

## **DRAFT 5.1.10**

# **Davis-Monthan and Tucson: A Community Alliance Growing Together Throughout the 21st Century**

### **Executive Summary**

For over 6 decades Tucson has been a proud host for Davis-Monthan Air Force Base, and recognizes the tremendous sacrifices made by its service members and families who live and work as part of our community. Tucsonans equally recognize the significant contributions that DM brings to our community; nearing \$1B economically, and their direct community support of over 68,000 hours annually. The synergy between Tucson and DM enhances our growth while ensuring our national security in these troubled times.

As our nation continues to navigate a rapidly shifting global security environment in which adversaries seek to negate our advantage through unpredictable tactics, so too will our military strategy adapt and evolve. The way we conduct war, equip and train our forces will continue to develop with an increased emphasis on rapid and responsive joint operations. In the same way, greater Tucson is prepared to adapt and evolve to protect and enhance our growth by protecting and enhancing both DoD and Davis-Monthan's viability and capability as well as the lives of its Airmen and families.

To meet the challenges of the next 6 decades and through the 21<sup>st</sup> century, the greater Tucson community is committed to continuing its record of successfully working with the Department of Defense (DoD) to protect the long-term viability of missions and capabilities of Davis-Monthan Air Force Base. This commitment can be seen in both the City of Tucson's and Pima County's adoption of some of the nations more aggressive land use regulations to mitigate and halt installation and mission encroachment especially to the southeast of Davis-Monthan. Furthermore the citizens of Tucson created the Military Community Relations Committee establishing a forum for education, dialogue, for raising and discussing concerns and joint problem solving between DMAFB and the citizens of greater Tucson on a broad range of military and community-related issues.

Davis-Monthan Air Force Base is already well positioned to expand its strategic role. For example, the facility's geographic location and spectrum of current missions could be leveraged to create a Center of Excellence for Integrated Air-Land Operations, including Close Air Support and Tactical ISR missions, and the critical training functions that underlie them. Similarly, Davis-Monthan is an ideal staging point for the support of vital homeland security and defense missions. However, Davis-Monthan AFB and Tucson are

uniquely positioned to significantly enhance the current building of coalition partnerships in Central and South America by enabling partner country self defense through the basing and training of light attack aircraft and pilots for reconnaissance and counter-insurgent operations.

The purpose of this paper is to describe a vision for mission expansion at DMAFB in greater detail and demonstrate the Tucson community's desire and support for hosting additional and or new DoD and Air Force missions.

## **Background**

The evolving nature of activities within the Department of Defense, and its growing interaction with other Federal Agencies and the 2009 Quadrennial Defense Review (QDR) presents Tucson an opportunity to be a significant part in helping to shape the future strategy and readiness of the U.S. military now and throughout the 21<sup>st</sup> Century. The 2009 Quadrennial Defense Review presents another opportunity to help shape the future strategy and readiness of the U.S. military. The recurring QDR analyzes the current and potential strategic environments to promote an effective future military posture as well as provide for the necessary and potential reallocation of resources. While the importance of efficient DoD operations is as critical as ever, the focus to balance current counter-terrorism operations and force modernization also represents an opportunity not only for the DoD but for Tucson to support broader strategic objectives that promote joint operational concepts and further Interagency cooperation.

It is a recognition of these and other evolving strategic imperatives that drives the Davis-Monthan community in its efforts to be a model host for its DoD and other U.S. government tenants. Over the past decade, the City of Tucson, Pima County, and the Arizona state government have worked together in innovative ways to protect DoD capabilities at Davis-Monthan and improve the facility's infrastructure and appearance. Encroachment issues highlighted in previous BRAC rounds have been effectively addressed with the community enacting some of the most aggressive zoning restrictions in the country. Additionally, the Tucson-DM forum, Military-Community Relations Committee (MCRC) is a model for military-community relations through enabling continuous dialogue on common issues.

It is in this spirit of cooperation and responsiveness that the Tucson community will continue to meet the needs of its Air Force and DoD partners.

