



Growing the Military Mission in Virginia: Strategy to Action Plan Report



September 2023

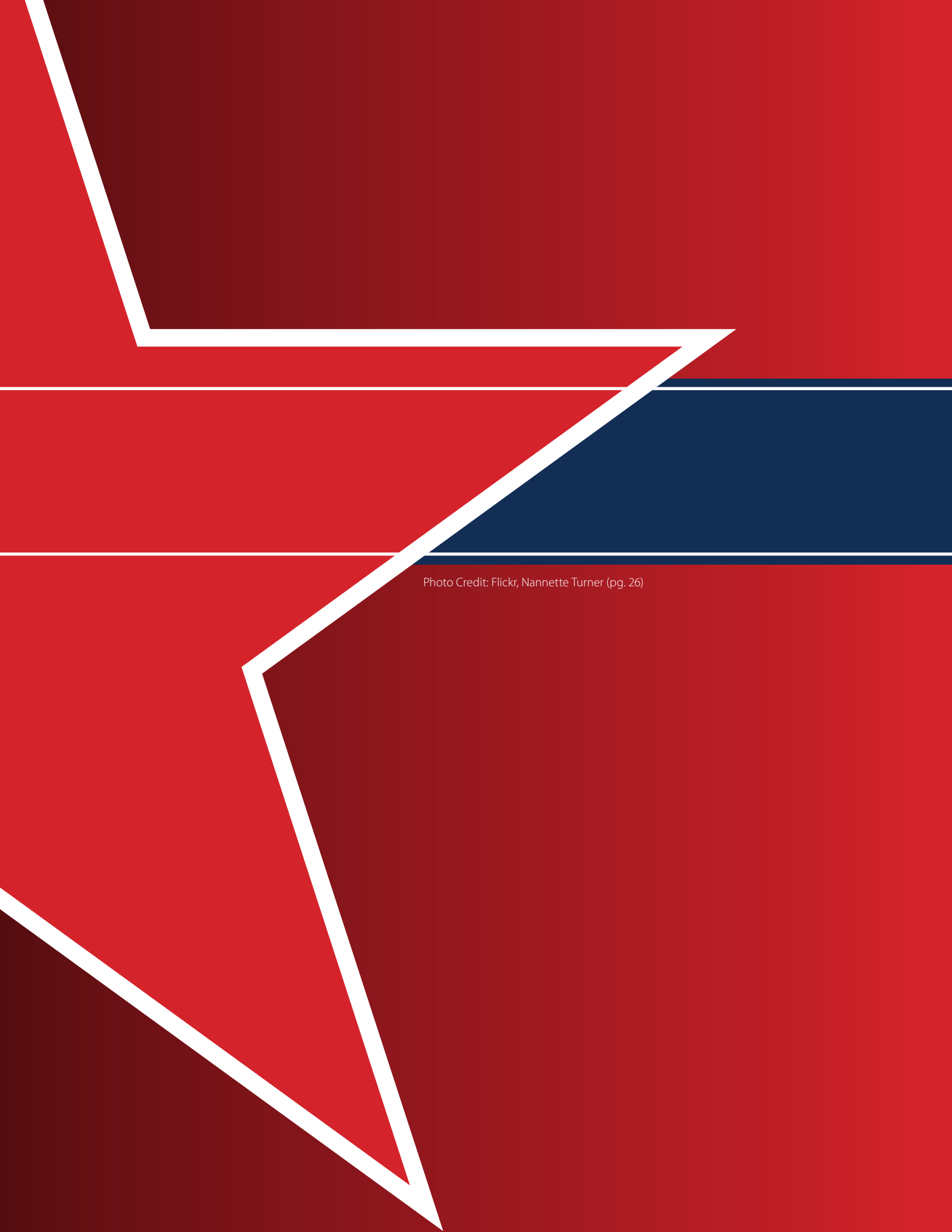


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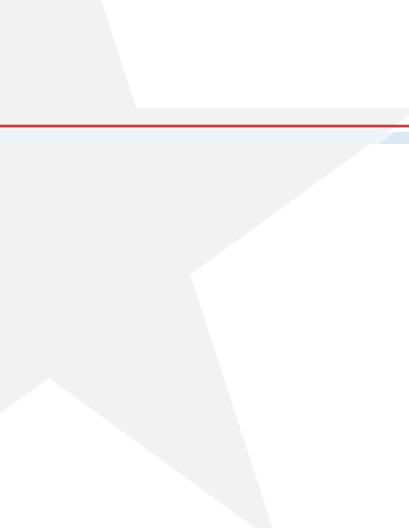


Executive Summary

With over two dozen military installations — including three of the Department of Defense’s (DoD) 12 Joint Bases, a variety of unique and significant mission sets, and a robust defense contracting sector — Virginia is the cornerstone of the United States defense industry. The strategic vision and methodical efforts from Virginia’s Department of Veterans and Defense Affairs (VADA), with support and legislation from the Commonwealth’s General Assembly, have enabled this positive situation; however, Virginia must continue to work daily to preserve and extend its advantages. Military investment is a zero-sum game with every state in the nation seeking to cultivate its own defense ecosystem and attract additional defense dollars. To maintain Virginia’s leading position, the Commonwealth must continue to aggressively promote its advantages, leverage its capabilities at all levels of government, and use the strong support from its existing civic organization partnerships to protect and expand military and defense industry investment.

