



**Luke Air Force Base
Targeted Growth Management Plan
Executive Summary**

June 2020

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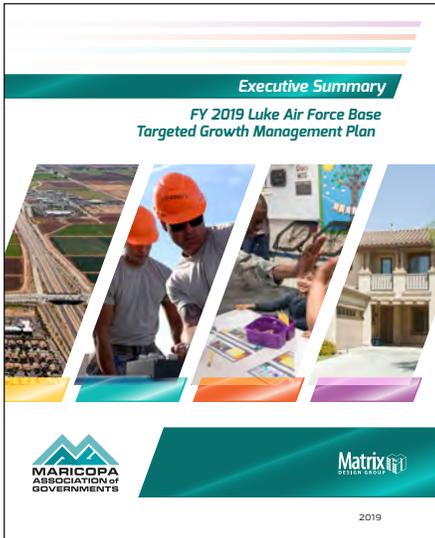
In 2012, the Department of Defense (DoD) designated Luke Air Force Base (Luke AFB) as the training home of 144 new F-35A Lightning II fighter jets. This mission expansion is expected to grow base personnel by an additional 2,234 service members by 2026. They are expected to be joined by an additional 4,717 household members, growing the base-related population by 7,041 to a total of 23,704 by 2026.

The goals of the Luke AFB Targeted Growth Management Plan (TGMP) are to support the base and leverage the opportunities presented by the growth in base-related population. This TGMP focuses on four key areas: Education, Workforce and Economic Development, Housing, and Transportation. The TGMP consists of four chapters, each presenting independent analyses of resources in the area surrounding the military installation for each of the key areas. These areas were prioritized by the surrounding communities and the base because of their importance for the well-being of the residents and to avoid duplicating work already expended in other studies.



The objectives of the Targeted Growth Management Plan are to:

1. Identify and assess existing conditions within the targeted areas of education, workforce and economic development, housing, and transportation.
2. Determine future needs associated with increased military and veteran population.
3. Develop short-term and long-term priorities and potential funding sources to accommodate this growth.
4. Develop planning, coordination and implementation strategies that help achieve the long-term goals of the stakeholders during this period of growth and change.
5. Maintain a central point of coordination for all major stakeholders who are impacted by the expansion of Luke AFB.
6. Establish a clear set of action steps for local communities to manage future growth and demands for services.



The TGMP draws on the most recent data from the base and surrounding region, sophisticated modeling techniques, an outreach survey of local residents and current base personnel, and input from advisory group and focus group members.

All study parameters and outcomes are presented in detail in a series of related papers prepared by the Matrix Design Group. These include the *FY 2019 Luke Air Force Base Targeted Growth Management Plan Executive Summary, Implementation Plan, Transportation White Paper, Workforce & Economic Development White Paper, Education White Paper, Housing White Paper, and Survey Report.*

Community and stakeholder input was integral to the preparation of the TGMP and its associated documents. Each strategy and recommended course of action was vetted by a wide group of stakeholders and experts in the fields of education, housing, real estate, transportation, and economic development. This group includes representatives employed by the surrounding cities, Maricopa County, the offices of state and federal elected officials, as well as representatives from industry groups and the nonprofit sector. For a list of participants see the ***Acknowledgments***.

For each targeted sector, the TGMP identifies the existing conditions, future needs, assets, challenges, key findings, and implementation plan for leveraging opportunities and supporting the mission expansion. Each proposed strategy in the implementation plan identifies potential task leads and partners, estimated costs and funding sources, appropriate times to initiate each course of action, and other information to help guide implementation. A summary of the key findings and the goals addressed in each sector's implementation plan are presented below.

EDUCATION

Summary of Key Findings

The schools in the Study Area are well-positioned to absorb the anticipated growth in the student population related and unrelated to mission expansion. Primary and secondary schools are numerous, optimally located, and well-performing, including where the greatest densities of school-age children are expected to reside.

There is a need for reliable, updated and comprehensive information about home-based childcare and early learning opportunities in the Study Area for military families. Off-base early learning opportunities and home-based pre-K and childcare options are estimated to be sufficient to meet the increasing demand expected with mission expansion and population growth. However, the on-base childcare center is at capacity and cannot be expanded. The inability to meet increased demand can be expected to persist as more personnel is assigned to the base. Access to quality, on-base and affordable childcare that accommodates extended and nontraditional working shifts is a continuing concern for military families.



Education Implementation Plan Goals

The Education Implementation Plan proposes a number of strategies to increase access to childcare, pre-school and K-12 educational opportunities so that childcare and educational needs of incoming personnel are met. Strategies E1-E6 and their associated sub-strategies address the following goals:

1. Improve the reliability and accessibility of information about home-based care and educational opportunities for young children.
2. Increase the number and accessibility of childcare providers in the Study Area who can accommodate the needs of military families.
3. Increase awareness of financial assistance programs that subsidize the primary care and education of young children and of childcare and early learning programs that serve qualifying, low-income families (e.g., Head Start).
4. Increase the capacity of the Child Development Center through building expansion and formal partnerships with civilian programs.
5. Improve the availability and quality of key programming at schools with lower Arizona Department of Education (ADE) ratings.
6. Increase school district administrators' and educators' awareness of the challenges military families face as they transition into new communities and schools; increase students' awareness of support available to them at their local schools.

