

1 Alpena CRTC key issues noise



Issue 1a: Training/aircraft operations are too low/fast



Strategy 1a.1: Educate the public on the flight paths used for military aircraft

Summary

Training for fighter jet aircraft is often conducted at high speeds and low altitudes due to the necessity of pilots being able to operate under those conditions when in war-time situations that require detection avoidance for close air support activities. These activities, that are often considered dangerous to non-participating aircraft, are directed by criteria to be conducted within SUA like designated and activated MOAs. The MOA over Alpena and the surrounding area is called the Pike West MOA and it is established between a floor of 6,000 feet above MSL and a ceiling of 18,000 feet above MSL. Over Lake Huron exists the Pike East MOA, which is established with a floor of 300 feet above ground level (or surface of the water) and a ceiling equal to the Pike West MOA. This suggests that low altitude training is conducted over Lake Huron or at altitudes well above disturbing levels.

This does not however, include the need for take-off and landing from Alpena County Regional Airport, which by its nature requires low altitude flight near the airfield. These activities are typically conducted at the slowest speeds possible. Jet traffic also occurs along what are known as MTRs, when pilots need to transit from one place to another. These routes exist at 500 feet AGL for slow speed visual flight rules (VFR) flight and between 1,500 feet above MSL to 18,000 feet above MSL for fast movers. That altitude is high enough to effectively eliminate the disruption.

Recommendations

- ▶ Identify specific locations of stated disruption and determine the reason for those flights, what altitudes, velocities and types of aircraft are flying. Acquiring tail identification of the aircraft, aircraft type, date and time of the incident will allow for more specific identification in order to determine the purpose of those flights. This data can then be used to evaluate the need for changes to operating procedures or the need for change of flight paths.
- ▶ Completion of a noise study as described in Camp Grayling JMTC Strategy 1a.1 will also help determine trouble spots and potential encroachments on military training areas.



Strategy 1a.2: Discourage residential uses via zoning

Summary

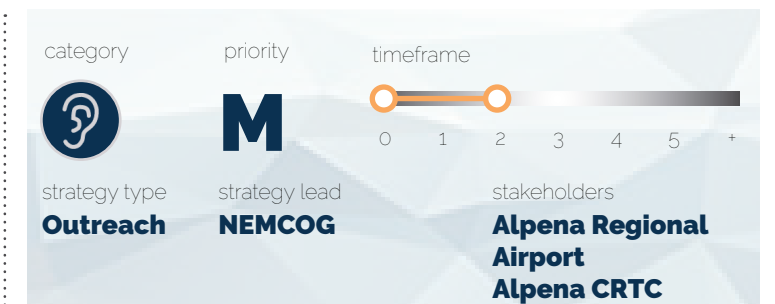
Residential encroachment around airports and other military training areas, ensures conflict between these incompatible land uses. Establishing military and airfield overlay zone regulations will help reduce encroachment of incompatible land uses near these activities, identified as disturbing to residents.

Recommendations

- ▶ Community leaders should review existing zoning regulations and establish or bolster military and airfield overlay zones designed to prevent conflict between incompatible land uses. These zones should restrict land use around airports and military installations to industrial or agricultural uses and strictly disallow residential, commercial, or community functions.

Additional Information

Noise contours and airfield imaginary surface maps should be used when establishing the boundaries of these restrictive overlay zones. The 65 ADNL noise contour should establish the closest proximity that residential neighborhoods should be allowed near airports. Also, no residences should be allowed within clear zones or accident potential zones or within the approach departure corridors of the major runways.



Strategy 1a.3: Work with FAA and Alpena Regional Airport to control aircraft flight paths

Summary

The FAA, airport air traffic controllers, and military operations personnel regularly work to define flight paths of air traffic as a means to deconflict disturbance to citizens living near areas of operation. Input from residents on known disturbance areas, types of disruption, times, altitudes, etc. can help them better adjust to the needs of the community.

Recommendations

- ▶ Community leaders working with the controlling entities should hold regular townhall-style meetings to discuss air traffic as it relates to disturbances identified in the community. This will give valuable data to controllers and give residents an opportunity to air their grievances.
- ▶ Airport noise abatement procedures (NAPs) should be reviewed and adjusted to reduce disturbances.
- ▶ Completion of the noise study recommended in Alpena CRTC Strategy 1a.6 will provide necessary information for decision making and evaluation of complaints.
- ▶ For specifically identified sensitive areas, work with officials from Alpena CRTC to evaluate operations to see if changes can be made that would allow for a higher floor level over the identified location. If acceptable, work with installations, airspace managers, and the FAA to alter navigational charts and procedures to establish no-fly zones with a floor of 1,500 feet above MSL or higher.



Issue 1a continued: Training/aircraft operations are too low/fast



Strategy 1a.4: Create a military overlay zone for Alpena CRTC

Summary

Given the relative distance between the City of Alpena and the Alpena CRTC, operational interaction between the two has been limited. There are, however, still areas of low-density development that surround the Alpena CRTC that could be affected by its operations.

Applying an overlay zone that does not allow for new residential or commercial development in the APZ associated with the Alpena County Regional Airport and Alpena CRTC is recommended. The overlay zone should restrict all residential and commercial development within the APZ. Further study should be completed to determine the intensity of uses allowed in the overlay zone. For example, the study should examine whether light industrial uses such as a personal storage facility could be allowed or if the zone should be more restrictive and only allow for agricultural uses.