In commissioning the following report, VADA Secretary Craig Crenshaw set the tone for Virginia to be proactive in seizing these opportunities. This report is the product of a comprehensive series of visits and engagements with every one of Virginia’s military installations and with the leaders of the Commonwealth’s defense communities. These engagements were centered around a simple question: **What can Virginia do to increase its military value?**

There are many factors that contribute to the DoD’s decisions on military mission basing and movements. Operational decisions by defense contractors and other national security industry actors are equally complex. The recommendations contained in this report are specific actions Virginia can take to “move the needle” in these decision-making processes to safeguard existing Military investments and to grow additional military missions through superior military value. These recommendations are based in Virginia’s proven strategy — that locally driven, state-supported, and federally shared solutions to improve compatibility, resiliency, and quality of life for military installations and defense communities grows Virginia’s military value that increases military investment and returns prosperity to every citizen of the Commonwealth.



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Methodology

This study was directed by Secretary Crenshaw with the goal of codifying near-term actions that could move the needle for additional defense investment in Virginia. The term “Strategy to Action” was coined as an indicator that this is not a long-term strategic planning initiative, but rather an effort to identify specific actions that could be accomplished in a shorter time period than strategic-level planning normally covers. To undertake this study, a team of outside military experts and advocates with deep Virginia history conducted a series of in-person visits and teleconferences with military and civilian leaders and defense industry stakeholders, representing Virginia’s military installations and their associated defense communities. These engagements allowed the team to discuss relevant strengths, weaknesses, opportunities, and threats in detail with local subject matter experts and enabled the team to see firsthand where the state’s support can grow Virginia’s military value.

In keeping with Secretary Crenshaw’s intent, this report details the recommendations that the team found to be the most impactful and achievable opportunities to increase Virginia’s military value. These are discussed in the following categories:

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- ◆ **Military Mission Attraction**
 - ◆ **Compatibility and Resiliency**
 - ◆ **Quality of Life**
 - ◆ **Additional Opportunities**
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The opportunities described in this report do not represent the totality of opportunities to grow Virginia’s military value. Further actions that could be taken by the Commonwealth, primarily of benefit to specific installations, are detailed in the engagement reports included in the appendix of this document.



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Military Mission Attraction

Win basing of the Next Generation Air Dominance (NGAD) fighter.



HOW THIS MOVES THE NEEDLE: Provides new, cutting-edge missions to replace expiring missions on two of Virginia's most significant installations.

Naval Air Station (NAS) Oceana is the Navy's East Coast Master Jet Base, Joint Base Langley-Eustis (JBLE) is home to the Air Force's Air Combat Command and First Fighter Wing. The aircraft presently operating from those installations are projected to decommission in the next decade, and no replacement aircraft have been identified for either installation. Both installations should be home for their respective service's NGAD fighter.

The Commonwealth must proactively and aggressively seek NGAD aircraft missions at NAS Oceana and Langley Air Force Base (AFB). While contract solicitation for the NGAD's engineering and manufacturing phase was recently issued to industry partners, there are still significant Research, Development, Test, and Evaluation (RDT&E) efforts which must be accomplished before the aircraft enters service. The Commonwealth, through coordinated efforts by VADA, its advocates, and the Virginia Congressional Delegation (CODEL), should pursue these RDT&E missions for NAS Oceana and Langley AFB and make every effort to ensure that NGAD platforms have a future home at these installations.

Pursue additional JSOC/SOF and Fleet basing at Joint Expeditionary Base Little Creek/Fort Story (JEBLC-FS).



HOW THIS MOVES THE NEEDLE: Provides new missions, directly increasing military investment.

JEBLC-FS provides ideal training grounds for specialized units throughout the DoD including the Special Forces. Joint Special Operations Command has shown interest in establishing new missions or relocating existing ones. JEBLC-FS's training grounds and location provide advantages to support the varied requirements of Special Operations Forces missions. Additionally, the Navy has shown some interest in using JEBLC-FS as a home port for vessels assigned to the Atlantic Fleet. Attracting either of these mission sets would add significant value to JEBLC-FS, increase Virginia's profile as a destination for specialized training and Special Operations Forces, provide more infrastructure funding to modernize JEBLC-FS facilities, and increase defense community investment opportunities.

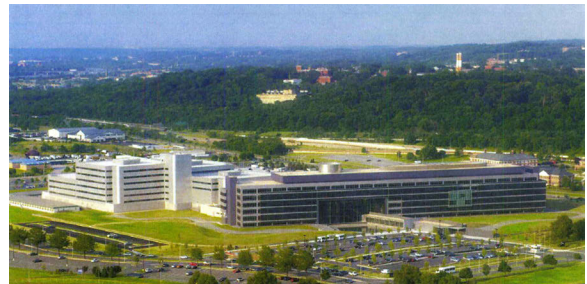
The process of attracting these missions should primarily take the form of advocacy through the Virginia CODEL. Obtaining this type of funding will enable the installation to fund repairs of its waterfront infrastructure and pave the way for additional Naval missions as any attempt by the Navy to homeport vessels or station additional waterfront-supported missions at JEBLC-FS will first require modernization of existing piers. VADA should also assist JEBLC-FS in obtaining funding for infrastructure projects through the Defense Communities Infrastructure Program (DCIP) and Building Resilient Infrastructure and Communities (BRIC) grant program to further support this modernization.

Pursue additional missions and capabilities at the Rivanna Station Integrated Intelligence Campus.



HOW THIS MOVES THE NEEDLE: Establishes a unique, best-in-class intelligence collective comprising investment from DoD agencies, Director of National Intelligence, academia, and private industry.

Past efforts by VADA have yielded significant investment in Rivanna Station, including a soon-to-be-complete military construction (MILCON) effort and defense intelligence missions from three federal agencies. Furthermore, cooperation between the installation and local communities is outstanding. This is best represented by Albemarle County's recent purchase of 462 acres of undeveloped land adjacent to the Rivanna Station campus. This land is now protected and preserved for compatible development that can enhance the capabilities of Rivanna Station. There is an outstanding opportunity to manage the development of this land so that intelligence and national security entities and relevant academia and industry can utilize it in coordination with Rivanna Station's existing intelligence missions.