## **Defining Military Value**

The long-term mission effectiveness of a "flying" Air Force bases rests on four critical pillars: the facility's strategic military value, the ability of both the base and surrounding community to accommodate change and expansion, the stability of the living environment and the commitment of local government to meeting DoD needs.

### *Strategic Value*

Geography is an integral component of the military value of an Air Force installation. Training installations benefit from proximity to high value training areas and open spaces with a minimum of encroachment, as do testing and evaluation facilities; research and development centers benefit from proximity to regions that have rich academic and human resources; and operating bases generally benefit from proximity to their area of responsibility.

Balancing the mission-specific benefits of geography with the realities of infrastructure capacity and evolving mission requirements is a critical challenge for Air Force planners. To that end, the intangible military value of an installation should be assessed in the context of strategic objectives. For example, the presence of and potential for joint, cross-service operations are highly desirable characteristics. Along these lines, a facility must have an institutional capacity for mission growth, including the organizational experience and track record to accommodate shifts in DoD strategy and long-term mission evolution.

### *Capability to Expand*

The physical capability to expand is closely linked to the strategic value of an installation. To be a viable, long-term Air Force location, an installation must have adequate physical infrastructure – from housing to office space, specialized facilities to supporting utilities. Moreover, the need for expansion capability extends beyond a base's boundaries and into the surrounding community, which must have suitable infrastructure to augment or enhance the Air Force's own and an economic foundation that is solid enough to meet future challenges and growth needs.

### *Superlative Living Environment*

Over the last 15 years, the Air Force has undergone extensive force structure changes. The force is now 40 percent smaller than it was at the end of the Cold War, yet expeditionary deployments are up due to ongoing operations in Southwest Asia, and world-wide efforts to counter International Terrorism. Despite short-term rebalancing, the long-term challenges of recruitment and retention remain the same. As the Air Force seeks to meet these challenges through institutional means, its host communities will play an important supporting role – by providing a socioeconomic environment and quality of life that provide long-term stability to airmen and their families.

### *Strong Local Partnerships*

Finally, a spirit of partnership is a vital critical success factor in the military value of a community. This is particularly important with respect to protecting the operational capability of Air Force facilities – which requires that local and state governments work in virtual lockstep with their Air Force counterparts.

Davis-Monthan Air Force base and its host communities, the City of Tucson and Pima County, possess all of these characteristics in abundance. This paper shall focus in large part on the first element of this framework: illustrating Davis-Monthan's strategic value and a vision for enhancing the already bright future of this critical national asset.

## Davis-Monthan's Strategic Value

### *Overview*

Located within the city limits of Tucson, Arizona, Davis-Monthan Air Force Base plays a key role in supporting and training U.S. forces, at home and around the globe. Led by the base host unit, the 355<sup>th</sup> Fighter Wing, Davis-Monthan is home to a wide range of tenant units, including the 12th Air Force Headquarters and Headquarters Air Forces Southern Command, the 55<sup>th</sup> Electronic Combat Group, the 563rd Rescue Group, the 943rd Rescue Group, the 309th Aerospace Maintenance and Regeneration, the 214th Reconnaissance Group, the AZ Air National Guard (AZANG) 162nd Fighter Wing Alert Detachment, AZANG 162nd Fighter Wing Operations Snowbird, and the 25th Operations Weather Squadron. Other federal agencies using the base include the Federal Aviation Administration, the U.S. Customs Service Air Service Branch, the U.S. Corps of Engineers, the Federal Law Enforcement Training Center, and a detachment of the Naval Air Systems Command.

