

Base Reuse Success Stories

Alameda Naval Air Station/Naval Aviation Depot, Alameda, CA (BRAC 93) – With more than 2,000 new jobs in 85 industrial, recreational and entertainment businesses, Alameda Point, the former NAS Alameda, has a very promising future. Alameda Point became the State of California’s fifth Local Agency Military Base Recovery Area (LAMBRA) zone in June 2000. This designation clears the way for businesses locating on the former naval air station to receive a package of state business incentives and other benefits. ACET, the Alameda Center for Environmental Technology, a small business incubator sponsored by California State University has been in operation since 1998 and currently serves 10 start-up companies. Advanced transportation industries are another emerging specialty on the base. The CALSTART hatchery, a public/private partnership devoted to promoting these techno-industries in California currently operates out of a former helicopter repair hangar. The hatchery is home to 14 start-up companies, with more than 200 new jobs among them. Manex Entertainment, a leading special effects film production company, has established its international headquarters at the former air station with the intention of making the site a major film production center. Manex and Warner Brothers are set to lease 400,000 square feet for production of “Matrix II” and “Matrix III.” Edge Innovations, a Silicon Valley-based company, specializing in robotics for both the film industry and medical technology expanded into a 65,000 square foot former hangar in January 2001. One of the most innovative uses of a former hangar could be Bladium, the 90,000 square foot indoor sports facility with a rock-climbing wall, inline skating and basketball courts, which opened December 2000. The USS Hornet, now berthed at Alameda Point, is a floating museum, big band site, and one of the biggest event venues in the area serving large meetings and conventions. The future of Alameda includes a spinoff from the success of Antiques by the Bay. Auctions by the Bay, a Sotheby’s-style auction house, will make its home in the former base movie theater. Plans also include a 580-acre wildlife refuge for the least tern and California brown pelican; a 500-slip small boat harbor; and a links-style championship golf course and hotel spa complex.

Bergstrom Air Force Base, Austin, TX (BRAC 91) – “Fly Austin – The Sky’s the Limit” was the theme for the grand opening of the new Austin-Bergstrom International Airport. It was the last major new airport to be built in the 20th century and is one of the most successful military base conversions ever accomplished. On May 2, 1999 the first scheduled passenger flight landed at the new airport, ushering in a new era of air service for Austin and central Texas. Cargo operations actually began in 1997. The City of Austin estimates it saved \$200 million in land acquisition and runway construction costs alone by transforming the former Air Force base into the \$690 million international airport. In 1993 the economic loss to Austin from the base closure was estimated to be more than \$400 million a year. In contrast, by 2012 there are expected to be more than 16,000 new jobs associated with the airport and more than 725,000 square feet of new development drawn to the surrounding area. One of the most distinguishable of Bergstrom’s old buildings, the 12th Air Force Division Headquarters, called “The Donut” due to its unique design reopened as a Hilton Hotel in 2000.

Castle Air Force Base, Merced County, CA (BRAC 91) – Castle Airport, Aviation and Development Center, as the base is now called, is currently home to 2,400 jobs with hundreds more in the pipeline. Pacific Bell, with 1,000 employees, opened its new Customer Care Center in 1997. The new campus of the University of California Merced campus is rehabilitating the former base engineering building for a research lab and interim offices for the new campus, which will be constructed at a site near the base. The Castle Aviation Challenge Program, occupying the old flight simulator, opened in June 1998 and now hosts hundreds of youths annually for aviation camp. The Challenger Learning Center, located in the former base chapel, is a school classroom program stressing science for 4-8th graders. It is visited by an estimated 18,000 students a year. These, and the Castle Air Museum, with an outstanding collection of military aircraft and two educational aviation programs will be associated with a larger privately developed 60-acre theme park, the U.S. Aviation and Exposition Center. Castle Vista, a 77-acre, 240-unit Air Force housing complex built in 1972, now owned by Western Care Construction Company, is beginning to fill with tenants benefiting from affordable rents for large family-size units. Another 670 affordable units will become available at Castle Gardens, another former Air Force housing area now in private hands. An airport operator is under contract, and Merced County is aggressively seeking new business from overcrowded Bay Area airports. The Federal Bureau of Prisons has finished an \$80M facility that has begun hiring a staff which will eventually reach 500. The first of 1,500 inmates will be received in the next few months. The State has designated the site a Local Agency Military Base Recovery Area creating a package of incentives for business tenants similar to an Enterprise Zone. This further increases the benefits of the Foreign Zone which has been established.