This action is currently underway through Rivanna Station Futures, a project designed to develop Rivanna Station as America's next globally competitive innovation and technology hub. This future "hub" starts with an Intelligence and National Security Innovation and Acceleration Campus (INSIAC) adjacent to the Rivanna Station for government, academia, industry, and NGO collaboration. The INSIAC and, eventually, the global hub, will serve the Intelligence and National Security ecosystem.

with technology advances delivered at dominant scale and velocity, driven by inter-regional industry, academic, government, and venture capital. This initiative has the potential to be a monumental gain for the Commonwealth that translates to broader markets.

Accomplishing this effort will require a sustained partnership from all levels of government, industry, education, nongovernmental organizations (NGOs), and private equity. VADA should remain actively

involved in the Rivanna Station Futures process and provide assistance in coordinating support from state- and federal-level stakeholders including garrison-level leadership from Fort Belvoir (the parent location to Rivanna Station), Commonwealth representatives, and the Virginia CODEL. Specifically, Rivanna Station Futures has identified the need for immediate Commonwealth support in two areas: acquiring matching funds investments of \$58 million for site readiness tasks, and branding and messaging support.



Pursue SPY-6 radar system testing and additional Rocket Labs missions at Surface Combat Systems Center (SCSC) Wallops Island.



HOW THIS MOVES THE NEEDLE: *Provides a new, singular mission set, further establishing SCSC Wallops Island as the focal point for Naval systems and weapons testing.*

SCSC Wallops Island is seen as the nation’s best location for future testing of the Navy’s family of SPY-6 Air and Missile Defense Radar (AMDR) systems, specifically the SPY-6(V)1 and SPY-6(V)4 systems. VADA should coordinate efforts with the Commonwealth CODEL to advocate for SCSC Wallops Island’s ability to host this mission. Additionally, the independent aerospace company Rocket Labs has stated its intention to use

SCSC Wallops Island launch facilities to conduct regular test launches. This is a possible partnership that should be encouraged and supported to grow Virginia’s involvement in space technology and set conditions to attract additional opportunities in space-related missions from the DoD.

Explore opportunities for drone and unmanned aerial vehicle (UAV) training and research at the Fort Barfoot airfield.



HOW THIS MOVES THE NEEDLE: *Attracts industry and defense investment in the expanding UAV/drone field and provides a new mission set to a rural installation.*

Fort Barfoot is a relatively isolated installation primarily utilized as a Maneuver Training Center. The on-post airfield is currently underutilized, primarily due to its small size, making it unsuitable to support many of the airframes that one would normally expect to be part of the installation's maneuver training mission. The remoteness of the installation and its airfield make it an ideal location for any drone or UAV-centric RDT&E missions either by DoD entities or defense contractors. Fort Barfoot is also

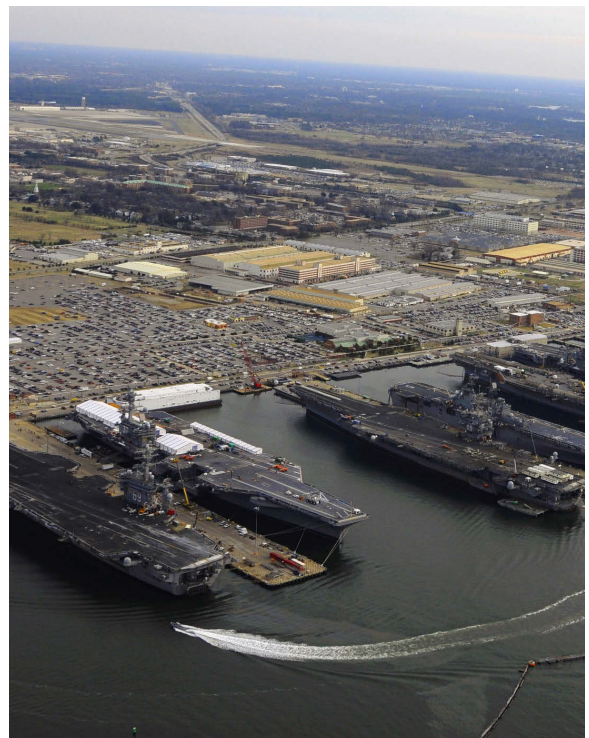
a leader in the Army Compatible Use Buffer (ACUB) program which has enabled the installation to designate over 21,000 acres around its boundaries as protected buffer zones, increasing the ease which drone or UAV missions could operate in the area. The Commonwealth should advertise this location as being suitable for defense contractors and explore methods of driving industry interest in the area.

Investigate opportunities for the future of Naval Mine Countermeasures (MCM) missions at Naval Station Norfolk.



HOW THIS MOVES THE NEEDLE: *Ensures future Naval MCM missions and associated DoD investment remain at Naval Station Norfolk.*

Naval Station Norfolk is the home of the Navy's MCM mission which includes two distinct platforms: Avenger-Class MCM and MH-53E Sea Dragon helicopters. The Navy plans to transition the MCM mission set in the near future, with the possibility of decommissioning both existing platforms in favor of specialized drone operations. This is a threat to the current missions of Naval Station Norfolk, but also an opportunity for the Commonwealth to support the future of MCM and attract a more enduring mission set. The Commonwealth should engage the Department of the Navy on its process for modernizing the MCM mission set and present Naval Station Norfolk or another suitable installation in the Norfolk/Hampton Roads area as the best candidate to station the future MCM mission.





