must think beyond these methods to recruit high-quality talent. One critical piece of our recruitment plan moving forward will be incorporating new methods of working, such as telework and remote work. Finding ways to offer our Guard members more flexibility and improve their work-life balance—while not sacrificing mission accomplishment—is not only the right thing to do but also the way to increase productivity and retention.

Lastly, we will continue to advocate for legislation that supports our Guard families and continue to build our family readiness programs to ensure they have the resources necessary to deal with the issues that matter most to them, including employment, child care and health insurance options. 🇺🇸

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Volunteers help clean up Surf Beach on Vandenberg Space Force Base, California April 27, 2022. Space Force photo by Airman 1st Class Kadielle Shaw



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America

FORT LEONARD WOOD



- ♦ Fort Leonard Wood (FLW) is the home of the U.S. Army Engineer; Chemical, Biological, Radiological, and Nuclear and Military Police Schools; Basic Combat Training; 102nd Training Division; Missouri's 35th Engineer Brigade, U.S. Army Corps of Engineers' Prime Power School; the largest Marine Corps detachment and Air Force squadron on any Army installation, as well as a large Navy construction detachment.

- ♦ A premier Army Training Center of Excellence, FLW trains approximately 80,000 active duty service members, 15,000 reserve component and tenant unit service members, and over 400 international students annually.

- ♦ The 4-county FLW Region's quality of life attributes are highlighted by high performing K-12 public schools, including \$142 million in public school renovations and new construction; access to quality healthcare with a new 250,000 sq. ft. hospital complex that will open in 2023; daily commercial jet service; safe, affordable and quality housing; and an overall low cost of living.

WHITEMAN AIR FORCE BASE

- ♦ Whiteman Air Force Base (WAFB) sets the standard within the Air Force for Total Force Integration and quality of life for service members and their families.

- ♦ Home to the B-2 "Spirit" Stealth Bomber of the 509th Bomb Wing and its Classic Associate, the 131st Bomb Wing (Missouri Air National Guard), WAFB provides strategic deterrence for our national defense. Additional tenant units from the Air Force, Air Force Reserve, and Missouri Army National Guard represent team Whiteman. WAFB is home to 8,250 active duty and civilian personnel performing its various missions.

- ♦ WAFB offers award-winning public schools specializing in military child education, affordable housing options, robust spousal employment opportunities, and diverse healthcare services. Diverse cultural, outdoor recreation, and professional sporting venues enhance the overall superior quality of life within the region.



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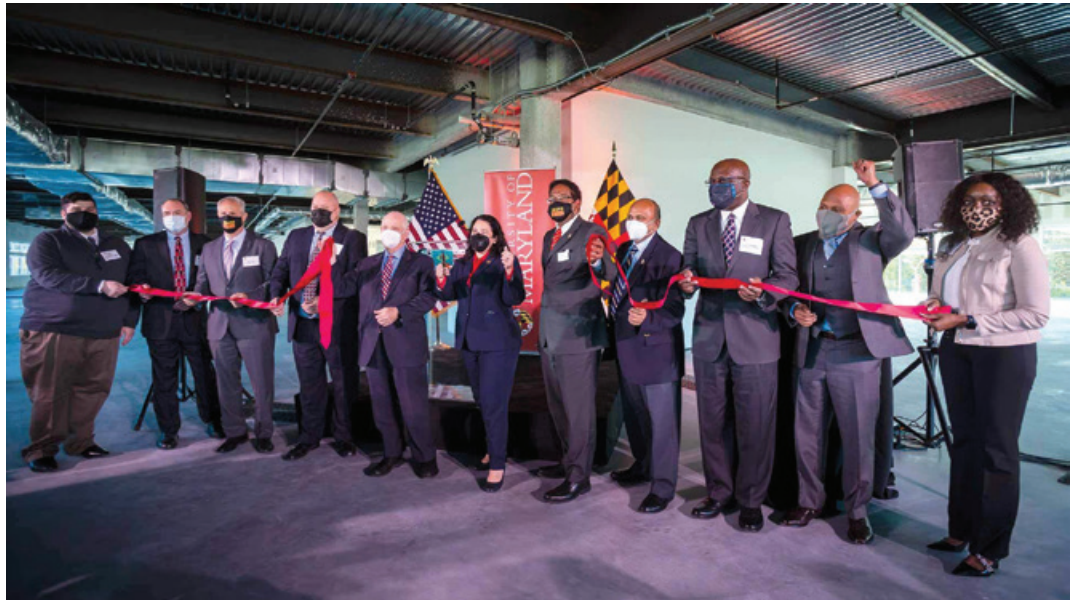
Lt. Cate Giguere, Station Washington Commanding Officer, shows off a life ring to students of LEARN DC at Joint Base Anacostia-Bolling in April 2022. Coast Guard photo by Patrick Ferraris



COMMUNITIES

HAPPENINGS
ACROSS THE
COUNTRY

Some regions are putting their Defense Community Infrastructure Program (DCIP) funding to work, others are celebrating their 2022 Great American Defense Community recognitions, and across the country, ADC members are fighting for quality of life for spouses, families and beyond.