Chanute Air Force Base, Rantoul, IL (BRAC 88) – Chanute AFB closed in 1993. Today there are more than 80 industrial and commercial tenants on the property occupying over 1.3 million square feet of space. These businesses have created 1,723 new jobs, surpassing the level of civilian employment at the time of the closure announcement. These industries produce more than \$1.2 million in annual revenues at the airport industrial center. Major new businesses include Textron, a manufacturer of plastic automotive parts and a microfilm processing and document storage facility. The newly established civilian airport met its tenth-year projections in just its second year of operation. Currently the airport handles more than 700 air operations per month. More than 900 families now occupy former base housing. One housing initiative includes an innovative foster care program, a medical clinic, and housing for the elderly. In addition, the former base now provides residents and visitors alike with 135 acres of parks and recreational opportunities.

Charleston Naval Base, Charleston, SC (BRAC 93) – The Shipyard, the Naval Station, the Defense Distribution Depot, and part of the Naval Supply Center in Charleston, SC, closed in 1996. The Naval Station and Shipyard combined encompassed approximately 1,574 acres. Today there are more than 105 private, local, State and Federal entities reusing this former naval base. The user mix includes organizations such as Deytens Shipyards; Charleston Marine Manufacturing Corp.; Charleston Marine Containers, Inc.; the U.S. Postal Service; the U.S. Coast Guard; DFAS; NOAA; the State Department and the INS Border Patrol. The South Carolina Port Authority has been granted a 30-year lease, which will allow it to establish a major marine cargo handling facility at the site. Altogether more than 6.2 million square feet of building space is currently occupied accommodating a total of 4,281 employees, of which 1,091

are former base workers. Of the total, approximately 3,300 are new jobs. The U.S. State Department has invested \$10 million to establish a new Passport Center on the former base which when fully operational will create 300 jobs and process a third of all passports nationwide. Since 1996 the Redevelopment Authority has secured over \$24 million in federal grants (EDA) for infrastructure improvements, building renovations, road and parking lot construction, and facility demolition. Over the past year the former base has hosted six feature film productions, including *Major League II*, *C.S.S. Hunley* and the *American Tempest*.

England Air Force Base (AFB), Alexandria, LA (BRAC 91) – The England Industrial Airpark is one of the most successful base reuses in the country. The England Economic and Industrial Development Authority has over 60 tenants on the former base along with over 1,800 new jobs, which is more than double the civilian employment at the time of closure. The State has leased the base hospital, Rapides Parish is using the base school, the State University has leased a classroom building, and a private aviation maintenance company, Pride International, L.L.C., is utilizing a hangar and other buildings. Lease and other revenues now total over \$5M a year, and the Airpark is economically self-sufficient. It currently handles 80,000 passengers a year. Other major tenants include Central Louisiana Electric Company; England Jet Center, Inc.; International Computer Services, Inc.; Louisiana Air National Guard; Program Services, Inc.; American Eagle Airlines; Atlantic Southeast Airlines and the U.S. Marshal Service. The non-profit California Lutheran Corporation has leased 185 units of base housing on 60 acres, to create a retirement community. The State of Louisiana recently announced plans to invest approximately \$8 million to upgrade the golf course and build a regional conference center.

Fitzsimons Army Medical Center, Aurora, CO (BRAC 95) – Redevelopment at Fitzsimons is producing a state-of-the-art “Medical Sciences City,” resulting in a unique partnership and synergism between the University of Colorado Health Sciences Center (HSC), its affiliated University Hospital (UH), and the Fitzsimons Redevelopment Authority (FRA). These entities are proceeding at a fast pace. By 2020, it is projected that over 10 million square feet of phased new construction, representing a capital outlay in excess of \$4.2 billion and 25,000 new jobs will have occurred. To date, HSC and the FRA have invested over \$238 million in infrastructure improvements, building renovations, site preparation, and new construction. An additional \$283 million in 2001 for additional new construction amounting to over 869,000 square feet. In just five years since the closure announcement, all of the civilian jobs lost (1,612) due to the closure have been replaced (2,169).