Compatibility and Resilience

Establish a Commonwealth-wide IGSA enabling the Virginia Department of Transportation to perform work on military installations in Virginia.



HOW THIS MOVES THE NEEDLE: *Provides significant support to Commonwealth installations to increase compatibility and resilience, allows Commonwealth agencies to pursue lucrative contracts, and puts Virginia on equal footing with competitor states such as Texas.*

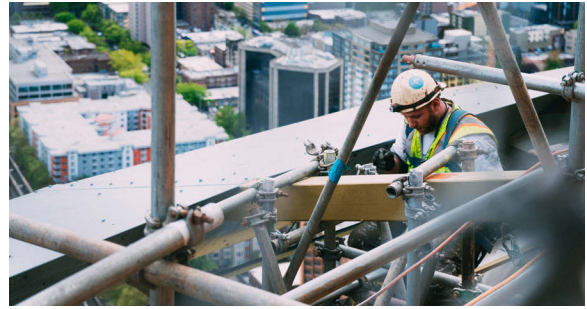
Due to alternate funding priorities and the majority of 1980s-era military facilities reaching the end of their life cycle, there is a significant gap in funding across all DoD services for facilities maintenance, particularly road maintenance and demolition of unutilized structures. Localities face the same challenges. Virginia can create a mutually beneficial opportunity from this challenge by establishing a Commonwealth-level Intergovernmental Support Agreement (IGSA) allowing Virginia agencies to enter into

contracts that share services with Virginia military installations. This type of IGSA would be a mutual cost-saving partnership, allowing faster, cheaper maintenance projects and bulk purchases while providing profitable contracts through Virginia agencies. The scale of economy savings would benefit both military installations and Virginia's localities. This would be a best-in-class practice that increases military value and encourages DoD investment due to lower installation costs for maintenance and other projects.¹

1. A pathway to developing this type of State-IGSA (S-IGSA) already exists. Texas' S-IGSA authorizes the Texas Department of Transportation (TxDOT) to provide road services on federal military property. In 2021, the Texas legislature passed a law amending the Texas code to allow TxDOT to enter into contracts to provide services on military installations, provided those services were not paid for through state funds. This was followed by Texas Governor Greg Abbott's joint statement with Army, Navy, and Air Force leaders in 2023 formally codifying the S-IGSA which allows TxDOT to perform roadway maintenance and repair projects on federal military property across the state for a period of 10 years. Virginia should explore a S-IGSA comparable to that of Texas and seek out similar options to provide installation support with widespread, cooperative cost savings.

Additionally, the Commonwealth should continue to assist localities' efforts to build local IGSA that provide locally driven, mutually beneficial solutions to compatibility and resilience issues and increase local military value. The following are specific recommendations for VADA to prioritize its support:

- ◆ **Enhanced Use Leases (EULs) at NAS Oceana.** EULs are powerful IGSA tools which can provide economic development opportunities for local communities and lower a military installation's upkeep costs for underutilized land and property. Nowhere is this more applicable than at NAS Oceana. NAS Oceana's Future Base Design has already identified multiple EUL opportunities which, if successfully accomplished, will be a key component of modernizing installation infrastructure to enable future aircraft missions. While this is well underway, VADA should ensure any barriers to success are removed quickly by the Commonwealth.
- ◆ **Emergency Services IGSA at Fort Belvoir.** Fort Belvoir has been unable to gain traction in the development of basic



IGSAs for public safety and emergency management coordination, which are standard at other installations in the Commonwealth. VADA should provide support to Fort Belvoir and its neighboring communities to integrate their emergency management services through one or more IGSA.

- ◆ **IGSAs for resiliency and other services at SCSC Wallops Island.** SCSC Wallops Island was recently divested from the administration of JEBLC-FS, causing SCSC Wallops Island to lose access to a variety of installation support services such as a dedicated contracting office and a supply of propane for backup generators. VADA should assist SCSC Wallops Island in coordinating IGSA with local civic authorities to replace these lost functions.

Advocate for MILCON funding for priority projects supporting critical military missions.



HOW THIS MOVES THE NEEDLE: *Attracts DoD MILCON investment to Virginia installations and sets conditions for existing mission success and/or future mission expansion.*

The Commonwealth should utilize its CODEL and advocates to ensure MILCON projects proceed smartly through the Future Years Development Plan (FYDP) and annual DoD and Department of Homeland Security programming and Congressional authorizations. The following are projects of the highest in priority for the Commonwealth to seek funding for as they will either set conditions to attract new military missions and defense investment in Virginia or provide critical support to existing missions in the Commonwealth:

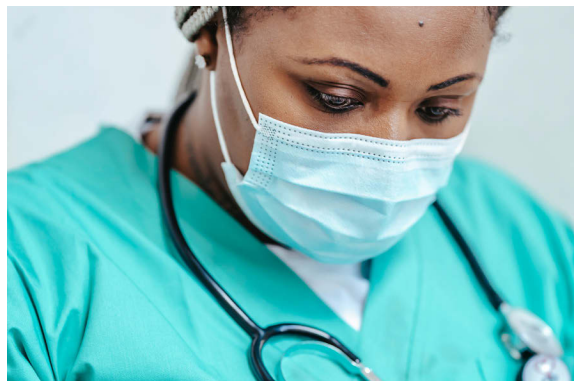
- ◆ **Waterfront pier maintenance at Coast Guard Base Portsmouth and other installations.** Existing piers at Coast Guard Base Portsmouth require significant maintenance to continue their effective use and must be upgraded to accommodate the future Offshore Patrol Cutters that are projected to be stationed at the installation. Without these necessary upgrades, USCG Portsmouth will be unable to berth these new cutters, causing delays in stationing them in Virginia. Additionally, piers at Coast Guard

Training Center Yorktown and JEBLG-FS are in critical need of repair and will not be able to accommodate possible additional military missions unless repairs are funded.