MAGIC IN MINOT, N.D.

Minot, North Dakota is about to get more magical in early 2023. The community that's home to Minot Air Force Base is celebrating the opening of a new 22,000-square-foot children's museum, Magic City Discovery Center, slated to open in January. The museum will focus on science, technology, engineering, art and math (STEAM) and will provide education resources for military families stationed in the far-north city.

"It's going to be a tremendous program for young minds," State Sen. Karen Krebsbach said in 2021. "Any place we can increase the education for our young people, that's a plus for the state."

The project was funded by a grant of \$6.3 million from the Department of Defense, the city of Minot, Minot Park District and the State of North Dakota in conjunction with local fundraising.

Small Business Administration Administrator Isabella Casillas Guzman, center, cuts the ribbon at the opening ceremony for the Mid-Atlantic Veterans Business Outreach Center. University of Maryland photo by John T. Consoli

VETPRENEURS THRIVE IN THE MID-ATLANTIC

The Mid-Atlantic Veterans Business Outreach Center (VBOC) is in the business of changing lives. The center, located in The Discovery District on the University of Maryland campus, opened in April 2022 and is a one-stop shop for transitioning service members, veterans and military spouses looking to start, purchase or grow a business. Individuals who walk through the doors of VBOC can get business advice, find an entrepreneurship program to help them get their venture off the ground or connect with other aspiring entrepreneurs.

Veterans are "one of the communities that have the core skills to be entrepreneurial—that grit, that determination, the resilience, the bravery," Small Business Administration Administrator Casillas Guzman said at the center's ribbon-cutting ceremony earlier this year.

**DCIP
PROJECT!**

A rendering of the Magic City Discovery Center. Photo courtesy of Visit Minot



Great Falls' new recreation center is slated to be completed by spring of 2023. City of Great Falls photo



ENHANCING EARLY CHILDHOOD EDUCATION IN FORT LEONARD WOOD

The newly-remodeled Parker Educational Center, part of the Waynesville School District, opened on June 3, 2022 after years of construction. The project was funded in part through DCIP and features a pre-school, community rooms and an area for school board meetings.

“Preschool programming helps develop students’ team-building and communication skills, which in turn empower children to navigate social environments, collaborate with others, perform well academically and achieve their goals,” Waynesville R-VI Superintendent Hilary Bales said. “Our students are actively engaged in learning, enacting different career fields, and are engrossed in early reading activities.”

“The real impact of the re-designed Parker Educational Center will be measured for years to come as the students enter school well-prepared. Our military families will especially benefit from their students’ participation in pre-school education. Regardless of where they move in the future, the students will have a strong academic foundation upon which to continue to build.”

CAMP PENDLETON GETS A NEW FIRE STATION

Residents of northern San Diego County are celebrating plans for a new fire station that will be located 1.5 miles from the gates of Camp Pendleton Marine Corps Base. The station, funded through the DOD Office of Local Defense Community Cooperation’s DCIP initiative, will greatly enhance response times in emergency situations and service both the installation and the city of Oceanside. The station will be two stories, feature perimeter fencing and landscaping, and have an electric vehicle charging station.

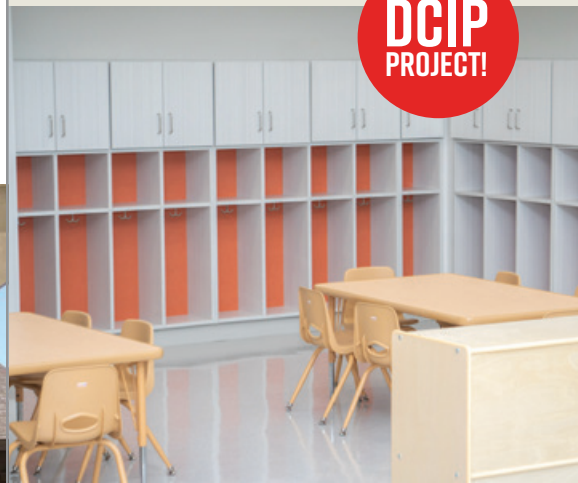
In June 2022, a contractor was hired to build the station and construction work began in August. The new fire station has an estimated completion date of winter 2024.

A sign adorns the outside of the lot the new fire station will occupy in Oceanside, California. City of Oceanside photo

AIMING HIGH IN GREAT FALLS

In Great Falls, Montana, a DCIP grant is paying half of the \$20 million cost for a new recreation center. Malmstrom Air Force Base does not have a water training facility, so the state-of-the-art pool will be used to train service members for aquatic drills. As the only indoor pool in the area, the Aim High/Big Sky Indoor Aquatics & Recreation Center will give residents—many of them active service members and their families—a new fitness center that can be used year-round.

“The facility is under construction and is moving along nicely at this point,” said Steve Herrig, director of parks and recreation for Great Falls. The pool has been dug out, the floor and walls have been formed, and the mechanical rooms are being built. “We see this as a facility that will bring the local community and the military community closer together. We are very excited.”



