

U.S. ARMY ★ ★ ★ ★ ★ ★ ★ ★ ★ ★
JOURNAL
★ ★ ★ ★ ★ ★ ★ ★ of Installation Management

SUMMER
2011
BRAC EDITION



- ★ **The View from the Top**
p. 1
- ★ **Partners in BRAC**
p. 9, 13, 21
- ★ **BRAC Brings Dramatic Growth**
p. 24, 47, 59
- ★ **Realignments Bring Change of Identity**
p. 30, 37



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From the
COMMANDING GENERAL

★ ★ ★ ★ ★ **We are the Army's Home** ★ ★ ★ ★ ★



SIX YEARS OF MAKING BRAC HISTORY

When the 2005 BRAC legislation became law, it marked the culmination of a transformation process that had been underway since 1990 to reduce the Defense infrastructure commensurate with the smaller, more agile, post-Cold War force. Four previous BRAC rounds had disposed of 209,000 acres of surplus property, but the 2005 round would be much different from the others.

BRAC 2005 would close more excess property—Active and Reserve—but the main focus was to extensively realign the infrastructure to better support the transforming operational and generating force. It would allow for consolidation and alignment of missions and functions, to include the reserve component; it would accommodate troops returning from overseas facilities; it would allow for joint basing and joint centers of excellence; and it would incorporate the lessons of years of extended deployments to maximize support to Soldiers and Families.

The 2005 BRAC implementation is now coming to fruition, bringing the Army installations into alignment with the operational force, which is nearly through with its restructuring and transformation. This realignment is proving highly successful in improving processes and providing opportunities for cost saving. It is three

times larger than the previous four rounds combined, and it has touched nearly every Soldier, Army Civilian employee and Family member in some way—many in life-changing ways.

This journal issue is devoted to BRAC—where we've been, how we got here, what we've learned at the Headquarters and installation levels. We're starting with summary articles from the Army and IMCOM Headquarters level, as well as our BRAC partners in the Corps of Engineers, the National Guard and the Army Reserve. All have different perspectives on what we've been through in implementing BRAC, and we can learn from their experience. Articles from the installations represent those most impacted in terms of population growth or loss, or by major realignment of their missions and functions, or by exposure to varying degrees of jointness.

No one can tell the BRAC success story better than Fort Bliss, which positioned itself for growth, asked for it, and got it—their story is included here. But Bliss was not the only installation that saw growth under BRAC. Redstone Arsenal wrote an article about the partnerships inside and outside their gates that were key to approaching the growth they are experiencing. Fort Lee more than doubled in size, becoming the Army's Home of Sustainment, and their article covers the journey that they have been on for six years.

In the realignment arena, Fort Knox has long been identified as the Armor Center and School, but traded that identity to become a multi-function base that

supports a Reserve brigade while also becoming the Human Resource Center of Excellence. They have an article here, as does Fort Benning, which will provide the Armor School its new home on a sustainable sub-installation, aligned with the Infantry School to create the new Maneuver Center. Benning's story is here too.

Realignment pervades the Army and all the services as many facilities and functions have been consolidated across service lines to facilitate training and streamline functions. Fort Bragg incorporated Pope Air Force Base as the first Army airfield run by the Air Force, and shares that story here. Detroit Arsenal writes about using BRAC as an opportunity to develop new relationships with their customers and partners within the new paradigm of a cost culture pervading Army Materiel Command.

We have those mentioned and many more, and although we can't include every one of the success stories, we've captured enough to convey the magnitude and the importance of this latest and biggest BRAC round. Read it and be amazed at what we've accomplished in six years.

Lieutenant General Rick Lynch
Commanding General
U.S. Army Installation
Management Command
Assistant Chief of Staff
for Installation Management
"Defender 6"



U.S. ARMY JOURNAL of Installation Management

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CONTENTS:

- 1 Base Realignment and Closure (BRAC) 2005: The Final Piece of Army Transformation Falls into Place**
by Hon. Katherine Hammack, Assistant Secretary of the Army, IE&E, &
LTG Rick Lynch, Commander, Installation Management Command and Assistant Chief of Staff for Installation Management
- 9 Army Corps uses BRAC lessons to Transform MILCON Standards and Processes**
by LTG Robert Van Antwerp, U.S. Army Chief of Engineers and Commander, U.S. Army Corps of Engineers
- 13 The Army National Guard Completes its First Round of BRAC**
by COL Richard G. Nord, Chief, Army Installations Division, National Guard Bureau
- 21 Army Reserve BRAC 2005: Challenge, Change, and Opportunity**
by Steve Patarcity, Strategist, Army Reserve Installation Management Directorate
- 24 Redstone Arsenal Achieves Synergy Through Strong Community Relationships**
by COL John S. Hamilton, Commander, USAG Redstone Arsenal
- 30 Fort Knox BRAC: In the Rearview Mirror**
by COL Eric C. Schwartz, Commander, USAG Fort Knox
- 37 BRAC to the Future**
by COL Thomas D. Macdonald, Commander, USAG Fort Benning, &
Brandon C. Cockrell, Chief, Plans, Analysis and Integration Office, USAG Fort Benning
- 42 Teamwork is the Key to BRAC Success on Fort Lee**
by Debra R. Bingham, Director of Public Affairs, USAG Fort Lee, &
COL Michael G. Morrow, Commander, USAG Fort Lee
- 47 BRAC 2005: A Community Commitment**
by COL Joseph Simonelli Jr., Commander, USAG Fort Bliss, &
Shannon Navarro, Chief, Plans, Analysis and Integration Office, USAG Fort Bliss
- 54 Fort Bragg's Assumption of Pope Air Force Base**
by Benjamin Abel, Acting Public Affairs Officer, USAG Fort Bragg
- 59 "On Time, On Target:" The Successful Execution of BRAC 2005 at the Fires Center of Excellence and Fort Sill**
by COL Raymond P. Lacey, Commander, USAG Fort Sill, &
MAJ Donna Abrokwa, Program Manager, USAG Fort Sill
- 65 Beyond BRAC: Fort Meade's BRAC Growth is Only the Beginning**
by COL Daniel L. Thomas, Commander, USAG Fort Meade
- 70 BRAC is Not a Four Letter Word at DTA**
by Brenda Lee McCullough, Garrison Manager, USAG Detroit Arsenal
- 75 The Military and Military City USA Combine to Make 2005 BRAC Recommendations a Reality**
by Deborah Seabron, Chief, Commander's Action Group, 502nd Mission Support Group, USAG Fort Sam Houston

JOURNAL OF INSTALLATION MANAGEMENT

★ ★ ★ CONTRIBUTORS' GUIDE ★ ★ ★

Topics and Contributors

The U.S. Army Journal of Installation Management is the Army's print forum for ideas, experiences, case studies and opinions relating to the many disciplines that pertain to the broad area of installation management. Each edition will feature articles from a select group of garrison leaders and other contributors discussing topics relating to the issue's designated theme, which will ordinarily stem from some part of the Installation Management Campaign Plan (IMCP). The IMCP is available at the IMCOM Web site, <http://www.imcom.army.mil/hq/>.

Articles will be evaluated for consistency with commander's intent and for topical fit within the theme. All submissions are carefully reviewed and may be shared with a subject matter expert to provide a second opinion as to accuracy and relevance. Where appropriate to maintain consistent focus and high editorial quality, authors may be asked to clarify or expand on some aspect of their papers.

All articles should be titled and designate the name of the author(s) of record, along with a short bio of approximately 50-60 words.

Length

Articles should be of adequate length to engage a reader in a substantial exploration of the topic. A good average length is about 2,000-3,000 words, although longer articles are acceptable. Articles lacking in depth or substance will be returned to the writer with suggestions for bringing the work up to standard. If the standard is not achieved, the article will be excluded.

Manuscript Style

Writing should be clear and concise, ideas should be the author's own, and cited material must be properly accredited. We are looking for a scholarly or expository text—not a Command Information news story.

Standard article structure normally proceeds from a thesis statement, to three main points of discussion, followed by conclusion, recommendations, and summary. Proposal outlines or abstracts are not required, but will be considered and feedback provided if writers want to test an article idea.

The Journal does not require adherence to a particular academic style, but rules of good writing always apply. A good and widely available reference book is *The Elements of Style*, by Strunk and White. For articles with several citations, an academic style such as the American Psychiatric Association (APA) Style or the Chicago Style can be helpful in managing references. Word processing programs have made these citation protocols much more user friendly than in the past.

The following stylistic guidance is offered to answer the most frequently asked questions:

- Military ranks are denoted in the military style, i.e. LTC, MG, SGT, etc.
- Names of people and organizations are spelled out on first reference with the acronym, if any, in parentheses following. Thereafter, people are normally referred to by last name only—organizations by acronym.
- IMCOM style calls for capitalizing Soldier, Civilian and Family, listed in that order.
- Senior Commander and Region Director are capitalized, garrison commander is not.

Although most of the audience is senior installation management professionals, vocabulary should be accessible to a general college-level audience, with technical or function-specific language used only as necessary and explained to the extent practical. The editorial staff will edit all manuscripts for general rules of good grammar and style. Substantive changes will be referred to the author for clarification. Editors will also consider security and appropriateness when editing manuscripts.

Writers should include a short biography that mentions current duty assignment, education, and any credentials or experiences that establish the writer's topical authority. Also include contact information that allows editorial staff to reach you. We will not publish contact information.

Accompanying Material

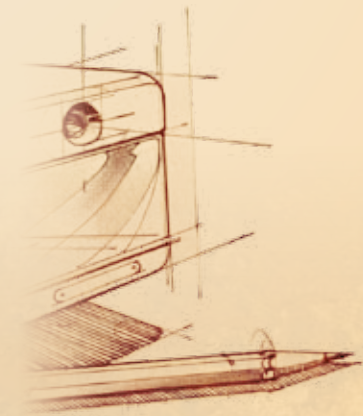
Photographs, charts, and other supporting visuals are encouraged, but will often have to be modified or recreated by the designers for reproduction quality. Photos must be print quality—normally 300 DPI or higher. Do not embed visuals into the text of an article—instead, submit them separately, with identifying information and relevance to the article.

Clearance

All articles and supporting visuals must have any required clearance for operational security. Editors will also screen for public releasability.

Engage the Audience

Authors wishing to invite discussion from community members are welcome to reference their articles in posts to IMCOM Garrison Commanders' Net, an Army Professional Forum established for members of the IM Community. Just log in to www.garrisoncommand.com and register with your CAC or AKO account if you're not already a member. Garrison Commanders' Net is not affiliated with the Journal.





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EDITOR'S NOTE:

Once again, the journal features QR codes like this one to direct the reader to more resources on a given topic. These are read with a QR Reader app for any smart phone. Most are free and are useful in locating internet resources "on the fly." This one goes to the IMCOM Facebook page. Others with articles go to more information on the article topic. We hope you enjoy this feature in the journal.



BRAC-2005 - The Closing Chapter: A Successful Investment in Army Capability, Soldiers, Families and Communities

by **Hon. Katherine Hammack**, Assistant Secretary of the Army, IE&E, &

LTG Rick Lynch, Commander, Installation Management Command and Assistant Chief of Staff for Installation Management

“The \$18 billion investment in BRAC 2005 represents an unparalleled recapitalization of our Army’s infrastructure. In addition to providing vastly improved facilities from which to train and work, BRAC strengthens our enduring installations and their surrounding communities, thereby enhancing the well-being of our Soldiers, their Families and the Civilian workforce.”

Over the past five years, the Army has successfully undertaken the greatest organizational change since World War II, central to which is Base Realignment and Closure (BRAC) 2005. The Army has utilized BRAC law as an efficient and affordable means to keep America’s Army the premier ground fighting force on the globe, changing how it trains, deploys, supplies, equips and garrisons.

From the onset, the Army embraced the opportunities BRAC 2005 presented to better support combatant commanders with forces ready to confront the security challenges our nation faces today and tomorrow.

In reporting the Army’s recommendations to Congress, Gen. Richard A. Cody, Army vice chief of staff, said, “These BRAC proposals will posture the Army in the best possible manner to meet the strategic and operational requirements of this century.”

Cody also emphasized that while BRAC would posture the Army to enhance a Soldier’s success, BRAC moves will not be at the expense of Soldiers or their Families. He directed that BRAC initiatives would “provide stability and an improved standard of living for our hard-working Soldiers and their families.” Taking care of Soldiers, Families and Civilians has been a primary consideration throughout BRAC 2005.

The convergence of BRAC initiatives and funding, additional Soldier and Family Programs under the Army Family Covenant, and reinvestment dollars from efficiency savings --combined with private investment initiatives and normal sustainment, restoration and modernization dollars--made it possible for the Army to invest in, reconfigure and focus installation infrastructures to support arriving Soldiers and Families and better provide them quality of life essentials such as child-care, housing and facilities.

“We’re changing the footprint of our Army to make it more agile, more expeditionary, but also to place our formations and our Family members in camps and stations that have a higher quality of life...”



GEN Richard Cody

Former Vice Chief of Staff of the Army

Facing a new era of warfare, the Army needed to transform from the Cold War model of large armies to smaller,





By Sept. 15,

the Army will have reduced

its “boot print” by another

70,363 acres of land.

more agile units adaptable to fighting in different regions of the world. BRAC has been a critical component of this major force realignment that has resulted in an Army that looks very different than it did ten years ago. Through 102 Army-managed BRAC recommendations—a total of 1,147 BRAC actions—the Army has rebalanced its force composition, increased operational capacity and enhanced combat effectiveness and efficiency, emerging as a leaner, stronger Army.

When complete on Sept. 15, 2011, the Army will have synchronized BRAC with growth, transformation and global force realignments by restationing one-third of the force (274,000 Soldiers), moving from division-centric to modular brigades and matching

our infrastructure to the needs of the force and this transformation.

This transformation has been accomplished by an Army fighting two major regional conflicts, all the while defending the homeland and responding to domestic emergencies.

The changes not only strengthen the Army and its mission capability, but with an investment of just under \$18 billion — three times more than all four previous BRAC rounds combined — it has had a tremendous economic impact on the American economy. Upon its completion on Sept. 15, 2011, BRAC 2005 will have drastically reduced costs, provided a boost to local communities and reshaped the Army's infrastructure.

The four previous rounds of BRAC, from 1988 to 1995, focused on closing military bases to align with the requirements of a smaller, more agile post-Cold War force. As a result, the Army returned, or is in the process of returning, more than 200,000 acres of property to local communities and taxpayers. By Sept. 15 the Army will have reduced its “boot print” by another 70,363 acres of land.

Handing over these facilities to communities not only saves money for the Army by eliminating recurring costs; it also essentially recycles land and through military and community partnerships, makes room for private sector businesses to flourish.



While the total economic impact can only be speculated at this time, the growth and degree of change to some communities is virtually unprecedented. BRAC brought more than 327 military construction projects to communities in 43 states resulting in economic growth and jobs.

Community Partnerships

BRAC stationing actions involve collaborations with a wide range of external stakeholders, including Congress, other federal agencies, state and local governments, communities and public/private interest groups. Critical among those collaborations are the partnerships the Army has established with BRAC-affected communities. Throughout BRAC 2005, the U.S. Army Corps of Engineers and installation leaders

have actively engaged and advised supporting communities. BRAC 2005 could not be successfully implemented without their support. Many communities, both gaining and closing, have significantly benefitted from these partnerships through construction, jobs, and new opportunities. The dramatic changes inside the installation carry over outside the fence in the form of new roads, office buildings, houses, schools and utility infrastructure.

Community Economic Impact

While the total economic impact can only be speculated at this time, the growth and degree of change to some communities is virtually unprecedented. BRAC brought more than 327 military construction projects to communities in 43 states resulting in economic growth and jobs. It is estimated that every \$1 billion in nonresidential spending adds about \$3.4 billion to the Gross Domestic Product (GDP). That means the \$18 billion investment in Army facilities contributed more than \$61 billion to the GDP.

Northeast

The Northeast Region has 35 installations, many of them small and focused on industry or research and development. The Region contains two of the three major active component closures, forts Monmouth and Monroe in Virginia. However, Fort Belvoir, VA, has expanded, becoming a premiere office park for Army and DoD activities. Fort Lee, VA, has expanded its support function from supporting the Quartermaster School and students to becoming the Home of Sustainment for the Army with Soldiers, Families and Civilians.

No state is gaining more per capita from BRAC than Maryland, home to Fort Meade and Aberdeen Proving Ground. The Army contributes to the state \$18 billion a year, an amount that is expected to increase following BRAC. The growth significantly impacts Aberdeen Proving Ground, which, through BRAC has become an Army communications research and development facility. Fort Meade continues to stimulate community development in



*One major BRAC impact in this region is at Fort Bragg, NC, which is gaining two major headquarters and a combat brigade. The overall military impact in North Carolina is projected to be **over \$32.5 billion** by 2013, **\$1.1 billion** of which is from the planned military growth.*

its rural Maryland neighborhood. The major construction for the region is approaching \$10 billion with an estimated impact of \$34 billion, according to the figure stated above.

Southeast

The Southeast Region is home to many of the major training and projection bases in the Army. One major BRAC impact in this region is at Fort Bragg, NC, which is gaining two major headquarters and a combat brigade. The overall military impact in North Carolina is projected to be over \$32.5 billion by 2013, \$1.1 billion of which is from the planned military growth.

Extensive growth will also occur through development of Centers of Excellence at Fort Benning, GA, and Fort Knox, KY. Consolidating the Armor and Infantry Centers and Schools created a Maneuver Center of Excellence at Fort Benning which integrates and synchronizes infantry and armor training, as well as doctrine development that provides capabilities to fulfill future mission requirements. The Human Resource Center of Excellence at Fort Knox consolidates all Human Resources activities in one location, increases synergies and efficiencies to better serve our Soldiers and Civilians. Redstone Arsenal increased its Research and Development and procurement focus with the addition of Army Materiel Command Headquarters, and several science,

testing and acquisition organizations. Although forts McPherson and Gillem are closing, major construction for Southeast Region approaches \$4 billion or a \$13.4 billion impact to the local communities.

West

The greatest growth in the West is in Texas and Oklahoma. The Army's biggest BRAC program efforts are at Fort Bliss, TX. The 1st Armored Division headquarters, four brigade combat teams and a combat aviation brigade moved to Fort Bliss from Fort Hood. They were joined by 1st Armored Division Soldiers and their families relocating from Germany as part of the Defense Department's global reposturing strategy and the Army's modularization effort. As a result, the base has expanded by more than 200 percent, adding 70,000 Soldiers, Families and Civilians and executing nearly \$4 billion dollars in construction.

Fort Sam Houston, now Joint Base San Antonio, is another gainer as it doubles in population, partly due to becoming the largest health care and medical education and research center in the Army. Fort Sill, OK, became the Net Fires Center of Excellence, greatly amplifying its presence in southwest Oklahoma. The total investment for West Region approaches \$8 billion for a \$27 billion impact to the region.

Many of the communities surrounding

closure installations have already begun benefited by working with the Army to redevelop the excess land. Lone Star Army Ammunition Plant in Texas is one example of the Army's successful partnership with BRAC-affected communities. When the installation closed on Sept. 30, 2009, there were 15,500 excess acres. By effectively partnering with reuse stakeholders, the Army completed the transfer of almost 14,300 acres-- more than 90 percent of the former installation-- to the private sector for commercial and industrial use, just 11 months after installation closure.

Strengthening Joint Partnerships

The BRAC Commission recommended that some specific bases serve as home to more than one branch of the Armed Services, especially in locations where the installations were either contiguous or in close proximity. BRAC 2005 consolidates support functions such as operations, training and logistics at 12 joint bases with one of the military services assigned as the lead. Joint Base Myer-Henderson Hall, VA and Joint Base Lewis-McChord, WA, are the two Army lead joint bases. Five additional joint bases include former Army installations, Joint Base McGuire-Dix-Lakehurst, N.J., Joint Base Elmendorf-Richardson, AK, Joint Base San Antonio, TX, Joint Base Langley-Eustis, VA, and Joint Expeditionary Base Little Creek-Fort Story, VA.



Consolidating and Aligning Headquarters Structures

The Army has collocated seven major headquarters on installations that support the missions overseen by those headquarters and has established joint campuses by stationing organizations with their counterparts from other Services.

BRAC 2005 also relocated smaller headquarters of some multiple-mission, geographically-divided organizations to more efficiently consolidate and align regional structures.

[BRAC]

MAJOR HEADQUARTERS MOVES

- Headquarters, Forces Command to Fort Bragg, NC
- Headquarters, Training and Doctrine Command to Fort Eustis, VA
- Headquarters, Army Materiel Command to Redstone Arsenal, AL
- U.S. Army Reserve Command to Fort Bragg, NC
- Headquarters, 3rd U.S. Army to Shaw Air Force Base, SC
- Headquarters, 1st U.S. Army moved to Rock Island Arsenal, IL
- Army Criminal Investigative Division Headquarters to Quantico Marine Corps Base, VA.
- Army Test and Evaluation Command, Army Evaluation Center to Aberdeen Proving Ground, MD
- Human Resources Command to Personnel Center of Excellence, Fort Knox, KY
- Installation Management Command to Joint Base San Antonio, TX
- Network Enterprise Technology Command to Fort Eustis, VA
- Army Contracting Command (Southern Region and Southern Hemisphere Region) to Joint Base San Antonio, TX

Enhancing Combat Readiness and Deployability

The primary strategy to enhancing combat readiness is locating operational units capable of training modular formations, both mounted and dismounted, at their home station with sufficient land and facilities to test, simulate or fire all organic weapons.

Army BRAC recommendations included realigning brigade combat teams. Joint training and deployment was enhanced by many of these moves. The Army was able to enhance training and force stabilization, support the formation of a multi-functional aviation brigade and free up training and maneuver space. As an example, the 7th Special Forces Group moved from Fort Bragg to Eglin Air Force Base, FL, to train with its Navy and Marine Corps counterparts, making room for an additional BCT to activate at Fort Bragg. As another example, A Fires Brigade left Fort Sill for Fort Bliss, making room for an air defense artillery brigade from Bliss to move to Sill and join the Fires CoE.

The Army recommendation also supported the realignment and return of overseas units to the continental United States. U. S. Army in Europe is significantly reducing its current footprint. Relocating the 1st Armor Division to Fort Bliss, combined with other BRAC initiatives, has transformed Fort Bliss into a major maneuver training installation, reducing overcrowding and overuse of training lands at existing maneuver installations. These recommendations also station various returning support units, such as military police, engineers, personnel service, logistical and various other units at forts Bragg, Carson and Knox.

Reserve Components

BRAC 2005 contained five U.S. Army Reserve command and control recommendations to support the Federal Reserve Restructuring Initiative. These recommendations reshaped peacetime administrative management of the Army Reserve and transformed non-deployable headquarters into fully-deployable warfighting units. This created a deployable structure and provided enhanced training support; relieved unit commanders of housekeeping, administrative and general support requirements that detract from training; provided base operations, facility management, personnel and administration, pay accounting, contracting and general services within assigned regions; and streamlined pre-mobilization functions. These efforts flatten the USAR peacetime command and control structure by reducing the regional readiness commands from 10 to four regional readiness sustainment commands.

Additionally, BRAC 2005 creates two maneuver enhancement brigades and four sustainment brigades for the USAR, allowing for more effective communication between command and subordinate elements in the Army Reserve. It supports more realistic training venues and creates an improved readiness support capability that will enhance the effectiveness of Army Reserve units. It also improves their ability to execute the Train/Alert/Deploy process in support of mobilization/demobilization operations. The new brigade structure supports Army brigade combat teams and units of employment as part of Army Transformation. These support headquarters will be able to effectively and



State transformation recommendations closed 176 Army Reserve installations and 211 National Guard facilities totaling almost 5 million square feet of facility space and 1,584 acres.

efficiently support activation of units for emergency contingency missions and create a deployable structure for support to the Army. The locations and facilities of all commands will provide critical, enhanced communications infrastructure and staging areas for a more rapid response.

State transformation recommendations closed 176 Army Reserve installations and 211 National Guard facilities totaling almost 5 million square feet of facility space and 1,584 acres. These closures will reduce long-term costs through replacement of substandard, overused, encroached facilities that fail to meet current security standards, with modern, efficient and sustainable facilities. The new 125 multi-component Armed Forces Reserve Centers will provide capacity to meet current and future mission requirements, including increased surge capability for unforeseen missions, mobilization and modified direct deployment requirements. Significant readiness/joint training improvements will be gained by the collocation of units from multiple services.

The Army Reserve transformation will improve training and enhance readiness by collocating combat, combat support and combat service support units. This collocation of units with varied missions will create more realistic training venues and cross-functional career specialty and career development opportunities. It will also enhance the mobilization

process by providing facilities capable of supporting the pre-mobilization requirements and relieve pressure on active installations.

The reserve component continues to be an important and necessary part of the Army's force structure to meet its current and future operational requirements. The Transformation Recommendations consider essential manning, training, organizing, equipping and sustaining requirements, as well as approved transformational initiatives to ensure the Army and Department of Defense have the capabilities necessary to meet mission requirements.

Achieving Greater Efficiency in the Training Base

Through BRAC 2005, the Army enhanced training coordination, doctrine development, training effectiveness and efficiency. This was accomplished by realigning installations. In addition to those already mentioned, the Air Defense and Field Artillery Centers and Schools were consolidated to create a Net Fires Center at Fort Sill, OK. The Ordnance, Quartermaster, and Transportation Centers and Schools were combined to create a Combat Service Support Center at Fort Lee, VA.