Creation of an overlay zone will help protect the residents and business already in the area, and it will help limit the amount of new development that could encroach on Alpena CRTC in the next 5 to 30 years. The new Alpena overlay zone will be created with the following elements:

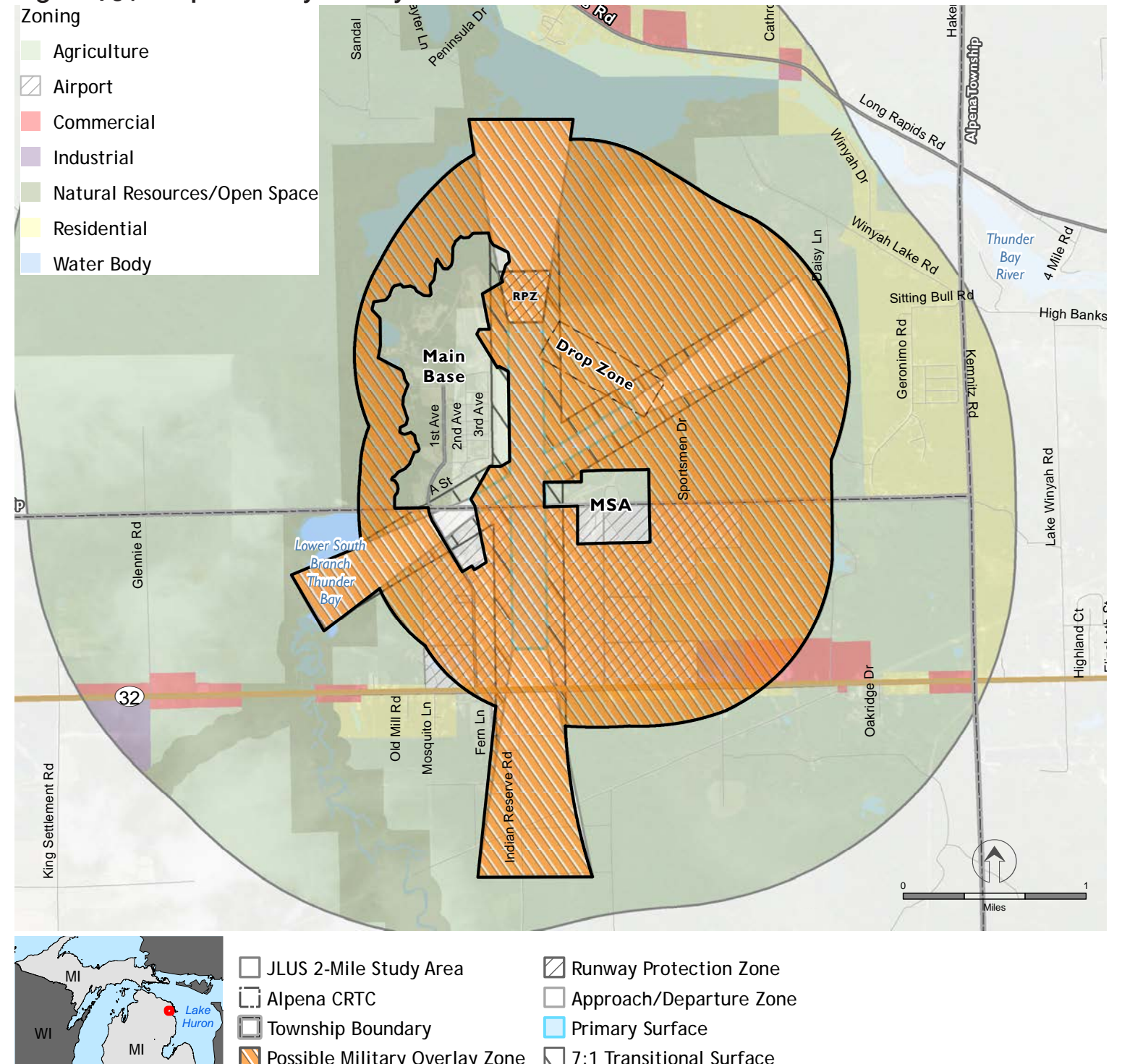
- ▶ **ACCIDENT POTENTIAL ZONES (APZS):** Currently the APZs have minimal amounts of development, however, future denser development that could occur will need to be addressed with additional regulation that match FAA height restrictions.
- ▶ **MUNITIONS STORAGE AREA (MSA):** Given the highly explosive and volatile nature of munitions the overlay zone will include a one-mile buffer that will surround the MSA. This portion of the overlay zone will likely include use restrictions due to the nature of the storage area.

- ▶ **DROP ZONE/NOISE:** Operations in this area could be of issue and necessitate the creation of a one-mile buffer in this area. The main issue will be noise not only in the drop zone area, but throughout the other parts of the CRTC. A noise study will need to be conducted in the future to help refine the boundaries of this part of the overlay.

Recommendations

- ▶ Language for the overlay zone should be drafted by a legal team specializing in land use law and code development. The legal team will review the zoning for any potential takings. If a taking is identified, funds for reimbursement would be established.
- ▶ Work with community leaders such as city and county planning departments to change zoning maps and codes to identify the areas around military installations and ranges as military overlay zones. Use noise contour data as defined in Strategy 1a.5 and new data once noise study is complete to define the extent of the overlay zone following guidance for acceptable noise levels per function. Establish restrictions that only allow compatible land uses in these zones.
- ▶ Include a reference to Alpena CRTC in site plan review standards in local zoning ordinances.
- ▶ Consider establishing similar restrictions under known flight paths (see Strategy 1a.3), keeping in mind that flight paths may change to suit different types of military training in the future.
- ▶ Establish zoning overlays for airport runway clear zones that extend beyond the border of the installation. These should restrict all development so as to adhere to the applicable airfield criteria.

Figure 4.5 | Sample Military Overlay Zone



1/2 Alpena CRTC key issues noise/military operations



Issue 1a continued:

Training/aircraft operations are too low/fast



Strategy 1a.5: Update building codes to include better sound proofing for buildings built within the 65 ADNL noise area

Summary

Update local building codes so that the noise level within structures that exist within the 65 ADNL area can be reduced to optimal noise levels.