These units are charged with a wide range of key missions:

- The 355th Wing is the host unit providing medical, logistical, and operational support to all Davis-Monthan units. The wing's primary operational mission is to train A-10 and OA-10 pilots and to provide warfighters forces for close support, air interdiction and forward air control to ground forces worldwide.
- The 12<sup>th</sup> Air Force is charged with commanding, administering, and supervising tactical air forces west of the Mississippi River. As one of ACC's numbered air forces, the 12th Air Force operates combat-ready forces and equipment for air superiority – gaining and maintaining control of airspace; interdiction – disrupting enemy lines of communication and logistics; and providing close air support – working with U.S. and allied forces to defeat the enemy at the point of contact. As the Air Component of U.S. Southern Command, it supports a range of activities in Mexico, Central and South America. These include support to counter-narcotics operations and building partnership capacity with the air forces of that region of the world.
- The 55<sup>th</sup> Electronic Combat Group is one of several tenant organizations. The mission of the 55th is to provide command, control, and communications countermeasures in support of tactical forces with its EC-130H aircraft.
- The 563<sup>rd</sup> Rescue Group, (Air Force Special Operations Command), operates the HC-130 P/E and the HH-60 Pavehawk helicopter. The group directs flying operations for the USAF's only active duty rescue Wing dedicated to Combat Search and Rescue, (CSAR). This Group provides rapidly deployable CSAR forces to Theater Commanders worldwide.

- The 943rd Rescue Group, an Air Force Reserve unit, flies the HH-60G "Pavehawk" helicopters. Its primary mission is combat search and rescue. They also provide peacetime search and rescue support following natural disasters and major accidents where local police and fire resources are task beyond their capability.
- The 214th Reconnaissance Group operates the Predator, unmanned aerial vehicle (UAV). It conducts 24/7 flight operations providing real-time reconnaissance and combat power supporting the ongoing conflicts within Southwest Asia.
- The 309th Aerospace Maintenance & Regeneration Group (AMARG) is charged with storage and maintenance of aircraft, and other aerospace vehicles, as well as full-scale target support for live missile testing and training. AMARG stores nearly 4,200 aircraft on 4 square miles (2,600 acres) with an original acquisition value of \$35 billion.
- The 162nd Fighter Wing Alert Detachment, an Air National Guard unit, flies the F-16 "Fighting Falcon." Following 9-11 the ANG was charged with providing for the security of US the national airspace, called Operation Noble Eagle. The Alert Det maintains two F-16s on ready alert 24/7 capable of being airborne in less than five minutes to identify, intercept, and, if necessary, destroy any airborne threat to US security.
- The 162nd Fighter Wing Operation Snowbird, also of the AZ Air National Guard, provides in place support for ANG, sister service and coalition partner units to operate out of DMAFB for access to the Barry M. Goldwater Ranges for proficiency and pre-deployment spin-up training.
- The U.S. Customs Service Aviation Operations Branch located at Davis-Monthan provides anti-drug surveillance throughout the Southern Arizona border region.
- The 25th Operational Weather Squadron provides for all DoD weather forecasting services throughout the southwestern quadrant of the United State. Additionally, the 25th OWS has formed a strong strategic alliance with the University of Arizona in Tucson and is developing a distance learning BAS degree in Meteorology to commence in 2010.

These missions represent a strong cross section of joint activities, from close air support and forward air control, tactical reconnaissance, storage and intermediate level maintenance of aircraft, combat search and rescue to domestic interdiction. In the context of joint activities, however, it is critical to view facilities like Davis-Monthan in their broader geographic context.

At the heart of the robust military presence in southwest Arizona is the Barry M. Goldwater Training Range complex. It is a complex of air-to-air training and critical air-to-ground bombing and gunnery ranges that support training requirements of every

military service. It is one of the very few range complexes in the continental United States that provides realistic live ordnance tactical training. Marine Corps and Navy fighter aircraft from MCAS Yuma, Air Force and allied Air Force units from Luke and Davis-Monthan AFBs, and the Arizona Air National Guard from Tucson International Airport utilize this critical training capability daily, to support our nation's most respected National Training Capability. The Goldwater ranges and others have made the U.S. military the most respected in the world.

Davis-Monthan is a critical base that lies at the heart of this military presence in Southwest Arizona. Over time, the military facilities of southwest Arizona have developed complementary capabilities, including aircraft training and operations, testing and evaluation, command, control and maintenance. Within the state of Arizona alone, Davis-Monthan AFB, the Air National Guard at Tucson International Airport, Luke AFB, Fort Huachuca, and MCAS Yuma utilize the Goldwater Ranges, Yuma Proving Grounds, Chocolate Mountain, Kofa Ranges and multiple Military Operating Areas (MOAs) throughout Southern Arizona for flight training – providing DoD with the capability to maintain readiness for a range of joint missions.