The Parker Educational Center Preschool will host 40 students this fall. Photo courtesy of the Waynesville School District



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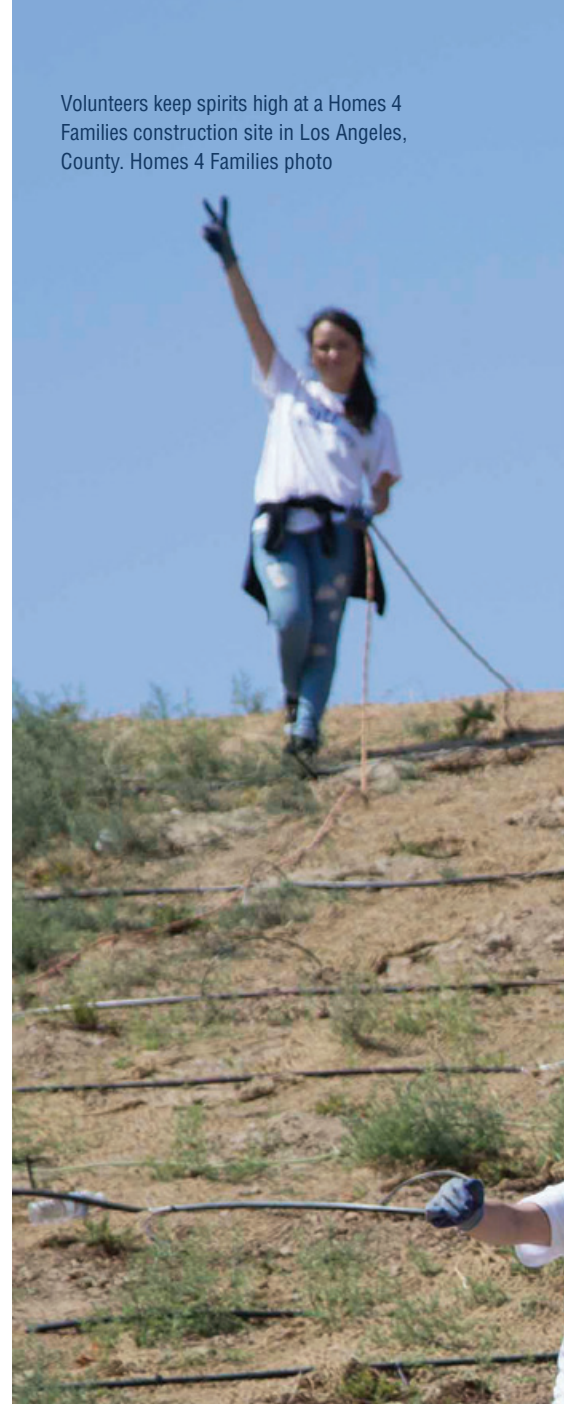


KEY CLASS OF 2022 CLASS OF 2021 CLASS OF 2020 CLASS OF 2019 CLASS OF 2018 CLASS OF 2017 CLASS OF 2016



Volunteers keep spirits high at a Homes 4 Families construction site in Los Angeles, County. Homes 4 Families photo

CHANGING LIVES ONE HOME AT A TIME



A LOS ANGELES COUNTY NONPROFIT IS COMMITTED TO HOUSING— AND HEALING—VETERANS AND THEIR FAMILIES IN THE ANTELOPE VALLEY AND BEYOND. BY GRACE MARVIN

It's no secret California is in the midst of a housing crisis—and, as a result, home ownership remains a distant dream for many in the nation's most populous state. With over 1.8 million former service members and their families calling the Golden State home, what happens when military veterans are caught in the crosshairs of the state's affordability crisis?

"We have a really serious problem with affordability of housing. It's not affordable housing, it's affordability of housing, and it's just gone off the scale," said Steven Hofbauer, mayor of the city of Palmdale, a defense community located in the greater Los Angeles region near Edwards Air Force Base and Plant 42. "As a city, we're doing everything we can to get vets housed."

That's where Homes 4 Families comes in. Founded in 2008 to address the region's need for affordable veteran housing, Homes 4 Families provides effective, no-cost, wraparound social services that equip veteran families to move up the economic ladder. Over 400 families have achieved home ownership through their programs, and three affordable Veteran Enriched

Neighborhoods® have been built (in Paicoma, Sylmar, and Santa Clarita, Calif.) with two more on the way. One is in Palmdale, where the city, along with CalVet, partnered with the organization in 2017.

"What we found was that veterans were coming out of the service and falling into the low-income bracket, not being able to afford a house, and ending up essentially homeless or in less than ideal circumstances. No veteran should be housing unstable," said Donielle De Leon, senior director of community relations for Homes 4 Families. "And that 'homeless' word can be different depending on your perspective. If you're couch-surfing from week to week, are you homeless? If you are living in a garage, are you homeless? And our answer to that is yes."