Recommendations

- ▶ Update building codes for applicable governing entities.
- ▶ Create incentives for existing buildings to update their soundproofing.
- ▶ Optimize available federal funding for sound abatement.

Challenges

- ▶ Creating increased soundproofing could cause an increase in price for new structures.
- ▶ Developers may be unwilling to build in areas where soundproofing is required as a response to the increase in regulations.
- ▶ Monetary aid for existing residents to upgrade their structures could be limited and may not be enough to cover the full costs.



Strategy 1a.6: Conduct an AICUZ study

Summary

The noise analysis provided by Alpena CRTC in support of the JLUS is part of the Alpena CRTC 2016 IDP EA. "NoiseMap" is the name of the model within the Air Force that generated the noise contours. An AICUZ study will need to contain noise compatibility and CZ analysis. The assessment from the EA provides a basis for assessing noise and land use impacts from noise at the airport from the IDP projects. It is not an AICUZ but is a good starting point for a plan. The EA noise assessment could be combined with an APZ assessment as shown for Camp Grayling. That information along with land use parcel data can be used to develop an AICUZ plan since the data is, the time of publication of the final JLUS, less than 5 years old.

This data could be used to inform and direct guidance for changes to military and installation operations or to create zoning regulations to prevent encroachment.

Recommendations

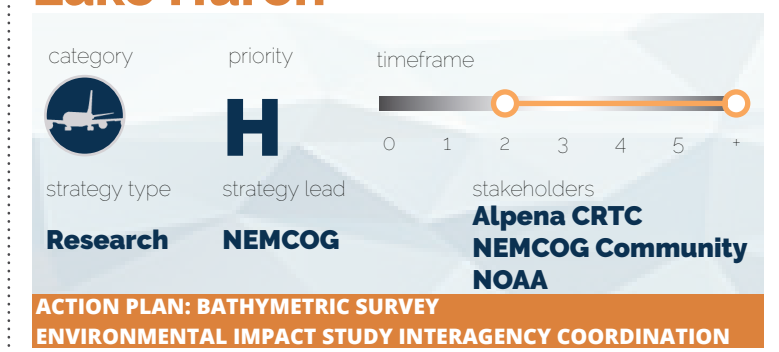
- ▶ Contract the collection and analysis of providing ADNL contours for the entire region, specifically including areas that have been identified as bothersome to community members.
- ▶ Use that information when making zoning regulation changes to eliminate residential, commercial or service functions from being sited within the 65 ADNL contour.
- ▶ Work with the military to alter training activities so as to reduce the noise impact to existing sensitive areas

where possible. Note: In many cases, existing ranges cannot be relocated or inactivated because of economic and logistical reasons.

- ▶ Provide residents already living within the 65 ADNL contour with information about how to mitigate noise (see Strategy 1a.2).
- ▶ GIS of the APZs will need to be obtained along with the GIS for the noise contours. A precise analysis of incompatible land use can be completed during the implementation phase of the JLUS when GIS data layers are made available

Issue 2a:

Live munition impacts to Lake Huron



Strategy 2a.1: Identify impacts to the environment

Summary

For many years, possibly as early as WWI or prior, live munitions have been hurled into Lake Huron. Through the establishment of the Lake Huron Marine Sanctuary and subsequent research and investigation, many shipwrecks and debris from military activities have been identified. This includes recent finds of unexploded munitions on the lake bed. The activity of firing munitions, albeit necessary for training, will result in changes to the environment.

Recommendations

- ▶ Work with the NOAA ONMS, Thunder Bay National Marine Sanctuary, the EPA, and the State of Michigan to contract a study of the environmental impact of military training activities over and within the R-4207 range on wildlife, historic and archaeological preservation, recreation, commercial uses of the lake, and military training requirements.
- ▶ The CRTC in conjunction with the US Navy and US Coast Guard should conduct a survey of the waters in and surrounding the range to determine if any UXO or dangerous conditions exist. These areas at the very least should be identified and protected from accidental or intentional intrusion with focus on the adjacent Marine Sanctuary, where a great deal of underwater activity occurs.



Alpena CRTC key issues

military operations 2

Issue 2b: Northern Strike activity



Strategy 2b.1: Organize and engage community members in advance

Summary

The annual Northern Strike military exercise, and others like it, bring large numbers of military and associated civilian personnel, equipment, aircraft, vehicles and activity to the region. These events bring a much-needed boost to the local economy and are embraced by the community.

However, the community should plan and prepare for the event as thoroughly as the military does. This should involve dissemination of information about events, shared activities, services offered and help wanted. They should prepare briefings and informational packages for military personnel to help them find what they are after and educate them on how to avoid areas that should be off-limits to military personnel. The community-military partnership is key to a successful event of this magnitude. Getting the community involved and engaged will help them reduce the negative impacts while more directly realizing the benefits.

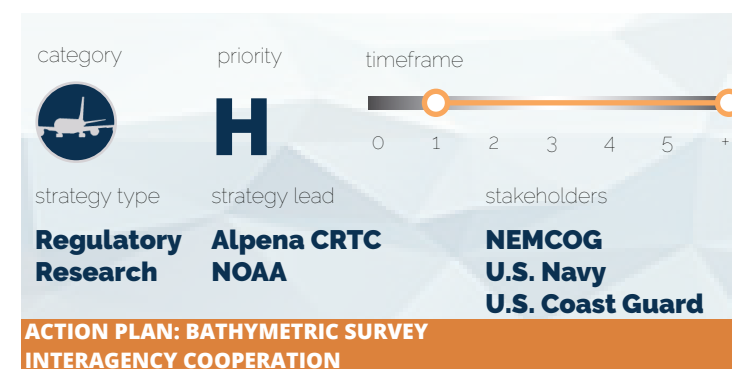
Recommendations

- ▶ Organize and engage community members and leadership in preparing for these events well in advance. Invest in making the events more profitable to the community.
- ▶ Work with all the relative factions of the military to educate them on what is available, allowed, unwanted, etc. about these events. And likewise, get educated by them on what their needs are so as best to prepare for the event.
- ▶ Hold a townhall style meeting with members of the community and military well in advance of these events to provide information about the event so as to educate all

and share ideas to make the events more successful for everyone involved.