For years, the Davis-Monthan “Snowbird Operations” has supported “northern tier” Air National Guard units who would deploy to D-M during the winter months. These units would take advantage of the good flying weather in Southern Arizona and the facilities to accomplish critically needed bombing and gunnery training, using the Goldwater ranges and nearby military training areas. This operation is now available year-round supporting Army, Navy and Marine aviation units as well as foreign national training in addition to supporting the U.S. Air National Guard.

### ***Scenarios for Mission Expansion***

Davis-Monthan's legacy in close air support, its range of complementary tenants and its role in the region's DoD presence, all imply a clear set of enhanced capabilities that the facility is well positioned to undertake in the coming years. Leveraging its ready access to an extensive complex of training airspace and ranges in the region, Davis-Monthan could play a leadership role in maximizing DoD readiness and training with a focus on integrated Air-Land Operations that include close air support, tactical reconnaissance and combat search & rescue. In addition, the base is in an ideal position for enhanced homeland defense and security operations that capitalize on synergy between the base's military and civil tenants. Furthermore, Davis-Monthan AFB and Tucson are uniquely positioned to significantly enhance the current building of coalition partnerships in Central and South America as part of the 12 AF mission by enabling partner country self defense through the basing and training of light attack and armed reconnaissance aircraft and pilots.

### **Maximizing DoD Readiness and Training**

Over the last few years, the U.S. has been involved in combat operations in Iraq and Afghanistan. The USAF, including Davis-Monthan AFB, has conducted expeditionary flight operations in Southwest Asia for over 18 years. For nearly two decades, defense policies have led to significant restructuring of Department of Defense procedures,

spending priorities, and hierarchies. Even before this recent push for reform, however, each of the services noted a decline in readiness from people being tasked to do more with less. The current period of rapid change inevitably brings about opportunities and risks: opportunities to seize on the new initiatives and changes, risks in maintaining the status quo. Nowhere is this more evident than in the area of training, where funding is being refocused through restructured and newly created commands and the administration priorities on joint force and special operations training.

Realistic training is crucial to maintaining our military's asymmetric advantage over 21<sup>st</sup> century adversaries. The complex of military training ranges and airspace in the western United States is a critical element of our military strategy to preserve the U.S. position as the most respected military in the world.

As strategy evolves, the military services will seek to train in increasingly creative environments for critical joint missions. Given the criticality of this trend, there is a clear premium on the preservation and enhancement of training ranges and infrastructure. In this regard, Davis-Monthan possesses the ideal characteristics for an increased role in preserving DoD readiness and training.

Davis-Monthan's key strengths and benefits as a training facility include:

- The ability to accommodate all types of aircraft and most DoD missions;
- Access to an extensive complex of training airspace and ranges, which improves effectiveness and lowers training costs;
- Proximity to 27,000 square miles of prime tactical training airspace including high-speed, low-altitude routes over varied terrain;
- Access to 4,000 square miles in the Barry M. Goldwater range, 90 miles to the west, enabling invaluable live-fire training in air-to-air and air-to-ground gunnery and bombing;
- Access to Gila Bend Auxiliary Air Field on the northern boundary of the BMGR, enabling practice approach capability, realistic night-vision goggle training and an emergency alternate landing site.
- Optimal year-round flying weather minimizing the likelihood of lost sorties, maximizing training schedules, and minimizing training costs;
- Ideally located to enable joint readiness training between units from Fort Huachuca, MCAS Yuma, Luke AFB, the AZ ANG and the Army National Guard Aviation Training Center (Marana)

### Center of Excellence for Integrated Air-Land Operations

As the U.S. Army continues its 21<sup>st</sup> century transformation, and ground forces become lighter and leaner, their dependence upon air support grows. Building on its legacy and the strengths outlined above, Davis-Monthan could develop into a Close Air Support (CAS) and Tactical Reconnaissance (ISR) “Center of Excellence” – a thriving training center for a range of cross-service customers.