Low-income American veterans who have been honorably discharged can apply for the Homes 4 Families home ownership program, and once selected, participants purchase their homes at cost to build. Funding for loans is provided by CalVet, and each family is required to contribute 500 hours of sweat equity. It's this holistic outlook to housing that makes the Homes 4 Families

program unique—so unique that they've even registered the name of their approach, Veteran Enriched Neighborhood®, with the national trademark office.

"The enriched portion of it is because not only do veterans earn a home, but they have wraparound social services to help to make them successful within their home and within their community," De Leon said.

Each neighborhood has what's called a My TIME (My Trauma Informed Military Enrichment) center, a one-stop resource center for veterans and their families that offers everything from trauma-informed art and music programming to equine therapy, financial literacy classes to mentorship programs. Families can log their sweat equity hours at the My TIME



center, or in more tactile ways, hammering or gardening at one of the Homes 4 Families construction sites.

For the Clark family, residents of the Santa Clarita neighborhood, the program changed their lives in more than one way. Herb Clark recalls feeling secure in his financial situation when he transitioned out of the Air Force over a decade ago. He had some savings and a good job. But the year was 2008, and when the U.S. economy crashed, “I went under real fast.”

“We definitely made sacrifices,” his wife Selena said. “We knew there was light at the end of the tunnel, but we had to crawl, and dig and work hard for it.”

After moving into their brand new home in 2018, the other vets in the neighborhood

encouraged Herb to seek help for what was later diagnosed as PTSD. “They are more than neighbors,” Herb said. “They’re family.”

Construction on Homes 4 Families’ latest development, a 56-home neighborhood in Palmdale, is slated to be complete in winter 2024.

“Both the Antelope Valley and the Santa Clarita Valley have a high veteran population,” De Leon said. “We do substantial urban planning research in terms of where we are building and why we are building there to serve the most veterans possible.”

City of Palmdale staff has even pitched in on the construction. “We go out there, put teams together, we help build the fences, we put up the walls shoulder-to-shoulder with



A double rainbow stretches across the Homes 4 Families Santa Clarita neighborhood. Photo courtesy of Homes 4 Families

the veterans that are going to be moving into those homes,” Hofbauer said.

When asked if Homes 4 Families could become a nationwide program, De Leon’s eyes lit up with possibility. “In our dreams. This is the goal! We are working on a replication model. The bigger we can go the better. The more homes we can build, the better. Because no military veteran should be housing unstable.” 🇺🇸



MAKING MOVING A LITTLE EASIER

BY WILLONA SLOAN

For families relocating to a new installation, researching a new community can feel daunting. To help smooth the transition, the Economic Development Commission (EDC) of Florida's Space Coast developed the "Space Coast Military-Friendly Guide," an easy-to-navigate website (spacecoastsalutes.com).

The EDC wanted to diverge from the traditional style of relocation guides, which can be "extremely difficult" to navigate, said Sarah Levanti, EDC's senior manager of marketing and communications. "It's already difficult for [families] because they're moving every few years. They've got kids; they've got jobs; they have to move. We wanted to make it as easy as possible."

The guide is divided into four sections: "Living Here," "Moving Here," "Playing Here" and "Working Here," making it easy for users to find the information they need about schools, health care, driver's license

and voter registration, utility providers and more, all in one place.

What makes the website distinctive is that its content was developed entirely by military spouses. Katie Garcia was transferring to the Space Coast for her job, and her husband is a Navy reservist. Through social media conversations with an EDC staff member, she was invited to join the new project of creating a relocation guide for families like her own.

"I thought that was a really unique thing," Garcia said. "We've all lived through different factors of military life. It's not





always the same, and getting different perspectives is really important.”

A group of military spouses collaborated to plan, research and write the guide, selecting info that they thought would be most helpful. For Garcia, a member of the Hiring Our Heroes Military Spouse Professional Network, creating the licensure reciprocity section was essential to the guide. It offers links to the appropriate resources about how to transfer professional licenses from different states in fields such as law, teaching, child care, physical therapy, nursing and real estate.

For EDC, the resource furthers its mission of attracting and retaining talent in the community. “One of our main pillars is military advocacy,” Levanti said. “We understand that those men and women, whether they’re spouses, or active duty or veterans, are a very valuable pool of talent.” Helping create an easy transition and a welcoming environment can encourage families to stay or return to the community. 📌

Florida’s Space Coast is 72 miles of family-friendly paradise located 45 minutes east of Orlando. Photo courtesy of Economic Development Commission of Florida’s Space Coast



LAUNCHES AND LAGERS

At the number one launch site in the world, the EDC’s “Launches and Lagers” perfectly pairs spacecrafts and craft beers to promote the vast array of weekly launch activities and the hopping local craft beer industry on Florida’s Space Coast.

Launches and Lagers is hosted on the EDC’s website (livebigspacecoast.com/launches-and-lagers-lp), where people can explore 11 Spacecraft Beer Pairings while learning about the selected brew and rocket, the launch provider and a little piece of Space Coast history. The program first took off in 2021.

“Launches and Lagers is a key tool in educating on the many launch suppliers and spacecrafts here in Brevard County,” said Lynda Weatherman, EDC’s president and CEO. “Our launch providers such as Boeing, Lockheed Martin and Blue Origin are very excited about it, and our local breweries are just so delighted by this approach. We’re going to continue building upon it.”