- ▶ Add key community members to distribution list, including Alpena Chamber of Commerce.

Issue 2c: Marine sanctuary



Strategy 2c.1: Identify potential UXO on the lake bed

Summary

Because military training has been conducted over Lake Huron for decades, there is a potential for unexploded ordnance to exist outside the boundaries of the current training range. This possibility poses a risk to human exploration of the Marine Sanctuary and could impact its proposed expansion.

Recommendations

- ▶ Complete a baseline review or environmental analysis of the area and research historic operations in the area.
- ▶ Work with the military (Alpena CRTC, Navy and Coast Guard) to identify potential UXO on the lake-bed. This should be in conjunction with the study proposed in Issue 2a.1. If any evidence is found, mitigate findings as best as possible. If anything dangerous is found at a depth that could threaten safety, a DOD team can be brought in to mitigate the UXO.



Strategy 2c.2: Establish fixed boundaries so that encroachment into the military operations area is kept to a minimum

Summary

The Lake Huron Marine Sanctuary encompasses areas that are used by the military for bombing exercises, and the boundary was recently expanded.

Recommendations

- ▶ Create a bathymetric survey of the Marine Sanctuary and bombing areas.
- ▶ Identify areas in Lake Huron that will be used for bombing training and preservation.
- ▶ Update navigational/aeronautical maps of Lake Huron to reflect bombing areas and the Marine Sanctuary.
- ▶ Continue to fund economic analyses with a focus on the primary areas used for bombing. Seek alternate funding from other entities besides the National Guard Bureau.
- ▶ Codify SOPs regarding identifying sanctuary artifacts, both manmade and biological.
- ▶ Coordinate NGB/NOAA efforts and communication.

Challenges

- ▶ Surveys will be costly, time consuming, and hard to fund.

2/3 Alpena CRTC key issues military operations/environmental



Issue 2c continued: Marine sanctuary



Strategy 2c.3: Author and promote cooperation story with Thunder Bay National Marine Sanctuary

Summary

The DOD Alpena CRTC practice bombing range lies just east of the 4,300 square mile NOAA – State of Michigan Thunder Bay National Marine Sanctuary. Interagency cooperation has developed since the 2014 Sanctuary expansion and includes sharing vessels for dive platforms and other cooperative activities. The Air Force/Air National Guard work in close cooperation with Sanctuary personnel to maintain the integrity of preserved sites and the ecology within the Sanctuary. The public has expressed concerns about the effects of UXO on both water quality/ecological health of Lake Huron and the effects of practice bombing on the archaeological sites in the Sanctuary.

Recommendations

- ▶ Create story content on interagency cooperation, including maps and anecdotes about actual activities such as sharing vessels for towing targets and as dive platforms. Also, explain safety and environmental health risks associated with munitions use in the lake to educate the public.
- ▶ Provide a base webpage link to MDEQ. Distribute story via web link on base home page and have available script for public meetings and outreach.
- ▶ Work with MIANG public affairs to further publicize work being doing at the sanctuary.

Challenges

- ▶ Requires personnel time to create narrative.

Additional Information

The Sanctuary works with community partners including the CRTC to improve public safety on and below the water. The Sanctuary has participated in diving and boating accident drills designed to test emergency responses from several agencies, including the U.S. Coast Guard, Alpena Combat Readiness Training Center, Alpena Central Dispatch, Alpena County Sheriff's Department, Michigan Department of Natural Resources, Mid-Michigan Medical Center-Alpena, and Alpena Fire Department. NOAA personnel who can help develop the cooperative story.

NOAA also produces joint education programs and other activities that could be promoted more widely.

Issue 3a: PFOS and PFOA contamination of groundwater



Strategy 3a.1: Improve public outreach and access to information

Summary

Residents near the Alpena CRTC are concerned about the safety of their drinking water since the detection announcements in 2017. The health effects and extent of contamination are still being researched and are not completely understood, which contributes to citizen concern about health and economic impacts. Continuing and improving ongoing communications between Alpena CRTC and surrounding residents through public meetings, print and electronic media, and MDEQ call center assistance will help provide updated information, mitigate uncertainties, and ensure that those affected have access to exposure mitigation options while enhancing public relations.

Recommendations

- ▶ Maintain the links on the Alpena CRTC home page to Michigan.gov PFAs contamination information pages and EPA PFA/PFC information pages, and consider adding some summary status information associated with the link.
- ▶ Increase non web-based outreach to residents.
- ▶ Continue to hold frequent town hall public meetings during the monitoring project.
- ▶ Increase transparency about how wells are selected for testing.
- ▶ Consider staff increases at Alpena CRTC to help with outreach.
- ▶ Leverage existing water quality program and publicize its benefits.

Challenges

- ▶ Efforts may require dedicating additional personnel time to update the base website content, create information sheets, and coordinate print campaigns.

PFOS/PFOA Information

More information is available at <https://www.michigan.gov/pfasresponse>

If any resident has additional questions regarding this issue, the MDEQ Environmental Assistance Center can be contacted at 1-800-662-9278 or email deq-assist@michigan.gov. Representatives may be reached to assist with your questions Monday through Friday, 8:00 AM to 4:30 PM.