Close air support is an aerial attack mission flown against enemy ground forces that are close enough to friendly forces to require detailed coordination before commencing the attack. CAS is a dangerous and technically challenging mission: there must be adequate command, control and communication infrastructure in place to make sure that the aircraft respond quickly enough to be a factor in the battle and, most importantly, hit the correct target. To achieve mission success, ground and air troops must work together seamlessly and jointly, as a given operation dictates.

Operations world-wide, and particularly in Iraq and Afghanistan have shown, where air superiority is quickly established, CAS, air interdiction, and more recently, Armed Overwatch missions became critical to successfully disrupt and destroy army units massing in attempts to blunt the operations of coalition forces. In subsequent counter-insurgency operations, Integrated Air-Land operations that include synchronized ISR with CAS/Armed Overwatch have proven to be highly successful. In future conflicts, Integrated Air-Land operations will continue to be an integral part of joint military operations. In challenging urban environments, for example, CAS may be the only precision heavy fire available.

Aircraft like the U.S. Army AH-64 and Marine AH-1 Cobra attack helicopters, the AC-130 gunship, the Air Force A-10 Warthog dedicated close air support plane, the Reaper, (armed UAV), the U.S. Marine AV-8 Harrier, and as needed the F-15E, F-16, and F/A-18 fighters, as well as heavy bombers, all have played a role in CAS activities. In future years, these aircraft and new ones such as the F-35 Joint Strike Fighter (JSF), F/A-22 Raptor and a growing variety of unmanned aerial vehicles will enhance our CAS capability.

Perhaps more important than acquiring and introducing new aircraft, however, the military services will continue to refine and improve their capability to work together seamlessly by improving training, doctrine, and operational processes. Though this effort has been ongoing for decades, consolidation of efforts at Davis-Monthan would allow for interplay of operators and the training community that would benefit the development of long-term operational concepts.

In accordance with this Integrated Air-Land Center of Excellence concept, Davis-Monthan would be a logical host for varying numbers missions supporting aircraft like the current A-10/OA-10 Thunderbolt, to additional aircraft ranging from Army attack helicopters, tactical UAVs and potentially the pending F-35 Joint Strike Fighter.

### A-10/OA-10 Thunderbolt II

The A-10 and OA-10 Thunderbolt II is the Air Force's primary aircraft for close air support of ground forces. The A-10's primary mission is to provide day and night close air support for friendly land forces and to act as forward air controller (FAC) to coordinate and direct other friendly aircraft in support of land forces. In addition, the A-10 has a secondary mission of supporting combat search and rescue and Special Forces operations. It also possesses the capability to perform certain types of interdiction.

In the coming years, the A-10 fleet will continue to be restructured with portions receiving upgrades and enhancements. While the A-10 fleet is aging like many of the Air Force systems, discussions of new wings and engines for the A-10 coupled with the recent A-10C avionics and targeting systems upgrades can potentially extend the life span of the A-10 well past the current 2025 projection. However, the fleet may also see reductions as the Joint Strike Fighter comes into service, and may also be impacted if the Air Force pursues a Light Attack Aircraft for Counter-Insurgency. As the Air Force restructures its A-10 fleet and related operations, support, and training infrastructure, Davis-Monthan represents a potential center of gravity for these aircraft.

### F-35/Joint Strike Fighter

The F-35, Joint Strike Fighter, is still in development and the first operational location is scheduled to be Eglin AFB, FL. The F-35 is actually a family of three aircraft designed to replace aircraft in the Air Force, Navy, Marine Corps and the British military. The Air Force's F-35A version is a conventional takeoff and landing airplane to replace the F-16 Falcon and eventually the A-10 Thunderbolt II. The U.S. Air Force alone plans to buy over 1,000 of these aircraft, which have been reported to have sound levels equal to F15C and F16 aircraft.

Ultimately, the Joint Strike Fighter will form the backbone of the U.S. ground attack and close air support capability. Given this role, Davis-Monthan and other southern Arizona bases are logical candidates for follow-on JSF operations and training. With an appropriate number of JSF aircraft at Davis-Monthan, the DoD can ensure a continuum of airborne close air support activities over the coming decades.