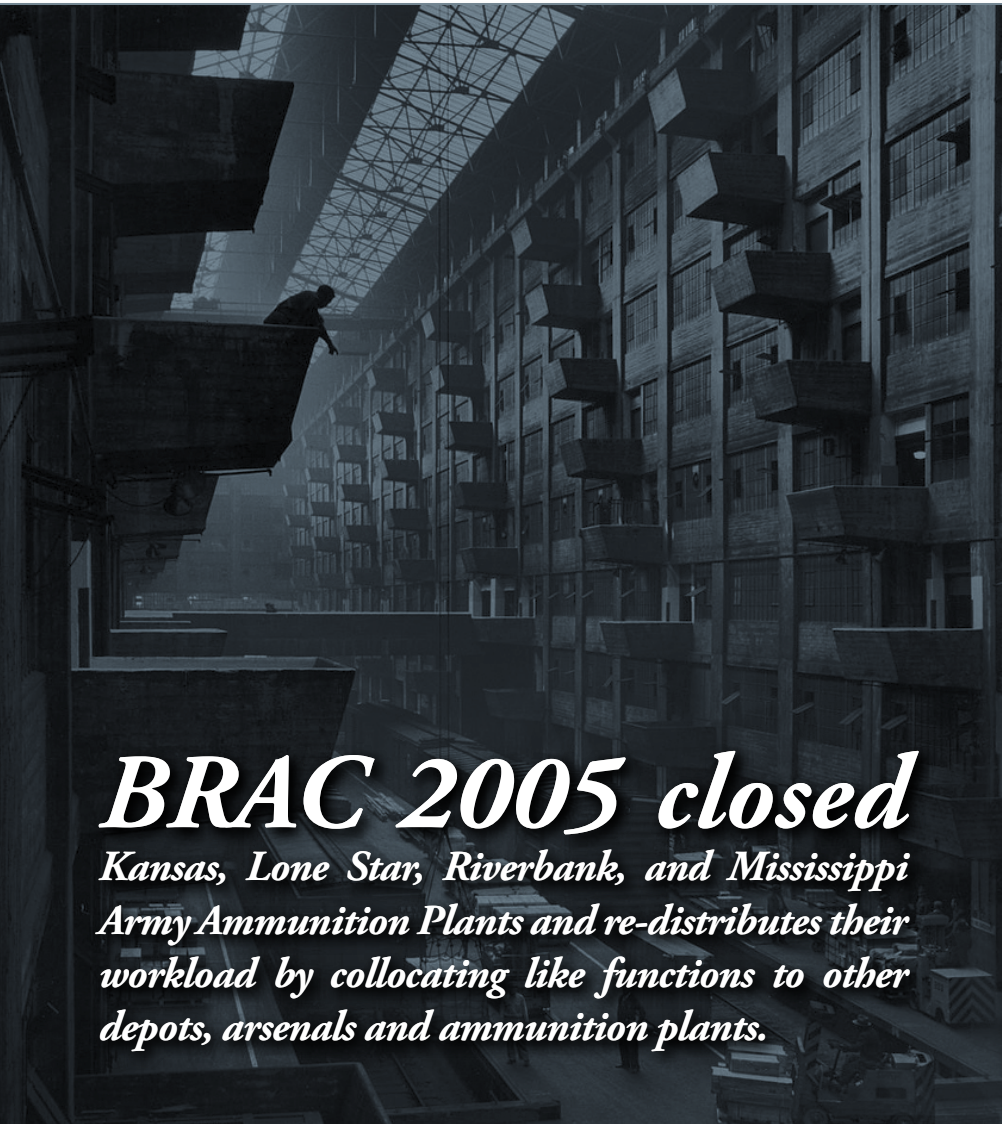
The United States Military Academy Preparatory School was relocated to the United States Military Academy at West Point, NY. This action consolidates all academy-related training.

BRAC 2005 also promotes standardization of doctrine and operations within Army functional areas and across service lines through joint centers of excellence (JCoE). A JCoE was created at Fort Lee, combining the Air Force and Army Transportation Management Schools. Air Force and Navy culinary training relocated to Fort Lee and the newly expanded Army culinary school, and both the Air Force's and Navy's religious training is realigned at Fort Jackson, SC, creating another JCoE.

These consolidations foster consistency, standardization and training proficiency, while reducing the total number of military occupational specialty (MOS) training locations. They also support Army Transformation by collocating institutional training and other units in large numbers on single installations to promote force stabilization. The outcome is improved training capabilities while eliminating excess capacity at institutional training installations, enhancing military value by providing an equal or improved level of training at reduced costs.

Realigning and Improving Medical Care

BRAC 2005 transforms legacy medical infrastructure into premier, modernized joint operational medical facilities. Walter Reed Army Medical Center realigned to create a new National Military Medical Center at Bethesda, MD, by relocating Walter



BRAC 2005 closed

Kansas, Lone Star, Riverbank, and Mississippi Army Ammunition Plants and re-distributes their workload by collocating like functions to other depots, arsenals and ammunition plants.

Reed Army Medical Center's specialty care to Bethesda and its primary and secondary care to Fort Belvoir, VA. Together they will provide world-class health care and support for our returning wounded, ill and injured Soldiers and their Families as well as the more than 500,000 beneficiaries in the National Capital Region.

BRAC 2005 helped combine the best practices from the military services with the latest in technology and equipment. The result is an integrated system of health care that enhances

both the effectiveness and efficiency of health care in the National Capital Region. This recommendation also permitted the closure of the aging Walter Reed Army Medical Center campus in Washington D.C.

Army BRAC 2005 provides an addition to the Fort Carson Hospital. It partially funds a new hospital at Fort Benning and builds ten troop medical and dental clinics at impacted installations across the Army. Together these state-of-the-art facilities will significantly improve all facets of military medicine and pro-

vide a higher level of medical care for our Soldiers and Families.

Improving the Effectiveness of the Industrial Base

BRAC 2005 helped realign or close installations to produce efficiencies across the entire spectrum of the Army's logistics system. These include consolidating the Army Materiel Command's (AMC) footprint into four centers of gravity at Huntsville, AL; Rock Island Arsenal, IL; Warren, MI; and Aberdeen Proving Ground, MD. These AMC hubs will enable the command to be more agile and responsive to the future needs of the Army.

BRAC 2005 has also realigned the AMC industrial base by consolidating ammunition storage and maintenance, reducing excess depot maintenance capacity and duplicative overhead, and collocating research, development, engineering, acquisition and sustainment elements.

BRAC 2005 closed Kansas, Lone Star, Riverbank, and Mississippi Army Ammunition Plants and re-distributes their workload by collocating like functions to other depots, arsenals and ammunition plants. The Army consolidated ammunition storage from these sites as well as Sierra Ammunition Depot, VA, and the Red River Ammunition Depot, TX. The recommendations reduce excess depot maintenance capacity at the Red River and Rock Island arsenals by consolidating designated commodity maintenance at Army depots in Anniston, AL, Tobyhanna and Letterkenny, PA.

The collocation of engineering, research, development, test and evaluation centers creates a powerful Center



for Soldier- Focused Systems that permits integration and coordination at every step from R&D through test and evaluation and acquisition. Other BRAC actions created similar joint facilities for ground vehicles at Detroit Arsenal, MI, aviation facilities at Redstone Arsenal and guns and ammunition facilities at Picatinny Arsenal, NJ. All reduce cost and enhance effectiveness.

Challenges to complete BRAC

While the Army is well-positioned to carry out these BRAC-mandated actions by Sept. 15, 2011, an operation of this scale and scope will always present challenges. During the final days of BRAC 2005 implementation, a small number of construction projects are being watched closely and close coordination with Congress is being maintained to ensure viable plans are in place to complete the action in the most expeditious way possible.

Some of the largest gaining installations, such as Fort Bliss, are working through challenges in providing the required quantity of on-post Family housing on time. Fort Bliss' El Paso community has stepped up to provide affordable off-post houses and apartments until housing supplies are replenished. Of course, the gaining installations are also monitoring access procedures to ensure they are balancing security needs with sensible access procedures to ensure larger populations can gain access to the installation in reasonable time during the peak hours.

For many realigned or newly joint installations, BRAC has only started growth and realignment processes that will play out over several years, so they

may experience growing pains long after the 2011 deadline. The Army and DoD are committed to ensuring each challenge is met and resolved, just as the Defense community looks forward to reaping the savings and efficiencies that Transformation is expected to bring.

BRAC 2005 - an Instrument to Transform the Army

BRAC 2005 is an unprecedented one-time opportunity for reshaping how the Army, trains, deploys, supplies, equips and garrisons. The almost \$18 billion investment represents an unparalleled recapitalization of our Army's infrastructure.

In addition to providing vastly improved facilities from which to train and work, BRAC strengthens our enduring installations and their surrounding communities, thereby enhancing the well-being of our Soldiers, their Families, and the Civilian workforce.

The change has not been easy. It has only been possible with the support of the entire Army Family to include our partners in the communities.

When BRAC 2005 was initiated almost six years ago, the Sept. 15, 2011 completion date seemed far away. Yet on Sept. 15, the Army will be transformed and will have a rebalanced force capable of supporting our Nation, whenever, however and wherever needed.



Ms. Katherine Hammack is the Assistant Secretary of the Army for Installations, Energy and Environment, serving as the primary advisor to the Secretary and Chief of Staff of the Army on all matters related to installation policy, oversight and coordination of energy security and management. Ms. Hammack has more than 30 years' experience in energy and sustainability advisory services. She holds a Bachelor's Degree in Mechanical Engineering from Oregon State University and an M.B.A. from the University of Hartford. Ms. Hammack is a founding member of the U.S. Green Building Council in Washington, D.C.

LTG Rick Lynch is the Assistant Chief of Staff for Installation Management and Commanding General, Installation Management Command. He previously served as the commander, III Corps and Fort Hood, TX. A graduate of the U.S. Military Academy, he has also served as deputy chief of staff for strategic effects for Multinational Force-Iraq and as commander, 3rd Infantry Division (Mechanized) and Multinational Division-Center, Iraq. He has a Master's Degree from MIT.



Army Corps Uses BRAC Lessons to Transform MILCON Standards and Processes

by *LTG Robert Van Antwerp, U.S. Army Chief of Engineers and Commander, U.S. Army Corps of Engineers*

Overview

The U.S. Army Corps of Engineers (USACE) has spent the six years since the Base Realignment and Closure (BRAC) 2005 announcement as a key player in the largest transformation effort undertaken by the Army since World War II. During that period, the BRAC mission has been the Army's number one stationing priority, incorporating vital force structure changes, implementing global presence and basing strategies, and supporting the Army's initiative to grow the force. The Army's BRAC Office had the leading role of implementing BRAC recommendations while maintaining the well-being of Army Soldiers, Civilians and their Families and considering impacts to the Army's primary mission and to local communities.

During this time of record development, the Corps designed and constructed \$18 billion worth of facilities for the Army, Navy, Air Force, and Department of Defense, to include world-class science and technology labs, innovative hospital and medical facilities and intelligence facilities that feature the latest in technological capabilities.

Adding to this challenge was the aggressive, date-certain requirement of finishing this work by Sept. 15, 2011, all while continuing forward with our vital civil and environmental missions across our nation.

Despite these challenges, or perhaps because of the size and scope of the mission, the Corps was uniquely positioned to execute this and other multi-billion dollar construction programs with the help of nearly 400 contractors dedicated to delivering projects on time and of the quality expected. With 37,000 Corps teammates offering diverse talents and abilities, our engineering and construction professionals leveraged our full spectrum of technical and management capabilities to meet this challenge head-on.

Additionally, our proven business process integrated and synchronized key stakeholders forming an Army-wide delivery team comprising the Office of the Assistant Chief of Staff for Installation Management (OACSIM), Installation Management Command (IMCOM), garrisons, users and industry in order to turn military requirements into facilities and infrastructure necessary to achieve strategic national defense objectives.

MilCon Business Process

The Military Construction Business Process, formally known as MILCON Transformation, is the project delivery process the Corps uses to provide quality, adaptable and sustainable facilities in less time and at a lower cost for the Army and other MILCON customers. Key to this effort is the standardization of processes and facilities as well as the adoption of private sector best practices. We have moved away from overly

prescriptive requirements and on to performance-based criteria, as well as augmenting design-build acquisition with site-adapt facilities.

MILCON Business Process has transformed the delivery of facilities through the following best practices:

- Designs for Army standard facility types are developed and managed through the USACE Centers of Standardization (COS) to ensure standardization of facility requirements. Execution of these designs is done through COS-established regional product-line acquisition tools. Delivery schedules are established by the project managers in the geographic districts after close coordination with all stakeholders.
- The shift from the legacy practice of defining prescriptive requirements to performance-based requirements and criteria allows the market to drive the solution that provides the most efficient and cost-effective means to comply with the facility requirements and criteria. This paradigm shift allows a broad range of construction types and gives contractors the flexibility to adapt to changing market conditions and materials costs by proposing the systems that they can deliver most efficiently.
- Requests for proposals now allow for a variety of building methods instead of prescribing a certain method, which expands the pool of



National Geospatial-Intelligence Agency. The consolidation of the NGA's facilities in the Washington, D.C., metropolitan area to Fort Belvoir's North Area, is the result of the 2005 Defense Base Realignment and Closure Commission requirements. NGA began moving increments of the workforce into the new 2.4 million square foot campus in January 2011. The move will be completed in September 2011, and will accommodate 8,500 NGA employees and contractors.

potential contractors capable of providing a needed facility. Including a range of construction types from Type I (noncombustible) thru Type V (composite) and the expanded use of manufactured building (permanent) solutions generally brings more competition and better pricing for the government.

- The Corps solicits for facilities with a 50-year structure life, leaving potential contractors to decide what construction materials to use. When properly designed and maintained, all types of construction (wood, steel, concrete or masonry)

can achieve or exceed the 50-year target facility service life. The use of alternative construction types does not compromise the durability of the facility, but does permit facility designs to be as cost effective and efficient as possible while complying with all applicable codes, life-safety standards and other requirements.

- There is a 25-year major repair/renovation cycle which recognizes that the Army uses its facilities and so reflects wear and tear or repurposing of interior layout and/or finishes. It also recognizes the reality that Army facility use and standards will likely change.

- Facilities are more efficient and will meet Army sustainability goals to include the mandated energy savings requirements of the Energy Policy Act of 2005, Energy Independence and Security Act 2007; Executive Order 13514; Leadership in Environmental, Energy and Economic Performance 2009; Assistant Secretary of the Army — Installations, Energy and Environment Sustainable Design and Policy Update 2010; and compliance with the International Building Code. The Corps will continue to implement improved energy



Joint Strike Fighter (JSF) Academic Center at Eglin Air Force Base, Florida. The JSF initial joint training site will support 1,900 military personnel and over 400 contractors.

standards and sustainability objectives that are cost effective to meet energy security and independence goals.

- Effective master planning will improve the real property management process.
- Greater emphasis placed on cost engineering will ensure the Army has in-depth knowledge of market conditions in order to provide sustainable facilities at the best value possible.

The Corps used this proven MILCON business process to the maximum extent practical on all BRAC projects. These principles included: the use of performance-based criteria; allowance for multiple construction types; use of the model request for proposal (RFP) document; acquisition by facility type and use of construction cost limits.

Improved Delivery Schedules

The process for delivering Soldier-ready MILCON facilities has historically been sequential. Under notional MILCON, the Corps designs and constructs a project in accordance with what's been authorized and appropriated by Congress, and we record the Beneficial Occupancy date when we transfer the facility. Definitions need to be made clear since this is when the facility is ready for fit-out of the operations and maintenance (O&M) tails, such as furnishings, information technology, and other equipment, and therefore is not yet Soldier-ready — also known as mission-ready or troop-ready.

With some BRAC projects, especially those with completion dates projected later in FY11, the Corps, in concert with OACSIM, IMCOM, and other

users purposely accepted greater construction management risk to move occupancy schedules forward by occupying finished portions of buildings while they are still under construction. One way is through **joint occupancy**, which allows government personnel to have access to spaces and systems in advance of the entire building being complete to enable early start of fit-out activities. An example is to allow government furniture installation in finished spaces prior to turnover of the building.

Another way to accelerate delivery schedules is **phased occupancy**, which means occupying portions of the building with intent to perform objective mission functions in advance of the entire building being complete. An example of this is having a fully functional “BRAC Wing” or bottom floors



Joint Strike Fighter (JSF) Simulator at Eglin Air Force Base, Florida.

of a multi-story facility that the organization occupies to do its work while the rest of the building is being finished. In either case, what is possible is constrained by the construction schedule, life-safety issues, security, and other user operational requirements. This is being done as a mitigation measure to better meet carefully synchronized date-certain movement schedules necessary to ensure timely implementation of BRAC-mandated movements.

These integrated delivery methods that provide for concurrent construction and fit-out activities require sustained partnership to ensure detailed synchronization with industry, garrisons, and users to develop highly integrated fit-out schedules that overlay O&M tail activities with ongoing construction activities.

The combined effect of MILCON Business Process and using joint and phased occupancy is that facilities that once took two years to construct and another three months to fit-out before being soldier ready are now soldier-ready in 18 to 24 months.

Looking Toward the Future

As this article goes to print, we will have executed nearly all of our BRAC MILCON workload and will be working with project delivery partners on the remaining activities necessary to deliver all facilities required to comply with BRAC law. We fully expect that Army and DoD activities will get access to their facilities in time to successfully comply with the BRAC recommendations.

Ultimately, the BRAC program has been a fantastic learning experience for us and provided a test bed for improvements in our facilities delivery processes that will be institutionalized for the long-term MILCON program. Between FY04 and FY05, we developed the implementation strategy. From FY06 to FY08, we created the standard designs and created the regional product line contract vehicles to facilitate repetitive delivery of standard facilities. From FY09 to FY10 we created Adapt-Build models providing standard facilities designs that represent the Army's functional needs and the best industry design

solutions obtained through design-build acquisitions. And in FY10 and FY11, USACE employed more sophisticated methods to improve and track delivery schedules. In FY11, we are adapting these standard designs to support energy consumption reduction and sustainable design goals. To improve the understanding and acceptance of the facilities' delivery process and to adapt the process to the Army's emerging and future requirements, the USACE will continue the partnership with the OACSIM and IMCOM.

BRAC has been a causal factor in maturing our MILCON Business Process, reducing cost and delivery times and providing a sound foundation from which to we can execute future facilities and infrastructure for the Army. The MILCON Business Process will ensure the Army has facilities and infrastructure necessary to provide users with the capabilities to achieve national defense strategy objectives. An enduring trait is that we will be postured to meet the challenges of future missions in what is expected to be a budget-challenged environment, all while building our military and nation stronger for years to come.



Lieutenant General Robert L. "Van" Van Antwerp became the U.S. Army Chief of Engineers and Commanding General of the U.S. Army Corps of Engineers (USACE) on May 18, 2007. LTG Van Antwerp serves as the senior military officer overseeing most of the nation's civil works infrastructure and military construction.



The Army National Guard Completes its First Round of BRAC

by COL Richard G. Nord, Chief, Army Installations Division, National Guard Bureau

*BRAC 2005 is the first BRAC round to include the reserve components. It provided an opportunity for the Army National Guard to **reduce its number of substandard and undersized facilities and modernize its facility inventory** much sooner than it would have been able to through the regular MILCON program.*

The Base Realignment and Closure Act (BRAC) of 2005 was different from previous BRAC rounds in several important aspects. It was the first round focused on military force transformation, and not solely on infrastructure reduction. It was the first round to include U.S. installations overseas as part of a worldwide defense infrastructure review. And this was the first BRAC round to include the National Guard.

For the Army National Guard (ARNG), BRAC 2005 provided an opportunity to reduce its number of substandard and undersized facilities and to modernize its inventory to help ARNG units meet current and future operational requirements. By the time BRAC 2005 ends on September 15, 2010, the ARNG will have closed 211 inadequate facilities and completed construction (in partnership with other reserve components) of 125 new installations that meet anti-terrorism and force protection (AT/FP) requirements.

BRAC 2005 was different from previous rounds in another important aspect as well: while previous BRAC rounds focused on infrastructure reduction, the latest round included substantial new construction. For the ARNG,

that meant 56 military construction (MILCON) projects with a combined budget of \$1.7 billion. Together, the ARNG's 56 MILCON projects and the 69 MILCON projects led by the U.S. Army Reserve (USAR)—and the furniture, fixtures, equipment, and information technology and intrusion detection systems for these installations—add up to \$3.2 billion over five years.

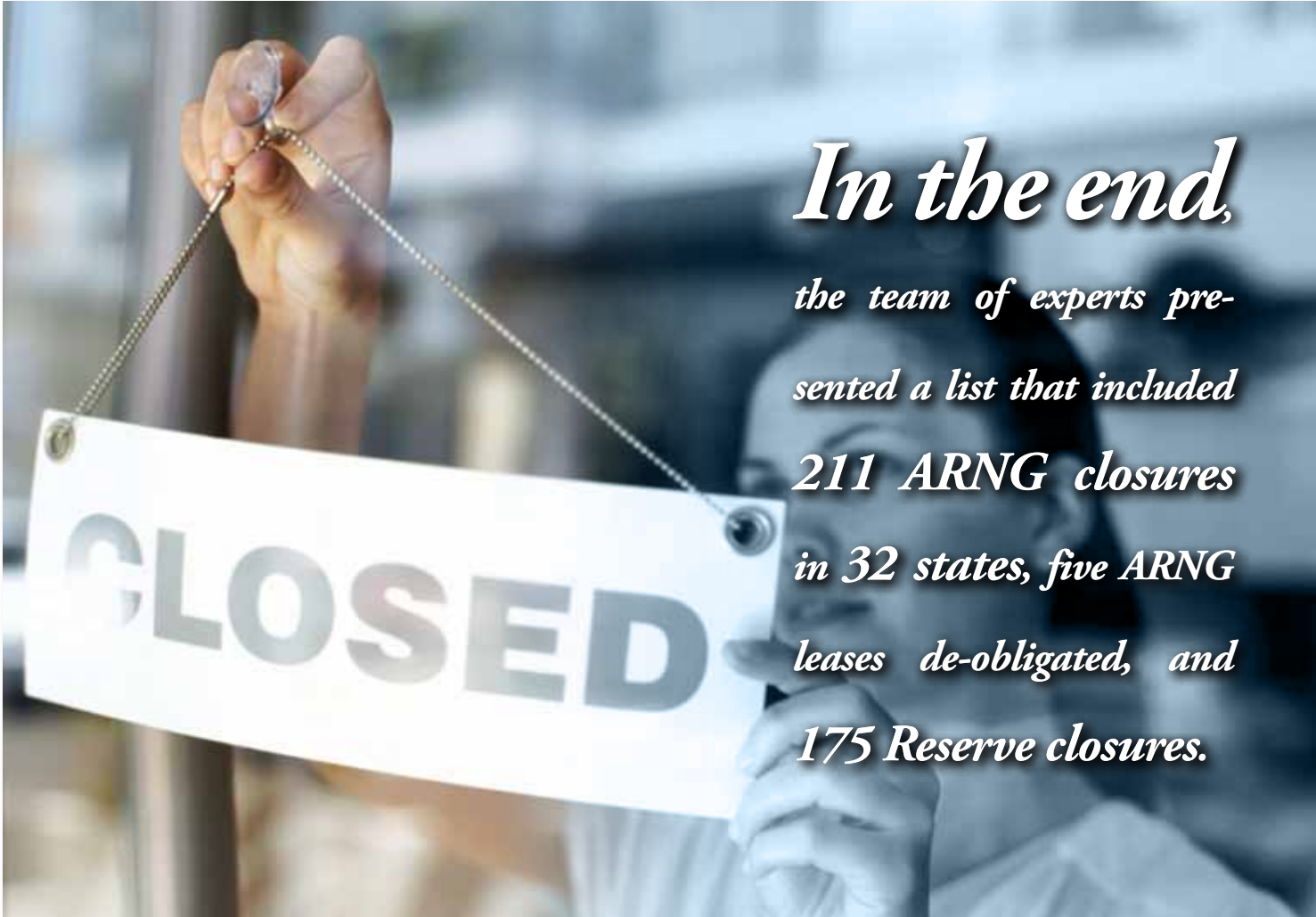
“BRAC gave us an infrastructure that it would have taken years to build through the regular MILCON program,” said Bill Pulket, Facilities Management Engineer in ARNG's Installations Division (ARNG-ILI).

The majority of the 56 projects were new construction, and most were multi-component projects in partnership with other reserve components. Most of the projects were new construction of Armed Forces Reserve Centers (AFRC) with multiple components, together with the Army Reserve (USAR), the Marine Corps Reserve (USMCR), and the Navy Reserve (USNR). Close to 21,800 ARNG Soldiers and Civilian personnel are assigned to these new facilities. Adding the other reserve components, the total number of Soldiers and

Civilian personnel directly affected by the realignment comes to 43,600. In total, 39 states and territories participated in ARNG's BRAC program. The Adjutants General (TAGs) in each state could choose to participate or not participate in the program.