Alpena CRTC key issues environmental 3

Issue 3b: Surface water quality (lakes, rivers, streams, wetlands)



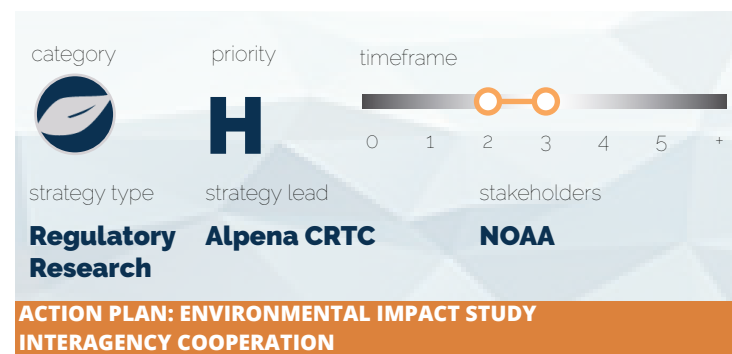
Strategy 3b.1: Support water quality and aquatic ecology scientific communications

Summary

Public interest in water quality and aquatic ecological health is spurred by topics such as chemical contamination, fish advisories, nutrient pollution, sedimentation, climate change, habitat loss, and invasive species. There is a wide range of research and data available describing water quality, sediment quality, and the health of aquatic environments and species, but it can be challenging for citizens to identify and access appropriate and accurate information to satisfy questions and concerns. Sometimes there are public misperceptions about the location and sources of contamination, including incorrectly attributing causes to base operations.

Recommendations

- ▶ Develop an information link on the base home page that summarizes facts and organizes resource links concerning surface water quality and aquatic ecological health in Alpena CRTC watersheds.
- ▶ Include a narrative on overall water quality and aquatic ecological health as prepared response for public meetings concerned with PFOS groundwater contamination.
- ▶ Reconvene the 2004 Thunder Bay Watershed Initiative to develop a Thunder Bay Regional Water Master Plan.



Strategy 3b.2: Use biodegradable targets for lake training

Summary

Alpena CRTC operations have begun using biodegradable targets for munitions operations over Lake Huron. In 2017, they also began retrieving the targets that were not destroyed or sunk.

Recommendations

- ▶ Continue current practices and research ways to improve.
- ▶ Consult with NOAA for more ideas on how to increase sustainability.

Issue 3c: Groundwater quality



Strategy 3c.1: Provide information to the public on groundwater contamination in the Alpena CRTC area

Summary

Groundwater contamination in the Alpena CRTC area results from exposure to a wide range of toxic compounds, chemicals, metals, and petroleum byproducts that are introduced into soils and groundwater from industrial, manufacturing, and transportation activities. While the PFA contamination issue receives the most attention, public comments from town hall meetings have demonstrated concern with groundwater contamination from other sources, with specific concerns expressed about contamination from munitions. Munitions are expended at the small arms range facility at Alpena CRTC; however the primary training is done at the ranges at Camp Grayling JMTC and over Lake Huron.

Recommendations

- ▶ Provide a base webpage link to MDEQ information regarding groundwater contamination – this should include the link to DEQ Online Services, which includes their Environmental Mapper utility.
- ▶ Provide current bulletins on spills and plume status (as available) for any sites on base in a bulleted format via website and as a script for public inquiries.
- ▶ Create a chart of known sites for specific pollutants, potential pollution sites, and steps the base takes to mitigate hazards.

Challenges

- ▶ Requires personnel time to maintain bulletins and webpage.

4 Alpena CRTC key issues transportation and infrastructure



Issue 4a: Effects of growth on utilities



Strategy 4a.1: Address utilities issues at Alpena CRTC

Summary

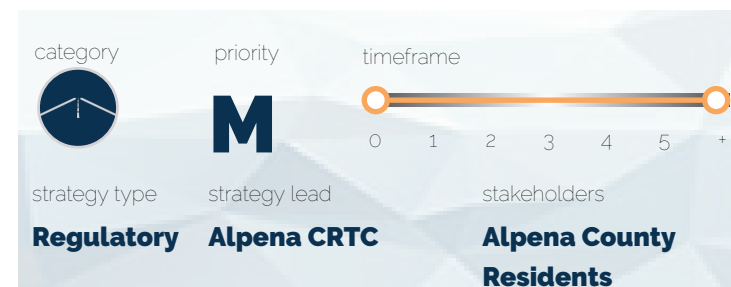
In accordance with the Alpena CRTC Installation Development Plan, projects to address aging and insufficient systems in order to accommodate current and possible future missions should be funded and executed.

Recommendations

- ▶ Upgrade the water distribution system and add a booster pump.
- ▶ Develop an agreement with Alpena Township to address maintenance issues.

Challenges

- ▶ Energy improvements and ensuring service may be dependent on private companies in some cases.
- ▶ Funding is inadequate to replace infrastructure.



ACTION PLAN: MILITARY OVERLAY ZONE

Strategy 4a.2: Plan for possible mission expansion

Summary

The utility requirements of additions to or expansion of training missions should be investigated and integrated into existing installation plans.

Recommendations

- ▶ Update the existing energy assessment.
- ▶ Align growth with existing sustainability and net-zero plans, which may include implementation of new sources of renewable energy.
- ▶ Educate public on potential for mission expansion and share NGB vision for the future of Alpena CRTC.

Challenges

- ▶ Energy improvements and ensuring service may be dependent on private companies in some cases.
- ▶ Turnover at the installation can be problematic for long-term planning efforts.