### Light Attack Aircraft

The USAF is considering acquisition of an advanced Light Attack Aircraft to support the growing counter-insurgency air support requirements. This propeller drive aircraft would incorporate a variety of sensors for reconnaissance and surveillance, with an immediate attack capability. Should this program be pursued, Davis-Monthan is well postured to be the operational and training hub.

### Joint Tactical Air Controller Training

The U.S. Army and the USAF have stated a need to qualify many more personnel as joint tactical air controllers to support CAS operations for the Army "Units of Action." The U.S. Air Force should be the executive agent for this training requirement, as it now is responsible for training air liaison officers, who serve with Army units. As the Center of Excellence for CAS, Davis-Monthan would be a logical base to locate this joint training

activity. The proximity of the base to the Goldwater Range, for live CAS training and the capacity of the base for operational growth support this option.

#### Tactical UAVs

Building on the experience of Creech AFB, NV and 214th Reconnaissance Group, here at Davis-Monthan, the next generation of Tactical UAVs, (Reaper and follow-on) need a beddown location close to appropriate training ranges and areas. D-M and Gila Bend Auxiliary Airfield offer just what is needed. This mission area is a logical fit with the proposed Integrated Air-Land Center of Excellence.

#### Consolidated Aircraft Supply and Maintenance

With the potential of basing F-35/Joint Strike Fighters at multiple Southern Arizona bases, establishing a regional F-35 maintenance and supply facility in the region would provide a cost-effective approach to the supply and intermediate maintenance needs of all the bases. Marine F-35s stationed at MCAS Yuma and Air Force F-35s based at Davis-Monthan and Luke could be supported by this facility. Building on the intermediate maintenance experience of AMARG, as has been demonstrated in a number of programs, including the recent A-10 Service Life Extension Program, and now limited C-130 depot level maintenance, a regional maintenance and supply operation to support the F-35 could be established at Davis-Monthan.

#### Enhancing homeland defense and security operations

Davis-Monthan Air Force Base offers outstanding synergy with homeland security and defense missions. The current mix of tenants at the base illustrates this fact. For example, the U.S. Customs Service Aviation and Operations Branch located at Davis-Monthan provide anti-drug surveillance throughout the border region. In addition, the U.S. Border Patrol Headquarters and Detention Facility are adjacent to the base. In terms of homeland defense, Davis-Monthan is a Homeland Defense Operating Location with Air National Guard and Air Force Reserve units based there permanently.

Beyond the mix of existing tenants, opportunities for collaboration are plentiful. When required by other Federal Agencies, the 12th Air Force command and control assets could complement the U.S. Customs Service drug surveillance and interdiction missions. Moreover, the base's facilities are well suited to coordinate homeland security operations and training – a proposition that improves efficiency and lowers cost of vital security missions. For example, as the Border Patrol and U.S. Customs Service begin to employ UAVs in the border surveillance mission, Davis-Monthan offers a secure, cost-effective location for basing.

#### Enhancing Central and South American partnerships and regional security & stability

Most significantly, Davis-Monthan Air Force Base offers a unique opportunity for new Air Force mission. As the USAF considers acquisition of an advanced Light Attack Aircraft to support the growing counter-insurgency air support requirements, the coupling of this with the 12th AF mission of developing and enhancing partnerships in Central and South America provide a unique new air force mission possibility. Possible Concept: DMAFB could become the training HQ for the new light attack aircraft then through 12th

AF the Air Force provides light attack aircraft and pilot training to partner countries in Central and South America improving regional stability by providing capability for missions like: counter-drug interdiction, armed reconnaissance; humanitarian supply and emergency support.

## **Tucson and Pima County: An Ideal Environment**

Tucson and Pima County comprise a rapidly growing southwestern community with over 1,000,000 people enjoying an unparalleled quality of life. The city enjoys a robust economy with over 420,000 jobs, thereby providing military dependents with significant opportunities for quality employment. Since 1999, the region's employment trends have consistently outperformed the national benchmark. For example, in 2003 unemployment was approximately 2.5 points below the national average (6.0 percent nationally versus 3.5 percent in Tucson).