“The objectives of ARNG's BRAC program are to reduce the number of substandard and undersized facilities—we still had facilities that didn't accommodate female Soldiers—and to promote recruiting and retention. The program also sought to reduce the number of federal leases, and enhance anti-terror/force-protection and homeland defense capabilities,” said COL(R) Tibor Lanczy, Program Manager for ARNG-ILI's Construction and Facility Management Office (CFMO) MILCON Support team. “These new facilities will also improve Soldier readiness processing by fostering home station mobilization. Before, we had to bring the Soldiers somewhere else for processing before deployment. Now, we're a one-stop shop.”

To reach these objectives, the Department of the Army consolidated multiple AFRCs and, where possible, ARNG Readiness Centers into



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modern AFRCs. It also provided an opportunity for local, state, or federal organizations to partner with the reserve components to enhance homeland security and homeland defense at a reduced cost to the ARNG and participating agencies. In keeping with ARNG's mission as a community-based organization, about a dozen of the new facilities also have community involvement, serving as community centers on the days the facilities are not used for training.

Deciding on which facilities to close, and where to locate the new joint facilities, was not an easy task.

A team of functional experts from the Department of the Army, the Army Directorate, the National Guard Bureau (NGB), the Office of the Commander of the Army Reserve (OCAR), the offices of State Adjutants General, and the Army Reserve Regional Readiness Commands (RRC) conducted military value assessments of all state-owned and Army Reserve sub-threshold facilities. The facilities were assessed in their ability to support joint stationing options that enhance Army and Department of Defense (DoD) transformation, and on variables such as age, operating costs and energy efficiency. "It was pure economics. With dwin-

dling state and federal dollars it didn't make economic sense to keep small Readiness Centers that were not cost-effective," Pulket said

In the end, the team of experts presented a list that included 211 ARNG closures in 32 states, five ARNG leases de-obligated, and 175 Reserve closures. The team also presented a list of 125 new Joint Readiness and Training Facilities. The sites selected for the new facilities were chosen to optimize ARNG's ability to recruit and retain Soldiers, and to train and mobilize units.



A shared facility means better training opportunities for Soldiers in Montana

The Montana Army National Guard benefited from BRAC projects. The first project was the construction of an AFRC in Missoula. The second project consolidated the USAR Army Reserve Center in Gore Hill and the MTARNG Readiness Center (RC) in Great Falls. The USAR had leased the Gore Hill facility from the Air National Guard (ANG). The resulting \$6.3M project added close to 12,500 square feet to the existing Great Falls RC, altered other parts of the structure and added a new 3,335 square foot Organizational Maintenance Shop (OMS) building. The MTARNG was the lead agency

on the project, partnering with the USAR. The new facility will be dedicated as the CPT William Wylie Galt AFRC later this spring, in honor of a World War II Medal of Honor recipient. MTARNG was the project lead, but the USAR was heavily involved in the design, which focused on USAR needs and mission requirements.

“The USAR attended design reviews and commented on layouts, and the addition was designed with their requirements in mind,” said Officer Candidate (OC) Justin Bailey, Project Manager in MTARNG’s Construction and Facilities Management Office. “In the end, the users are very happy with the product they’ve gotten.”

The Great Falls AFRC is located on Malmstrom Air Force Base, on land licensed through the Air Force, and the base also had to be consulted before construction began. The parking lot that served the old Readiness Center did not meet current AT/FP setback requirements. The MTARNG was able to license 1.4 additional acres from Malmstrom Air Force Base in order to meet setback requirements for roadways and parking lots.

When completed, MTARNG will occupy 25 percent of the facility’s total space. The USAR will occupy 17 percent of the space, and the remaining 58 percent will be common-use space. The common spaces include a drill hall, classrooms, break rooms, locker rooms, and a simulator room. Ninety-two MTARNG personnel are assigned to the facility, and eight people work there full time. When the addition is ready for occupancy on August 15, the USAR will have 36 personnel at the AFRC, four of them full-time staff. The schedule for how to divide up the use of the common space has not yet been determined, but the understanding is that the units will drill on separate weekends. One major benefit of joint facilities is the opportunity to share the operating costs. The MTARNG and the USAR are working out the details at the host pays agreement. The amount reimbursed will mirror the common-use and sole-use space percentages.

The design process began in September of 2009, and construction started in late August of last year. The Beneficial Occupancy Date (BOD) is scheduled for July 8, 2011—315 days after the Notice to Proceed. To finish



Skylights and clerestory windows bring in natural light and reduce the need for artificial light at the Great Falls Armed Forces Reserve Center in Montana. In the hallways, solar tubes coated internally with reflectors run from the ceiling to the roof, sending light that is much brighter than natural light into the building's interior.

the project on such a tight deadline, MTARNG used Design-Bid-Build delivery system. Design-Bid-Build is a delivery system that issues separate contracts to the A&E and the General Contractor. "We were able to speed up the contracting process by using an existing Indefinite Delivery/Indefinite Quantity (ID/IQ) contract to hire the A/E, and the MTARNG Multiple Award Task Order Contract (MATOC) schedule to hire the contractor," OC Bailey said.

Per the Assistant Secretary of the Army for Installations, Energy and Environment (ASA-IE&E) Sustainable Design and Development (SDD) Policy Update of January 2006, all military construction projects from fiscal year 2008 onward must achieve a minimum United States Green Building Council, Leadership in Energy and Environmental Design (LEED) Silver

rating for sustainability standards. Ninety-eight percent of the construction waste at the Great Falls site was recycled in order to meet the LEED Silver requirement, and the facility features a range of sustainable solutions. Photovoltaic (PV) arrays on the roof of the existing building generate 50 kilowatts (kW) of electricity, and arrays on the roof of the OMS generate 10 kW. A closed loop ground-source heating system with 34 wells that plunge 300 feet into the ground was also installed to offset the electricity demands of the addition. The PV arrays will generate roughly 30 percent of the energy needs of the addition once it's in full use, and 40 percent of the needs of the OMS. The \$190,000 ground-source heating system will offset another 55 percent of the addition's energy needs.

The exterior of the existing one-story facility is brick and split-face Concrete

Masonry Units (CMU), and the addition and the OMS were finished in the same way to create synergy between the structures. Skylights and clerestory windows were installed to bring in natural light and reduce the need for artificial lighting during the day. In the hallways, solar tubes coated internally with reflectors run from the ceiling to the roof, sending light that is much brighter than natural light to the building's interior. Thanks to these solutions, interior electrical lights can be completely turned off on sunny days in the majority of the building. To further reduce electricity consumption, occupancy sensors were installed in all rooms in the addition and the OMS—a simple solution that will cut consumption by roughly eight percent. Because the project was an addition to an existing building, and because of AT/FP requirements, MTARNG had limited choice in where to locate the addition.



The TNARNG has 20,900 square feet of sole-use space in the facility, and the USAR has 13,500 square feet. The rest of the 54,500-square-foot facility is common-use space, with a common drill floor and shared classrooms.

“Where we chose to add on was determined by the space available, AT/FP setbacks and what made sense based on the layout of the existing facility,” OC Bailey said. “But through the use of solar tubes, sky lights, and clerestory windows, we were able to optimize the use of sunlight despite site limitations.”

Asked about the benefits of shared facilities, OC Bailey said, “One benefit in particular is the opportunity for Soldiers to train on equipment that may not normally be available to that particular unit, such as the weapons simulator in the weapons training room at our AFRC.” MTARNG Soldiers will now be able to practice basic rifle marksmanship on M4 and M16 rifles in the training room authorized for USAR. “Our Soldiers will have better training opportunities than before, and if something happens and we need to fix our equipment, we may now have the opportunity to coordinate with the USAR in order to fix minor equipment malfunctions,” OC Bailey said.

Alternative energy solutions increase sustainability at the Kingsport AFRC in Tennessee

In Mount Carmel, Tennessee, BRAC 2005 included a new AFRC with a Field Maintenance Shop (FMS) on Holston Army Ammunition Plant (HSAAP) property. The Kingsport AFRC replaced a 44-year old AFRC three miles farther east, in Kingsport. The aging facility did not meet mission requirements and would have been too costly to renovate. In addi-

tion, it was located on a busy highway, with no AT/FP measures. The new facility was placed several hundred feet away from the highway and is secure from vehicle attack.

The \$12 million AFRC, which was completed in mid-December of last year, six days ahead of schedule, houses the 3rd squadron of the 278th Armored Cavalry Regiment for the Tennessee Army National Guard (TNARNG) and the 7244th Medical Support Unit and Detachment 1 of the 991st Transportation Company of the 81st Regional Support Command for the Army Reserve. The TNARNG has 20,900 square feet of sole-use space in the facility, and the USAR has 13,500 square feet. The rest of the 54,500-square-foot facility is common-use space, with a common drill floor and shared classrooms. Twenty-four TNARNG staff and two USAR staff work in the facility full time, and 252 TNARNG and 123 USAR Soldiers train in the facility on drill weekends, which are staggered.

MAJ Andrew Milligan of the TNARNG’s CFMO said the biggest difficulty his team encountered during the project was the coordination with multiple Department of Defense (DoD) entities in order to proceed with construction. HSAAP is a Government Owned, Contractor Operated (GOCO) facility, with the Army Corps of Engineers (USACE) responsible for all real estate transactions. Several stakeholders have an in-

terest in this property: the installation is on the Installation Management Command’s (IMCOM) inventory and the plant’s operations fall within the Joint Munitions Command (JMC) of the US Army Materiel Command (AMC). The USAR and ARNG’s respective BRAC coordinators needed to be updated on any changes in status. “Any time there was a conference call, it would literally take 15 minutes to understand who all was on the phone. I had to update my acronym dictionary just for this project,” Milligan said.

The facility far surpasses the Army’s LEED Silver requirement for new construction. The facility features several alternative energy solutions, such as PV panels on the roofs of the AFRC and the FMS that generate 30 kW and 16 kW, respectively. An east-west orientation was chosen for the two buildings to optimize the use of the PV panels. A hydronic slab heating system under the floors of the main building’s assembly hall and FMS’ work bays is powered by roof-top solar hot water arrays, and is backed up by a gas-fired boiler at night and on cloudy days. The rest of the areas are heated and cooled with a geothermal system. The system utilizes the earth’s natural constant temperature to heat and cool the space through a system of wells and heat pumps.

The most unique feature of the facility is located on the front half of the AFRC’s flat, membrane-covered roof and the flat portion of the FMS’ roof.



TOP IMAGE: The roof (in the foreground) of the Kingsport Armed Forces Reserve Center in Mount Carmel, TN is covered with trays of low-growing, drought-tolerant plants, which reduce heat gain in the summer and heat loss in the winter and protect the roof from UV degradation.

BOTTOM IMAGE: A hydronic slab heating system under the floor of the work bays in the Field Maintenance Shop in Mount Carmel, TN is powered by solar hot water arrays on the facility's roof. The system is backed up by a gas-fired boiler on cloudy days.

The roofs are covered with trays of low-growing, drought-tolerant plants to reduce heat gain in the summer and heat loss in the winter and protect the roofs from Ultraviolet degradation. The plants are in trays so that they can be easily moved if the roof or the roof-top Heating, Ventilation and Air Conditioning (HVAC) equipment needs repair.

The AFRC's highly insulated exterior walls are steel-framed with an exterior brick and limestone panel veneer. Inside, polished CMU walls in the hallways and in the assembly hall made painting unnecessary. The facility maximizes the use of natural lighting with windows on

exterior walls and clear glass in perimeter offices, skylights throughout, and clerestory windows in the entry corridor and assembly hall. Occupancy and light-level sensors control the artificial interior lighting. These efforts reduce the need for lighting in many areas, as well as the power consumption.

Water conservation was a big part of the sustainable solutions. All water is heated on-demand by tankless, gas-fired water heaters. Point-of-use electric water heaters augment remote lavatories. All internal water faucets, toilets and urinals are low-flow. Rain water is funneled from the AFRC's roof into a 10,000-gallon underground tank and used for washing military vehicles. The parking lots are paved with permeable concrete, which reduces erosion caused by sheet drainage off hard surfaces.

Keith Murray, project manager and architect in TNARNG's CFMO sees the reduced energy required to construct and maintain facilities as the biggest benefit of joint-use facilities. "Joint use of classrooms, assembly hall, telecom center, and parking areas saves duplicate construction outlay. And two drill weekends per month add to the physical security of the facility," he said.

Four Reserve Components share a space in Wisconsin

In Wisconsin, BRAC 2005 consolidated four reserve components into one 151,000-square-foot facility. The Madison AFRC, constructed at a total cost of \$31 million, is shared by the Wisconsin Army National Guard (WIARNG), the USAR, the Navy Reserve (USNR) and the USMCR. The WIARNG occupies 13.4 percent of the space, the USAR 46.8

percent, and the Navy Reserve and the USMCR the remaining 39.8 percent. About 25,100 square feet at this facility is common use space. A second, 23,500-square foot structure on the 32-acre site serves as a FMS, with the function of maintaining military equipment mission-ready for WIARNG, and an OMS, with a similar function for the USAR.

The AFRC was designed to accommodate approximately 1,200 Soldiers. In Wisconsin alone three USMCR/USNR, two USAR and three WIARNG facilities were intended for realignment. Some of the affected units were assigned to the new AFRC in Madison. The WIARNG units that moved into the facility did so as a result of restationing, and not because of a closing WIARNG facility.

Although personnel changes sometimes made coordination between the four components difficult, the WIARNG-led project progressed without delays, and the facility was completed on time in June of this year, 18 months after the start of construction.

"Close coordination was paramount to the success of the project," said LTC William Kehoe, Branch Chief of the WIARNG's Design and Project Management Branch. "All branches were involved in the space allocations, functional space analysis, and architectural design reviews. Service representatives were invited to participate in bi-weekly construction progress meetings to keep abreast of the construction status, and to resolve issues pertaining to their areas. All units were also involved in monthly tenant meetings to discuss the operational aspects of the



At present, 149 Army National Guard and 520 U.S. Army Reserve Soldiers are assigned to the Madison Armed Forces Reserve Center in Wisconsin. The U.S. Navy Reserve and the U.S. Marine Corps Reserve also have 266 and 182 service members at the facility, respectively.

new facility. They formed groups to coordinate facility usage and synchronize drill schedules.”

COL Paul Russell, Commander of the 64th Troop Command of the WIARNG, serves as the facility manager, and manages the day-to-day activities within the AFRC. He teams with representatives from each branch to assist sharing information, identifying building issues, and coordinating building usage.

“The shared use of this facility allows all

branches to operate in a true joint environment,” LTC Kehoe said. “All branches benefit from the combined resources and the reduced maintenance costs.”

Like the facilities in Montana and Tennessee, the Madison AFRC qualifies for LEED Silver rating. The building was oriented to maximize the use of sunlight throughout the building. Motion sensors, daylight sensors, light tubes and skylights minimize electricity use. In addition, sensors communicate with the air volume system and

the HVAC equipment to reduce the amount of conditioned air in unoccupied spaces. The primary goals for choosing the mechanical system were sustainability and energy and water conservation. This was reinforced by the state of Wisconsin’s Executive Order 145, which requires public buildings to be 30 percent more efficient than energy code requirements. To meet that requirement, a variable air volume system, which resulted in an energy use reduction of 31 percent, was chosen for the site.



BRAC draws to a close

By the September deadline, all but one of the 56 ARNG BRAC projects will be completed, with site preparation issues in West Virginia delaying completion of the last project. Since the beginning of the BRAC program, the ARNG executed all of its projects in the year of appropriation—the only Army component to maintain 100 percent execution rate. A few projects had a project lead change from USAR to ARNG when USAR couldn't find the land on which to build, but even in those cases ARNG managed to execute on time.

“I would attribute the success to good management, timely design reviews, and contract support,” Lanczy said. “The BRAC MILCON support team served as a liaison between the Army BRAC office and NGB. That success resulted in a similar support team being set up for our regular MILCON program.”

The ARNG BRAC program has resulted in \$130 million in savings, which was returned to the Army for redistribution.

Measured in square footage, the BRAC program reduced ARNG's facility inventory by 4 percent. There are no figures yet on what this will mean in terms of savings, but utility cost savings will certainly exceed 4 percent, since old, drafty facilities were replaced with new, energy-efficient structures. Shared facilities also cut costs, as maintenance costs are shared by the different components.

“Joint facilities mean we don't build redundant facilities, and utility costs are shared,” said Gary Widner, BRAC Coordinator at ARNG Installations Division. “Our main goals were to im-

prove infrastructure and to save money. I think we achieved both of those goals.”



COL Richard G. Nord is the chief of the Army Installations Division, National Guard Bureau. COL Nord joined the Minnesota Army National Guard in May 1980, and was commissioned through ROTC two years later. Prior to his current appointment, COL Nord was assigned to the Office of the Assistant Secretary of Defense for Reserve Affairs, Materiel and Facilities Directorate, where he served as the deputy director, Real Property Maintenance.



Army Reserve BRAC 2005: Challenge, Change and Opportunity

by *Steve Patarcity, Strategist, Army Reserve Installation Management Directorate*

As the Army concludes the actions directed by BRAC 2005, the Army Reserve (AR) is doing likewise. Concluding BRAC 2005 in September 2011 will realize the accomplishment of a key component of the biggest reorganization of the AR since World War II. Designed to change the AR from a strategic force to an operational force, BRAC 2005 is the last element to complete execution of Operation Millennium Transformation, the AR's plan to reorganize to an operational structure to better serve the needs of the nation and our Army.

Operation Millennium Transformation (OMT)

Written in 2006, the mission statement of OMT directed that the – “Chief, Army Reserve (CAR) executes Base Realignment and Closure (BRAC) statutory requirements; streamlines the Army Reserve (AR) command, control and support structure; and modernizes AR facilities beginning 01JAN2006 in order to reshape the force into a cam-

paign quality Army Reserve (AR) with joint and expeditionary capabilities, while sustaining operational support to Combatant Commanders (COCOM) in the Global War on Terror (GWOT) and minimizing stress on AR Soldiers and their families.”

Specifically, OMT directed the AR to change from a technically focused force-in-reserve to a learning organization that provides trained and ready “inactive-duty” Soldiers poised and available for active service. OMT also directed the AR to streamline command and control (C2) of units, as well as leverage BRAC actions to transform into multi-functional installations to enhance unit readiness; increase training opportunities and generate operational efficiencies; reduce the number of substandard and undersized facilities; and better position AR forces to enhance anti-terrorism and force protection capabilities.

OMT further directed conclusion of

all actions by 2011 to enable the AR as a more dynamic, agile, and flexible fighting force that would be more efficient, adaptive and responsively designed to fulfill joint and expeditionary requirements at any time. Specific tasks to accomplish were to:

- Establish four Regional Support Commands (RSC) to provide base operations support, beginning in 2007 and ending in 2008;
- Disestablish the ten Regional Readiness Commands (RRCs) and three Regional Readiness Groups (RRG) beginning in 2007 and ending in 2009;
- Activate eight Sustainment Brigades and five Sustainment Commands by September 30, 2008;
- Activate a Military Policy Command (MPC) and an Aviation Command in 2008;
- Activate three Combat Support Brigades (Maneuver Enhancement) by September 30, 2008;
- Move C2 of forces from the dises-

The new U.S. Armed Forces Command and U.S. Army Reserve Command combined headquarters at Fort Bragg, NC., currently under construction.





established RRCs to Operational and Functional (O & F) Commands by Established Effective Dates;

- Relocate the 84th Army Reserve Readiness Training Command from Fort McCoy, WI to Fort Knox, KY in 2010;
- Construct 125 Armed Forces Reserve Centers and Close 179 Army Reserve Centers;
- Relocate the Office of the Chief, United States Army Reserve (OCAR) from Washington, D.C. to Fort Belvoir, VA; and Headquarters, United States Army Reserve Command (USARC) from Fort McPherson, GA to Fort Bragg, NC in tandem with Forces Command (FORSCOM).

Accomplishing The Mission

To execute the CAR’s mission on time, OMT used three key enablers: 1). Army Transformation; 2). The Global War on Terror, and 3). Employ BRAC as an “executive force of change” to reduce, reshape, and streamline C2 to better manage, support, and resource units. By changing the focus to an operationally ready force from the traditional role of a strategic “force in reserve” the AR is now able to divest old infrastructure, streamline its

footprint in the community, and design and construct new facilities that are more supportive of the Soldiers, Civilians, Families and communities.

Three Lines of Operations (LOO) were identified for the mission: Army Reserve Command and Control (ARC2); Military Construction (MILCON); and the Army Campaign Plan (ACP). These LOOs helped the AR to execute its four-phase OMT process to become a truly operational force – Phase I: Start-Up (Sep 05-Sep 06); Phase II: Initial Operation Capability (IOC) (Sep 06-Sep 07); Phase III: Full Operating Capability (FOC) (Sep 09); and finally, Phase IV: Transfer of Authority, which would occur on a date approved by the Chief, Army Reserve (CAR).

While not without issues, all phases of the OMT were completed on time or ahead of schedule. The AR’s C2 is now lean and poised to support the full spectrum of military missions. A reinvigorated support structure, encapsulated in the Regional Support Commands serving as the major provider of BASOPS support to O&F Commands, is now more agile, responsive and customer-service ori-

ented. All things considered, the end results proved worth the effort and the AR’s BRAC 2005 execution is on time and on target.

BRAC 2005 Successes

“There is nothing wrong with change, if it is in the right direction”
 – *Winston Churchill*

Change is inevitable; however, turbulence and turmoil do not have to be. From the beginning of OMT, AR leadership was up front and involved in the process of transformation, to include the execution of BRAC 2005. The planned and allotted timeline for construction allowed AR unit commanders the time to relocate without disruption to readiness. It also allowed sufficient time to close selected facilities prior to the BRAC-mandated end date. From the establishment of new commands and units and the realignment of command and control structure, BRAC 2005 has played a key role in supporting the transition of the Army Reserve from a strategic reserve to an operational force.

The successes of BRAC 2005 include a major opportunity to “power down” processes and functions previously

Artists rendering of the new U.S. Armed Forces Command and U.S. Army Reserve Command combined headquarters fully realized.





managed at USARC to our major commands. Coupled with the adoption of the Army’s enterprise approach across USARC and OCAR staffs, the combined headquarters organization is more proficient and nimble. As these headquarters prepare to relocate to their new homes at forts Belvoir and McPherson respectively, AR subordinate commands are capable of functioning independently within mission parameters and with full knowledge of the commander’s intent.

BRAC 2005 enabled the AR to divest itself of old, antiquated buildings and infrastructure. Many of our centers were built between 1946 and 1970. Since that time, population demographics have shifted and so have U.S. national security requirements. Focusing on larger joint and multi-component centers that combine numerous units into larger, multi-use and joint service facilities, BRAC 2005 provided the AR flexibility to do MILCON improvements as well as to reduce its overhead.

Furthermore, BRAC 2005 has supported the Army Reserve sustainability campaign. Since 2008, all of AR MILCON has incorporated LEED Silver as the base standard for facility design, as well as alternative and renewable energy sources where feasible and prudent. These new facilities also serve to expand our capability to conduct soldier readiness processing and home station mobilization – critical to ensure AR units can mobilize and deploy rapidly when called upon. In addition, these state-of-the art facilities can be used for training and storage of equipment, and are a valuable asset for both homeland security and homeland defense missions.

With expanded missions and deployment around the world in support of the nation and the Army, our Soldiers, Civilians and Families deserve the best that we can give them in facilities and infrastructure, as well as Soldier support programs, equipment and services.

The consolidation of units from Army Reserve Centers to Armed Forces Reserve Centers with the Army Guard and our sister services has promoted partnership, information, and “lessons learned” sharing. It has also provided new opportunities for training and increased readiness. In addition, BRAC 2005 impelled a “think out of the box” mindset to provide support to our Soldiers, Families and Civilians, especially those in areas of the United States where Army installations are not close enough to access support services. Finally, the establishment of Army Strong Community Centers, whose sole purpose is to connect Soldiers and Families in remote locations with access to support services in health and medicine; child, youth and school services; family assistance; legal assistance and employment assistance further enhances support to the community and the Soldiers of the AR – another advantage of BRAC 2005.

Challenge, Change and Opportunity

The Army Reserve met the challenges of BRAC 2005 and successfully managed (and in some cases, weathered) the changes wrought by BRAC 2005 mandates. The remaining piece – opportunity – is still taking shape. With the drawdown of military operations in Iraq and Afghanistan, multiple opportunities exist in new missions and requirements that the AR could

perform. Already, new concepts for employment in support of stability operations and Defense Support to Civil Authorities call for the leveraging of AR forces of skill-rich Warrior-Citizens. BRAC 2005 assuredly contributed to the support of these mission requirements and significantly enhances the AR’s ability to support and defend America’s values, our way of life and the Constitution.



Steve Patarcity is a Strategist and Planner with the Strategic Plans and Policy Branch, Army Reserve Installation Management Directorate (ARIMD) at the Office of the Chief, Army Reserve (OCAR). He holds a Bachelor of Arts in Psychology from Duquesne University and a Master’s in Strategic Studies from the United States Army War College. A veteran of Operation Iraqi Freedom, he retired as a colonel in the Army Reserve in October 2010. His last military assignment was chief of staff for the 200th Military Police Command, Fort Meade, MD. As a Department of the Army Civilian, he also served as the chief executive officer of the 200th.

References:

¹Army Reserve Posture Statement, 2010



Read more on the new Operational Army Reserve at the encoded link.



Redstone Arsenal Achieves Synergy Through Strong Community Relationships

by COL John S. Hamilton, Commander, USAG Redstone Arsenal

“Redstone is a technological hub for our Army...we are going to be deployed to places where we’re not going to have the home court advantage and, to get our Soldiers an advantage over any enemy they face, technology is going to be a big part of it.”



