

Range Sustainability Department of Defense

Urban Land Institute
Advisory Services Program
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The Panel

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Today's Agenda

- Overview
- Overarching principles
- What You Need to Do
- Methods
- Questions and Answers

Overarching Principles

- Axiom – real estate development is a relationship driven, local activity
- Military is a player in the development community; need to think and act like one.
- Onus on military to learn, understand, engage in the land use process.
- What happens “outside the fence”

Three Sets of "WHAT" Recommendations

- **UNDERSTAND** the development community and development process.
- **EDUCATE** your audience.
- **ENGAGE** in the process.

Three Sets of "METHOD" Recommendations

- Critical COMMUNITY LIAISON role.
- RESOURCE AND SUPPORT STRUCTURES are essential.
- Existing TOOLS and more needed.

Understand Who is the Development Community

- Public sector
 - Elected officials at a Local / Regional and State wide level
 - Civil Servants
 - City Managers
 - Department Heads (i.e. Director of Planning, Community Development etc.)
 - Key Staff members
- Private sector – Developer Teams
 - Developers
 - Consultant teams
 - Lawyers
 - Architects
 - Engineers



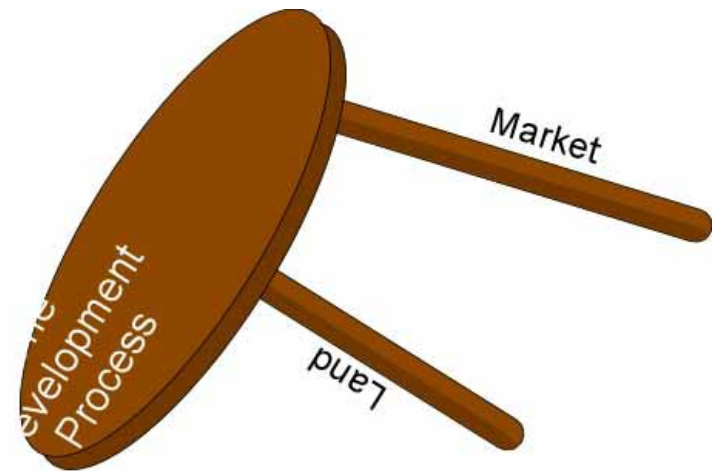
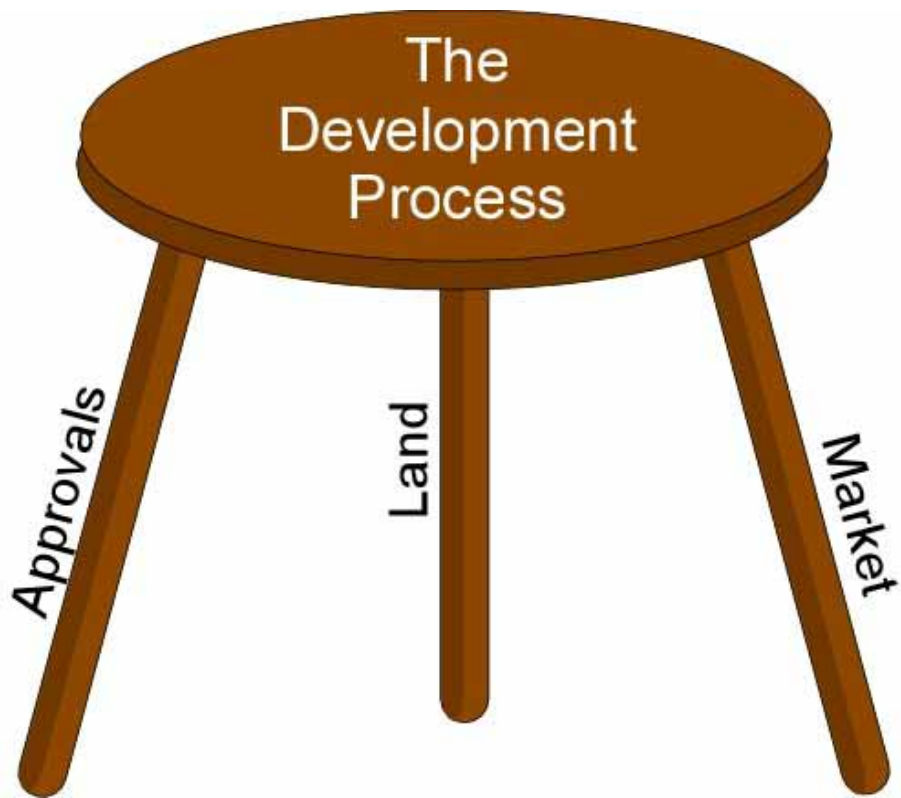
Understanding of the Rules