- ◆ **Dormitories at Langley AFB.** There is a critical shortage of enlisted housing at Langley AFB which has resulted in first-term airmen, some with less than a year in uniform, being required to seek housing off installation in the surrounding communities. While these junior airmen are provided with the standard Basic Allowance for Housing (BAH) stipend to support their housing costs, that rarely provides enough funds to obtain adequate housing. Additionally, requiring junior airmen to obtain their own housing is highly irregular and presents significant discipline and command and control issues for Langley AFB leaders. At least one new dormitory must be built on Langley AFB as soon as possible to alleviate this situation as a continued shortage of enlisted housing will degrade the mission effectiveness of Langley AFB units and prompt the DoD to look elsewhere when seeking mission beddown locations.
- ◆ **Health clinic at Newport News Supervisor of Shipbuilding, Conversion, and Repair (SUPSHIP).** The Newport News SUPSHIP presents a unique situation in that it exists more as a formal partnership facility between the U.S. Navy and the private civilian “Company” entity which conducts construction, maintenance, and repair functions for Navy vessels. Because of the nature of this partnership, SUPSHIP does not have the standard amenities of a

regular installation and depends on other nearby installations such as Naval Weapons Station (NWS) Yorktown for most services such as healthcare. This system makes it extremely difficult for sailors assigned to vessels at SUPSHIP to access healthcare, especially mental healthcare, in a timely manner. A dedicated health clinic at SUPSHIP will help alleviate this issue both for the sailors at SUPSHIP and for the health clinics at other installations which are overloaded from providing services for both their own populations and SUPSHIP personnel. Additionally, any future healthcare facility could potentially be staffed by medical personnel assigned to the ships berthed at SUPSHIP without the need to assign additional permanent staff. While there are additional infrastructure projects that should also be considered to improve SUPSHIP’s operational environment, a healthcare clinic is the most immediately effective way to contribute to mission accomplishment and provide a higher quality of life for assigned personnel.



- ◆ **Requirements for future NGAD basing at NAS Oceana and JBLE.** Infrastructure upgrades and additional facilities will be required to support any new missions at NAS Oceana and JBLE, especially the high power and digital capacity requirements of the NGAD platform. VADA and its advocates on Capitol Hill should be aware of these emerging requirements and seek funding for the infrastructure and facility upgrades that these installations will need to set conditions for NGAD missions.

Support the establishment of Military Engagement Committees (MECs) or similar defense community partnership organizations in key locations.



HOW THIS MOVES THE NEEDLE: *Helps locally driven organizations raise the military value of in support of Virginia's military installations.*

Defense community support organizations are a key factor in maintaining Virginia's current military value and capitalizing on opportunities to increase its military value. Organizations such as the Charlottesville Defense Affairs Committee and the Hampton Roads Military and Federal Facilities Alliance (HRMFFA) are sterling examples of civic organizations that have been highly successful in developing mutually beneficial cooperation with their local military installations. The DoD has also recognized that Public-Private/Public-Public (P4) partnerships are frequently the most effective methods to address installation concerns. Engagements with installations and communities across the Commonwealth identified four locations where VADA should support the establishment of a MEC or similar organization to provide a formal structure for promoting installation-community cooperation and exploring mutually beneficial actions. VADA's support could take the form of financial assistance for strategic communications and operating costs or technical/administrative assistance to establish organization charters and advise on MEC operations and priorities.²

- ♦ **Fort Gregg-Adams: City of Petersburg, City of Hopewell, Prince George County, Dinwiddie County, and Chesterfield County.** Fort Gregg-Adams already has strong local community support in the form of civic organizations such as the Crater Planning District. However, the installation borders or

influences multiple counties and communities, and a MEC will provide a forum for all relevant stakeholders to contribute resources and advocacy and find solutions to existing mutual concerns such as water supply infrastructure.

- ♦ **Naval Support Facility (NSF) Dahlgren: Charles County, MD and King George County, VA communities:** NSF Dahlgren possesses an RDT&E-focused mission set and requires access to portions of the Potomac River to conduct operations. This specific section of the Potomac River acts as the border between Virginia and Maryland, making communities in both states stakeholders in the installation's operations. This raises unique encroachment and compatible land use concerns for the installation to navigate. Creation of a MEC or a formal dialogue/coordination process between the communities on both sides of the river would ensure that future mission-threatening encroachment concerns can be addressed effectively.
- ♦ **Fort Walker: Town of Bowling Green, Essex County, and Caroline County:** Fort Walker and its surrounding communities share many of the same concerns, including lack of basic community needs such as childcare and grocery options and challenges in economic development. A MEC or similar organization could help the area obtain

2. An example of successful financial support for MEC organizations is Florida's funding of the West Florida Defense Alliance (WFDA). WFDA was established in 2017 through a grant from the Florida Defense Alliance, a government entity that coordinates state and industry efforts to increase the value of Florida military operations. WFDA acts as a unified voice for four West Florida installations and their associated communities, building private-public relationships, assisting localities in applying for defense grant funding, and promoting defense industry events and resource programs. Reoccurring grant funding from the state enables WFDA to continue promoting the priorities of the West Florida defense communities and adding military value to the region.

funding for common priorities such as a hotel feasibility study, which is an identified possibility to increase the area’s economic development while offering convenient lodging for those attending training courses which utilize Fort Walker. A MEC would also enable coordinated advocacy for assistance in fulfilling the area’s community needs and promotion of Fort Walker as a prime installation for maneuver training.