General George W. Casey Jr.

36th Chief of Staff of the United States Army

In the first decade of the 21st century, Redstone Arsenal (RSA) witnessed a transformation so encompassing and so complex that the arsenal is still evolving from “the best kept secret in the U.S. Army” to a strategically vital component of the nation’s defense. This transformation is mirrored in a 15-county region of northern Alabama and southern Tennessee known as the Tennessee Valley. The transformation, a complete remaking of the composition and structure of RSA, represents a comprehensive changing of character and function which began in earnest with the announcement of Base Realignment and Closure (BRAC) 2005. Before 2005, the moniker “Team Redstone” was loosely used to describe Department of Defense (DoD) and Department of the Army (DA) organizations making up RSA. Yet with each BRAC decision made in the 1980s and 1990s, the local communities and the arsenal learned many valuable lessons and fashioned improvements to internal processes. The announcement of BRAC 2005 served notice that RSA leadership, Tennessee Valley communities, and elected officials would have to work closely together on a comprehensive plan to better set conditions for the looming explosive community

growth. The synergies gained through the process of BRAC 2005 completely redefined the team. The close bond between the Tennessee Valley and Redstone Arsenal now supports mission accomplishment on many different fronts at many different levels. This synergistic bond paid huge dividends as Team Redstone helped make the RSA Enhanced Use Lease Project a reality and also supported the Tennessee Valley through the shock and recovery of recent devastating tornadoes.

Since Redstone Arsenal opened in 1941, the arsenal and the Tennessee Valley communities have shared prosperity and setbacks as arsenal activity fluctuated. RSA grew around the nucleus of the Army’s missile program after World War II until 1960, when the arsenal expanded to include the National Aeronautics and Space Administration (NASA). BRAC Directives in the 1980s and 1990s provided early successes for the Tennessee Valley as the communities cobbled together an ad hoc organization to plan for growth and assimilate new organizations into the community. BRAC 1988 witnessed

the transfer of the Test Measurement and Diagnostic Equipment Center from Lexington, Ky. In BRAC 1991, RSA grew again with the movement of Material & Logistics Activities (now known as LOGSA) to the arsenal. In the same BRAC announcement, the Armament, Munitions & Chemical Command (AMCCOM) was also directed to move to RSA, but in this case, the Tennessee Valley communities failed to work together. Team Redstone learned a critical lesson as AMCCOM, which meant 1,300 jobs to the community and another capability for the installation, was allowed to remain at Rock Island, IL. A quick analysis easily identified the problem: In their exuberance and excitement to attract new residents, the Tennessee Valley communities happily pointed out the failings and disadvantages, true and imagined, of choosing to live in their sister communities. After numerous complaints, Congress intervened and ultimately reversed their initial decision.

Team Redstone, still in its infancy, learned a valuable lesson on the importance of teamwork. Over time,



Ongoing construction for the initial building in the Redstone Gateway office park. This Enhanced Use Lease project is the result of the partnerships between Redstone Arsenal, the city of Huntsville, Madison County and state officials as well as the development team of COPT and Jim Wilson & Associates.

both RSA leadership and the community leaders learned they enjoyed a very symbiotic relationship; those things that benefitted RSA also benefitted the Tennessee Valley and vice versa. Out of this very basic formula for success, the serious planning, preparation, and execution for both installation and community growth ultimately paved the way for an extraordinary transformation and accumulation of tremendous synergies for our nation's defense. Team Redstone began planning in earnest for future BRACs, not only to ensure adequate planning for community growth, but primarily to ensure the types of incoming organizations and their functions complemented the overall capability and design of the arsenal. BRAC 1995 was a resounding success as the Aviation and Troop Command (ATCOM) brought the aviation mission to the arsenal. Here the careful planning and posturing of Team Redstone began to have a very positive impact. BRAC 2005 created

another opportunity for the team to improve on past performances, and the results of the team effort are remarkable. The transformational synergies created through the accumulation of organizations and their functions are extraordinary and currently include: material management and acquisition, space operations and missile defense, research and development, test and evaluation, intelligence and homeland defense and sustainment of the force. The benefits these organizations provide for our national security and our country's warfighters are awe-inspiring.

In the beginning stages of BRAC 2005, RSA and community leaders came together to clearly 'see ourselves' and to understand the history, the identity, the advantages, and the shortfalls of the region. Community leaders across the Tennessee Valley were determined to ensure the region was prepared to maximize the opportunity presented to the area. Before

the BRAC announcement, RSA had long been the economic engine of the Tennessee Valley. People from across the valley make up the vast majority of the 30,000-member RSA workforce, taking home salaries totaling about \$2.3 billion to homes located throughout northern Alabama and southern Tennessee. In fact, these numbers will swell to more than 38,000 members and \$2.9 billion in salaries by the end of this year. However, BRAC is not the only contributor to the growth coming to Redstone Arsenal and the Tennessee Valley. RSA is adding non-DoD organizations; among them the Federal Bureau of Investigation (FBI) and the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). Stationing actions also provide additional growth on the arsenal as both the Army Contracting Command and the Expeditionary Contracting Command are relocating to RSA. Due to the multi-faceted, multi-functional organizations moving to RSA, the



The U.S. Army Materiel Command (AMC) and the U.S. Army Security Assistance Command (USASAC) jointly occupy their new 400,000 square foot office complex on Redstone Arsenal. USASAC is already operational in their new facility and AMC's move is underway.

arsenal could be better defined as a federal office park rather than a pure Army installation. Indeed, RSA was not the only recipient of the growing economic boom. The cities of Huntsville and Madison and the whole Tennessee Valley consistently garner many accolades in national periodicals as a great place to live and raise a family. Consequently, many civilian enterprises recognize the benefits of the Tennessee Valley and are also re-establishing their companies into the area. A comprehensive strategic visioning process was critical to appropriately plan for and ensure conditions were set for successful growth of the region.

The 2005 BRAC Commission directed the movement of several large commands to RSA: Army Materiel Command (AMC), Space and Missile Defense Command (SMDC), Missile

Defense Agency (MDA) (minus the headquarters element), Security Assistance Command (USASAC), Army Technical Test Center (ATTC), 2nd Recruiting Brigade, 2nd Medical Recruiting Battalion, and a Warner Robins Air Force Base element. The largest organization leaving RSA is also the only troop unit on the installation, Ordnance Munitions & Electronic Maintenance School (OMEMS), which will depart for Fort Lee by September 2011. Despite the loss of OMEMS, RSA will see increases from four to 13 general officers and from 91 to 121 senior executives through both BRAC and non-BRAC growth. Early estimates from the Office of Economic Adjustment study of the impact of BRAC on the Tennessee Valley noted that for each direct job coming to RSA, there is an estimated indirect and induced growth of an additional three

jobs. An estimated influx of 7,000 new direct jobs points to healthy growth in the region. The early estimates ring true as the recent census estimates reveal tremendous growth in the region; the Huntsville Metropolitan Area has now moved up into the second most populous area in the state of Alabama, falling just short of Birmingham.

The Tennessee Valley BRAC Commission was formed to support the planning and coordination between the arsenal leadership and local, state and federal leaders to ensure a smooth transition for all BRAC organizations. Just as important as 'seeing ourselves' in the initial stages of planning, it was equally important for Team Redstone to visualize an end state. Essentially, leaders needed to envision the broad sequence of events that will need to unfold as well as provide



An artist rendering of the Von Braun III at dusk. At over 839,000 square feet in size, it will house more than 2,600 employees when fully occupied. Missile Defense Agency personnel began moving into their new building in June 2011.

clear and concise goals for the community to achieve. The commission, which is composed of business leaders, chambers of commerce, elected officials, and other community leaders, operates much like an effects team. The team expands or contracts based on the issue at hand and the subject matter expertise required. Early in the process, the Senior Commander and garrison commander identified four major priorities requiring attention and consideration for improvement: roads, schools, workforce development and medical services. These priorities were recommended to the Tennessee Valley leadership and ultimately agreed upon by all commission members. These priorities in turn focused work efforts and unified the commission's message when seeking support, such that each community's interests were considered equally important to those of their neighbors and those of the group as a whole. The combined community's BRAC and non-BRAC growth represented an untenable rate of population growth if not adequately planned and properly resourced.

First Priority: Roads

The commission understood our roads must be capable of accommodating

the traffic associated with the growth the area is experiencing. Local major arteries were nearing 100 percent capacity and would only become more congested. Most of the road expansion projects were programmed beyond BRAC completion, which was too late to support immediate growth. The combined leadership agreed on seven major road projects which correlated to the major arteries and corridors servicing RSA and the Huntsville metro area for the commuting workforce.

Second Priority: Schools

Our schools must be capable of sustaining a quality education, as well as providing adequate infrastructure to support the growing student population. Our teachers enjoy teaching in some of the finest schools in the state, and arguably, in the country. Yet all our schools in the Tennessee Valley must be capable and competitive on the international level. Our children should excel in science and engineering, arts and music and endeavor to return to the Tennessee Valley and become part of our highly skilled workforce.

Third Priority: Workforce

RSA requires a highly skilled and technically proficient workforce to support

the warfighter. As BRAC is nearing completion, the highest concentration of engineers and scientists in the country can be found in the Tennessee Valley. RSA and the commission are working with incoming organizations to maximize the number of BRAC personnel relocating with their positions in an effort to minimize the turbulence in the local workforce. Many local colleges and state universities have added new fields of study to their curriculum to ensure skills taught meet workforce requirements.

Fourth Priority: Medical Services

Early in the BRAC process, rumors circulated among transitioning organizations that the Tennessee Valley did not have sufficient quality and quantity of needed medical care, lacking specialty care providers such as cardiologists. Through collaboration between regional medical systems in the community and Fox Army Health Center (FAHC), an information campaign was put in place to showcase the high-quality health care that is in fact available and is actively expanding in the Tennessee Valley. FAHC and Senior TRICARE representatives engaged local medical professionals to ensure adequate coverage of TRICARE providers.

There has been significant progress toward achieving the desired end state of the BRAC priorities first developed so many years earlier. Several of the more momentous occasions Team Redstone has witnessed over the years include: the RSA Senior Commander address to the entire Alabama state legislature, the Secretary of the Army visit to support improvements in local education, the passage of several bills supporting the



growth occurring in north Alabama, road construction occurring to open the major arteries leading to the arsenal, the construction of seven general officer quarters with funds gifted by the state of Alabama, local universities adopting changes in curriculum to help build needed RSA skills, and many, many other achievements. It is important to know that the Tennessee Valley BRAC Commission did not succeed on every mission on every day. There were times when the chasm between all parties seemed so great as to eliminate any hope for agreement on a particular issue, but these challenges were all overcome with time, patience, and a pervading desire to do what is right for the region. In the end, the team persevered on each mission every day and continues to unite to support the region on many issues affecting us all.

The guiding principles of Team Redstone continue to emerge to the forefront: an earnest community-wide willingness to identify challenges and opportunities, and to develop solutions through collaboration rather than achieving only limited success by working in isolation from their counterparts. Over the past six years, Team Redstone has validated its effectiveness on several noteworthy occasions; two of the events are worth highlighting as studies in the exponential value of the Team.

1) Birth of the Enhanced Use Lease Project on RSA. One of the noted shortfalls with the announcement of BRAC was a lack of office space adjacent to the arsenal. Cummings Research Park, the second largest research park in the country and the fourth largest in the world, was filled to about 98 percent capacity. In order to satisfy the needs



An artist rendering of the first building under construction at Redstone Gateway with construction of this building expected to be complete by November 2011. At full build-out, Redstone Gateway will have over 4.6 million square feet and will house a combination of administrative, research and development, academic and retail space.

of a growing community, RSA identified a 470-acre tract of land on the installation for an Enhanced Use Lease (EUL) project, which is now known as Redstone Gateway. Redstone Gateway easily dwarfs other Army EUL projects in size, scope, and complexity, requiring a higher level of coordination and participation by the Army, developer, and community than any other EUL project.

Initial plans to meet 'Army only' mission and financial needs evolved into a comprehensive Army, developer, local community, and state initiative to meet both installation and regional requirements. Advancing the project required the state of Alabama to amend state laws by expanding Tax Increment Financing (TIF) to support our EUL project. These amended laws now allow incorporation of the state's portion of property tax in TIF, allowing TIFs on federal property which does not count against the municipality's overall TIF capacity, while removing the blighted

community test for EULs on federal land. Even with this new authority, the developer's actions of purchasing the TIF bonds removed significant risk to the City of Huntsville and allowed all involved to proceed forward, especially in these tough economic times. There are many other initiatives within the project worth highlighting, but it is sufficient to know this project would have never passed beyond the initial planning stages had the community and Redstone Arsenal not invested time and personal capital.

2) Response and Recovery to North Alabama Tornado Disaster. Another example of the effectiveness of Team Redstone can be found in the analysis of the community response to the 31 confirmed tornadoes impacting 13 of our 14 counties across northern Alabama and southern Tennessee. The tornadoes struck on the afternoon of April 27, 2011, resulting in only minimal damage to the arsenal, but causing



a tremendous amount of damage and 42 deaths in north Alabama communities. To add to the misery of the local population, the tornadoes destroyed both the primary and alternate power transmission capability required to send electricity into our area. During the initial phase of recovery it was impossible to maintain and operate even the most basic life support systems, such as hospitals, grocery stores, gas stations, and banks without the necessary power in local towns and on the arsenal. The garrison commander worked closely with the local mayors, the county commissioner, emergency management officials, local legislators, and congressmen to coordinate the reactivation of life support systems. Through daily meetings with these leaders and supporting staffs, all team members worked to ensure a prudent and expeditious effort to restore an acceptable level of quality of life to the Tennessee Valley until the emergency passed.

The garrison commander and his staff worked closely with the Tennessee Valley Authority (TVA), to coordinate restoring power to the arsenal. The garrison staff enjoyed around-the-clock, point-to-point coordination capability with TVA, a valuable tool for facilitating a prudent and quick recovery. The arsenal also served as a 'pressure relief valve' for the community and, as services came on line, provided services to the entire Redstone Arsenal workforce. The Army Air Force Exchange Service (AAFES), the Defense Commissary Agency (DeCA), and other nearby installations provided support in a variety of ways enabling the arsenal to support a large portion of the Tennessee Valley population as it recovered. The arsenal also opened up housing and offered

homes to families whose homes had been destroyed by the tornadoes. Now, three weeks after the disaster, 55 RSA-affiliated families are benefiting from safe and convenient homes on the arsenal. The close relationships formed and maintained over the last decade, and reaffirmed through each change of command and local election, continue to support Team Redstone in ways far exceeding those previously imagined. As leaders commit themselves to the time, effort, and energy required to build and maintain the team, those investment costs are exponentially re-paid through the benefits gained each and every day.

In the final analysis, RSA is a unique Army installation. It is certainly not a heavy troop installation such as a Stewart, Hood or Bragg. In fact, after BRAC 2005, the arsenal will have fewer than 1,000 Soldiers in uniform and most of those will be senior officers and non-commissioned officers. The RSA workforce is already dominated by DoD/DA Civilians and contractors. Engineering and science remain the primary skill sets required for the ongoing research and development in rockets, missiles, aviation, and other very technical disciplines on RSA. The transformational synergies created through adding new organizations and their functions are truly extraordinary. Team Redstone is very proud of the contributions provided through the skill, energy, and ingenuity of the RSA workforce, who come to us from the entirety of the Tennessee Valley. The result of these synergies is a level of arsenal responsiveness and contributions to the warfighter that make it seem as if RSA is geographically located in Baghdad, Bagram or wherever

American troops find themselves. The transformation of RSA and its surrounding and supporting communities continues to evolve with overwhelming success, based on the strength provided by the complete team....Team Redstone. With the positive influence of Team Redstone, we will be equally successful with each and every opportunity we meet in the future.



COL John S. Hamilton is the garrison commander of Redstone Arsenal. His education includes a Bachelor of Science in Business Management from Florida State University, a Master of Science in Logistics Management from the Florida Institute of Technology, and a Master of Science in National Resource Strategy from the National Defense University. His military assignments include leadership positions with the 82nd Airborne Division, 1st Armored Division, and Joint Special Operations Command. His operational deployments include Operation Joint Endeavor (1996), Operation Enduring Freedom (2002, 2005), and Operation Iraqi Freedom (2003-2004, 2006-2007).



Fort Knox BRAC: In the Rearview Mirror

by COL Eric C. Schwartz, Commander, USAG Fort Knox

“Are we there yet?”

I am sure that anyone who has gone anywhere with children has heard this question many times. In the case of Base Realignment and Closure (BRAC) activities at Fort Knox, the answer is “Yes, we are almost there.” So how has the trip been so far? As with most trips, it started with a great deal of planning to transition Fort Knox from the Home of Armor to a multifunctional installation.

Scope of the Transformation

We knew from the beginning that the scope of the transformation and realignment was significant. Many believed it could not be accomplished. They were wrong!

Our mission was to transform Fort Knox into a multifunctional installation that would serve as the home to operational and training units, as well as various headquarters and field operating agencies, and we were to accomplish this transformation not later than September 2011. The Armor Center and School would consolidate with the Infantry Center and School at Fort Benning, GA, creating the Maneuver Center of Excellence. This would make room to move the Army Reserve Readiness Training Center (ARRTC) from Fort McCoy and station a brigade combat team at Fort Knox. Before movement of outgoing Armor organizations could begin, major construction at Fort Benning had to be completed so that those

organizations would have facilities to continue training to standard.

The year 2010 was challenging. Inbound units arrived on Fort Knox before outgoing units were able to depart. We called this period of time our “big inhale.” Resources such as housing, lodging, classrooms, motor pools and transportation were stretched to capacity.

A large amount of equipment had to be moved to Fort Benning. More than 180 M1 tanks and about 1,000 other vehicles related to the Armor Center and School would depart Fort Knox in 2010 and 2011. The move also included the Armor and Cavalry Museums. Most of the display vehicles and equip-

ment would move to the new museum at Fort Benning but the General Patton displays would remain at Fort Knox. The Knox museum’s theme shifted to leadership and the facility began a renovation that will continue through 2013. The Regional Correctional Facility departed Fort Knox in 2009, and this loss of prisoner labor had a detrimental impact on our then profitable recycle program. The Fort Knox Field Unit of the Army Research Institute also departed in 2010.

BRAC unit moves into Fort Knox began in 2006 with the activation of an infantry brigade combat team. Since the Armor school had not yet departed – we had to use temporary relocatable

Since the BRAC announcement in 2005, Fort Knox changed from primarily an armor training installation to a multifunctional installation that now includes Army Cadet Command headquarters, Army Human Resources Command, and a brigade combat team, among several other organizations.





buildings to house the new brigade near a dining facility that was under construction for a basic combat training complex that would not be needed post-BRAC. An alternative was developed and the unit activated at Fort Hood, TX in vacant facilities, which allowed Fort Knox to complete permanent facilities for the brigade.

The 3d Corps Support Command reorganized as the 3rd Sustainment Command (Expeditionary), which moved to Fort Knox from Europe. The 3rd ESC is one of the Army's premier logistics command and control headquarters, providing expertise in linking the strategic to tactical levels of logistics. The next unit to arrive in 2008 was the 502nd Engineer Company, an assault float bridge company. In 2009, the 3rd Infantry Brigade Combat Team (Duke Brigade) of the 1st Infantry Division began arriving from Fort Hood, and reactivated on Fort Knox on Oct. 16, 2009.

In June 2010, the US Army Accessions Command (USAAC) completed their move from Fort Monroe, VA, and the USAAC commander assumed Senior Commander responsibilities at Fort Knox. Following USAAC arrival was the Human Resources Command (HRC), consolidated from St. Louis, MO, Indianapolis, IN, and Alexandria, VA. The U.S. Army Cadet Command refurbished three administrative buildings on Fort Knox and completed their move in May 2011.

"Are we there yet?"

Not quite. The ARRTC, the schoolhouse of the Army Reserve from Fort McCoy, WI, moves to Fort Knox in

2011, where they will continue to develop, sustain and deliver a wide spectrum of functional courseware and leader-development instruction. The 100th Division (Operational Support) arrives in 2011 from Louisville, KY., and takes on numerous training roles for the U.S. Army Reserve.

Table 1 summarizes the BRAC and transformation gains and losses for Fort Knox.

BRAC	
GAINS	LOSSES
3rd Sustainment Command (Expeditionary) (2007)	Regional Corrections Facility (2009)
502nd Engineer Co (Bridge) (2008)	Army Research Institute (2010)
3rd BCT, 1st Infantry Division (2009)	US Army Armor Center and School (2010-2011) 316th Cavalry Bde 194th Armor Bde Armor NCO Academy USMC Armor Detachment
1-10th Air Support Operations (USAF) (2009)	
US Army Accessions Command (2010)	
Human Resources Command (2010)	
HR Solutions (2010)	
Army Center for Substance Abuse Programs (2010)	
US Army Cadet Command (2011)	
US Army Reserve Readiness Training Center (2011)	

100th Division (Operational Support) (2011)	
TRANSFORMATION	
GAINS	LOSSES
Army Audit Agency (2006)	Unit of Action Battle Lab (2007)
19th Engineer Bn (2006)	Camp Blood bank (2008)
F Company, 3rd Small Arms Repair Group (2007)	60th Engineer Company (Vertical) (2008)
11th Theater Aviation Command (2007)	
Ohio Valley Veterinary Command (2007)	
904th Contingency Contracting Bn (2011)	

Summary of Operational, Mission Changes and Adjustments

Prior to BRAC 2005, the U.S. Army Armor Center and School (USAARMC) and the U.S. Army Recruiting Command were the two major tenant commands of Fort Knox. The size and scope of USAARMC operations dominated Fort Knox and provided the post with its distinct identity. As a major TRADOC center and school, USAARMC performed training, training development and combat development functions to support the armor force.

The organizations moving to Fort Knox brought a wide range of requirements with them. The Forces Command operational units, including the 3rd Brigade Combat Team, 1st



Infantry Division; 3rd Sustainment Command (Expeditionary); and the 502nd Multi-Role Bridge Company, required the full range of services from housing to training facilities, including the infrastructure required to support each phase of the Army Force Generation (ARFORGEN) cycle for these deployable units. The Human Resources Command required a significant amount of office space, as well as a robust Information Technology (IT) infrastructure investment. The 100th Division (OS) and ARRTC required office space, training areas, classrooms and transient billeting. U.S. Army Cadet Command also retained a requirement to support its Leader Training Course (LTC) for ROTC Cadets during the summer months.

The Plans, Analysis, and Integration Office initially coordinated BRAC actions with the office of the Assistant Chief Staff for Installation Management (OACSIM), Installation Management Command and the other affected units and Army Commands on behalf of the installation and all tenant incoming and outgoing activities. Due to the complexity of BRAC activities, OACSIM assigned engineer colonels and lieutenant colonels to key installations with complex BRAC actions. Fort Knox was one of those key installations that gained an engineer colonel to be the deputy garrison commander for transformation and the central point of contact for all BRAC actions at Fort Knox. His engineering expertise was critical in construction projects. Around this same time, the USAARMC Commanding General established a separate planning cell for relocation of the Armor School to Fort Benning. In addition,



This Shoppette on Wilson Road underwent a \$3.5 million renovation in 2009, doubling its size to accommodate the BRAC-related growth on Fort Knox.

the commanding general of USAAC, as the future Senior Commander of Fort Knox, established a BRAC team to relocate USAAC from Fort Monroe to Fort Knox. This team was designated the lead for all BRAC planning by the TRADOC commander. The U.S. Army Cadet Command also established a BRAC Team to coordinate their relocation to Fort Knox.

The U.S. Army Garrison (USAG) at Fort Knox established a BRAC workgroup or Tiger Team, that acted as the nucleus for all garrison BRAC actions, bringing together multiple function-based teams. These teams consisted of principal personnel from the garrison staff, U.S. Army Corps of Engineers (USACE), relocating units and non-garrison support organizations such as civilian personnel, all tasked to identify requirements and coordinate actions. These workgroups/Tiger Teams provided an excellent means of ensuring all BRAC actions were synchronized and that all personnel were aware of BRAC developments.

Demographic Changes

The BRAC realignment at Fort Knox resulted in major demographic changes. The dramatic decrease in transient students and corresponding increase in permanent party military personnel, Department of the Army Civilians and contractors caused USAG to adjust the services provided for these groups. Here are some of the changes at Fort Knox:

Changes to Organization

- 17 general officer positions assigned (15 on post) –increase from four
- Increase of 344 field grade and 116 company grade officers
- Increase of 183 senior NCOs, loss of 534 mid-career NCOs, increase of 360 junior NCOs, and an increase of 1,726 (full-time) enlisted
- Change from a 2-star TRADOC schoolhouse to a 3-star multifunctional, multicommand installation
 - o Addition of 3rd Infantry Brigade Combat Team, 1st Infantry Division
 - o Includes multiple U.S. Army Reserve units.



The LTG Timothy J. Maude Complex is the largest administrative center in Kentucky at more than 883,000 square feet. The complex opened May 27, 2010 and is home to Army Accessions Command and Army Human Resources Command.

Changes for jobs and Families

- ~ 5,000 new high paying jobs on post
- ~ 2,000 additional school-age children
- ~ 4,900 new off-post jobs

Changes to local government and business¹

- Local governments will collect \$7.1 million in additional taxes over five years.
- All industries will see an increased demand for their goods and services.
- Annual additional business sales outside the gate should exceed \$1.4 billion.
- Incoming units employ higher grade workers.