- Local, Regional and Statewide levels. It is within this context that developers work.
- Predictability for developers comes from knowing what rules apply and how to interpret them and for their specific project.
- Land use plans
- Local planning and zoning codes.
- General / Community Plans
- Understanding the land use language and terminology



Basic Steps of Development Process

- Identifying the opportunity – Market assessment. In some instances the base itself can create the development opportunity (i.e. housing demand or office base retail demand)
- Developing the business plan and pro forma
 - Understanding the entitlement climate
 - Working thru local with the government approval process
 - Creating a plan and or design for the project
 - Gain approvals
 - Securing financing
 - Build the project



Installation Leadership Gaining Knowledge

- Participating in professional real estate programs
 - ULI
 - University extension programs
- Hands on experience working with local government

Educate

- Military Needs to Engage and Inform the Local Community.
- Military basing needs and requirements are dynamic
- Likewise military planning and community land use planning are dynamic
- Meanwhile development once it occurs is static

Military Needs to Educate the Audience

- Inform the public
- The primary means for accomplishing this is through the land use planning process.

Educate

- The installation can influence the planning process through by informing and educating local community staff and elected officials including
 - City/County/Local Planning Staffs
 - Regional Planning Staff
 - Local Elected Officials
 - State-wide Planning or Legislative Staffs and/or Elected Officials

Educate

- Find a “champion” to participate with the military in the implementation of planning and zoning tools.
- Find a common language to discuss and understand encroachment problems.

Tools

- Utilize Existing tools
- Develop New Tools
- Focus on Implementation

Engagement

- The Military needs to engage the community on an appropriate level.
- Base representatives need to be active in local community forums.
- Base representatives should be aware of, and participate in a variety of forums

Engagement

- Base representatives should consider becoming active on a higher level through appointments to the Planning Commission, Board of Adjustment or other similar volunteer bodies of government.

Engagement

- The military has significant real estate investment.
- The local public land use process is the best method of protecting and enhancing that investment.

Engagement

- Strengthen Joint Land Use Study process to balance conflicting interests.
- Implementation must be accomplished through joint military and local government actions.

Engagement

- Invite local elected officials and professional staff ‘on base’.
- Consider giving an abbreviated report on the mission and condition of the base in a local forum.
- Think like investment managers and use the public forum as your platform.