EDC is partnering with Visit Space Coast, the local tourism agency and will soon debut the Space Coast Beer Trail Passport. By viewing one launch and visiting each brewer (and one distillery) listed in the passport, participants can earn an official Launches and Lagers “mission” patch. —WS



PUTTING STUDENTS FIRST



NAS personnel give a tour of AEDC for local teachers and school administrators. Air Force photo by Jill Pickett



Left: The ADC board receives a tour of Tullahoma High School's aviation program in September 2022. ADC photo by Chris Duyos

Below: An aerial view of AEDC's wind tunnels and other related facilities. Photo courtesy of NAS



BY CHRIS DUYOS

Personnel from Arnold Air Force Base get involved in the surrounding area by teaching the next generation important skills.

Tullahoma, Tennessee is home to no typical Air Force base. This city of 20,000 is about 75 miles southeast of Nashville. What Tullahoma lacks in rowdy live music, it more than makes up for with Arnold Air Force Base, home to the Arnold Engineering Development Complex (AEDC). First founded after World War II to ensure the U.S. military would be on the forefront of advanced aircraft development, AEDC is one of the most prestigious and advanced facilities in the world for aerodynamics and jet propulsion.

"Folks describe [AEDC] as 'Disneyland for engineers'" said Michelle Hicks, an engineering manager at NAS, a contractor that works at AEDC. AEDC staff guide tours at the complex for students from area schools. For those from nearby Tullahoma High School, these experiences provide real-life applications of mechanics and science that complement their classwork.

AEDC also partners with local colleges such as the Tennessee College of Applied Technology (TCAT). Recruiting students from TCAT for apprenticeship programs, AEDC gains an invaluable pipeline for the next generation of skilled workers who come from the Tullahoma area itself.

This excellence in engineering and science does not remain inside the fence line. AEDC staff volunteer at the Hands-On Science Center in Tullahoma, a museum and education center dedicated to getting children engaged in STEM. Through the Science Center, AEDC provides learning opportunities for children of service members and non-military affiliated locals alike, getting them excited and engaged with important subjects from a young age. There is a sensory room for children with learning disabilities, so they still have the ability to learn about geology, astronomy, electricity and other topics.

AEDC involves itself at the high school level as well. At Tullahoma High School, the Career Technical Education program prepares students to enter the workforce, regardless of whether they decide to go to university. By the time students graduate, they will have taken courses in subjects ranging from coding to welding. Students gain certifications and college credits, and some even gain pilot licenses through the program. AEDC is heavily involved in this program, as engineers frequently visit the school to talk with students and host them for tours on base.

"It's more than just a workshop," said Derek Rowe, one of the teachers at Tullahoma High who teaches aviation as part of the program. "A student may come into my class and decide they want to be a pilot. But the concept of this program isn't that we want to turn you into a pilot or a welder or a computer engineer. What we want to show you is if you can succeed at this, then you can succeed at anything you put your mind to."

By promoting practical skills and using the nearby cutting-edge facilities to demonstrate real-world applications of their classwork, Rowe and other teachers inspire the next generation of Tullahomans. 🇺🇸



STORYTELLING INCREASES INCLUSIVITY, CONNECTS COMMUNITIES



BY WILLONA SLOAN

Juneteenth commemorates June 19, 1865, the day when enslaved African Americans in Galveston, Texas received news of their freedom—more than two months after the end of the Civil War and more than two years after Abraham Lincoln issued the Emancipation Proclamation. In some communities across the U.S., Juneteenth has been an annual tradition that includes block parties, rodeos, parades, storytelling and educational programs. In 2021, President Biden signed legislation making Juneteenth a federal holiday.

In the Northern Virginia region, home to three installations and an active retired military community, this year's Juneteenth events offered exciting ways to learn,

engage and experience history and culture.

The Juneteenth celebration at Green Springs Garden in Alexandria was hosted by the Fairfax County Park Authority. The event opened with an acknowledgement of the 14 enslaved individuals who had lived on the Green Spring Farm.

The farm was originally owned by John Moss, a captain in the 1st Virginia Regiment of the Continental Army led by George Washington. "Here's a house, where the members helped with our revolution, [and] they also had 14 enslaved people. For this Juneteenth event, the first thing they did... was to acknowledge the past," said Jeanne Ayivorh, a speaker at the event.

At the Juneteenth celebration at Frying Pan Farm Park in Herndon, families were invited to share and celebrate African American stories, food traditions, music and culture. In the town of Vienna, the Juneteenth event at the First Baptist Church of Vienna kicked off the "Liberty Amendments Month" of community events, celebrating the 13th, 14th, 15th and 19th Amendments to the Constitution. "These four amendments... helped bring the nation closer to that ideal of a more perfect Union," stated Vienna Town Manager Mercury Payton said in a news release.