WORKFORCE AND ECONOMIC DEVELOPMENT

Summary of Key Findings

Currently, the defense-related industry in Arizona is thriving and is anticipated to stay strong through the mission expansion at Luke AFB. The base is, and will continue to be, the backbone of this defense economy. The base impacts local, regional, and state economies, as well as the local workforce.



By 2026, 90 percent of all Luke AFB job impacts are projected to occur in the communities of Glendale, Surprise, Goodyear, and Avondale.

Nearby opportunities for military families, both in terms of jobs and training, will continue to be abundant in certain sectors. Other sectors are currently needed and will need coordination and partnerships in order for the region to stay competitive.

Workforce and Economic Development Implementation Plan Goals

The Workforce and Economic Development Implementation Plan presents a series of strategies to address the goals of capitalizing on the opportunities associated with the mission expansion for Luke Air Force Base personnel, their household members and the surrounding communities. Strategies W1, ED1 and ED2 and their associated sub-strategies are in alignment with Arizona's Be Connected program and Arizona Roadmap to Veteran Employment initiative, and they address the following goals:

1. Provide Luke AFB personnel who are separating from the service, military spouses, and community members the opportunity to obtain desired skills and quality employment.
2. Increase direct spending on military and DoD civilian personnel and private-sector defense procurement contracts (both awarded and performed) and increase the value of transfer payments throughout the Study Area.
3. Provide guidance and oversight of the implementation process through a centralized body that provides continuity in knowledge and decision-making regarding implementation.

HOUSING

Summary of Key Findings

The Study Area is projected to have an ample housing inventory at price points that should be attainable to incoming military personnel of all ranks, including those accompanied by a partner and/or family members. The projected ample housing supply applies to a variety of housing types. It is not restricted to price, size, or ownership versus rental housing options. Vacant residential units contribute the bulk of housing supply, annually contributing an average 83 percent of the overall housing supply in the Study Area. This abundant housing supply is forecasted to remain constant throughout the buildup. This large inventory should contribute to housing costs remaining relatively affordable.



Relative to affordability, housing that is affordable for ranks E-5 and above is projected to be available within the Study Area during the mission expansion. On average, 3,135 housing units are projected to be available within the Study Area and considered affordable to and attainable by personnel allowed to live off-base (Rank E-5 and above).

Housing Implementation Plan Goals

Although there is a large supply of housing in the Study Area, measures are still needed to ensure that Luke AFB personnel and their dependents are aware of and are able to capitalize on the variety of housing options that are affordable and that meet their needs. The proposed strategies in the Housing Implementation Plan work toward that goal while remaining actionable, attainable, and reasonable. Strategies H1-H4 and their associated sub-strategies address the following goals:

1. Ensure that all future Luke AFB personnel have access to adequate housing options.
2. Ensure that all future Luke AFB personnel have access to information regarding housing options in the area surrounding the base.
3. Ensure that future Luke AFB personnel have adequate housing options to live on base if they desire.
4. Provide guidance and oversight of the implementation process through a centralized body that provides continuity in knowledge and decision-making regarding implementation.

TRANSPORTATION

Summary of Key Findings

The West Valley will experience significant population growth over the next several years, causing the roadways to experience additional congestion. Impacts of additional Luke AFB employees on the larger transportation system will be minor compared to those caused by regional growth.



Thus, the increase in personnel at Luke AFB will not cause regional roadways to deteriorate from acceptable to unacceptable levels of service, except at one intersection adjacent to the base. Near the base, some areas are congested during peak hours. The congested intersections will be impacted further by additional personnel entering and leaving the base, but the strategies proposed in the Transportation Implementation Plan can mitigate this congestion.

Transportation Implementation Plan Goals

The proposed transportation implementation plan below presents a series of strategies to manage the anticipated growth in traffic around Luke Air Force Base. The recommendations below address the future transportation needs and provide actionable strategies to improve the existing transportation network at Luke AFB and its surrounding communities. The focus of the proposed strategies is to ensure that the increased congestion resulting from the population growth in the surrounding communities does not negatively impact the base and its mission. Strategies T1-T7 and their associated sub-strategies address the following goals:

1. Improve overall level of service for intersections at base entrances; reduce queue length (number of vehicles waiting) at the base exit turning movements.
2. Within Luke AFB's current resources and authority, improve transportation conditions on the base.
3. Improve key roadways throughout the Study Area that serve the Luke AFB population.
4. Improve the amount and convenience of service in a manner consistent with estimated demand and financial resources.
5. Expand options for Luke AFB employees and dependents who prefer not to rely on daily commuting by single-occupant vehicles.

6. Collaborate with the City of Glendale and other surrounding cities to improve access to Luke AFB for all bicyclists and pedestrians.
7. Provide guidance and oversight of the implementation process through a centralized body that provides continuity in knowledge and decision-making regarding implementation.

SUMMARY

The analysis of the four key sectors indicates the West Valley is well-positioned to absorb the growth generated by the mission expansion and by more people moving to the surrounding communities. Local jurisdictions and the base have support from numerous organizations and associated resources, including economic development organizations, real estate groups, education groups, and others that are actively engaged with each other and the base. Within the context of the TGMP, these existing relationships can be leveraged to provide a context in which Luke AFB personnel and local residents can thrive, and in which the military mission expansion and the surrounding communities' growth dovetail into a mutually-beneficial relationship.