Engagement

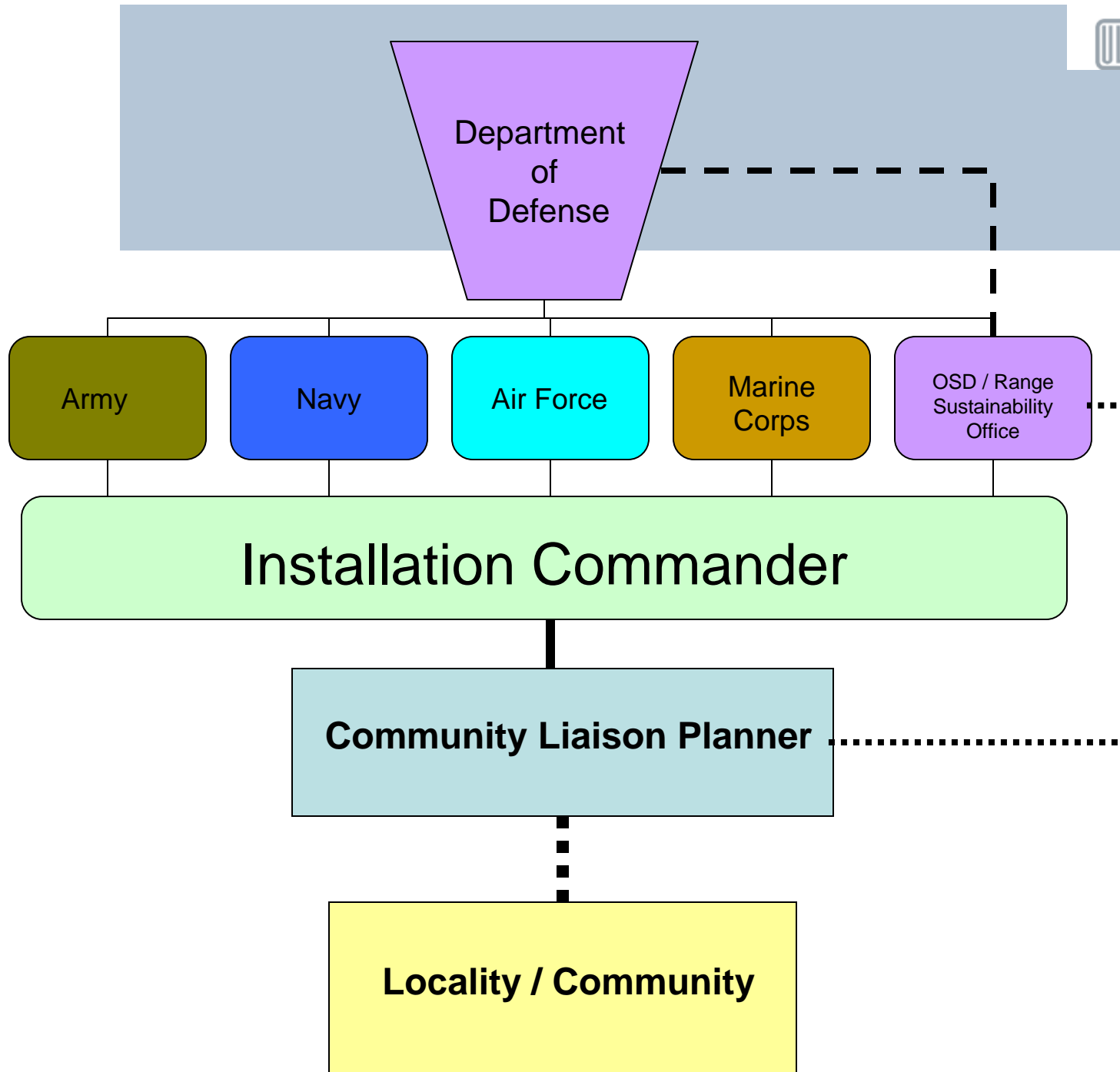
- **IT'S ABOUT BUILDING RELATIONSHIPS THAT PROTECT AND ADVANCE YOUR MISSION!**

Community Liaison Function

- Why is this position needed?
 - To safeguard long term range sustainability
 - Understand public entitlement process and private development community to avoid surprises
 - Create two way communication and continuity between military and public and private communities
 - Create a consistent function across the Services

Who is this person?

- Employee/Consultant
- Must have key understanding of the base mission – “Face of the Base”
- Must have an understanding of the local land use process
- Must be able to work with community groups
- Must have authority to act



How is this person trained?

- Continuing professional course work
 - real estate development - ULI
 - urban/regional planning - APA
 - community group process
- Support from Department of Defense
 - Professional training
 - Consistent approach to encroachment management
 - Basic resources materials
 - Joint Land Use Studies
 - Land swaps
 - Covenants/easements
 - Land purchases
- Support from Service Headquarters
 - Professional training
 - Oversight

Resources

- The panel believes the Community Liaison Officer will be the most important person involved with base and range encroachment and environmental issues.
- Currently the services utilize their individual service offices for assistance and support for environmental and development issues and problems.

Resources

- We recommend centralizing this function in the Department of Defense
- This centralized support will provide:
 - Money
 - Expertise
 - Training
 - Access to other resources
- Communication and interaction with other Community Liaison Officers dealing with similar issues.

Resources

- The Office of Economic Adjustment has already published the “Practical Guide to Compatible Civilian Development Near Military Installations.”
- The panel believes this is a valuable research publication which should be read, understood and used by the Community Liaison Officers.

Resources

- In addition to Department of Defense resources, the Community Liaison Officer should engage and consider using local resource assets such as:
 - Local governmental development and planning staffs
 - Local law firms if necessary
 - Local planning firms
 - Local community and public relations firms

Resources

- Other resources:
 - Urban Land Institute District Council
 - National Association of Homebuilders,
 - National Association of Realtors, etc.
- In addition the Community Liaison Officers should attend and be involved with Planning and Zoning Board meetings and City Council and County Board meetings of the communities in which he is involved.

Resources

- As time goes by and as the Community Liaison Officer becomes more knowledgeable and proficient in his job, he will find other resources to make use of, particularly after talking with other Community Liaison Officers.
- The panel believes an active interaction and communication with their peers will be significant in the effectiveness of the local base Community Liaison Officer.

Tool Kit

- Front End
 - Primers
 - Public Sector Forums, Seminars, Advisory Panels
 - Annual Reports Community Liaison Officer To Department of Defense and Localities
 - Acquisition
- Back End
 - Easements
 - Incentives
 - Land Exchanges
 - Transfer of Development Rights

Summary

- Local
- Understand
- Educate
- Engage
- Community Liaison
- Resources and Tools