Fort Benjamin Harrison, Lawrence, IN (BRAC 91) – Fort Benjamin Harrison is located 13 miles northeast of downtown Indianapolis. Fort Ben Harrison closed in 1996. The State purchased the 238-acre 18-hole golf course and acquired approximately 1,462 acres of pristine forest land and wildlife habitat for use as a state park through a public benefit conveyance. The Fort Harrison Reuse Authority acquired the 550-acre former Main Post area via an Economic Development Conveyance. Subsequently, the city designated the site an Enterprise Zone allowing for certain tax exemptions to attract new businesses. Over 163 acres have been resold to developers and 815 jobs created. One of the largest tracts sold, 107 acres, is planned to accommodate new commercial, industrial and residential development. Total property sales have exceeded \$16 million and over 1 million square feet of new space has been constructed or is under construction. Approximately 1.25 million square feet of historic structures have been

renovated at an estimated investment of \$10 million. The city of Lawrence has completed the construction of a new governmental center that will become the cornerstone of the city's new town center.

Fort Devens, Ayer, MA (BRAC 91) – More than 2,200 new jobs have been created to date at Devens. In 1996, the State of Massachusetts purchased 3,040 acres from the Army, including all utility systems, via an Economic Development Conveyance at a cost of \$17.9 million. In the three years since conveyance, more than 320 acres have been sold or transferred and about 2.7 million square feet of new construction has occurred. Occupants range from small companies that form a business incubator to Gillette Corporation. In addition, about 200,000 square feet of existing buildings were leased. Purchase and sale agreements have also been made with three other developers, which are expected to result in about 600,000 square feet of new development over the next year or two. The Gillette Company occupies an \$18 million warehouse and distribution center on 26 acres and a \$50 million manufacturing plant on an adjacent 22-acre site. The Boston & Maine Railroad leases property for a railhead and intermodal transportation facility. The Bureau of Prisons has acquired 245 acres for a regional prison medical facility. The Department of the Interior has acquired approximately 890 acres of land for inclusion in the Oxbow National Wildlife refuge.

Loring Air Force Base (AFB), Limestone, ME (BRAC 91) – The Air Force transferred at no cost 2,805 acres of the former Loring Air Force Base, now the Loring Commerce Centre, to the Loring Development Authority (LDA) on April 19, 2001. Execution of the deed marks the culmination of several years of diligence and hard work and is a major milestone in the course of military base closure, in addition to being an historical event. While the Federal government has transferred ownership of small parcels of former military installations to non-federal entities, the 2,805.22 acre parcel deeded to the LDA is the largest transfer of property in military base closure to date. Since the loss of 1,311 civilian positions at the time of closure, Loring has created more than 1,000 new jobs with hundreds projected for the near future. The Department of Defense DFAS Center, located in a 145,000 square foot state-of-the-art building, currently employs over 300 associates out of an expected 550, with over 70% hired locally. The Loring Job Corps Center welcomed its first of 380 students in January 1997 and provides training in recreation and outdoor wilderness trades, accounting, painting, Web page design, commercial driver's license (CDL) and certified nurse's aide (CNA) programs. Operated by the Training and Development Corporation of Bucksport, the Center now employs over 130 people. The Maine Army National Guard established a military vehicle refurbishment center at Loring in September 1997. It has since grown to over 200 civilian employees and is expected to have more growth over the next year. SITEL Corporation, the global leader in outsourced telephone-based customer service, expanded its insurance sales and service division call center operations into the 48,000 square foot Fortune Building at Loring in early 1998. SITEL is ramping up its operations to employ 350 people, with expansion possibilities well beyond 500 employees. An aviation services firm has announced it will locate an aircraft services facility at Loring. The Telford Group, based in Bangor, Maine, also has an aircraft maintenance operation at Bangor International Airport. Telford is involved in a joint venture with Volvo Group. Telford's expansion to Loring will bolster the Volvo venture, which entails the disassembly and associated maintenance of aircraft, some as large as Boeing 747s.