The Juneteenth celebrations offered important educational lessons "about education of the local community, about

Carl Reid speaks at one of the Northern Virginia Regional Commission's listening sessions. Photo courtesy of NOVA Commission



greater understanding and greater healing,” Ayivorh said.

“Celebrating Juneteenth and the corresponding education sends a powerful message that military families and installations can see, process, and internalize,” said Carl Reid (Ret. Army), of Booz Allen Hamilton. Reid served as a speaker at the Green Springs Juneteenth event, and also participates in the Community, Military and Federal Facility Partnership of Northern Virginia.

The partnership serves to connect the area’s military installations to the larger Northern Virginia community. In 2020, the group launched an initiative focusing on diversity, equity and inclusion (DEI), began conducting listening sessions with

members of the military and building collaborations to address racial inequity across the region. In 2021, the partnership released its draft “Northern Virginia Diversity, Equity, and Inclusion Roadmap” to serve as a framework for its ongoing DEI work.

The Juneteenth celebrations help efforts to create a more inclusive environment, using stories to bring people together. “The community surrounding these three installations is looking at its past, engaging with history, telling a full story,” said William Rowe, who is also a member of the partnership. “The community is trying to become more welcoming and more inclusive, and it’s trying to actually promote healing.” 🍷



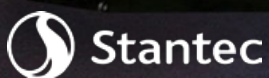
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Senior Airman Khristina Jenkins tests magnetic particles in vehicle inspection fluid at Hurlburt Field, Florida Oct. 27, 2021. Air Force photo by Staff Sgt. Tarelle Walker



Innovation is no longer a discussion; it's a reality that needs to happen fast. In Alaska, Fort Wainright and the Fairbanks North Star Borough are coming together to shape the future of the Army's Arctic Strategy. Also in this section, USAA bets big on vet entrepreneurs with a nationwide pitch contest and military spouses everywhere benefit from innovative approaches to new legislation.

BIG IDEAS FOR A BETTER *today* *tomorrow*

INNOVATION

Samantha Snabes, winner of the Los Angeles contest, describes her organization re:3D® to the panel of judges. Photo courtesy of Bunker Labs



VENTURE CAPITAL FOR VETERANS

As part of its 100th Anniversary, USAA hosted a series of pitch contests nationwide with Bunker Labs to promote veteran entrepreneurs.

BY CHRIS DUYOS

On a hot morning in late May, people in business attire streamed into a conference room in a sleek glass office building in Tyson's Corner, Virginia. Once attendees settled into their seats, speakers took to the stage. All of them had the same task, and it wasn't an easy one: to pitch their business idea in five minutes or less. A panel of three judges sat opposite them. It was everything one could expect from a competition for funding among entrepreneurs. The twist, however, was that every person competing in the contest was a veteran.

The D.C.-area contest was one of six executed by USAA and Bunker Labs in 2022. From Austin to Los Angeles and Seattle to Chicago, hundreds of veteran-owned startups applied for a chance to win \$100,000 in venture capital investments. At each event, five to eight finalists described their businesses to qualified judges with deep experience in the entrepreneur world. The first and second place winners from each event would move on to the final round in San Antonio and pitch alongside a few wildcard slots for fan favorites.

Kris Sandor pitches his company Readyly® at the Seattle event. Sandor later won the first place prize of \$10,000. Photo courtesy of Bunker Labs

The businesses pitching on that May morning varied in size and industry. One provided cybersecurity tools for emails. Another manufactured specialized parts for cars using 3D printing.

“We were glad to experience the camaraderie and spirit of the other innovators. It highlighted the opportunity for innovators with military backgrounds to thrive in the business world and launch companies closely tied to military communities,” said Vincent Fusca, a senior advisor at VOI Inc., a startup that competed at the D.C.-area contest.

The focus on veterans ties into USAA's goals of engaging them for its 100th anniversary while highlighting innovative and entrepreneurial thinking.

“We wanted to turn back to our membership and our community and ask them, ‘What’s inspiring you now? What problems are you trying to solve?’” said Neff Hudson, vice president of corporate development at USAA.

Hudson wanted to give exposure to veteran startups in ways that had not been done before. By hosting the contests in defense communities, they were able to reach greater numbers of veteran entrepreneurs. “The idea was to cover the country, go to markets where you don’t typically see a lot of venture capital activity, but that are important to the military community,” Hudson said.

The goals of the contest, he added, were not only about seeing which business would win the competition but also to foster a community of veteran entrepreneurs from coast to coast.

“It feels like we’re just fulfilling our mission.” 🍷

You can learn more about the contests and participants at bunkerlabs.org/usaa-pitch.



DOD and lawmakers at all levels of government are helping military spouses continue their careers when they move to new stations by making it easier to bring their professional licensures with them.

Every time a military family moves to a new station, there are a lot of changes besides the assignment alone – a new community, a new home, new schools, new friends. And it often means a new job search for military spouses, leading to consistently high rates of unemployment and underemployment among spouses.

More than one-third of military spouses reported in a 2020 Blue Star Families report that they were not employed but needed or wanted a job. Contributing to the problem is the fact that many spouses leave behind professional certifications and licensures they earned in other states, forcing them to start from scratch on what can be a long process to get similar certification in their new states. According to figures from DOD and military family advocates, as many as 35% of military spouses have jobs that require a state license or certification.