Issue 4b: Airport joint ownership/land use access



ACTION PLAN: COMMUNITY OUTREACH INTERAGENCY COOPERATION

Strategy 4b.1: Continue positive coordination

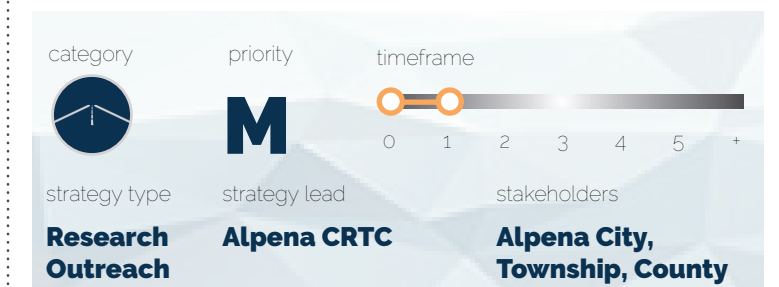
Summary

A long-term lease is in place for the National Guard use of the Alpena Regional Airport. Collaboration between the entities ensures strong relationships and coordinated planning efforts in the future.

Recommendations

- ▶ Continue Airport Committee monthly meetings.
- ▶ Coordinate regular updates with the military and public regarding the terminal construction.
- ▶ Continue to weigh effects on military operations when considering economic development opportunities related to the airport and nearby land uses.
- ▶ Consider updating the airport master plan.

Issue 4c: Road funding



ACTION PLAN: COMMUNITY OUTREACH TRANSPORTATION PLAN

Strategy 4c.1: Continue discussion between county and military officials

Summary

Road condition in the surrounding community affects military residents traveling to and from Alpena CRTC on M-32. Funding solutions that support Alpena CRTC and the community should be studied. While the military is unlikely to be able to fund road improvements, Alpena CRTC could provide publicity for the issue and potentially speak to the governor's office about the issue.

Recommendations

- ▶ Investigate funding options for improvements.
- ▶ Develop materials for public outreach campaign.
- ▶ Set regular meetings with the governor's office and MIANG personnel to discuss such issues.
- ▶ Communicate military transportation projects with local officials.

Challenges

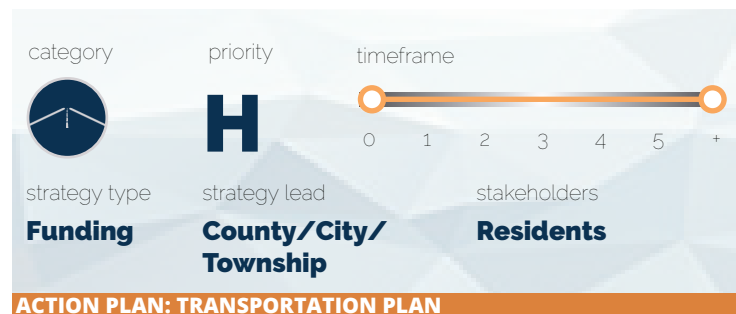
- ▶ Funding for road improvements and maintenance is a state-wide issue.



Alpena CRTC key issues **4/5**

transportation/community partnerships

Issue 4d: Road condition



Strategy 4d.1: Increase funding for road projects and maintenance

Summary

Road projects are costly, and aging roads and bridges pose significant maintenance problems throughout the area that cannot all be addressed through the current limited funding availability and streams.

Recommendations

- ▶ Align road and infrastructure projects and schedules to save costs.
- ▶ Update the Alpena Area-Wide Transportation Plan.
- ▶ Utilize PASER, traffic counts, and historical traffic accident data to prioritize projects.
- ▶ Pursue a public-private partnership (P3), particularly for areas of new development.
- ▶ Investigate funding agreements with the military for county roadway maintenance.

Challenges

- ▶ Grant proposals take time and money to develop and do not always yield funding.
- ▶ The military and private companies may not be interested in partnerships.

Issue 4e: Recreational access



Strategy 4e.1: Determine whether allowing lake access is viable

Summary

Allowing public access to Lake Winyah's southern side would increase opportunities for local and tourist recreational activities such as kayaking and fishing.

Recommendations

- ▶ Determine whether there are any security or ATRP issues associated with allowing access near Alpena CRTC.
- ▶ Invite public participation in the process to ensure voices are heard and all issues are communicated.
- ▶ Publicize any future access to draw tourists and base personnel to increased recreational opportunities.

Challenges

- ▶ Any potential development must be coordinated with ATRP and security officials as well as airport officials.

Issue 5a: Communications/education



Strategy 5a.1: Hire a dedicated community relations specialist for Alpena CRTC

Summary

Comprehensive and timely communication with community residents and other key stakeholders is a challenge without a dedicated community relations specialist for Alpena CRTC. Communicating controversial issues, such as concerns about groundwater contamination, magnifies this challenge. A dedicated community relations specialist will allow Alpena CRTC to create and implement a robust communications and public relations strategy.

Recommendations

- ▶ Review community relations and communication needs for Alpena CRTC. Discuss with community relations specialist at Camp Grayling JMTCC for benchmarking and planning insight.
- ▶ Present communications and community relations needs to Michigan Air National Guard in Lansing for consideration.
- ▶ Once a specialist is in place, develop and implement a multifaceted communications strategy for Alpena CRTC.

Challenges

- ▶ Federal budget limitations to hire a community relations specialist to support more robust efforts.



Strategy 5a.2: Improve the update process for Alpena CRTC website

Summary

Updates to the Alpena CRTC website are centralized through the Michigan Air National Guard website and involve a centralized process coordinated through Lansing. This process can hamper the ability to keep the webpage up to date. Alpena CRTC staff can work with the Michigan Air National Guard to explore ideas for expediting and streamlining the process for website updates.

Recommendations

- ▶ Engage in a discussion with Michigan Air National Guard Public Affairs staff in Lansing for ideas on how to keep the Alpena CRTC webpage relevant with new educational content and expedite the process for webpage updates.
- ▶ Ensure the Alpena CRTC website reflects a broader suite of informational and educational resources for a community audience, rather than just potential visiting units.

Challenges

- ▶ Limited Michigan Air National Guard Public Affairs staff in Lansing to implement changes in an expedited manner.
- ▶ Michigan Air National Guard social media and website requirements that preclude an expedited process to update the Alpena CRTC website.