Enclaves

The transformation of Fort Knox also caused a major shift in unit responsibilities. Fort Knox developed a coordinated process for formally re-assigning organizational areas of responsibility (AOR) to each major subordinate command or organization on Fort Knox by establishing enclaves. This included a process for naming and dedicating permanent structures or physical areas within designated enclaves.

The task of assigning unit areas of responsibility and enclaves fell to the USAG command sergeant major. The sergeants major of the affected commands met several times to assign AORs and enclave responsibilities based on the physical proximity of the command to the assigned areas and available unit resources.

Branding

As transformation began, it became clear the installation's culture would be shifting dramatically. We knew it would be important to establish a new Fort Knox "brand." We developed a branding program that provides a new identity and helps to adjust the cultural mindset of the installation population based on the new missions that have arrived here. The program conveys a single brand image and personality using logos, mottos and signage. The branding efforts include placing unit logos on water towers in AORs, establishing a post motto of "Strength Starts Here!" and a consistent signage policy unique to Fort Knox.

Fort Knox Construction and Renovation Projects

The 2005 BRAC announcement was the catalyst for new construction and renovation of existing facilities at Fort Knox. Construction and renovation projects overseen by the USACE and the Fort Knox Directorate of Public Works (DPW) ensured the facilities, infrastructure and quality of life programs were in place to support the organizations, Soldiers, and Families assigned to Fort Knox.

Facilities

The influx of units to Fort Knox required the new construction or renovation of multiple facilities over a five-year period. Some of those projects are—

- The LTG Timothy J. Maude Complex, a \$210 million new office complex to support HRC and USAAC, was constructed from 2008 to 2010. The 883,000 square-foot facility provides headquarters and office space for approximately 4,400 workers.
- Boudinot Hall is a \$1.4 million renovation of existing instructional classrooms



Most of Wilson Road on Fort Knox was widened from two to four lanes because, with its proximity to the newly constructed LTG Timothy J. Maude Complex, which houses up to 4,400 workers, it became one of the post's main thoroughfares.

into the headquarters of the 100th Division (OS). Renovation work on the facility began in April 2010 and was completed in June 2011.

- Gaffey Hall included an \$8.1 million project that renovated the old Armor School headquarters into space for ARRTC relocating from Fort McCoy, WI. The facility was completed in November 2010 and occupied by the ARRTC in February 2011.
- Prior to the arrival of 3/1 IBCT from Fort Hood in June 2009, a \$197.7 million renovation and construction project began for a brigade headquarters, an annex facility, two barracks capable of housing 1,400 Soldiers, a dining facility and six company operations facilities. Completed in the summer of 2009, the facilities used the standard Army design for BCTs.
- Farquhar, Shoemaker, and Russell Halls received a \$1.9 million renovation to become the headquarters for U.S. Army Cadet Command in April 2011. These facilities previously housed the Directorate of Training, Doctrine and Combat Development.
- Harris Hall got a \$6.2 million reno-

vation to house the 3rd Sustainment Command (Expeditionary).

Infrastructure

The Fort Knox leadership team immediately identified several infrastructure improvements needed to support the new missions. Some of the major infrastructure improvements were—

- Wilson Road. The Wilson Road project widened the roadway to four lanes, relocated existing utilities, and constructed a bike path along the roadway from Wilson Gate north to the LTG Timothy J. Maude complex. A comprehensive traffic study was conducted to determine and validate roadway expansion projects across the installation. Additionally, the installation worked closely with the Kentucky Department of Transportation to recommend road projects outside the gates of Fort Knox that would directly support this population increase in the surrounding communities.
- Energy Conservation. Fort Knox continued to be a leader in energy

conservation with the replacement of conventional heating and air conditioning with ground-coupled heat pump systems in select facilities. Coupled with solar arrays to produce electricity and heat water, Fort Knox expects to cut the overall energy usage rate in half over the next ten years.

- Thomas Hall. The Directorate of Emergency Services and Provost Marshall's office relocated to renovated facilities in Thomas Hall, providing the organization with an updated communications and command center, upgraded custodial holding capacity and increased capability to respond to emergency situations.
- Major road network. The DPW widened, repaved and added sidewalks to the road network supporting the new construction and increased traffic flow to key facilities such as the LTG Timothy J. Maude Complex and the 3/1 BCT facilities.
- Gate improvements. Fort Knox's three entrance gates are undergoing face-lifts to install Automated Installation Entry sensors, informational and di-



Fort Knox High School. The high school received a \$16.2 million military construction project to replace the 1950s era facility, adding 85,763 square feet of classroom, library, administration and cafeteria space to the school.

- rectional signage and branding to reflect new missions and organizations.
- Medical facilities. The Ireland Army Community Hospital is undergoing renovations to upgrade patient services in the emergency room and pharmacy. Initial design efforts are underway for the construction of a new hospital, scheduled for completion in 2016. The Jordan Dental Clinic received a complete renovation in 2009, allowing faster and more efficient services to Soldiers.

Quality of Life

Fort Knox adjusted quality of life activities and facilities to support the new population. Some of the projects include—

- The HRCoE Dining Facility. Opened in September 2010, the dining facility offers workers, visitors and the Fort Knox Family a variety of hot and cold food options. Adjacent to the LTG Timothy J. Maude Complex, the dining facility includes a branch office of the Fort Knox Federal Credit Union, a full-service U.S. Post Office and an MWR-contracted barber shop. Future services may include a dry cleaning service drop-off and pick-up point.
- Fort Knox High School. The high school received a \$16.2 million military construction project to replace the 1950s era facility, adding 85,763 square feet of classroom, library, administration and cafeteria space to the school. The USACE completed this project for the 2009-2010 school years.
- The Child Development Center – School-Aged Services. A \$6.7 million new construction project produced a facility for school children 6-10 years of age. The facility capacity will be for 195 to 225 children, providing a computer lab, homework center, staff lounge, activity rooms, a teaching kitchen, and a multi-purpose room to be ready in April 2011.
- The Youth Sports Complex. A \$5.1 million project, begun in September 2010 and located off Wilson Road, provides four soccer/football fields, two baseball fields with lights and irrigation, concession/restroom building, admin building, and equipment storage for organized youth sports programs. The final phase, to be ready in early Fall 2011, will provide an additional baseball field, picnic pavilion, and walking trails.
- The Eastman Outdoor Amphitheater. Completed in September 2010, the new \$1.75 million construction project provides the entire Fort Knox Community with an outdoor amphitheater, boundless playground, restroom buildings, and patio area with shade structures.
- Otto, Smith, and Natcher Fitness Centers. All three fitness centers on Fort Knox underwent a \$2.1 million renovation in 2010 that added floor space, geothermal HVAC, showers and locker rooms, weight-training areas, and multiple squash and racquetball courts.
- Barr Library. A \$1.2 million expansion of the post library included

a 7,000 square foot addition to the library, addition of a Java Café and renovation of existing lobby and restroom spaces.

- On-post Housing. Knox Hills oversaw the construction of 992 new homes, renovations to 934 homes and conversion of 104 homes for on-post housing to Fort Knox Families.

Life After BRAC Changes Continue

Changes continue at Fort Knox, just as they do at any Army installation. The dynamic nature of the Army's mission ensures that change will continue. While BRAC 2005 will be complete on Sept. 15, 2011, Fort Knox is prepared for coming changes, with the capacity to support ARFORGEN and power projection. Fort Knox has additional capacity, and is a valuable asset to the military and the state of Kentucky with training facilities – ranges, classrooms, and training areas – available to support other training missions to meet additional requirements. Barracks space and dining facilities have also become available with the departure of the initial military training mission.

Competition for Resources

Of course, Fort Knox does have limitations, just as any other installation. While the capabilities discussed do exist to support units in training and mobilizing, Fort Knox must carefully manage and schedule those resources to maximize opportunity for their use and meet the needs of the units planning to use them. Personnel on the in-



stallation are working on an enhanced system of scheduling all facilities and training areas to ensure maximum usage, minimal scheduling conflicts and a customer-friendly flow of information. One of the missions Fort Knox currently supports, and will continue to support, is Cadet Command's Leader Training Course (LTC), or Operation Bold Leader, held annually at Fort Knox. The LTC is the Army's 2-year ROTC Program entry point, through which students without ROTC Basic Course experience can examine the Army without incurring an obligation, and qualify for Advanced Course entry.

BRAC 2005 brought several Army Reserve training units to Fort Knox. These units will use Fort Knox facilities to support ARFORGEN by ensuring units in all components of the Army receive excellent training.

The ARRTC develops and delivers state of the art skill enhancement, functional and leader training on a continuous basis, using various methods of instruction, CONUS and OCONUS, to meet the growing training and educational needs of the Army Reserve. The ARRTC will use Fort Knox facilities and resources to deliver those services.

Though the move was not part of BRAC, the 84th Training Command, now headquartered at Fort Knox, trains and assesses Army Reserve units in ARFORGEN in accordance with U.S. Army Reserve Command and Forces Command (FORSCOM) directives in support of operational and functional commands.

Fort Knox is also now home to the 100th Division (Operational

Support), which currently serves as a major training command of the U.S. Army Reserves, and will use Fort Knox assets to meet its training mission.

Reserve component units looking for installations on which to conduct their annual training (AT) will also find Fort Knox attractive, with its tank and small arms ranges, available billeting and dining facilities, training areas, classrooms and full complement of support services.

A large part of BRAC for Fort Knox was the arrival of the FORSCOM units discussed earlier. These units train and prepare on Fort Knox and deploy to meet Army requirements worldwide. Besides using Fort Knox's training and support facilities, the units deploy from here using railhead facilities and Godman Army Airfield, as well as access to an excellent road network. Fort Knox has the capability to conduct training and deployment activities simultaneously. The FORSCOM units will continue to define Fort Knox in the future, adding to its capability while remaining combat ready. Reserve component and FORSCOM units from other installations also augment the installation's military population and use the installation's facilities to refine their war fighting capabilities.

Summary

Fort Knox has achieved all BRAC and transformation directives while continuing to meet all operational and mission requirements. Fort Knox planning and synchronization efforts of all BRAC and transformation requirements ensured the timely procurement of all facilities, infrastructure and quality of life programs to meet the needs of

the units and their Families. Fort Knox has available excellent quality and a wide variety of facilities, including ranges, training areas, classrooms, administrative office space, arms rooms, barracks, transient lodging, dining facilities and transportation capabilities. The installation is able to support a wide range of missions including unit training, institutional training, force projection, man the force and human resource functions. We stand ready to provide a home to any mission or organization that the Army or Department of Defense should send our way.

(COL Jeffrey Ogden, deputy garrison commander for transformation at Fort Knox since 2007, contributed to this article.)



COL Eric Schwartz was commissioned an Armor officer with a Bachelor's Degree in Education from Lynchburg College, VA. COL Schwartz's assignments include troop leading positions in West Germany during the Cold War, tank company commander during Operation Desert Storm, and tank battalion commander during Operation Iraqi Freedom 1. In April 2003, COL Schwartz's battalion attacked into Baghdad as the lead armor force of the Thunder Run. COL Schwartz has extensive experience working with international partners during combat, peace support and disaster relief operations.

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BRAC to the Future

by COL Thomas D. Macdonald, Commander, USAG Fort Benning, &

Brandon C. Cockrell, Chief Plans, Analysis and Integration Office, Fort Benning

Fort Benning is transforming, and growing, to support the Army's current and future force. While several Army transformational activities are taking place at Fort Benning, including Ranger XXI, Grow The Army, and Global Defense Posture Realignment, by far the largest and most resource intensive is Base Realignment and Closure (BRAC). BRAC, with its \$3.5 billion in construction, plus billions more in personnel, equipment, training aids, and associated support services, along with approximately 28,000 Soldiers, Family members, Civilians and contractors is changing the landscape at Fort Benning and surrounding communities. The impacts of this transformation will be realized for years to come as the Army leverages Fort Benning's extraordinary capabilities to train and support the force.

Several BRAC actions impact Fort Benning, with the most visible being the relocation of the Armor School from Fort Knox, KY, along with their division size equipment pool. This relocation constitutes building a new Armed Forces Reserve Center to consolidate all Reserve Component units in the area, and an equipment concentration site to maintain thousands of Reserve vehicles and equipment relocating from Fort Gillem in Atlanta. To bring these units to full operating capability at Fort Benning, over 6 million square feet of administrative space, dining facilities, barracks and classrooms; 140 miles of

roads; 13 bridges; 18 ranges and 6 training areas make up the \$3.5 billion in construction cost. To date, construction placement is averaging over \$2 million per day and is on track to deliver facilities needed to support the growth and achieve BRAC Law requirements.

Immediately after the BRAC announcement, a team of Fort Benning planners traveled to Fort Knox and engaged with the leadership to determine the entire scope of the move. During the visit, the team evaluated the Armor School's facilities, ranges and training areas to obtain a first-hand initial impression of the scope and magnitude. The goal was not to necessarily replicate, but to provide the Armor School equivalent capability for facilities, training areas, maneuver space and ranges. The team of planners also traveled to Fort Gillem and conducted a similar exercise with the Reserve units and equipment concentration site slated to move to Fort Benning.

Community Partnership

The original guidance from the Commanding Generals from Fort Benning and Fort Knox was that the training and quality of life for the Soldiers and Families of the Armor School will be as good as or better than it is at Fort Knox; that has always been the litmus test. The off-post community bought into this from the beginning. In order to support the growth related to the BRAC decision,

they started a joint planning partnership called the Valley Partnership Development Authority (VPDA). This organization included representation from two states, 10 counties and three cities, and was officially founded to enhance commerce and trade opportunities within the Columbus, GA region. It is unprecedented that all these communities came together with the common goal stated as, "We are here dedicated to support Fort Benning's challenges associated with BRAC." Fort Benning never developed any plan without socializing it through the Valley Partnership communities.

The big three challenges our off-post community faces in implementing BRAC are housing, education, and medical infrastructure. A considerable growth in active duty military, Department of the Army Civilians, contractors and their Families will accompany the relocation. The VPDA dedicated a point man who was instrumental in the planning process. The VPDA has worked diligently to provide incoming Soldiers, Family members and Civilians with quality housing, education and medical services.

Housing

While our Residential Communities Initiative (RCI) partners are making tremendous improvements with new construction and major renovation across Fort Benning, the housing capacity will not increase to accommodate BRAC.



Artist rendering of the new Fort Benning Hospital

The Army conducted a housing market analysis and determined there was no requirement for increased on-post housing because the off-post community had the quantity and quality housing required to absorb the projected residential housing growth. This decision necessitated the continual communication with the community to ensure they understood that most Soldiers and Family members moving into the region would live off-post.

In anticipation of this move, there are roughly 1,500 apartment units either coming out of the ground or on the drawing boards in the Columbus and Phenix City area over the next two years. This is a growth from the current 15,000 apartment inventory currently in the area. Additionally, home builders across Georgia and Alabama have either

constructed or are in the process of constructing homes to meet the demand. In a recent trip to Fort Benning from Fort Knox, a military spouse noted, “I felt like the off-base housing was actually very nice,” stating her preference for a 2,600-square-foot home and that she plans to move here in advance of her husband. “I love the houses down there. They look pretty spacious, and I like the architecture on the outside. Some are in Columbus, some are in Alabama, and some are in Fort Mitchell.”

Education

Current expectations forecast approximately 6,800 new school-age Family members. This became a huge challenge to develop the plans for new schools or expand existing ones across multiple school districts located in two states. The commitment to provide quality

schools proved to be a major challenge. The challenge was to accommodate the growth quickly enough. As a general rule, 75 to 80 percent of the school-age influx associated with BRAC is projected to occur in 2011, therefore the schools have to absorb all of that growth in one school year.

To ensure the region is tracking all actions and working together, Fort Benning hosts education summits several times each year. The intent is to discuss local issues, such as transportation, teachers, enrollment, and sports eligibility that impact military children. Attendees are all seven superintendents, Greater Columbus Chamber of Commerce representatives, Fort Benning senior leadership, and often state education officials from Alabama and Georgia.



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and their Family members
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Medical

Fort Benning's new hospital is a great success story. MG Walter Wojdakowski, then the Fort Benning Commanding General said that if this is a world-class installation with world-class training, there should be a world-class medical facility to support the Soldiers and their Families. He lobbied very hard for this major initiative. At the time, Fort Benning had the second oldest hospital in the Army. Without this addition, Soldiers and their Families would be forced off-post for their medical care. Based on this fact, the Army leadership provided the money required to build a new facility. The new hospital is being built adjacent to the existing hospital, but will not obstruct existing hospital operations during construction. The

new facility employs the Medical Home design for patient-centered care, a level of service our Soldiers, Families, and retirees deserve.

In addition, a large Army Civilian and contractor work force comes with the Armor School relocation. The DA Civilians, contractors, and their Family members cannot utilize government medical facilities so the local community is vital in making sure off-post facilities are able to support all needed medical services. Once the relocation is complete, it will be evident that our local communities stepped up to the plate and hit a home run in support of Fort Benning's BRAC growth. Their efforts will be reflected in the quality of the new housing, schools and medical

services available. The communities have done a great job in getting in front of the surge. We now have sufficient housing; the medical community has the ability to generate revenue quickly to provide necessary services; and the counties have solid plans to handle the surge in the number of school age children.

Sustainability

Sustainability was a key factor in 2005's congressional decision on BRAC, and there could be no better representation of that sustainability commitment than Fort Benning's integrated concept of responsible green planning, development, design and construction. Beginning in 2005 with the creation of 5 -year and 25-year strategic sustainability plans, Fort Benning has been



Fort Benning has always been a major player in the Columbus, GA / Phenix City, AL region's economic viability due to its monthly generation of \$110 million in salaries and \$250 million in contracts (\$4.2 billion annually)

on a deliberate and sustainable path of interdependent cooperation with its surrounding community. The integration of smart concepts and technology has been a high priority and has made a substantial difference in reducing harmful environmental, energy, social and economic impacts, as well as guiding our plans for BRAC growth.

Fort Benning employees are moving from considerably older buildings with inadequate ergonomic work environments with inefficient energy consumption to new LEED (Leadership in Energy and Environmental Design) buildings that reach Silver level or beyond. These buildings are designed and built in accordance with the internationally recognized US Green Building Council (USGBC) rating system for structures that are environmentally and energy conscious in their footprint, design, construction and in their continuous operation and maintenance. Sustainable development brings together a vast array of practices and techniques to reduce and ultimately eliminate the impacts of construction on surrounding biodiversity, reduce costly energy consumption and address the occupants' health and working environment.

Concepts that are now being implemented often emphasize taking advantage of renewable resources such as passive and active sunlight, the latest

in photovoltaic energy, rain harvesting from roofs, geo-thermal ground source heating/cooling, plastic roof tiles recycled from water bottles, and wind turbines generating electricity from the air discharge on large chiller systems. This green design approach integrates the building's life-cycle with each green practice employed and with a design-purpose to create a synergy of practices used and intended for the expressed purpose of efficiency or occupant comfort and well being. By integrating many of these technologies into the headquarters building renovation project, when complete, this facility will be certified LEED gold. This facility will be the largest single standing LEED gold facility in the Army's inventory, and will be highlighted to visiting leaders and dignitaries on a weekly basis.

Throughout Fort Benning, BRAC has become the driver for implementing sustainable practices and technologies, including high-efficiency lighting conversions, electric meter integrations, upgrades in energy performance verification systems, the decentralization of less efficient boiler plants, and the newest in energy management and control systems. These new technologies are being integrated into new designs across the installation and will continue to provide the long-term energy savings needed at Fort Benning.

The Economic Impact

Fort Benning has always been a major player in the Columbus, GA / Phenix City, AL region's economic viability due to its monthly generation of \$110 million in salaries and \$250 million in contracts (\$4.2 billion annually), but with the implementation of BRAC, it has truly provided the economic stimulus to support the region since 2005. It is anticipated the monthly salary and contractual impact of Fort Benning will increase by another \$25-35 million per month or an additional \$420 million a year. During the past few years of economic downturn, this region has virtually remained recession proof. According to the 2011 Georgia Economic Outlook (University of Georgia Terry College of Business, Selig Center for Economic Growth), "The Columbus region is the second most recession proof region in the United States". This is due primarily to the construction associated with BRAC. Through the strong partnerships between Fort Benning and the VPDA this region is poised to embrace the growth and plans to continue expansion in the future.

The VPDA, in partnership with the Greater Columbus Chamber of Commerce, early in the process recognized the economic development opportunities associated with the BRAC 2005 decision. Through their efforts they secured a \$3 million workforce development grant from the federal BRAC Commission. This grant afforded the opportunity to partner Fort Benning with local universities and community colleges focusing on three distinct new curriculums (gaming and simulations, sustainability construc-



tion, equipment maintenance) that will be required at the new Maneuver Center of Excellence. Additionally, with approximately 7,000 additional Army spouses available for potential employment, local companies have relocated operations to the region and continue to do so.

Through working with local educators and realtors, six school systems are projected to absorb the growth. Fort Benning holds bi-annual educational summits with the local superintendents of the region where we focus on facilities, policies, family/student concerns, and future strategic planning. The largest gainer, Muscogee County, proactively passed an education special option local sales tax to assist in the development of new schools. The tax is projected to collect \$233 million over three years. The second largest gainer, Lee County, constructed a new high school (scheduled to open in the fall of 2011) and added an elementary school to absorb the growth. The remaining districts are also proactively finding methods to increase seating capacity in preparation for the new students.

Implementation

To ease the transition and better prepare the Soldiers, Families, and Civilians moving from the Armor School, the VPDA organized four separate information fair trips to Fort Knox. Each information fair focused on housing, schools, entertainment, arts, commerce, medical, financial and religious opportunities in the communities surrounding Fort Benning. The latest and final information fair held in April was deemed a resounding success with approximately 1,000 personnel visiting the over 300 representatives that traveled from the Columbus and Phenix City area.

As the implementation timeline approaches, the impact is becoming a recognized reality. The June 2010 edition of Georgia Trend Magazine noted, “The rumble coming from the south side of Columbus – to the tune of \$2 million a day in construction work at Fort Benning – makes it seem as though the city is humming like a jet getting ready for takeoff. And indeed it is.”

(COL Frederick Wolf, Deputy Garrison Commander for Transformation, and Peter Lukken, Installation Sustainability Planner, contributed to this article.)



COL Thomas D. Macdonald was commissioned as an Infantry Lieutenant with a Bachelor of Business degree from Columbus College in Columbus, GA. He has served in several command and staff positions in CONUS and overseas, including serving as a task force commander during Operation Iraqi Freedom II and as a regimental tactical officer for the Corps of Cadets at the U.S. Military Academy.

Brandon C. Cockrell is the Chief of Planning, Analysis and Integration at Fort Benning, GA. He received a Bachelor's Degree in Industrial and Systems Engineering from Auburn University, Auburn, AL, and earned a Master of Business Administration from Columbus State University, Columbus, GA. Through the use of his knowledge of community operations and military operations, he has provided a foundation to ensure the cooperative planning between the installation and community.



Teamwork is the Key to BRAC Success on Fort Lee

by *Debra R. Bingham*, Director of Public Affairs, USAG Fort Lee, & *COL Michael G. Morrow*, Commander, USAG Fort Lee



January 2009, the Army's Combined Arms Support Command and Sustainment Center of Excellence headquarters became the first major BRAC 2005 project completed at Fort Lee.

Military installations impacted by the 2005 Base Realignment and Closure (BRAC) law know that Sept. 15 is the target date for compliance. Fort Lee will complete its 38 related construction projects, involving 56 new facilities, on July 6 with a savings of over \$100 million — and all of the post's realignment tasks will be complete by Sept. 15. Planning, relationship building and communication were the key elements to Fort Lee's BRAC success story.

BRAC isn't a destination, but an ongoing journey Fort Lee and its stakeholders, both on and off post, are making together. Those stakeholders include

relocated organizations, Fort Lee team members, civic leaders and community members. Timely information and open communication is the fuel that has propelled the group forward to meet challenges and promote, understand and foster support.

The Post Transformation

Led by the Combined Arms Support Command (CASCOM), Fort Lee's transformation to become the Army's Home of Sustainment is the most complex BRAC move within the Department of the Army. Of the Army's 538 total Soldier training courses, 185 moved to Fort Lee. Since

Fort Lee was already a major training installation before BRAC, it now hosts a total of 371 courses, including 61 enlisted and 23 warrant officer career specialties and 15 officer areas of concentration. Fort Lee now averages a daily student load of more than 9,700 — 38 percent of the total Army. No installation will train more military career specialties than Fort Lee.

On Sept. 15, the installation's buildings and facilities will have almost doubled from 7.5 million square feet to 14 million square feet, all on the same 5,907 acres of Army land. Its population of permanent-party military, civilian and contractor employees will jump to 12,699. Including Family members and student population, the number of people associated with Fort Lee will swell to 44,530 — an increase of more than 19,895 people. The post's annual student load in 2007 was about 34,000 trainees and students; in 2011 that number will more than double to 70,000.