In a 2021 report, DOD noted the drastic variance among states, with one state allowing a spouse to start working right away with the license they earned during

MOVING SPOUSES' WORK WITH THEM

BY RANDY FORD





California Gov. Gavin Newsom signs legislation Oct. 8, 2021 to make it easier for spouses of active duty service members to practice certain vocations in while stationed in the state. Photo courtesy of DOD

Col. Nate Springer, Fort Carson garrison commander, far left, Maj. Gen. David M. Hodne, 4th Infantry Division and Fort Carson commander and Nicole Mendoza, Fort Carson Employment Readiness Program manager, both far right, stand with employers and community partners who received the Steadfast & Loyal Certificate of Appreciation at the 2nd Annual Employer Appreciation Ceremony April 29, 2022, at the Elkhorn Conference Center on Fort Carson. Eleven employers and three community partners were recognized for hiring and supporting military spouses during this U.S. Army Installation Management Command-sponsored event. Since 2021, military spouses relocating to Colorado can obtain three-year temporary credentials for certain professions if they hold a credential in good standing from another state or U.S. territory. Army photo by Eric E. Parris

their previous duty assignment. In another state, it took about four months to process an application.

The data was collected by the Clearinghouse for Military Family Readiness at Penn State University, which studied more than 300 professional licensure boards across the country in the professions of accounting, cosmetology, dentistry, massage therapy, education and pharmacy. About two-thirds of the boards have processes in place allowing a spouse to start working with a new or temporary license within 30 days.

“Transferring professional licenses that spouses have earned needs to be a seamless process to ensure our military families can always put food on the table for their families,” California State Assembly Member Rudy Salas said after bipartisan passage of his legislation to make it easier for spouses to get certified

when moving to California from another duty station. The policy was signed into law in October 2021.

The new California law is one of at least seven similar laws enacted in 2021 and 2022 alone, with similar legislation pending in several other states, according to the National Conference of State Legislatures’ database of military and veterans state legislation.

“Moving to Maine and getting a job should be easy and accessible, especially for those who have served our country,” said Maine State Sen. Chip Curry, sponsor of a bill signed into law in 2001 that expedites temporary licenses while the full application process is pending.

DOD has encouraged states to improve their licensing processes and allow for such portability from state to state.

“Reducing the burden of licensure will also increase the pool of applicants in critical career fields experiencing shortages, such as health care and teaching, especially in military communities,” DOD Defense-State Liaison Office Director Marcus Beauregard said in 2020, even before those employment fields saw post-pandemic labor shortages. “Implementing licensure portability measures will help to reduce employment barriers for military spouses, improving military family stability and quality of life.”

For impacted spouses, the national and state focus reminds them that their sacrifices are recognized. One of those spouses is Karen Gwaltney Towns, the first spouse sworn in to serve as an attorney in Missouri after a 2018 state Supreme Court rule allowed spouses to temporarily practice law while stationed in the state.

“Like so many military spouses, I wholeheartedly support my spouse’s military career. I was raised in a military family, and I am proud to be married to a man who is committed to serving our country,” said Towns, whose husband Col. Eric Towns was garrison commander at Fort Leonard Wood, Missouri. “However, it is an undeniable fact that the military lifestyle comes at a professional cost for spouses. I have experienced that professional cost first-hand, and I am not alone. Military spouse reciprocity is a way for spouses to continue to support their service members while having the opportunity to self-actualize professionally.” 📌

a new **AT FORT WAINWRIGHT,
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Maj. Gen. Brian Eifler uncases the new unit flag during the reflagging ceremony on June 6 that saw U.S. Army Alaska transition to the newly reactivated 11th Airborne Division, which he commands. Army photo by Grant Sattler

From the Pentagon to the mayor’s office, there’s a unified mission to support families and a new strategy in the Army’s Arctic region.

BY RANDY FORD

Bryce Ward said he got chills as he watched the June ceremony officially reactivating the Army’s 11th Airborne Division, “to hear the ripping of the patches from everyone taking their old patch off and then putting the new ones on,” Ward said, “and then to see the pride in the soldiers’ faces to know that that this was real.”

Ward is the mayor of Fairbanks North Star Borough, Alaska, home to Fort Wainwright, where the 1st Brigade of the 11th Airborne Division is located. Reactivating the long-dormant division, known historically and once again as the “Arctic Angels,” is part of the Army’s

shift to focus on cold-weather combat training, build capability in multi-domain operations and regain Arctic dominance to counter emerging threats. “These soldiers are going to be on the leading edge of innovation and the development of tactics, techniques, procedures and new equipment that we’re going to need to have the advantage in the Arctic,” Army Chief of Staff Gen. James McConville said at the ceremony.