Orlando Naval Training Center/Naval Hospital, Orlando, FL (BRAC 93) – The city of Orlando’s reuse plan for the four sites that make up the former training center and hospital complex called for mixed-use redevelopment, including office parks for business development, housing, multi-modal services, educational complexes, natural areas and Federal uses. Federal transfers have been completed with the Department of Veterans Affairs, U.S. Customs Service, and Defense Finance Accounting Service, and more than 1,100 new jobs have been generated. Orlando has completed an economic development conveyance with the Navy for the main base for future consideration totaling \$3.7 million. Additionally, future public benefit conveyances are anticipated for education, aviation and recreation purposes. During the proposed 10-year development process Orlando Partners will spend more than \$500 million building 35,000 square feet of retail space, 1,500 million square feet of office space, 788 houses, 570 condominiums, and 1,800 apartments.

Reese Air Force Base, Lubbock, TX (BRAC 95) – The former Reese Air Force Pilot Training Base is now known as “Reese Technology Center – A Master-Planned Research and Technology Park.” The biotechnology park is already home to cutting-edge research efforts, a two-year certification and associate degree school for skilled workforce training, and three private commercial technology companies. Texas Tech University, a Top 100 Research Institution, has located three of its research institutes at Reese, the most notable of which is the Institute of Environmental and Human Health (TIEHH). The institute is dedicated to research of the environment as it relates to human health and the effect that various agents have upon it. South Plains College is a two-year associate degree and certification school with an enrollment of 3,000 students at the Reese Campus. Three private commercial technology companies have signed long-term leases and are currently located at the Technology Center. *Supachill*, an Australian company, has located its North American Research and Development facility at Reese. The rapid freeze technology that *Supachill* has developed has innovative applications in both the food and medical industry. *Aslan* is a prosthetic and orthotics research and design company that is currently consolidating its seven corporate locations at Reese. *Aslan* was the first company in the United States to utilize the state-of-the-art Otto Bock 3C100 computerized legs, or C-legs on an above-the-knee amputee. *Texas T-Bone Express* is a beef processing and packaging company that has developed cutting-edge technologies for the packaging and processing of beef products for international distribution. *Texas T-Bone Express* is working very closely with the Meat Lab operations at Texas Tech University to revolutionize and improve the way beef is processed and packaged in the United States. Reese has created a unique opportunity for regional high-tech economic development in West Texas. Opportunities abound for the continued development of a world class research and technology park on the 2,500-acre site.

Vint Hill Farms Station, Fauquier County, VA (BRAC 93) – Since the approval of the Economic Development Conveyance in October 1998, the Vint Hill Economic Development Authority has entered into a joint partnership with Miller & Smith Inc., a respected Northern Virginia land development and housing construction firm. As master developer, Miller & Smith will build and operate an 18-hole golf course as well as develop all industrial, commercial and residential lots. The authority is responsible for all infrastructure improvements to the developable sites, as well as retaining control of leasing of existing buildings. Science Applications International Corporation located their Facility for Advanced Research and

Modernization at Vint Hill, eventually creating 200 jobs. The Federal Aviation Administration selected Vint Hill as the site for its \$93 million consolidated air-traffic control facility, which will consolidate controller operations from Dulles International, Reagan National and Baltimore-Washington International Airports as well as Andrews Air Force Base. The facility will be operational by 2002, employing 300 FAA personnel.

Williams Air Force Base (AFB), Mesa, AZ (BRAC 91) – Now known as the Williams Gateway Airport, the former Williams Air Force Base has quickly established itself as an international aviation and aerospace center. Today it is home to more than 30 companies engaged in aircraft maintenance and modification, avionics, flight training, and air cargo operations. The site has been designated as a Foreign Trade Zone. In addition, Williams Campus has been established as an education, training, and research facility by a consortium of local institutions including Arizona State University. After losing 728 civilian jobs at the time of closure, Williams now boasts more than 2,200 new jobs and is home to more than 2,300 college students and 600 high school students. Eventually, the Williams Gateway Airport and Williams Campus are expected to employ 17,000 people and serve more than 20,000 students. McDonnell Douglas, an internationally renowned member of the aerospace industry, will assume a strong presence at the facility later this year. The company will locate two of its aviation programs at Williams, the T-38 Avionics Upgrade Program for the U.S. Air Force and a Helicopter Pilot and Maintenance Training program.