Generating this growth is DoD's drive to enable much more 'jointness' in consolidating functions, a major feature of BRAC 2005. Consolidation across service lines was very evident in the schools' move to Fort Lee. Elements of Air Force Transportation Management School moved to Fort Lee from Lackland Air Force Base, TX, to combine with the Army Transportation School relocating from Fort Eustis, VA. Navy and Air Force culinary training relocated from Great Lakes Naval Station, IL, and Lackland Air Force Base, respectively, to establish the Joint Culinary Center of Excellence. DoD-level agencies also moved to Fort Lee, including elements of the Defense Commissary



An aerial view of Fort Lee shows the new Mifflin Hall, a 218,579 square-foot facility that is home to the CASCOM and Sustainment Center of Excellence headquarters and its subordinate branch schools.. (U.S. Army photo by Albert Cruz)

Agency (DeCA), which relocated elements from San Antonio, TX, and two other locations in Virginia. Defense Contract Management Agency moved its headquarters from Fort Belvoir, VA, to Fort Lee.

CASCOM and the Sustainment Center of Excellence headquarters was the first major BRAC project completed on post in January 2009. Sustainment Soldiers are the cornerstone for the Army with over 300,000 of them serving worldwide; that's about one-third of the Army population. The 218,579

square-foot Mifflin Hall is home to CASCOM's headquarters and its subordinate branch schools, including the Army Quartermaster School; the Army Transportation School; and the Army Ordnance School, which combined two schools from Aberdeen Proving Ground, MD, and Redstone Arsenal, AL. The structure is the centerpiece of the Army's effort to consolidate various functions within its logistics operations structure. Fort Lee also expanded the post and moved north across Route 36 with construction of the Ordnance School Campus.

In July 2009, the \$136 million Army Logistics University (ALU) was completed. The ALU provides logistics leader education for more than 30,000 military and civilian students annually from 60 different countries, offering over 200 courses previously taught at five different service school sites.

Team Approach to Change

Previous BRAC rounds brought closures and job loss as the purpose was to reduce the Defense infrastructure from its Cold War levels. That was not the purpose of this round, but Fort Lee



began preparing for change before the 2005 BRAC decision was announced, proactively addressing such fears and concerns by providing information. Post leaders invested organizational dollars in BRAC management to bring together the right people — military, civilian and contractors — with the right skills to tackle complex issues related to the installation missions. Several organizations were created to lead, organize and implement the BRAC mission at Fort Lee.

A CASCOM BRAC Office and garrison BRAC team were established and worked closely to ensure continuity, sharing information and engaging with the primary organizations impacted by BRAC to foster teamwork and effective decision making. The BRAC teams were organized into two functional areas: construction and synchronization. The schools and organizations relocating to Fort Lee sent advance parties to the post early in the process to facilitate coordination and resolve problems. These parties held coordination meetings and forums to address information technology issues and other concerns. Key civilian personnel were identified and engaged early in the process and were able to provide the necessary continuity of operations for BRAC planning.

Representatives from the Army Corps of Engineers (USACE), primary contractors, the post Directorate of Public Works (DPW) BRAC Construction Office, Safety Office and various stakeholders held weekly forums at the project sites to provide construction updates. Members from each organization affected by BRAC or involved with a BRAC-related project met



The Army's new Ordnance School campus is located north across Route 36 from the main portion of the Fort Lee installation, significantly increasing the footprint of the post's training facilities. (U.S. Army photo by Albert Cruz)

weekly for Information Technology sessions. Sessions were chaired by the CASCOM BRAC officer in charge and the Network Enterprise Center director, with key contributors from CASCOM (G6); Systems Enterprise Center-Lee (S6); Defense Contract Management Agency; lead information management officers from the Transportation, Ordnance and Quartermaster Schools; ISEC Liaison (infrastructure); and the local, off-post telephone provider. Rehearsal of Concept (ROC) drills and BRAC summits focused on the BRAC execution — completed, current and near term — and looked at lessons learned and best practices received from other installations implementing BRAC actions.

Bridging-the-gap sessions focused on integration of the gaining organizations onto Fort Lee. Fort Lee gar-

rrison and community briefers conducted traveling town hall sessions at Aberdeen Proving Ground, Redstone Arsenal and Lackland Air Force Base to provide information as to what to expect when they moved to Fort Lee. Individuals asked questions about housing, how to gain access to the installation and what the parking was like. Organizations focused on installation policies and procedures, installation service agreements (ISA) and computer support.

Fostering Support

Fort Lee is surrounded by six municipalities: the cities of Colonial Heights, Hopewell and Petersburg and the counties of Chesterfield, Dinwiddie and Prince George. While the installation and the community have enjoyed a good relationship, BRAC became a stimulus for making it even better. This meant engaging with community



The Army Logistics University at Fort Lee, provides logistics leader education for more than 30,000 military and civilian students from 60 different countries every year. (U.S. Army photo by Albert Cruz)

leaders, civic groups and citizens to keep them informed about the BRAC process and changes on post. One of the biggest changes impacting the community was the surge in population. The post population in FY 2008, including military, Civilian, and contractor employees, and Family members, was 22,096. The population for 2011 is expected to double to 44,503.

The local communities, spearheaded by the Crater District Planning Commission (CDPC), have been working side-by-side with Fort Lee to plan for this unprecedented growth. The CDPC represents all of the com-

munities around the post. Dennis Morris, its executive director, has been the point person for BRAC since Fort Lee came up on the 1993 BRAC list as a site being evaluated for closure. He said that was a wake-up call for the region and a rallying point for getting serious about supporting the post and planning for BRAC. A strong working relationship and cooperative spirit was forged between the communities and Fort Lee, including an active civilian and military council, which serves as an information conduit.

“Fort Lee is outstanding in sharing information about what is coming, who

is coming and when,” Morris said. “This flow of information has helped us understand BRAC’s impact on the community and helped us figure it out. Communities without that flow have had a hard time with BRAC.”

He added that they continue to work on issues such as community encroachment on the installation, which can negatively impact the installation mission.

“We don’t want anything happening off post to have an impact on the post’s mission,” Morris said. “We know Fort Lee is our economic engine, and it’s growing and we want to know how we



can continue to support it,” Morris said, adding that the region and its citizens also realize the value of Fort Lee beyond economic impact. He said its people are part of the fabric of the community as member of its churches, civic groups, schools and service organizations.

The CDPC successfully applied for two DoD Office of Economic Adjustment (OEA) grants to support their efforts in growth planning. The first phase of the project produced the Fort Lee Growth Management Plan 2008 which focused on housing, education, transportation and employment. The second phase, which is currently underway, is focused on child care and medical services.

The Municipal Planning Organization has been working to get several road projects approved and funded by the state of Virginia. These include a project at Hickory Hill Road and Route 460 outside the Mahone Avenue Gate and the intersection of Temple Avenue with Route 36 outside the Sisisky Gate. The economic projections, as formulated by the economists at the Virginia Employment Commission (VEC), reflect Fort Lee’s contributions to the local economy. According to the VEC and the DoD OEA, Fort Lee contributed \$860 million to the regional economy in 2003. By fiscal 2013, that number is expected to increase to \$1.7 billion. The region is also projected to experience a one-time rise in tax revenue of \$1.4 million during fiscal 2011 and at the beginning of fiscal 2012. To top it all off, 65 percent of the 38 major BRAC construction contracts — valued collectively at \$1.2 billion — were awarded to companies in Virginia.

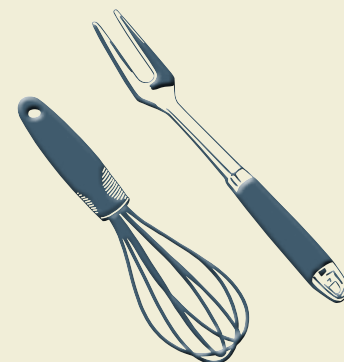
Although the BRAC construction is nearly complete, Fort Lee’s transformational journey continues. With the average daily population of the installation increasing by approximately 113 percent, dining, lodging, transportation, fitness and recreation facilities are essential. Temporary and permanent facilities are programmed and funded to meet the needs of the Soldiers, Families and Army civilians who work and live on post.

Fort Lee has grown and evolved into a model Army installation for the 21st century warrior. What remains constant is its link to the people and communities outside the gate who consistently demonstrate their generosity and support to the post’s Army population. Fort Lee and its community partners have forged a solid relationship over the years — and the future looks bright.



Debra R. Bingham is the director of public affairs at Fort Lee, VA, a large, multimission military installation. She plans, directs and coordinates public affairs support for all organizations on post and serves as principal staff advisor to the garrison commander and senior staff on all matters involving public issues and communications policy.

COL Michael G. Morrow is the commander of U.S. Army Garrison, Fort Lee. Among his many assignments, he was the Deputy J4, Director for Logistics, Special Operations Command, Pacific and J4 Joint Task Force 510, Operation Enduring Freedom — Philippines. He also commanded the 142nd Corps Support Battalion at FOB Ramsey, Iraq, from 2003-2004.



BRAC 2005 ordered the Air Force and Navy entry-level food service training to a 45,749-square-foot expansion of the Army Culinary School at Fort Lee. The expansion includes: 8 classrooms, 3 training kitchens, 3 joint baking labs, 3 joint cooking labs, 2 fitness training labs and a consolidated training dining facility. Army, Navy and Marine Corps students will train together on basic techniques in the cooking and baking labs. Each military branch also conducts service-specific training at the facility.

For more on the Army Quartermaster School’s Joint Culinary Center of Excellence, follow the QR Code or this link: http://www.quartermaster.army.mil/jccoe/jccoe_main.html





BRAC 2005: A Community Commitment

by COL Joseph Simonelli Jr., Commander, USAG Fort Bliss, &

Shannon Navarro, Chief, Plans, Analysis and Integration Office, USAG Fort Bliss



Downtown El Paso, a city with a population over 700,000, surrounds the main cantonment area of Fort Bliss. In the background, the mirrored glass structure is City Hall and near the center of the photo in red brick you will see the Union Depot which is still a rail hub for passenger and freight trains. Trains played a huge role in opening the west with streets in El Paso named Santa Fe and Overland Trail, as examples. In the background you can see the Sierra Madre Mountains.

Over the past 130 years, Fort Bliss and El Paso, TX have developed their unique relationship, each experiencing significant changes. Many of El Paso's previous changes have been directly linked to military mission requirements, but none that compare to the six years since the 2005 Base Realignment and Closure (BRAC) announcement. By 2013, Fort Bliss's population will have increased by more than 200 percent, with the Army executing nearly \$4.9 billion in programmed construction projects. This represents the largest projected net gain for any military installation in America.

Since the 2005 BRAC announcement, Fort Bliss has experienced unprecedented transformational initiatives, which profoundly changed the installation. In addition to a net increase of nearly 20,000 Soldiers, an additional 30,000 Family members, and over 9,000 additional school age children, Fort Bliss will be run by a workforce of about 6,300 Civilian personnel. It will support some 35,000 retirees and their families, and an average of 10,000 mobilizing and demobilizing service members annually.

A couple of influencing projects that played a role in the 2005 BRAC de-

cision were based on the completion of the Fort Bliss Departure/Arrival Airfield Control Group (DAACG) facility, which opened in 2002, and the Rail Deployment Facility which opened in 2004. These facilities would allow Fort Bliss to handle the increase in deployment missions associated with the BRAC growth. Now Fort Bliss is in the final stages of completing its programmed operational facilities. Projects scheduled to be completed this fiscal year are the Division Headquarters, Combat Aviation Brigade, and the 2nd Infantry Brigade Combat Team (IBCT) complexes. To date, construction has been completed on facilities for three Heavy Brigade Combat Teams (HBCTs), one of the Infantry BCT's coming to the installation, and a Fires Brigade facility. Simultaneous to the construction of operational facilities, Fort Bliss has also completed incremental construction of quality of life facilities. Among the projects scheduled for completion this year are a child development center, two Shoppette convenience stores, and the Warrior Transition Complex. In June 2011, there was a groundbreaking for the incrementally funded new hospital to support Soldiers, Family members and retirees in the Fort Bliss and greater El Paso community.

Fort Bliss also is quickly transforming into the Army's premiere training and deployment platform. Planned and programmed ranges include an Urban Assault Course; Digital Multipurpose



The nation's largest inland desalination plant, a joint venture with the City of El Paso at a cost of \$91 million, was constructed on Fort Bliss and has a capacity to produce up to 27.5 million gallons per day. The plant produces potable water from the Hueco Bolson Aquifer, a previously unusable supply of brackish groundwater. The desalination plant helps with the sustainability of El Paso's water supply.

Training Range, Digital Multipurpose Range Complex, Digital Air-Ground Integration Range, Light Demolition Range, Shoot Houses, and a Combined Arms Collective Training Facility.

Due to this remarkable military growth, El Paso recognized the need for its own major investments in order to maintain the quality of life expected for both existing and new residents. Because rapid growth can have overwhelming and possibly unfavorable impacts on communities, Fort Bliss and the city of El Paso developed a strategic partnership, conducting regu-

lar meetings between installation representatives and school representatives, the home builders association, realty companies, elected officials, civic leaders, and members of the Chamber of Commerce in an effort to establish conditions for a successful and master-planned growth strategy. Some high profile initiatives include financing and installing critical water infrastructure and the construction of a multi-lane highway connector to alleviate major traffic congestion around the Fort Bliss area. Additionally, in preparation for a large increase in school-aged children, local school districts developed

bond strategies that targeted student growth patterns and passed substantial school bond proposals with the overwhelming support by the community. This partnership, and the willingness of the community to invest in the future, demonstrates the incredible partnership between Fort Bliss and the El Paso community and attests to their commitment to meet the challenges of the growth.

Another major contributor to establishing Fort Bliss as an installation with the capabilities sought by the 2005 BRAC commission was a joint project of El Paso Water Utilities and



Newly constructed Spur 601 routes traffic northeast to Patriot Freeway and is a part of the network of roads that have been built in and around the post. This network was built to mitigate traffic congestion around Fort Bliss and El Paso. Early transportation planning by Fort Bliss, the Texas Department of Transportation and the city of El Paso was critical to ensure traffic patterns were well established to handle the large anticipated growth of Fort Bliss.

Fort Bliss to construct the world's largest inland desalination plant on Fort Bliss property; ensuring the availability of a sustainable water supply to support growth into the future. El Paso's desalination facility turns a brackish groundwater supply into 27.5 million gallons of fresh water daily, making it a critical component of the region's water portfolio. When new technology reduced the cost of the reverse osmosis desalination process, El Paso Water Utilities began to plan the construction of a desalination plant to meet regional

water requirements. Because Fort Bliss was considering a similar facility on a smaller scale, a partnership was formed that would benefit both parties, while increasing efficiencies and lowering cost. The desalination facilities increase El Paso Water Utilities' fresh water production by approximately 25 percent, based on current demand. The site includes a state-of-the-art desalination plant, a learning center, groundwater wells, transmission pipelines, storage and pumping facilities. This is the largest public-public project of its kind

in the country involving the Defense Department and a local community.

As mentioned previously, another significant partnership achievement is the construction of a multi-lane highway connector, Spur 601. A private civil construction company designed and built the 7.4-mile-long Inner Loop connecting U.S. Highway 54 to the Purple Heart Memorial Highway (Loop 375). This was the state's first private-sector, pass-through toll-financing agreement. Texas Department



of Transportation (TxDOT) invested \$45 million in traditional highway construction funds. The El Paso International Airport contributed \$10 million, and the construction company financed the remaining \$213 million using tax-exempt bonds. The state reimburses the company from strategic priority funds based on the volume of traffic the highway generates, up to \$350 million over 20 years, with a maximum amount per year not to exceed \$35 million. This effort was acknowledged in a 2011 congressional report on infrastructure involving communities affected by BRAC, which said El Paso was the only city prepared for BRAC expansion due to the community and the state of Texas addressing traffic needs early.

An additional collaboration stemming from the BRAC announcement was the partnership Fort Bliss developed with one of the major credit unions in the area, FirstLight Federal Credit Union. In order to provide Soldiers and their Family members the very best level of support, FirstLight took numerous proactive steps that ensured they were prepared to support the rapid 200 percent increase in population. To better meet the needs of their Fort Bliss membership, FirstLight not only opened a new full-service credit union branch in the heart of the new Fort Bliss expansion area, called East Fort Bliss, but the facility was also constructed to house a new United Service Organization (USO) Center on Fort Bliss. The newly constructed full-service credit branch and the USO Center, both supported by FirstLight, provide space to the largest USO footprint on any military installation in

the continental United States, all made possible through donations made by FirstLight. Furthermore, by using the most environmentally friendly materials available, the FirstLight/USO building is on the cutting edge of technology. It earned a LEED Silver certification, which is in line with the Fort Bliss initiative of becoming a Net Zero sustainable installation. This will hopefully lead to more environmentally friendly buildings being constructed in the surrounding area, benefiting both the El Paso and Fort Bliss communities.

Open communication and continuous dialogue has been the key element in the relationship with the surrounding school districts upon the 2005 BRAC announcement. Fort Bliss provided local school districts with projected growth numbers and timelines, along with others in the community who were directly or indirectly impacted. This provided timely information and details needed by the communi-



A new USO opened on Fort Bliss east in April 2010 in building that also houses First Light Credit Union and is the first LEEDS Silver commercial building constructed on the installation. The USO provides a home away from home for Soldiers and Families and hosts many activities.

ty, schools in particular, to start their planning for growth. The Education Consortium was developed to assist in the planning coordination. The city manager's office facilitated a quarterly meeting where all nine independent school districts and local universities/colleges would meet with the garrison commander, Chamber of Commerce reps, and other members of the community to address issues and concerns and provide current information regarding the growth.

In 2007 the El Paso Independent School District (EPISD) went forward with a board approved \$230 million bond election. Prior to this effort, the EPISD Board of Trustees activated its accountability sub-committee to develop its bond strategy for facility and program requirements to support the growth. The board invited a garrison representative to be a member in order to ensure Fort Bliss priorities were fully considered in the process. This fostered open and useful dialogue between the district and the installation that continues today. It ensured the Army's priorities and concerns were addressed while also ensuring the committee had the most current information. Everyone involved understood the importance of this specific school bond and it passed easily. The success was due to the City of El Paso balancing the needs of the Department of Defense, the BRAC decision, and the recognition by El Paso citizens of much needed investment to support education in the region. This bond was extremely important to the Fort Bliss community as the installation is not supported by Department of Defense schools and is completely reliant on the public and private school districts



Opened in 2010, Colin Powell Elementary is the newest school on Fort Bliss and one of four elementary schools on the installation. Soldiers lining the walkway are from 2-13th Cavalry, 4th Brigade Combat Team, 1st Armored Division. The unit adopted the school as part of the Partners in Education Program.

in the surrounding area. The bond's overwhelming support by the El Paso taxpayers added several new school construction projects and dozens of other construction plans aimed mostly at dealing with the surge in military dependent students that would be arriving as part of BRAC. To help offset some cost of the bond, Fort Bliss sited land in expansion areas to allow EPISD to build our new elementary school and designated land space to build an additional elementary or middle school. Additionally, the bond plans included upgrades and classroom additions to the

supporting local high schools and existing elementary schools.

The shortage of housing at Fort Bliss during this growth has been extremely challenging. Currently, there is a shortage of 3,000 family units on the installation, translating to a possible two-year wait to acquire on-post housing. While much of the nation is dealing with housing surplus and plummeting housing prices, El Paso has been facing shortages of affordable houses and apartments. This unfortunately has led to rising rental fees and housing prices,

so Fort Bliss leadership has teamed with local realtors and the Apartment Association to mitigate these challenges. Fort Bliss has taken many steps in an effort to alleviate housing shortfalls. In July 2005, Fort Bliss was one of the initial Army installations to enter into the Residential Communities Initiative (RCI) and transition to privatized family housing. In partnership with Balfour Beatty Communities (BBC), Fort Bliss has executed a new housing development plan that has completely demolished old neighborhoods, replacing them with new state of the art



New enlisted housing with 3-4 bedrooms, air conditioning, xeriscaped front yards, and energy saving appliances. There are over 3,000 housing units on Fort Bliss with ongoing construction of apartment type housing for Soldiers and families.

homes, and also initiated renovations to other existing houses. BBC currently manages over 3,500 housing units in 17 distinctive Fort Bliss neighborhoods. New construction and extensive renovations are making this mixed community of historical and modern homes one of the most exciting places

to live right now. Unfortunately, Fort Bliss has not been able to construct as quickly as Soldiers and their Families are arriving, requiring Fort Bliss to become very innovative with their ways to remedy the situation. Most recently, Fort Bliss conducted a housing forum involving real estate agencies and development and construction companies to sell two parcels of federal land totaling approximately 1,800 acres for mixed commercial and residential use. Prospective development could include a business-technology park, commercial facilities, light industrial,

residential, intermodal transportation, and potential expansion of the El Paso Foreign Trade Zone and inland port. The City of El Paso and the Greater El Paso Chamber of Commerce have played a vital role throughout this ongoing housing venture.

Focusing on the national level, the growth at Fort Bliss has played a major role for numerous business entities, such as major construction contractors, private local businesses, and major franchised retail chains. As a case in point, Fort Bliss was the first install-



tion selected as a site for an Army and Air Force Exchange Service (AAFES) lifestyle center as a result of the overall population growth due to Base Realignment and Closure and Army restationing initiatives. Aptly named “Freedom Crossing,” the lifestyle center is a \$100 million shopping center that is anchored by a new 242,500-square-foot Post Exchange (PX), a 33,000 square-foot 10-screen movie theater, and a new 111,200 square-foot commissary. The project has been designed to have a “Main Street” feel. Vendors include a mix of national retail tenants, to include apparel and sporting goods and food and beverage outlets, including three sit-down restaurants. Several El Paso businesses have taken advantage of this opportunity. AAFES is expected to increase Fort Bliss retail sales from \$175 million annually to more than \$350 million and is expected to generate \$5.5 million in sales tax revenue annually by the end of this year. Freedom Crossing has served as an impressive pilot for both the Exchange and the Army as evidenced by the community morale and support. Freedom Crossing is the pulse of the Fort Bliss community, as Fort Bliss is for the City of El Paso. Freedom Crossing has created an atmosphere where the average El Paso citizen is welcome to participate in this shopping experience along with our Soldiers and Families.

Fort Bliss’ growth is bringing an estimated annual infusion of \$3.7 billion into the local economy, including \$248 million in new property taxes, \$55 million in new sales taxes, 2,000 new jobs (engineering, technical & industrial), and numerous new construction contracts. So it goes without saying that Fort Bliss

plays a vital role in El Paso, and the surrounding areas; as it always has. In many ways, Fort Bliss has been the heart of El Paso since the 1840s when this territory was purchased from Mexico under the Treaty of Guadalupe Hidalgo and later the Gadsden Purchase.

We have been able to overcome the challenges and obstacles we faced throughout our time of growth, due largely to the overwhelming commitment we received and continue to receive from the El Paso community and its surrounding areas. We are grateful for our challenges, as many communities throughout the country are facing far less appealing challenges, including high unemployment rates, housing crises, and business closures. This is not to say this growth has been an easy undertaking. Fort Bliss and the city of El Paso have faced many difficulties and have had to work very hard to overcome numerous barriers. Our next great collaboration is developing the most efficient and effective plan to conserve our energy resources as we grow, ultimately leading to Fort Bliss achieving the goal of being the Army’s first Net Zero Integrated Installation. As history shows, we will achieve the Army’s goals because of our community commitment.



COL Joseph Simonelli, Jr., commander of the United States Army Garrison at Fort Bliss, TX, is actively involved with the continued partnerships between Fort Bliss and the city of El Paso.

Shannon Navarro, chief of the Management Branch of the Garrison Plans, Analysis and Integration Office at Fort Bliss, TX, has worked directly with the community on initiatives related to the planning objectives of the growth and transformation at Fort Bliss since 2006.



Fort Bragg's Assumption of Pope Air Force Base

by Benjamin Abel, Acting Public Affairs Officer, USAG Fort Bragg

In the history of the U.S. Army and Air Force, there exists no closer or more special relationship than the one between Paratroopers and the air crews who deliver them to the battlefield under canopies of silk. That bond between Soldier and Airman is grounded on the tarmac of what was formally Pope Air Force Base (AFB), now Fort Bragg's Pope Field, where Air Force planes still assemble to airlift Paratroopers to their next training jump or combat mission. For the Airborne Soldier and his air crew partners, virtually nothing about their missions has changed. The Air Force still lands at Pope Field and Soldiers wait to board the planes at Green Ramp, an air terminal built specifically for outloading the nation's airborne forces. The seamless transition of Pope Air Force Base to Fort Bragg is the result of nearly six years of work on the part of hundreds of Army and Air Force personnel to ensure limited disruption to service members, Families and civilian employees that call Fort Bragg home.

The 2005 Base Realignment and Closure (BRAC) commission recommendations dictated that the property and management of the former Pope Air Force Base would become the responsibility of Fort Bragg. Already tasked with the reception of U.S. Army Forces Command and U.S. Army Reserve Command from Fort McPherson, GA, and the movement of the 7th Special Forces Group to

Eglin Air Force Base, FL, Fort Bragg's garrison leadership were shouldered with orchestrating a complex web of BRAC-related construction and business management realignment – all at a time of incredibly high operations tempo for the deployable conventional and Special Operations Forces that call one of the Army's largest posts home. Unlike other Army and Air Force installations that merged under new joint basing structures like Joint Base Lewis-McChord, Fort Bragg assumed Pope Air Force Base solely and directly under Army management. But this one Army installation came at a price: there was no prior example to guide who would be responsible for a multi-

tude of issues, and just how the transfer would take place.