The repatching was symbolic but significant. “When you activate a division—a deployable, operational division, that’s a statement globally that... the Arctic is a



Students in the Basic Military Mountaineering Course conduct a chilly river crossing in the Black Rapids Training Area in central Alaska. Army photo by Eve Baker

priority for our government when it comes to national defense,” Fort Wainwright Garrison Commander Col. Nate Surrey told America’s Defense Communities.

But a refreshed identity also provides Army and community leaders a new opportunity to address quality of life concerns at and near the installation, including low morale and a higher suicide rate than in other military communities. Surrey said a first step was to mandate that all 8,000 soldiers familiarize themselves with the mental health resources available to them and their families. “Every single soldier, to include myself, had a sit-down with either a chaplain or a military family life counselor,” Surrey said, adding that more than half have requested to come back for more sessions. Counselors also develop relationships with people close to each soldier so those individuals know they can call if they have concerns about a soldier’s wellbeing.

Surrey said it has helped to get strong support from Army headquarters, including Army Secretary Christine Wormuth, who said after an April visit that “we’ve heard

the concerns of our soldiers, and we will do everything we can to create an environment in which our soldiers and families in Alaska can thrive.”

The Army is investing in morale, welfare and recreation upgrades at Fort Wainwright, including a new ski lodge, child development center, indoor aquatic center, field house, community activity center and other projects planned to open in the coming years. “I’m glad that we’re here at this time, because we’re able to witness all these changes, and it’s awesome,” said Dafney Murillo, spouse of Command Sgt. Maj. Ruben Murillo. She said the Fairbanks area is already her favorite of the five communities where her family has been stationed because “everyone is like family here” but that the MWR additions will make it feel like a new experience for service members and their families.

The new projects “have certainly been a boon for the construction industry and the service-related industries that support the installation,” Ward said, adding that the revival of the Arctic Angels and growth at nearby Eielson Air Force Base—where

54 new F-35A Lightning II aircraft and four new KC-135 aircraft are bringing additional airmen to town—present challenges that Ward said the community will take on as opportunities.

Barracks renovations at Fort Wainwright, for example, mean more soldiers must move off post, putting a strain on the region’s already tight housing market. To create more off-base housing, Ward and the borough’s assembly have incentivized developers to build more units by offering a 10-year tax exemption for newly constructed multifamily units in some areas.

Surrey said that the renewed energy, DOD’s Arctic strategy, the Army’s climate strategy and the focus on fighting emerging geopolitical threats makes it clear to communities that the military will call Alaska home for a long time.

“I’m excited about that,” Ward said. “It means new things, bigger things and growth, which are all positive for the community.”



BY BOB ROSS
PRESIDENT, ADC

ADC 50 & FORWARD

Fifty years from now, what do you think the world will look like for defense communities, our military and this association? Given the speed of change it's impossible to predict. I'm a long-retired sailor and when I contemplate the future, I tend to use the old navigation method of "dead reckoning." It's looking back at the course you have traveled to estimate your current position, taking into account the external forces of winds and currents that shaped your movements along the way. Then you can make adjustments and set the course ahead. It's not a perfect method but has been used by mariners for centuries.

Over the years, we have used this column to share stories of how the very term "defense communities" began and how it evolved into an organization of national influence. Our humble roots were always grounded in the idea of enduring support for our military, our communities and those who serve. Our history is defined by responsibility and responsiveness to both immediate needs and long-term challenges for installations and host communities. As we have grown together, our best practices have become less reactive and more proactive. Today we are closer than ever to the big idea of being "one community" transcending fence lines.

Four years from now, ADC will celebrate its 50th anniversary. It's an important time to reflect on the course we charted together and celebrate the accomplishments of this organization we share. As we think about this anniversary, we also believe it is a good time to plan for our future. ADC will have some challenges and great opportunities on the horizon. What will make the organization thrive in the next 50 years? What should we do today to set and keep a steady course?

As an organization, we must continue to provide engaging programs and support leaders who will continue the hard work in our communities and embrace the idea that what connects us is a common mission: we collectively support our installations, military families and the communities they call home.

Setting and sustaining a course for ADC is the strategic aspiration of a planning process we call **ADC 50 & Forward**. Over the next four years, we will be working with our membership to have conversations, hear your ideas and work together to make sure ADC's 50th anniversary is a moment of celebration and propels us forward into another five decades of success. We look forward to officially launching the campaign next year and want your active participation.

It's hard to imagine what the world, our military and this association will look like 50 years from now. My hope is that future generations of defense community leaders will know that we were thinking about them and doing what we could to make sure ADC was a tight ship with a clear focus, ready for the interesting voyage ahead. 🚢



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For more than 50 years, Tetra Tech has been *Leading with Science*® on worldwide defense programs. Our integrated teams of trusted experts and innovative professionals provide context-appropriate solutions to issues facing the Department of Defense and communities across the country. Our specialties include master planning, facility design, energy and water resilience, utilities, compatible land use, resiliency planning, environmental compliance and conservation, installation restoration, and munitions response.





Matrix

Excellence by Design



Solutions *for the Future*

From the simplest task to the most complex challenge, our multidisciplined team possess the talent, drive, and expertise required to exceed client goals and build more sustainable and resilient communities.

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