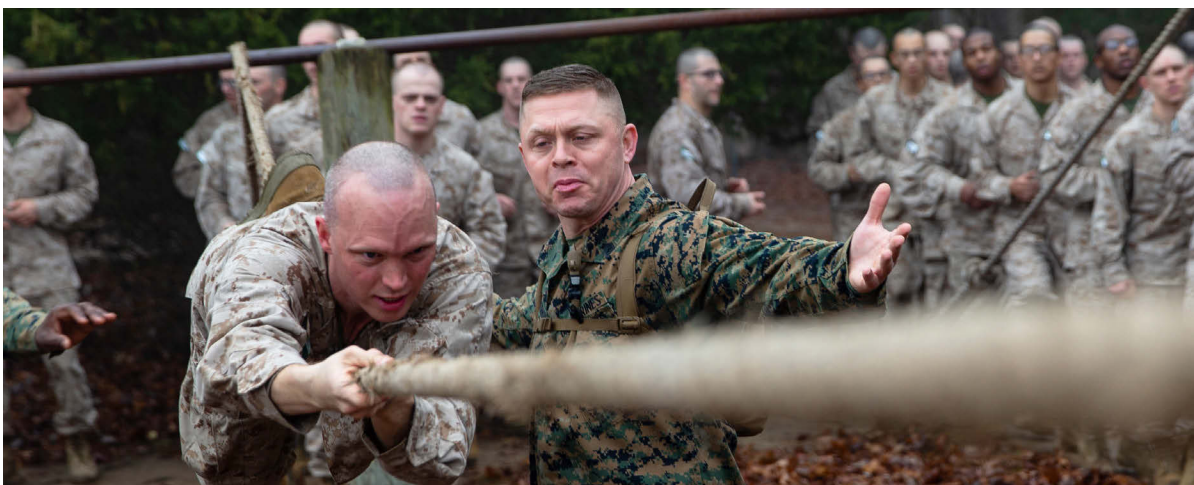
- ◆ **SCSC Wallops Island: Accomack County, NASA, and private industry stakeholders:**
SCSC Wallops Island conducts operations and coordinates installation activities with a significant number of non-DoD entities including defense contractors such as BAE, private defense, or aerospace firms such as Rocket Labs, and other federal agencies, particularly NASA. While a MEC may not be the best model, a form of regular coordination and dialogue between these various stakeholders and the local communities of Accomack County would provide a united front in pursuing additional DoD, NASA, or private-sector investments to the installation.

Build upon the success of compatibility programs such as ACUB, Readiness and Environmental Protection Integration (REPI), and Sentinel Landscapes.



HOW THIS MOVES THE NEEDLE: *Grows compatibility programs which return greater DoD investments and assists installations in preventing hinderances to their missions.*

Virginia is a participant in a variety of environmental and compatible land use programs which bring direct federal investment to the Commonwealth and add military value to Virginia installations by ensuring civilian development does not hinder current military missions. These programs include the ACUB program which has been particularly successful at Fort Barfoot, the REPI program which has active projects in eight Commonwealth installations, and the Virginia Security Corridor Sentinel Landscape which encompasses nearly 3 million acres and 10 Commonwealth installations. VADA should build on these successes by seeking opportunities to expand current REPI and Sentinel Landscape coverages to other installations and defense communities and helping Army installations such as Fort Belvoir and Fort Gregg-Adams duplicate Fort Barfoot’s success in the ACUB program.



Increase capabilities/capacity of the Virginia Military Community Infrastructure Grant Program and state support to defense community infrastructure funding.



HOW THIS MOVES THE NEEDLE: *Provides expansion of a funding program that is proven to offer significant return on investment, assists localities and installations in increasing their resiliency, and keeps Virginia on par with competitor states such as Florida and Texas.*

A common theme throughout all installation engagements conducted in this study was a lack of funding for off-base infrastructure projects. Virginia has taken a sound step forward in creating the Virginia Military Community Infrastructure Grant Program to assist military communities with matching funds for federal grants, but the Commonwealth should strive to expand this program. Expansion would keep pace with competitor states such as Florida and Texas that have similar initiatives and further support military installations and defense communities where additional funding may provide the key difference in attracting new missions or preventing significant, costly damage from future severe weather events. The following are suggested methods to expand or enhance the program:

- ◆ **Increase the size of the program's fund.** It is clear that the program has been well-received by Virginia's defense communities. Acknowledging budget constraints, Virginia defense communities and installations would be well-served by increasing the amount of funding available for future years.
- ◆ **Coordinate with other Commonwealth agencies to include military value in scoring criteria in locality infrastructure funding allotment.** VADA should work with Commonwealth secretariats and agencies who distribute funds to community infrastructure projects to add military value to their scoring criteria for funding distribution. Successfully incorporating military value in other agencies' criteria will allow defense communities

increased competitiveness for infrastructure projects. This would be a best-in-class initiative that elevates Virginia's military value.

- ◆ **Provide technical support to communities' federal grant applications.**

As previously stated, local community organizations frequently struggle with developing competitive applications for federal grants. By providing technical support to these communities during the application process, VADA will be able to increase the effectiveness of proposals and guide the development of priority proposals which local communities may otherwise not be able to accomplish.



Coordinate agreements with Dominion Energy to increase power capacity and create cost savings.