Planning

Immediately upon receiving the BRAC recommendations in mid-2005, Fort Bragg mission and garrison leaders held frank and open discussions with their Pope AFB counterparts to begin planning for the transfer of the Air Force Base to Army control. Basic questions had to be asked, including, 'just what does "assume real property" mean? How much of Pope AFB would be owned by the Army? Who was supposed to operate it?'

Army and Air Force leaders were quick to indentify the need for a single, joint hub of control for the transfer of Pope AFB to Fort Bragg, and shortly after the BRAC announcement, a team was formed to see the process through until the official ceremony in March of 2011.

MG Rodney O. Anderson, XVIII Airborne Corps and Fort Bragg Acting Senior Commander, speaks during the March 1, 2011 Pope Air Force Base transfer ceremony. During the ceremony, the responsibility for Pope AFB was officially transferred from Air Force to Army control.





A Pope Air Force Base Airman refuels an aircraft during Operation Unified Response, the U.S. military humanitarian aid mission following the devastating earthquake in Haiti in January 2010. Soldiers from the 82nd Airborne Division deployed from Pope AFB to provide security and humanitarian assistance.

The Army's representative was Ron Williams, long a fixture of the U.S. Army Garrison Fort Bragg. Williams had served as a program analyst in the post's Directorate of Logistics and Resource Management Office, experiences that would prove invaluable over the course of the next six years. In 2007, Williams was joined by Lt. Col. Joe Staton who assumed the role of Deputy Garrison Commander for Transformation. Staton was later replaced by Col. Michael Timberlake in July 2010.

Williams' Air Force counterpart was Frank Laras, also a veteran of civil service on Pope, who, like Williams, shepherded the BRAC transition from

the first days. Laras's uniformed counterpart was Capt. Dean Schmude, assigned to the project in October 2009. Initially, the Department of the Army (DA) encouraged Fort Bragg to use the joint basing model as a framework for the transition, but an analysis performed by Williams and Laras suggested that, while some aspects of the assumption of Pope AFB by the Army were 'joint base' like, the joint base structure didn't fit the directives handed down by the BRAC Task Force to Fort Bragg and Pope AFB.

An example of the differences is evident at Joint Base Lewis-McChord, where Department of the Air Force

(DAF) Civilian employees are paid by 'green', or Army, funds. Directives for Fort Bragg and Pope AFB were that the DAF civilian positions at Pope would be eliminated and the functions they performed would be assumed by the Fort Bragg garrison – a wholly different scheme for executing the post's missions.

The U.S. Army Installation Management Command (IMCOM), which oversees the Army garrisons, including Fort Bragg, gave initial guidance that the post would assume Initial operating capability for Pope AFB on October 1, 2010 and full operational capability on March 31, 2011.



After nearly four years of analysis and deliberation, a conference held at Pope AFB in December 2009 involving IMCOM, 21st Air Force (which was responsible for the installation management of Pope AFB), and representatives of Departments of the Army and Air Force, finally determined that the joint basing model was incompatible for the Pope AFB transfer. Decades of partnership between the two installations and years of planning for the transfer would ease points of friction, and sound judgment by professionals, both ‘Blue’ and ‘Green’, would ensure the transition’s success.

Once the issue of joint basing was hashed out, discussions turned to the single stickiest question: what does “transfer of real property” mean?

Real property – buildings, the flight line, base support services – would be assumed by the Fort Bragg garrison, despite the myriad procedural and technical challenges that arose during the BRAC process. The Department of the Army’s position was that the real property would be transferred with documentation of accountability and that airfield operations would continue without interruption, under the direction of the Army, not the Air Force.

The Air Force, for its part, initially interpreted the definition to mean that the 43rd Air Wing would disband, devolving responsibility for airfield operations to the Army, similar to Fort Bragg’s operation of the post’s two other airfields, Simmons Army Airfield and MacKall Army Airfield. This position made some sense, as the BRAC Task Force recommendations transferred Pope’s C-130 cargo plane fleet to Little Rock Air Force Base,

AR, and the A-10 attack planes to Moody Air Force Base, GA. But operating an airfield as busy as Pope, and dominated by Air Force aircraft, seemed to suggest the value of a significant Air Force operational presence.

Sensing the confusion, the Departments of the Army and Air Force issued a joint letter in early December 2009 defining Army and Air Force post-BRAC responsibilities at Fort Bragg. This act relied heavily on inter-service support doctrine codified in Department of Defense Instruction 4000.16 and was the single most important part of the transition process, providing the leaders at Fort Bragg and Pope AFB with clear and concise guidance.

Logistics

One of the more challenging transitions of real property from the Air Force to the Army came as a result of differences in aircraft fuel delivery and management systems. For both services, the Defense Energy Support Center (DESC) contracts for the construction of fuel supply systems at the installation. Once construction is complete, however, the fuel systems are managed completely differently by the two services. The Army’s fuel systems are managed by a DESC-contracted organization that maintains the entirety of the fuel distribution system. The Air Force functions much differently, assuming responsibility for the fuel systems which are then managed by Airmen with specific fuel systems military occupational specialties (MOS) – the Army has no equivalent. To resolve the pending deficiency in service, Fort Bragg petitioned DESC, which eventually established a contract to cover



82nd Airborne Division Paratroopers board a C-130 aircraft during the Large Package Week/Joint Operational Access Exercise, Feb. 9, 2011 at Pope Air Force Base, NC. Large Package Week/JOAX is an exercise that utilizes several Air Force C-130 and C-17 aircraft to strategically airdrop troops and cargo onto a specified location in preparation for real world contingency response. (U.S. Air Force photo/Tech Sgt. Manuel J. Martinez)

the loss of the Air Force’s outgoing uniformed fuel systems specialists.

Air crew shuttle service, another logistics concern, is a uniquely Air Force requirement. Every time a plane lands at Pope Field, a Fort Bragg Directorate of Logistics representative meets the aircraft and transports the pilots and crew to their on-post lodging. This mission is a staple of Air Force life, but for the Army, it represented another small, but important, example of the cultural differences that would have to be bridged.

Similarly, Air Force mission requirements dictate that the airfield be operational at all hours of every day. This means life support functions must also be provided to those on the flight line and working in the deployment facilities at all hours. To support 24-hour operations, Air Force dining facilities provide Airmen with to-go box lunches – an amenity not generally afforded to Soldiers. Fort Bragg’s DOL, which



The transition gained even more momentum when the Fort Bragg garrison commander and the 43rd Air Wing commander made the decision to transfer all child care and school age services on Pope AFB to the Fort Bragg garrison in July 2010, in advance of formal transfer.

operates all of Fort Bragg's dining facilities, entered into an agreement with Pope AFB's Kitty Hawk Dining Facility to ensure the box lunch service would continue for Pope Field Airmen, but with a few minor modifications. Box lunch contents were modified to conform to Army nutrition standards. An example was soft drinks were replaced with fruit juices and energy bars replaced less healthy alternatives.

Fort Bragg's Directorate of Logistics became Pope AFB's sole source of supply, transportation, maintenance and food services on January 1, 2011. Accomplishing this task early in the process provided time to resolve any support issues prior to the March 1, 2011 official transfer date. The DOL's assumption of the logistics mission was one of the smoothest aspects of the transfer.

Family and Morale, Welfare and Recreation (FMWR)

Fort Bragg's assumption of the Family and Morale, Welfare and Recreation mission for Pope AFB was accomplished with aplomb. Operations of

the fitness and bowling centers, auto crafts facilities and carpentry shops were transferred seamlessly. The transition gained even more momentum when the Fort Bragg garrison commander and the 43rd Air Wing commander made the decision to transfer all child care and school age services on Pope AFB to the Fort Bragg garrison in July 2010, in advance of formal transfer.

The Fort Bragg decision was to discontinue duplicate services such as the travel office and Pope Golf Course. Closing the golf course was a point of contention among some members of the Air Force community who lamented the loss of the beautiful and renowned course. However, Fort Bragg's two existing courses could fully service the installation's post-BRAC golfing needs and the Pope land could be more effectively used to replace sports fields and recreation space lost to other BRAC construction on Fort Bragg proper.

The planning team quickly recognized some services provided by the Army's Army Community Service could not be provided to Airmen after the March 1, 2011 transfer date. Most notable in this regard was Army Emergency Relief – a low-cost or no-cost loan and grant program that could not be used to assist Airmen in financial difficulty.

Housing

Fort Bragg privatized its Family housing in 2001, transferring more than 6,000 sets of on-post quarters to Picerne Military Housing through the Residential Communities Initiative (RCI). In 2007, with Pope AFB on the cusp of renewing contracts to manage its inventory of 640 homes on the base, and the Air Force eager to get out

of the housing management business, the Air Force transferred its housing to Picerne with the condition that Airmen and their Families would have priority for housing located on-base. Pope residents waited a year for construction of the Pope Neighborhood Center, but the housing transfer and consolidation is now regarded as a significant success.

Schools and Religious Services

Fort Bragg is the headquarters for Department of Defense Education Activity's (DoDEA) operations in North Carolina, with schools at Fort Bragg, Camp Lejeune Marine Corps Base, and Seymour Johnson Air Force Base. Pope Elementary was the only DODEA school located on base, and due to the inherent 'jointness' of DoDEA's operations, there was no impact on students of Air Force Families during the transfer process.

Religious services on Pope AFB also transferred smoothly starting in May 2010, with Fort Bragg assuming responsibility for the Pope chapel and all religious services by October 2010.

Emergency Services

Fort Bragg and Pope AFB knew early that the transfer of responsibility for emergency services – fire, police and emergency medical transportation – would be of utmost importance, particularly with responsibility for security of the airfield on Pope, one of the U.S. military's most important power projection platforms.

The signing of a memorandum between the Fort Bragg Senior Commander and the 43rd Air Wing commander gave Army Civilian and uniformed military police authority to



*Fort Bragg's near painless assumption of Pope AFB can be accredited to **the unique historical relationship between the two installations.** The leaders and staff members of both services knew the **importance of making the transition work.***

conduct early joint policing operations on Pope. This provided several months of left-seat, right-seat rides for Army security forces to become familiar with base and airfield security operations.

Previously, Air Force security personnel provided outer ring security for the flight line by way of armed guards at the various gates that provided access both to non-federal land and the gates that adjoined Fort Bragg. To achieve efficiencies, Fort Bragg removed the guards from the gates between Fort Bragg and Pope AFB. However, Air Force regulations require armed guards capable of providing security for the flight line. Weapons system security guards specifically organized to guard the Pope airfield post-transfer completed a 30-day training program prior to the Air Force turn over of the airfield in order to meet Air Force security standards.

Communications

Successful accomplishment of the Pope transition required addressing the information needs of Airmen, Soldiers, Families and the surrounding local communities. The leadership of Fort Bragg and Pope Air Force Base employed a variety of means to get the word out and manage expectations. To keep Soldiers, Airmen, their Families, the Civilian workforces on both installations and the local community aware of the transfer schedule, the leadership jointly participated in numerous town halls, disseminated information through radio, television and newspaper articles.

Key themes and messages stressed in the variety of communication venues during the transfer process included:

- The transfer was mandated by public law
- Air Force Base personnel and Families would experience no degradation of services during or after the transfer
- Common Levels of Service would be provided to all Army and Air Force tenants on an equal basis
- Fort Bragg and Pope Air Force Base have a strong history of close cooperation
- Fort Bragg would remain a premiere power projection platform

The communications plan for the Pope AFB transfer was successful based on the limited negative feedback received from the various audiences, suggesting that the sustained, coordinated messaging over the course of several years successfully reached the intended audiences.

Analysis

Fort Bragg's near painless assumption of Pope AFB can be accredited to the unique historical relationship between the two installations. The leaders and staff members of both services knew the importance of making the transition work.

In the words of the Army's Ron Williams, the transfer went better than he could have ever hoped when he initially assumed his role in the transition office – especially since there was no precedence for how Fort Bragg would

assume Pope AFB's role as a key element of U.S. military capability.

In the end, Williams stressed that the single most important part of the process was having a dedicated cell of Army and Air Force personnel, working with one purpose, to provide a sense of history and permanence over the course of six years, eliminating hearsay and rumor quickly, making the Pope AFB transition nearly invisible to the Soldiers and Airmen of the Fort Bragg-Pope AFB team, and allowing them to focus on their wartime missions.



Benjamin Abel is the acting Fort Bragg garrison public affairs officer. He previously served in the Public Affairs Offices at USAG Fort Drum and the U.S. Army Special Operations Command.



“ON TIME, ON TARGET:” The Successful Execution of BRAC 2005 at the Fires Center of Excellence and Fort Sill

by COL Raymond P. Lacey, Commander, USAG Fort Sill, & MAJ Donna Abrokwa, Program Manager, USAG Fort Sill



TRANSFORMATION MISSION

Transform from a Field Artillery Center to the Fires Center of Excellence (BRAC), while retaining power projection capability in support of the Army Force Generation model, home station Fires/ADA Brigades and mobilizing units.

Base Realignment and Closure (BRAC):

- Moves one FA BDE to Bliss from Sill = 212th FA BDE
- Realigns DFAS from Sill to Indianapolis, IN and Rome, NY
- Moves one ADA BDE to Sill from Bliss = 31st ADA BDE
- Moves ADA Center and School to Sill from Bliss = ADA Center, 6th ADA BDE, NCOA
- Establishes an Armed Forces Reserve Center
- Realigns RCF from Sill to Leavenworth

Army Modular Force (AMF)/Global Defense Posture Realignment (GDPR)/Grow the Army (GTA):

- Transforms — conversion of two FA BDEs to two Fires BDEs at Sill
- Moves one FA BDE to Lewis = 17th FA BDE
- Inactivates III Corps Artillery HQs
- Inactivates 212th FA BDE at Sill; reactivates at Bliss in FY10
- Moves one ADA BN from Germany to Sill = 6-52 ADA BN
- Moves 3-2 ADA BN from Bliss to Sill in FY09
- Activates 4-3 ADA BN at Sill in FY11

ACTIONS COMPLETE.....1 April 2011

LAST FACILITY ON LINE.....31 July 11

Introduction

The BRAC 2005 law directed the Air Defense Artillery Center and School, 31st Air Defense Artillery (ADA) Brigade and specific Army Reserve and National Guard Units to restation to Fort Sill. The Fort Sill-based operating location of the Defense Finance and Accounting Service (DFAS) departed, as did the Regional Confinement Facility. All of that took place while simultaneously executing Army Modular Force (AMF), Global Defense Posture Realignment (GDPR), Grow the Army (GTA) and mobilization/demobilization of reserve forces. The quick, yet comprehensive development of a post-BRAC vision, the early planning of senior leaders from forts Sill and Bliss and the establishment of BRAC transformation offices to govern the process set the stage for success.

BRAC 2005 had national significance to the Army, to Texas and Oklahoma and to the future of how Fort Sill trains and develops Fires Soldiers and their leaders. The movement of forces and missions out of Fort Bliss and the El Paso area was initially very troubling to that community, however, the follow-on announcements of the restationing of the 1st Armored Division to Bliss not only softened the blow, but they also served as another forcing mechanism to keep all BRAC-associated

actions on time. In addition to adding missions and people to Fort Sill, BRAC 2005 would challenge the infrastructure of the state of Oklahoma, in particular the southwest Oklahoma municipalities surrounding the post. And finally, the Army hoped that stationing two significant Army schools at the same location would bring efficiencies that would garner potential monetary savings while creating synergies that would make both schools more effective in training and doctrine development, in addition to ammunition and weapon system development. The short-term objective was to accomplish everything contained in the BRAC legislation while setting conditions for those eventual synergies.

Governance

All the leaders involved from the very beginning recognized the need to develop a plan that accounted for all required actions, addressed expected challenges and provided a venue for all stakeholders to be heard and to contribute. What came out of the plan were multiple levels of governance mechanisms that addressed different ongoing challenges, all of which were vetted to ensure there was no negative impact on the movement timeline or the synchronization of key events.

The major governance mechanisms that



FORT SILL FY05-11 TRANSFORMATION

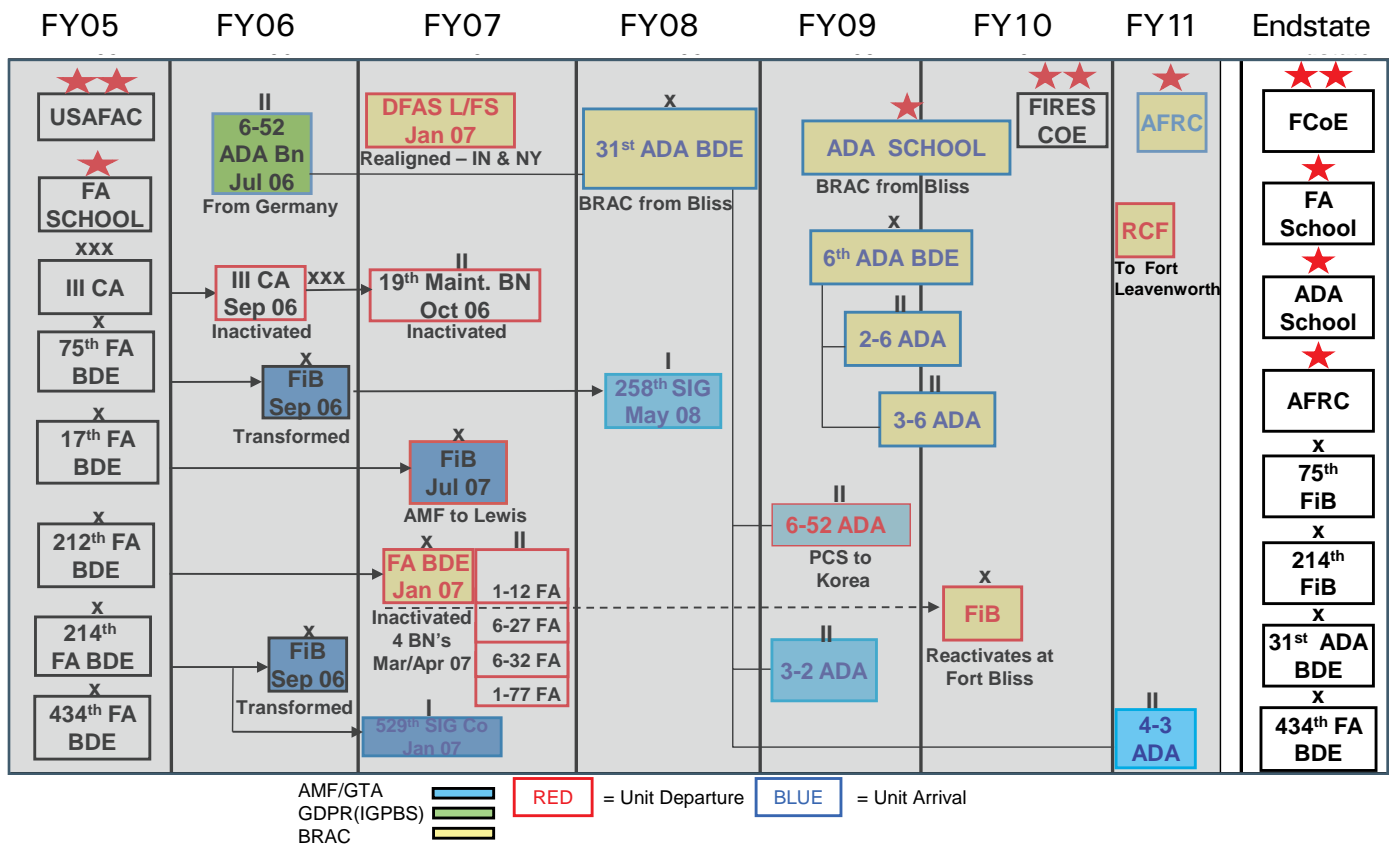


Figure 2

were created were: The Fires Center of Excellence (FCoE) Board of Directors (BOD); the Installation Transformation Synchronization Committee (ITSC); and the Fort Sill and Southwest Oklahoma Community Partnership Council (CPC). Each of those groups and their efforts were significant to the success of BRAC at Fort Sill, with their specific goals, agendas, membership and expected outcomes. What follows is a description of each, along with their key roles and responsibilities.

The FCoE BRAC Management was a decision-making forum for both commanding generals to not only execute and resolve BRAC issues, but to trans-

form the Field Artillery (FA) School and Air Defense Artillery (ADA) School into the FCoE. The FA School established the Fires Integration Division (FID) as the continuity for the ADA School and the U.S. Army Training and Doctrine Command (TRADOC); this allowed for a cohesive relationship across Fort Sill. Next, the FCoE was provisionally organized prior to its Initial Operating Capability; the new structure was in place before ADA personnel arrived at Fort Sill and supported the transition. Figure 3 outlines the process and specific responsibilities.

- Board of Directors (BOD) — Co-chaired by the Fort Bliss and Fort Sill Commanding Generals, it met quarterly or as required. It was a decision-making forum that provided executive oversight and alignment of all actions with HQDA and TRADOC strategic objectives.
- FCoE Executive Council (FEC) — Chaired by the chief of staff and assistant commandants, with participation by topically dependent senior leaders from the mission headquarters, the garrison and the brigades. The FEC met each month to make decisions at the O-6 level, to synchronize actions and to identify decisions for presentation to the BOD.



Fires CoE BRAC Management

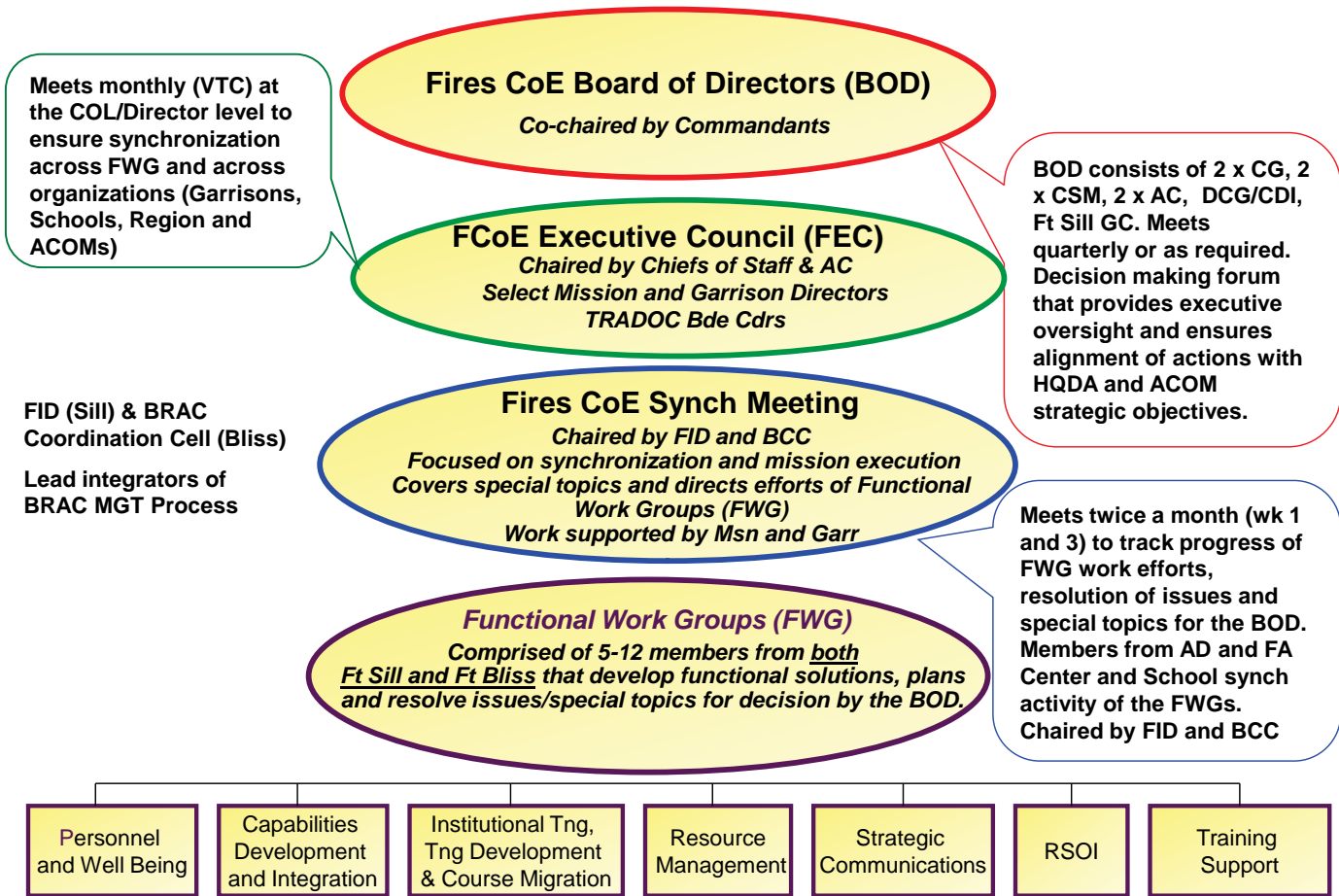


Figure 3

- FCoE Sync Meetings — Co-chaired by the FID (Sill) and the BRAC Integration Cell (Bliss), it was the lead integrator of the BRAC management process, synchronization and mission execution. The Sync meetings implemented BOD and FEC decisions and directed the efforts of Functional Working Groups (FWG).
- Functional Working Groups (FWG) — Comprised of five to 12 organizational and/or functional area experts from Fort Sill and Fort Bliss, they developed functional solutions and detailed plans, and resolved issues.