5 Alpena CRTC key issues community partnerships



Issue 5a continued: Communications/education



Strategy 5a.3: Promote STARBASE as an asset connected to Alpena CRTC

Summary

Students attending classes at STARBASE have the opportunity to tour Alpena CRTC facilities. Educational materials about Alpena CRTC appropriate for students could be distributed through STARBASE to be shared with families. This would help educate more community residents about the operations and economic benefits of Alpena CRTC.

Recommendations

- ▶ Work with Michigan Air National Guard, Alpena CRTC staff, and community partners to create educational materials about Alpena CRTC that address unique functions and economic benefits, as well as career opportunities.
- ▶ Distribute materials to community partners, including local educators, for feedback.
- ▶ Revise as necessary.
- ▶ Distribute educational materials to STARBASE students and families.

Challenges

- ▶ Limited time and resources for Alpena CRTC to develop educational materials without dedicated community relations staff.



Strategy 5a.4: Strengthen existing partnership with Alpena Community College

Summary

Previous educational collaboration can serve as a foundation to reevaluate and strengthen the partnership between Alpena CRTC and Alpena Community College to provide more courses, training opportunities, and scholarships.

Recommendations

- ▶ Convene a working group between current Alpena CRTC leadership and Alpena Community College to discuss past educational collaboration successes and brainstorm potential new partnerships.
- ▶ Develop implementation strategy for working group recommendations, including activities, responsible parties, schedule, and resource needs.
- ▶ Implement priority educational collaborations.
- ▶ Announce new opportunities to the community, leveraging community partnerships to distribute information.
- ▶ Involve Alpena Community College in military affairs council via Chamber of Commerce.
- ▶ Look into job shadowing opportunities.

Challenges

- ▶ Limited time and resources for Alpena CRTC to provide on-site training, offer courses, provide equipment, or contribute to scholarship funds.



Strategy 5a.5: Formalize communications with NOAA regarding operations over Thunder Bay National Marine Sanctuary

Summary

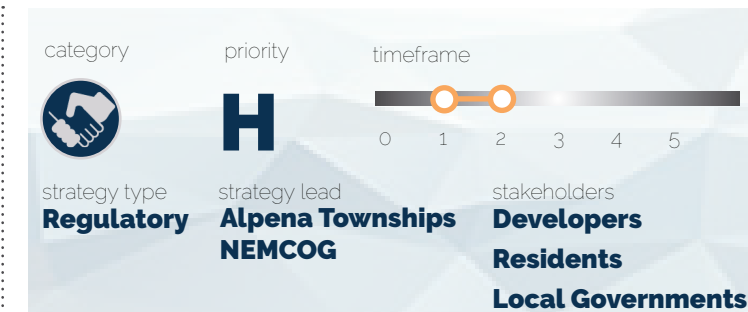
Alpena CRTC operations take place over Thunder Bay National Marine Sanctuary, requiring regular communication with NOAA to ensure continued protection of the sanctuary. Formalizing the communication mechanisms between Alpena CRTC and NOAA will promote better information exchange and identify coordinated educational opportunities.

Recommendations

- ▶ Schedule an initial discussion session between Alpena CRTC, NOAA, and other key community partners to identify communication needs related to Alpena CRTC operations and Thunder Bay National Marine Sanctuary protection and promotion.
- ▶ Develop communication strategy and schedule based on issues raised during discussion session.
- ▶ Implement and formalize a mechanism for regular communication between NOAA and Alpena CRTC.

Challenges

- ▶ Lack of community relations personnel at Alpena CRTC makes it hard for the base and NOAA to engage in communications strategy development and implementation.



Strategy 5a.6: Revise respective zoning ordinances for government entities within the APZ

Summary

Update local zoning codes to restrict height of new structures within the APZs. Any new structure must undergo a review to ensure compliance with new zoning codes. Require new facilities to match height limits mandated by the APZ and require site plan review for any new structure built on a property within the APZ.

Recommendations

- ▶ Update zoning codes in all applicable governmental entities.
- ▶ Zoning code update will also include a site review component for new structures in the APZ.
- ▶ Create a survey and registry of any current building that does not meet the new requirements.

Challenges

- ▶ Increase of regulatory requirements for residents and businesses.
- ▶ Restricts landowners' use of their property.
- ▶ May dissuade economic development in affected areas.



Alpena CRTC key issues **5/6**

community partnerships/economic development

Issue 5b: Public relations/community involvement



Strategy 5b.1: Convene expanded Alpena CRTC Community Council with Alpena Area Chamber of Commerce

Summary

Using the organizational model suggested by the Alpena Area Chamber of Commerce (see Appendix A), Alpena CRTC can assist in convening the Alpena CRTC Community Council. This group would leverage community partnerships to support Alpena CRTC with public relations, economic valuation, visiting unit support services, and military family support services.

Recommendations

- ▶ Review Alpena Area Chamber of Commerce proposal to expand the Alpena CRTC Community Council with Alpena CRTC leadership.
- ▶ Convene a planning session to develop a formal strategy for the Alpena CRTC Community Council, including membership, goals, schedule, and priority activities.
- ▶ Evaluate council's effectiveness over time.
- ▶ Report on Alpena CRTC Community Council successes to Alpena CRTC leadership and key community partners.

Challenges

- ▶ Alpena CRTC resource limitations to participate, particularly without a dedicated community relations specialist.
- ▶ Potential requirements for MIANG to review communications materials prior to distribution.



Strategy 5b.2: Inform community on process to request tours and participation in community events

Summary

The process for requesting tours and involvement in events is not readily available to the public. Making the process and criteria available in several forms would help local partners.