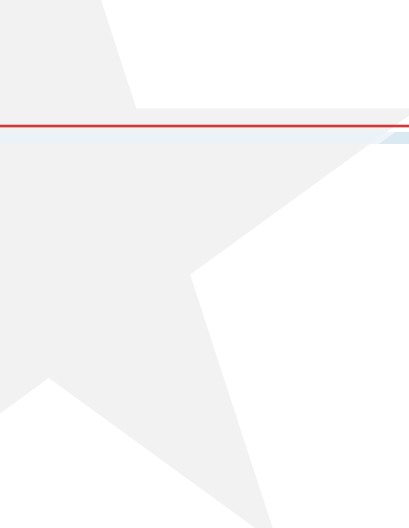


HOW THIS MOVES THE NEEDLE: *Increases the resiliency of installations through state cooperation that increases military value. Also provides mutually beneficial services to installations and defense communities.*

Representatives from multiple installations and communities included in this study cited ongoing negotiations or existing agreements with Dominion Energy to provide mutually beneficial services or infrastructure improvements. These agreements are excellent methods for installations to increase their power or energy resiliency and can generate significant cost savings for installations.

VADA should ensure it is aware of any such agreements or ongoing negotiations, and coordinate with partner secretariats and agencies to be able to support holistic solutions that can provide the most benefit for the greatest number of installations and defense communities, particularly in the Norfolk/Hampton Roads area.





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Quality of Life

Conduct a Commonwealth-wide military childcare availability and affordability study.



HOW THIS MOVES THE NEEDLE: *Finds solutions to the number one quality-of-life issue affecting installations and military communities in Virginia.*

Difficulties pertaining to childcare affordability and availability were the most cited problems throughout the engagements conducted for this study, and installations often cited childcare as their top concern. There are no clear solutions to this multifaceted problem. Many installations are burdened by a higher number of requests for childcare than their Child Development Centers (CDCs) can accommodate. Other installations are unable to staff their CDCs, forcing them to operate at reduced capacity in the face of high demand. A comprehensive study of childcare at the Commonwealth's installations, coordinated with local and state partners, will help define the scope of this problem and offer solutions to improve this critical quality-of-life metric for servicemembers and their families in Virginia. A proper study is the most cost-effective and efficient method to create actionable recommendations to enact meaningful change across all Commonwealth installations and defense communities.



Conduct a Commonwealth-wide military housing availability and affordability study.



HOW THIS MOVES THE NEEDLE: *Finds solutions to the number two quality-of-life issue affecting installations and military communities in Virginia.*

Lack of public transportation is an ongoing issue for several of Virginia's military installations. This issue manifests in two general categories:

- ♦ Lack of public transportation around urban-area installations causes significant problems in parking, tolls, and the ability of servicemembers and DoD civilians to get to work. This is most prevalent in Norfolk/Hampton Roads area installations such as Norfolk Naval Shipyard, SUPSHIP, and Norfolk
- ♦ Installations that have specific mission sets experience their own unique difficulties from the lack of public transportation despite being located in environments that are more friendly to personal vehicles. Examples include Fort Gregg-Adams, whose large population of Advanced Individual Training (AIT) personnel is not authorized personal vehicles, and Rivanna Station, which is in an isolated location outside of Charlottesville with limited parking.



Local micro-transit initiatives could ease these transportation difficulties and could be tailored to the needs of specific installations at a much cheaper cost than establishing additional public bus routes or other traditional forms of public transportation. The Charlottesville area has already experimented with micro-transit in the form of a specialized rideshare app, which could act as a starting point for similar initiatives.

Explore interagency coordination to incentivize worker training and recruitment in private industry and DoD shared talent markets.



HOW THIS MOVES THE NEEDLE: *Utilizes interagency partnerships to assist installations in combating worker shortages, thereby enabling greater installation efficiency and operations.*

Installations across Virginia are experiencing difficulties in hiring and retaining critical workforces, particularly certified childcare providers, shipyard workers, and security guards/police officers. These difficulties stem primarily from a general lack of qualified workers and the fact that these positions are recruited from

shared talent markets subject to high competing demand from civilian organizations. Shipyard workers, for example, are in high demand at DoD installations such as SUPSHIP and Norfolk Naval Shipyard, but there is also a shortage of workers in the civilian shipyards and shipbuilding industry in the Norfolk area.

VADA should explore coordination with other Commonwealth secretariats and agencies such as the Department of Labor (DOL) to find methods of increasing the population of trained workers in these critical shared talent markets. While this is a difficult

objective, any success in solving this problem would benefit both military installations and communities across Virginia while providing best-in-class practices to distinguish Virginia as an employer of these critical workers on the national level.

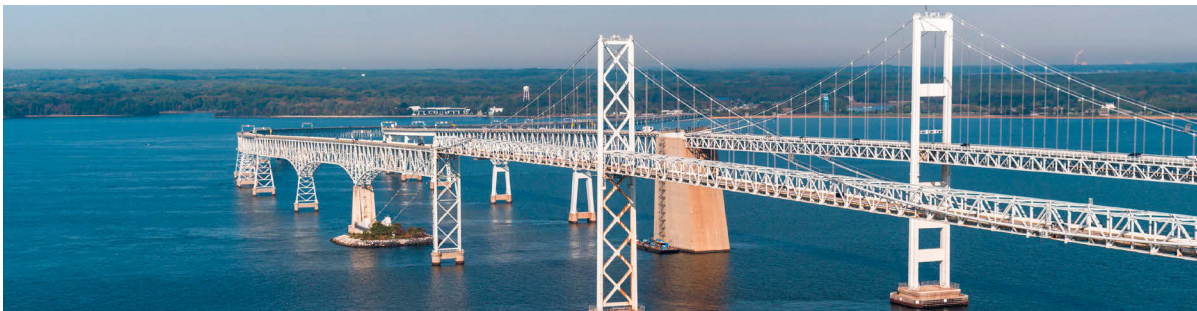
Explore providing toll assistance or reimbursement to servicemembers and government civilians assigned to installations in the Norfolk area.