Davis-Monthan Air Force Base is Tucson's third-largest employer, and its annual economic impact was estimated at over \$1 billion. It is a relationship that continues to pay dividends for both the DoD and Davis-Monthan community. The Air Force has been a stable long-term tenant and the citizens of Tucson and Pima County are committed to a spirit of partnership with the military. This was never more evident than in the spring of 2004, Tucson residents overwhelmingly approved a \$10 million bond issue as an initial move to buy open space land in the Davis-Monthan departure corridor to protect the base's operational capability. While the downturn in the economy may jeopardize upcoming opportunities for like bond initiatives there is strong support within the City and County for future bonds as the economy returns to a more normal position.

Achievements of the Tucson/DoD partnership are numerous and best exemplified by the progress the community has made in protecting the operational capability of Davis-Monthan. For the last 10 years, the community has moved aggressively and with great success to combat encroachment. The state has implemented a law on compatible land use around military airports, and a permanent military affairs commission and aggressive zoning ordinances now effectively control encroachment. Tucson and Pima County have adopted the recommendations of the DoD/Arizona State Joint Land Use Study, and work collaboratively with DMAFB to monitor and minimize any risk of long-term installation or mission encroachment.

In addition to protecting Air Force capability, Tucson and Pima County are also committed to providing an outstanding quality of life for military families. For example, the University of Arizona, Pima Community College, Tucson Unified School District, charter and private school systems combine to provide excellent educational opportunities for military dependents.

Likewise, an outstanding Veteran's Administration hospital in Tucson serves 45,000 veterans and base personnel, and its new state-of-the-art consolidated outpatient mail pharmacy opened in May 2005. The Veteran's Hospital is fortunate to have staff from University Physicians Healthcare (UPH) serving its Veterans in some specialty areas.

University Physicians Healthcare is the physician group of the University of Arizona and its medical school. This is the only Academic Medical group in Arizona. Additionally, University Medical Center (UMC) the Hospital aligned with the University Medical School and UPH is the only Level One Trauma Center in Southern Arizona. This facility is within 15 minutes of Davis Monthan.

In Addition to assisting with the staffing at the Veterans Hospital, UPH and the University of Arizona Medical School have a management agreement with UPH Hospital (Kino). UPH is bringing many specialties, including Gynecology to the UPH Hospital campus. The faculty of UPH is renowned in the pediatric sciences with the Diamond Children's Hospital scheduled to open in early 2010. This Children's Hospital is within 15 minutes of Davis Monthan. This combination of the Veterans Hospital and the Academic Medical Services of the University provides Davis Monthan personnel and its families with access to some of the finest medical care in the country.

In terms of environmental quality, Tucson sets the example for water conservation in the western United States and is one of the best-managed water supplies in the world, capable of meeting all growth projections in the foreseeable future.

Finally, the Davis-Monthan community has showed its commitment through infrastructure improvements. In addition, the city is continuing to upgrade landscaping, and on/off-base businesses have become energized to undertake similar landscape improvement projects. In the 1990s, the City of Tucson spent more than \$4 million to improve access roads and interchanges around the base, and there is an initiative to begin construction on a new gate south of the base to improve on and off-base traffic and access.

## Summary

The Tucson community has and will continue to support U.S. military objectives throughout the 21st century by maintaining an engaged and strong community partnership with the DoD, as well as a commitment to the promotion of joint warfighting and integrated Government Interagency concepts. The City of Tucson and Pima County are committed to a bold vision for the future of Davis-Monthan Air Force Base – a vision in which Davis-Monthan Air Force Base maximizes DoD readiness and training as an Center of Excellence in Integrated Air-Land Operations, enhances critical homeland defense and security missions, and aggressively seeks out and recruits light attack aircraft training, a possible new Air Force mission uniquely compatible with the strengths of Davis-Monthan Air Force Base, the City of Tucson and Pima County.