Recommendations

- ▶ Develop a concise document on the availability of group tours, the tour timeframe and content, and the process for requesting, including lead time necessary to schedule a tour and the necessary request forms.
- ▶ Develop a document on the availability of Alpena CRTC to participate in community events. Include the criteria for events, options for participation (e.g., color guard, speaker, fly over), and provide the necessary forms.
- ▶ Provide overview of the process on Michigan Air National Guard website, Alpena CRTC Facebook page, and other tools possibly developed in near term (e.g., newsletter).
- ▶ Establish a process for responding to requests.
- ▶ Document in an overall SOP for future reference.

Challenges

- ▶ Limited time and resources for Alpena CRTC without dedicated community relations specialist.
- ▶ Possible need for review of processes by MIANG public affairs staff.

Issue 6a: Significant contributor to local economy



Strategy 6a.1: Local purchasing goal for Alpena CRTC

Summary

Commitment to spending Alpena CRTC funding at locally owned businesses is a priority by Alpena CRTC. Local purchasing goals for Alpena CRTC would help establish an operating norm that acknowledges the importance of Alpena CRTC on the surrounding local economies and would be less likely to change with changes in Alpena CRTC leadership over time.

MIANG has been consolidated and all but two contracting officers in the State are located at Selfridge ANGB. Contracting has set-aside goals for each year for HUBZone, 8a, and Small Business companies.

While Alpena CRTC personnel prefer to award work to NEMI contractors, the decisions are made at Selfridge ANGB and they consistently award Alpena CRTC work to SEMI contractors.

Recommendations

- ▶ Work with leadership in Michigan Air National Guard to identify and set local purchasing goals for Alpena CRTC for goods and services not subject to federal and state contracting laws to demonstrate commitment to economic development of surrounding communities.
- ▶ Track and report progress toward local purchasing goal for goods and services that are not subject to federal and state contracting laws to help quantify annual impact on local economy.
- ▶ As possible, inform chambers of commerce and local

businesses when troops will be in the local area.

- ▶ Chamber of Commerce should work with Alpena CRTC Contracting Office to make sure our local contractors are aware and understand the set-aside goals of MIANG.
- ▶ Chamber of Commerce should contact the Alpena CRTC Contracting Office and formally protest that the recent set-aside contracts have consistently excluded NEMI contractors.

6 Alpena CRTC key issues economic development



Issue 6b: Airport viability



Strategy 6b1: Leverage relationships to replace customs agent

Summary

Loss of the part-time local customs agent has had a negative economic impact on the Alpena County Regional Airport, requiring aircraft emanating from foreign locations to route to other Northern Michigan locations. Stakeholders in Alpena have been actively seeking viable options to replace the customs agent, but have had no success.

Recommendations

- ▶ Engage Alpena CRTC and Michigan Air National Guard in discussions on potentially helping to publicize the issue.
- ▶ Identify updated options that build on previous discussions with Congressional delegation.

Challenges

- ▶ Replacement of customs agent currently an issue raised by Congressional delegation without results to date.
- ▶ Alpena CRTC has a customs agent on an as-needed basis only and cannot provide resources.

Issue 6c: Partnership with sheriff



Strategy 6c.1: Maintain relationship with CRTC and advocate for longer-term contract

Summary

Current contract extension will require Alpena County Sheriff's Department to compete for longer-term contract to provide services.

Recommendations

- ▶ Continue to provide excellent security services during contract extension period.

Challenges

- ▶ State of Michigan requires competitive bid for award of contract to provide services

Issue 6d: Military tourism



Strategy 6d.1: Economic incentives to generate military tourism

Summary

Soldiers often bring family members into the area during training exercises. Local businesses will benefit if surrounding tourism bureaus work to create incentives for families to extend their stay in the area. Discounts or vacation packages could create incentives that expand military tourism associated with Alpena CRTC.

Recommendations

- ▶ Convene a working session among tourism bureaus, local business representatives, and government entities such as NOAA to identify possible incentives for Alpena CRTC trainees and their families to extend their visit and expand military tourism.
- ▶ Identify and develop most feasible incentives.
- ▶ Create marketing campaign to promote incentives in partnership with Alpena CRTC.
- ▶ Monitor incentive effectiveness.
- ▶ Report findings to working group.
- ▶ Adapt incentives based on findings.

Challenges

- ▶ Resource limitations to support working group efforts and campaign to market incentives.



Alpena CRTC key issues economic development

6

Issue 6d: continued Military tourism



Strategy 6d.2: Economic tracking and reporting mechanisms to quantify annual military tourism impact

Summary

Quantifiable economic data on how dollars flow from soldiers training at Alpena CRTC into surrounding communities would help communicate the contributions Alpena CRTC makes to the local economy. This type of information would assist in communicating the benefits of Alpena CRTC to current residents, prospective home buyers, and decision makers at the local, state, and federal levels.

Recommendations

- ▶ Conduct benchmarking research on other military training installations' efforts to track economic impact of operations on local communities.
- ▶ Convene a brainstorming session among key stakeholders to share benchmarking results and identify potential economic tracking mechanisms to monitor the spending flow from Alpena CRTC trainees in local communities. Mechanisms discussed during the JLUS process include a survey of Alpena CRTC soldiers during their stay with an incentive to participate or an Alpena CRTC discount card accepted at local businesses. Consider coordinating with Camp Grayling JMTC for this activity.
- ▶ Identify most feasible tracking mechanisms from brainstorming session and develop a monitoring plan and reporting schedule.
- ▶ Share information about the economic monitoring initiative with Alpena CRTC soldiers and families.
- ▶ Collect data and analyze findings.
- ▶ Report to key stakeholders participating in brainstorming session.

- ▶ Identify next steps to adapt monitoring approach based on findings.
- ▶ Prepare informational collateral to share findings with media, decision makers, and other key stakeholders.

Challenges

- ▶ Resource limitations to support economic monitoring mechanism development and implementation over time.
- ▶ Potential lack of widespread participation in tracking that will limit the ability to comprehensively quantify military tourism spending flow.