HOW THIS MOVES THE NEEDLE: *Provides critical cost savings for the military workforce in the area of Virginia’s greatest density of military installations.*

The Norfolk/Hampton Roads area has a significant number of toll roads which have created a substantial financial burden on servicemembers and government civilians who work at the many installations in the region. The number of toll roads is exacerbated by the need of many workers and servicemembers to live outside the Norfolk area due to a lack of affordable housing closer to the installation where they are assigned. For example, Coast Guard members must daily travel from Virginia Beach to Cape Charles over

the Chesapeake Bay Bridge, a high-toll trip. The Commonwealth should conduct a study to explore methods and fiscal impacts of providing relief or accommodations for servicemembers assigned to installations most affected by this issue such as Norfolk Naval Station and Newport News SUPSHIP. This study should also be extended to government civilians and critical workers at these installations, where toll accommodations could help provide solutions to current workforce attraction and retention issues.



Advocate for the Charlottesville area to be a new locality pay area.



HOW THIS MOVES THE NEEDLE: *Supports an area of expanding DoD investment and sets conditions for that expansion to continue.*

Charlottesville is a highly desirable living and working area. This desirability has driven up the cost of living for those who reside and work in the area. Current DoD locality pay for Charlottesville does not reflect this fact. Charlottesville is not considered its own locality pay area, while Richmond and Washington, D.C. are, and DoD

workers in those locations receive 5-15% additional pay through that consideration. This has created problems in staffing for Rivanna Station, as the operations of that installation intersect with many agencies in Washington, D.C., causing professionals in Charlottesville to seek employment in those agencies and obtain higher pay for similar, often

remote, work. To maintain Rivanna Station's specialized workforce, the Commonwealth should coordinate at the local and federal level to seek

designation of the Greater Charlottesville Region as a distinct locality pay area.

Create how-to guides to housing and healthcare topics to assist transitioning servicemembers at Virginia installations.



HOW THIS MOVES THE NEEDLE: *Provides industry-leading, best-in-class documents to attract additional military members to remain in Virginia after transitioning from the service.*

Because servicemembers are guaranteed healthcare and housing (or at least significant financial support for housing) during their time in service, they often experience confusion in obtaining or maintaining adequate healthcare and housing upon departure from military service. While transitioning servicemembers are required to complete classes regarding these topics as part of their service's transition process, these classes are frequently unable to fully prepare the servicemembers for the reality of life outside the military. The Commonwealth, through its Department of Veterans Services (DVS), can assist in this transition by publishing short guides on the topics of housing and healthcare in Virginia that are tailored for the transitioning servicemember audience. These guides could also be made to assist servicemembers and families newly assigned to Virginia. They would differ from the existing Military Friendly Guide by being shorter (ideally 1-2 pages), more specialized products designed as flyers or handouts. These specialized guides would be a unique product that would help servicemembers better navigate their transition, inform servicemembers of Virginia's extensive benefits, and create a product for DVS to insert into installation transition programs which could also lead to more coordination between DVS and installation transition offices in the future.





Additional Opportunities

The actions listed in this section are opportunities that may require significant research, time, or resources to fully implement or that provide less immediate military value than would be suitable to include within the constraints of the Strategy to Action plan. They are included here to acknowledge that they still represent significant methods to increase Virginia's military value but as future, lower-priority efforts.

Support Coast Guard/Navy land swaps between NWS Yorktown and Coast Guard Training Center Yorktown.

NWS Yorktown has underutilized land that could be useful to Training Center Yorktown's mission accomplishment. VADA could assist in the regulatory process for land swaps that could provide cost savings to NWS Yorktown and useful land for mission sustainment or expansion for Training Center Yorktown.

Explore uses for the former Fort Monroe site, such as to provide affordable housing.

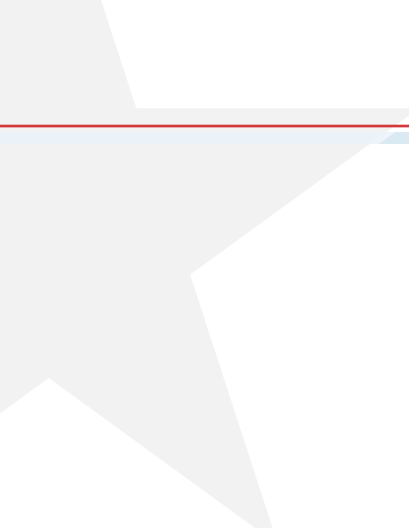
Available land at the former Fort Monroe could be redeveloped to provide housing relief to local installations or the surrounding community. This would require significant coordination among a number of Commonwealth agencies and civic organizations.

Encourage and support defense community Planning District Commissions to pursue Military Installation Resiliency Reviews (MIRRs) and update those reviews every three years.

MIRRs are excellent tools for defense communities to identify and prioritize infrastructure, compatibility, and resiliency projects which can benefit both military installations and their corresponding localities. They also provide powerful justifications for projects seeking DCIP funding and other federal grant opportunities.

Explore tracking methods to measure the success of installation transition employment programs.

A variety of service- and installation-specific programs exist to assist servicemembers in finding employment as they transition from the military. These programs are of great benefit to the Commonwealth because they work to retain skilled veterans in local communities. However, as identified by the outstanding transitions office at Marine Corps Base – Quantico, there is not currently a way to gauge the effectiveness of these transition programs or collect data on how many veterans find their ultimate employment from participating in a transition program. If the Commonwealth was able to collect these data, it could coordinate with installations to share best practices on transition programs and create a more effective process to retain veterans in Virginia.



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