Next, the Installation Management Command (IMCOM) established the Stationing Management Office (SMO) within the garrison, which concentrated a cell of people responsible for the simultaneous coordination and execution of installation construction and unit realignments, while synchronizing all BRAC and Army Transformation (GDPR, AMF and GTA) actions, led by the deputy garrison commander for transformation. The DGC-T created the ITSC, which identified and resolved issues that would impact BRAC or transformation. The ITSC synchronized the

efforts across all garrison staff directorates, stakeholders, units and tenant organizations, and briefed the real-time tracking of projects to the garrison commander each month and to the commanding general on a quarterly or semiannual basis. Without question, one of the best practices established was the assignment of an engineer colonel as the DGC-T, who had direct oversight for transformation and tasking authority, which allowed him to execute the garrison commander's guidance.

The U.S. Army Corps of Engineers (USACE)-Tulsa District expanded its



*After establishing the critical governance mechanisms, the next critical task was **keeping lines of communication open** and reinforcing the important messages. ...strategic messaging is **consistent messages** transmitted at **high frequency** using **multiple methods and modes**.*

presence at Fort Sill to focus specifically on BRAC. Participation at the weekly ITSC meetings and in the development of the mission-ready process for facilities created a synergy between USACE, the garrison and the units involved.

Finally, the Lawton mayor's BRAC Coordination Committee was revamped into the Fort Sill and Southwest Oklahoma Community Partnership Council, responsible for regional planning due to transformation impacts. The Council meets every six weeks and is facilitated by the Fort Sill commanding general, as coordinated by the garrison's Plans, Analysis and Integration Office (PAIO). The meetings are attended by area mayors, business leaders, educators, politicians and so forth. The council looks at regional issues, including housing, education, transportation, etc., initially focused on the BRAC impacts upon the surrounding communities.

The city of Lawton formed five BRAC subcommittees, all with active Fort Sill representation, to spearhead issues related to the growth of Fort Sill due to BRAC, and to provide advice to the Office of Economic Adjustment consultant throughout the development of the Regional Growth Management Plan. Meetings were held monthly and included representatives from different backgrounds throughout the region.

Communication

After establishing the critical governance mechanisms, the next critical task was keeping lines of communication open and reinforcing the important messages. As many of us have heard from LTG Lynch, the IMCOM Commanding General, strategic messaging is consistent messages transmitted at high frequency using multiple methods and modes.

Our strategic communication and engagements were second to none. We developed and executed a Quality of Life and Community Outreach Campaign that included town hall meetings and expos, community exchanges, installation visits and video teleconferences. All were held for restationing Soldiers, Families and Army Civilian employees to demonstrate Lawton-Fort Sill's excellent quality of life, to address any concerns and to serve as a welcome forum involving Fort Sill senior leaders, local mayors and businesses and Fort Sill spouses.

In order to speak with one voice, we created leaders' talking points, distributed installation transformation flip cards and a DVD that depicted the history of Fort Sill and its ongoing transformation, along with an artist's rendition of each facility, highlighting both new construction and the refurbishment of existing, mostly historical structures. This reference material

was distributed throughout the Army, Oklahoma, Texas and posted to Army Knowledge Online (AKO).

The Fort Sill MWR relocation website was created in order to provide one location for pertinent information when relocating from one installation to another. The relocation icon was placed on the Fort Bliss and Fort Sill websites, as well as those of the city of Lawton and the Lawton Chamber of Commerce and Industry. Those user-friendly websites, with the Fort Sill Commanding General's welcome note, provided links for key topics, FAQ's and an area to ask a question and get a response within 48 hours. Initially established for those relocating from Fort Bliss, it is still in use today.



Synchronization

Synchronization is critical to an effort of this scale over dispersed geographic locations, with millions of dollars worth of construction, and the movement of thousands of Soldiers, Family members and DA Civilians. In an effort to keep all leaders and stakeholders officially informed, we created and published the Transformation Common Operating Picture (TCOP). This was the overarching synchronization document for restationing; it was distributed to Fort Bliss, throughout Southwest Oklahoma, TRADOC,



The effect of standing up the Fires Center of Excellence, the synergies of having two such important Army schools on the same installation and the potential future outcomes in terms of doctrine, weapon system development and untold other outcomes is exciting.

IMCOM, USACE and DA. It was a single-source document which depicted when facilities would be mission-ready, the movement of an organization and the start/stop dates of courses. Simply put, it drove the process. The TCOP depicted what we created and executed, called the Mission-Ready Process. It defined what was required for a fully functioning facility for the end user, and developed key target dates for the on-time completion of services. This established when a facility would be fully functional for the end user to begin using it. In order to mitigate risk, a swing space area of 137 workstations was in a constant state of readiness for the receipt of Soldiers and DA Civilians. The TCOP served as a resource to minimize rumors, react to unexpected challenges and provide a ready reference of swing space and effect if an event would affect a specific timeline, which would, in turn, have an impact across the overall effort.

Community Involvement

Although BRAC law directly affected both Fort Sill and Fort Bliss, it immensely impacted the civilian communities surrounding Fort Sill, the largest of these being the city of Lawton, OK. With a population of just under 100,000 people, Lawton is the most populous city in southwest Oklahoma and currently is the fourth largest in the state. The city leadership knew

they needed to plan in order to accommodate the influx of Soldiers, DA Civilians and Families that would be added over the six-year period as Fort Sill implemented BRAC law. In response to this, the city commissioned the Lawton-Fort Sill Regional Growth Management Study. This study was made possible by a grant from the DOD Office of Economic Adjustment, an office constituted in the mid-1960's to help communities adversely affected by BRAC. Now, the OEA helps communities, both negatively and, in Lawton's case, positively impacted. The city of Lawton received federal grants from the Office of Economic Adjustment which, locally matched, supported the salaries of a senior planner, a secretary and operating expenses for 24 months.

The Lawton-Fort Sill Regional Growth Management Plan identified and prioritized what projects/actions need to be completed in the study area to properly accommodate the growth in terms of socio-economic and workforce impacts, land use and planning, housing, transportation, utility infrastructure, public safety, education, quality of life, healthcare, social services, and regional coordination and implementation. The study area included six counties, 13 communities and 14 school districts within a 25-minute drive time from Fort Sill. That study became the

de-facto charter of the Community Partnership Council and is the document that focuses the effort of the CPC. The study did a tremendous job of identifying what needed to be accomplished for the long-term benefits of all citizens of southwest Oklahoma, and it will serve the community for years to come.

Conclusion

The success of BRAC at Fort Sill is a combination of synchronized efforts, the proactive participation in key installation events and daily, ongoing communication with IMCOM Headquarters, TRADOC, BRAC-D, USACE-Tulsa District, USACE-Huntsville and the city of Lawton. The entire enterprise established a core group of program managers and section chiefs that became tightly woven during the planning, execution and integration phases of the restationing — the heartbeat of the operation. Issues were mitigated efficiently and outcomes briefed through the chain of command to the Senior Commander. The core group was held accountable for the timely execution of all phases of the operation. Our customers are our priority and ensuring that they had turnkey facilities in order to perform their mission was paramount.

The effect of standing up the Fires Center of Excellence, the synergies of having two such important Army schools on the same installation and the potential future outcomes in terms of doctrine, weapon system development and untold other outcomes is exciting. We are an installation that is a microcosm of the total force — an installation that has Basic Training, two different Advanced Individual



Training programs of instruction, a myriad of NCO and officer courses for FA and ADA leaders, two U.S. Army Forces Command (FORSCOM) Fires Brigades and one FORSCOM ADA Brigade. What's more, we have the ability to host weekend drill and annual training with a new Armed Forces Reserve Center, as well as a proven capability to mobilize and demobilize thousands of reserve component Soldiers. We have a full-service hospital, privatized Family housing and another of the Army's newest initiatives, Privatized Army Lodging, or PAL.

The Fires Center of Excellence and Fort Sill is a BRAC success story. It is a complete Army installation, poised to continue providing the Army and the nation those unique capabilities we are famous for, while maintaining a partnership with the communities of southwest Oklahoma that is worthy of emulation Army-wide. Simply put, we are Team Sill, Oklahoma Pride.



COL Raymond P. Lacey commanded USAG Fort Sill from May 2009 to June 2011, and has been nominated to serve at UN headquarters in the Office of Peacekeeping Operations. A graduate of the Army War College, he earned three Master's Degrees and has commanded troops in combat.

MAJ Donna Abrokwa is a Senior Program Manager in the USAG Fort Sill Stationing Management Office, responsible for strategic planning and the analysis, evaluation, synchronization and integration of actions supporting the post's transformation. She has a Master's degree in Public Administration from Troy State University and is working toward her Project Management Professional credentials.



Beyond BRAC: Fort Meade's BRAC growth is only the beginning

by COL Daniel L. Thomas, Commander, USAG Fort Meade

For the past several years at Fort George G. Meade, MD, media or commercial queries concerning Base Realignment and Closure (BRAC) have been regular occurrences. However, recently the frequency of these queries has vastly increased; our phones ring with major newspaper and radio outlets clamoring for information about the BRAC moves, agencies, personnel, jobs, traffic issues and change it will bring to us and the local community. Judging from the increased media attention, one might think this round of BRAC was just announced yesterday and preparations were just beginning. Of course, nothing could be further from the truth. Fort Meade has been preparing for BRAC in one way or another since its announcement in 2005.

In fact, for Fort Meade, BRAC is almost old news.

When I took command in the summer of 2008, Fort Meade was well into its BRAC preparation and construction was about to begin. As I close my tour as commander, the construction of three brand-new facilities housing three DoD activities is practically complete, with the finalization of punch lists and the flow of federal workers relocating to their new offices underway. Soon enough, the Defense Information Systems Agency (DISA), the Defense Media Activity (DMA), and the collocated Defense Adjudication Activities will simply be three of the more than 95 partner organizations we have here at the preeminent center for

information and intelligence, as opposed to the new kids on the block that they are now. A nice, neat set of bookends over a three year span that only tells part of the story...

First, the well known and obvious: Our new partners on Fort Meade are the DMA, which directs DoD Media operations; the collocated Defense Adjudication Activities, where the lion's share of security clearance adjudications for the Department of Defense will be conducted; and the DISA, which organizes, manages and protects our IT operations. All three are occupying brand-new buildings, one of which, the DISA campus, is the largest office complex in Anne Arundel County, where Fort Meade lies. The

DISA is the largest of the three organizations moving to Fort George G. Meade, MD as a result of the 2005 Base Realignment and Closure. The one million square foot headquarters occupies five buildings and is the largest office complex in Anne Arundel County, where Fort Meade is located. DISA employees began transferring to their new office space in January 2011. Moves are scheduled for completion by August, 2011.





combined workforce for these new partners is about 5,400 DoD employees — most of whom are Civilian — and authorized contractors.

Preparation for BRAC

To prepare for the changes to our installation resulting from the 2005 BRAC law, we took a number of steps that, once established, helped permanently improve operations on the installation and enhance the relationships we have off the installation.

- We established a BRAC office, which has now been upgraded to a “Transformation Directorate,” with the sole purpose of spearheading our BRAC efforts to ensure we were fully prepared for the growth we expect. The directorate served as a liaison between the incoming tenants and the installation to ensure critical aspects of the transition like preparing Intra-service Agreements (ISAs) gathering infrastructure requirements, coordinating building schedules and developing plans for office space to accommodate advance parties. For example, DISA had more than 200 employees working here more than a year before the headquarters was complete.
- We partnered with local, county, state and federal elected officials and agencies to prepare and coordinate resources for change. These partnerships resulted in a number of new boards and committees which will provide us resources long into the future. For example, our Regional Transportation Advisory Board will remain an important part of our future planning. Board members come from the Maryland



Thousands of potential employees attend a job fair hosted by DISA at Fort Meade. Relocation fairs for transferring employees and job fairs to recruit candidates, helped build partnerships with new BRAC tenants long before they moved to the installation.

State Transportation Authority, the Highway Administration, commercial transportation providers, county transportation experts and representatives from some of our largest tenant partners. These partnerships proved invaluable in helping the area overcome the severe economic downturn that seriously challenged our efforts to improve the roads and intersections around the installation. The State Highway Authority (SHA) authorized improvements to key intersections, and negotiations with a local developer resulted in agreements to widen a large section of a key highway in our area. We worked with our state government to provide non-DoD funding for a much-needed gate improvement to ease the flow onto the installation. Fort Meade’s Transformation Directorate played a large role in

many of these negotiations and was successful in developing continued relationships with the SHA and others, which will be of great assistance as we continue to negotiate land lease and easement agreements.

- Even with those partnerships, it is a certainty that most of the intersection and road expansion projects that are funded will not be complete in time for the influx of new workers. Moreover, commuter options are notoriously absent around Fort Meade — at least that was the case until recently. To prepare for the new workers, Fort Meade, along with its partners, established a Transportation Demand Management plan aimed at decreasing single occupancy vehicles coming onto the installation. Through TDM, we encourage carpooling, vanpooling, shuttle services,



The Inter County Connector express bus picks up riders in Gaithersburg, MD, and drops them off at strategically planned stops on Fort Meade. The ICC is just one of many commuter options now available to Fort Meade employees. The ICC express bus concept was developed from partnership efforts to reduce the number of single occupancy vehicles on the installation.

mass transportation, telework and compressed work schedules with the goal to decrease the number of single occupancy vehicles coming onto the installation by 26 percent. We recently converted one lane of one of our access control points to a high occupancy vehicle (HOV) lane to encourage the use of multi-occupancy vehicles.

- The Baltimore Washington International Business Partnership has contributed to our TDM efforts by establishing MeadeRide.com where commuters can go to find riders, link with van pools and car pools and learn what options are available to them.
- The Maryland Department of Transportation agreed to allow Fort

Meade commuters to be part of the Guaranteed Ride Home program and the Transportation Incentive Program, a federal program which reimburses commuters for some of their commuter costs.

- In an attempt to encourage the use of mass transportation, we expanded current shuttle services provided by legacy partner organizations to include the entire Fort Meade workforce. For example, our largest partner, The National Security Agency (NSA), already had a shuttle to get its employees from the nearby Maryland Area Regional Commuter (MARC) train station on base. We initially worked out a deal with NSA that adjusted their routes to allow other Fort Meade employees to use the shuttle as well. We have since increased the number of shuttles to and from the MARC station. Additionally, we worked with our incoming tenants to expand an already existing internal shuttle so employees who chose to use mass transportation could still get to places like the food court for lunch and have the freedom to move around post even when they leave their cars at home.
- Ensuring we had the proper infrastructure to support our new partners was imperative. To address this need, we developed a commercial partnership with Baltimore Gas and Electric (BG&E), to modernize our power structure and replace our entire electric distribution system. This partnership also includes the plan to bury power lines, greatly reducing the effects of weather on our power supply. In addition, BG&E will construct a new electrical substation.

We used the same privatization principals to address our aging water and waste water systems, which hadn't been improved for more than seven years. Our contract with American Water will ensure these systems are upgraded now and into the future.

Many of these initiatives were sparked by our need to prepare for BRAC growth. Now that BRAC is here and complete, these partnerships will not go away. We will continue to build upon these relationships as we further our efforts to improve the lives and well being of our servicemembers, Civilians and their Families.

Why Partnerships are Important

When we talk about tenant partners, we truly embrace the idea that partnership is the best way to ensure all parties are getting the support they require. For that reason, we involved our new BRAC partners early on in planning meetings, advisory boards and brainstorming sessions as we worked through the challenges of their moves. Their early participation provided us an opportunity to get to know each other and to develop cooperative relationships that will benefit all of us down the road.

Most of the BRAC-affected jobs coming to Fort Meade were held by people who called Northern Virginia home. Many of them showed little desire to try to sell homes in a depressed housing market or to move to a neighboring state. In fact, early surveys showed that a majority of DISA employees decided to find new employment in hopes of staying in Virginia. Attempting to convince them to make the move was a challenge.



BRAC, combined with future growth, means Fort Meade expansion will equal that which occurred during World War II. The installation, located equidistant between Washington, D.C. and Baltimore, with an abundance of green space and an award winning and innovative work force, make it an attractive place to conduct business.

We held multiple relocation fairs to inform BRAC-affected employees about Fort Meade, our school systems and our community. As the move dates grew closer and the buildings on the new DISA campus began to take shape, we arranged for bus loads of employees to participate in tours of the installation. Many of the potential BRAC movers were unfamiliar with

working on a military installation. Most didn't understand the benefits the Family, Morale and Welfare and Recreation (FMWR) activities held for them. At every opportunity, DFMWR talked to the employees about child care services, youth sports, our gyms and other recreation facilities. Prior to each tour, installation directors briefed groups about services and community

activities, and provided general information about our base.

Each quarter for the past three years, we conducted tours, fairs and briefings. Gradually, our efforts paid off. Subsequent surveys demonstrated a measurable shift toward staying with the agency and either commuting to Fort Meade or moving to Maryland.



Surveyed employees basically flipped from nearly 70% who didn't want to move at the start of the process to more than 70% who did want to move after our outreach efforts were complete.

Surveyed employees basically flipped from nearly 70 percent who didn't want to move at the start of the process to more than 70 percent who did want to move after our outreach efforts were complete.

Just the Beginning

What is not so well known is that beyond BRAC, Fort Meade is set for even greater growth. By the time all is said and done, this installation will see more growth than has occurred since World War II. In September 2011, the official workforce population of Fort Meade will have grown from more than 34,000 employees in 2009 to more than 48,000.

This is an increase of more than 13,000 personnel, which may have you asking, if BRAC growth is only 5,400, who are all these other people? Where are they coming from? And where are they going to work?

There is more than one answer to these questions.

First, the mission of many of our current partners is growing. One example of our growing mission is the Defense Information School (DINFOS), which trains military and civilian public affairs and visual information personnel from all the services. DINFOS is one of our most established partner organizations and is set for expansion by as many as 300 students per year.

With more students comes the need for more classrooms, training space and full-time instructors.

Additionally, the establishment of Fort Meade as the home of U.S. Cyber Command means that Fort Meade will be gaining upwards of six new organizations: U.S. Cyber Command, two Army Cyber headquarters, the Tenth Fleet — Navy Cyber, Marine Corps Cyber and an element from Air Force Cyber. Each organization will bring more construction and additional highly technical jobs to the region.

In short, direct BRAC growth accounts for less than half the expansion this installation will see in the coming months and years. Just like BRAC, these additional jobs bring added stress on our infrastructure, from our electrical grid to the roads and intersections and our access control points leading into the installation. This growth will also put more demands on the roads that surround the installation. The good news is that we do not have to reinvent the wheel with regard to the integration process. We can and have built upon the relationships, processes and lessons we learned while living through the BRAC process.

That's why, even though our BRAC mission is mostly complete — the buildings are done, the moves have

already started and we have welcomed our new tenant partners into the Fort Meade family. The lessons we've learned through the process will positively influence the installation for years to come. As a result of the partnerships we have formed with area business leaders and our local, state and federal elected officials, and our coordination with state and federal agencies, I have no doubt we will all be successful in fully completing our growth mission.

One thing is certain. Our secret is finally out. Fort Meade's location, almost equidistant between Baltimore and Washington, D.C.; our green space, which is abundant, and our people, who provide award-winning service and innovation make Fort Meade a great place to conduct business. I have no doubt that this installation will continue to grow, beyond BRAC and even beyond Cyber growth.



COL Dan Thomas was commissioned a Military Intelligence officer from Colorado State University. He has served in a wide variety of intelligence and special operations assignments including support to Operations Enduring Freedom and Iraqi Freedom. He served in several capacities at the Defense Language Institute and holds a Master's Degree from the National Intelligence College. He competed on the Army Ironman Triathlon team in Hawaii in 1994, 1995 and 1996.



BRAC is Not a Four Letter Word at DTA

by *Brenda Lee McCullough*, Garrison Manager, USAG Detroit Arsenal

*As with any culture change, **communication is essential**. The changes to the workforce, military members and their families were personal and affected their livelihoods.*

Embracing change and efficiency are strong character features of U.S. Army Garrison Detroit Arsenal (DTA), its customers and partners. To us, the 2005 Base Realignment and Closure (BRAC) decision was the perfect opportunity to showcase our ability to meet mission intent balanced against customer needs and cost culture, as well as strengthen the already healthy relationship with our partners. Two decision points in particular affected DTA and its customers: closing garrison operations that were located at Michigan's Selfridge Air National Guard Base (SANGB) and re-establishing them at DTA; and movement of 1,200 TACOM Life Cycle Management Command positions from Rock Island Arsenal (RIA), Ill. to DTA.

The first approach was to close garrison operations at SANG by September 2008, three years ahead of the BRAC implementation deadline. Taking care of our people and making sure we lost as little of our talented workforce as possible was essential. We wanted to ensure customer support remained optimal, remain mindful of the principles that later became known as the Army Family Covenant, take care of personnel, and sustain programs that support Service Members, Civilians and their Families. Like most installations, to ensure we met

this timeline with the least amount of impact to the workforce, we established a BRAC Transition Coordinator (BTC) position. The BTC formed a closure team consisting of program managers for each facility and housing area. Team meetings included experts who spoke to their areas of expertise and answered questions on property close-out procedures. For example, one week featured a public works representative; other weeks featured records management and storage, personal property, personnel, state unemployment agency, training coordinator, etc. We immediately established a timeline of facility closure dates and refined as required. Establishing closure timelines and publishing our closure plan quickly allowed us to keep our workforce and customers informed.

As with any culture change, communication is essential. The changes to the workforce, military members and their families were personal and affected their livelihoods. As we dealt with employees facing unemployment, military members were faced with moving from their homes. Town halls were held for customers and separate town halls for the workforce due to the unique needs of each individual group. A BRAC mailbox and newsletter were established for employees to submit questions or concerns. We built a BRAC web page

to post questions and answers, town hall briefings, closure timelines, etc. Based on customer feedback and town halls, it was essential to establish services that support the military community.

Our customer base was not decreasing; in fact, it was increasing at the Detroit Arsenal. The Detroit Arsenal would be receiving approximately 1,200 new customers under BRAC law who would require housing, transportation, childcare and community services. Analyzing our customers' needs would require restructuring at DTA, allowing us the opportunity to streamline services to be more efficient and effective as well as save money. Restructuring the organization began with determining the workforce skill set and how each person would fit into the new normal. It also required exploring other employment opportunities for our affected employees. We arranged special training sessions to expose employees to employment opportunities at DTA within and outside the garrison as well as partnering with Michigan Works (state employment agency) through their retraining services.

Because of our efforts to ensure people came first during this dramatic change, we were able to place all but four garrison employees into vacan-



The LEED Silver BRAC administrative building at the U.S. Army Garrison - Detroit Arsenal was completed nearly \$30 million under budget, cost overruns were kept to less than two percent and the building was completed three months ahead of schedule.

cies at DTA. We partnered with the TACOM, Life Cycle Management Command (LCMC) and other Army agencies at DTA to ensure BRAC-affected employees at SANGB would be considered for current and future vacancies. Our military members and their families were top priority when it came to ensuring housing was available, that movements of household goods went smoothly, and that each member would only make one housing move. Each military housing resident's

change of station date was coordinated with final close out of family housing. Our ultimate goal was to ensure housing residents were not inconvenienced; they would not experience financial hardship; child care would remain available; and those in the housing areas would receive the vital information they needed during the move. In September 2008, the garrison closed its doors at SANGB and our focus became preparing for the 1,200 positions moving from RIA to DTA.

Our challenges consisted of establishing infrastructure requirements, identifying BRAC construction costs, and designing the right buildings for the job. Okay, so what is so special about that? The Army does construction all the time. Yes, but is it efficient, cost effective, sustainable and environmentally friendly? It is at DTA and it's all about communication, cooperation and coordination.

Although tenuous at first, our collaboration with U.S. Army Corp of Engineers (USACE), the DTA Directorate of Public Works (DPW), and the users ultimately saved more than \$34 million in initial BRAC construction costs. A partnership was formed with TACOM LCMC BRAC Transformation Office, Rock Island BRAC Office, USACE and the garrison. Numerous meetings were held to ensure customer input to decisions about personnel and property movement, office furniture being ordered, occupancy of the new buildings, base operations support and technological requirements.

Forming partnerships with our customers, architect, builder, USACE and our local DPW engineers proved key in completing the new eight-story administrative building and the six-level parking structure ahead of schedule, under budget and with less than two percent in cost overruns.

"The partnering process played a big part in meeting the ambitious goals for the two buildings," said Karen Carnago, DPW construction team leader for U.S. Army Garrison-Detroit Arsenal. "We also had really good people from each partner organization, which was extremely beneficial for the project."



The new parking garage that was constructed in conjunction with the new BRAC administrative building. Cooperation between the architects, builder and U.S. Army Garrison - Detroit Arsenal public works engineers enabled the building to be completed six months ahead of schedule.

This was Granger Construction Company's first USACE managed project, so one of the challenges was working within the USACE and government contracting process.

"We had some freedom to use our standard specs and design ideas, but we had to balance that with the government's requirements, the UFC [Unified Facilities Criteria] requirements and the DPW standards," said Tim VanAntwerp, PE, project manager for Granger. "We had to balance four or five design criteria with any given design element and we had to get that done in a very short amount of time. Regular meetings with all involved led to the successful early completion."

Keeping a positive attitude and celebrating successes kept the morale of all the partners up and the sense of pride high. In particular, the fact that these two buildings would be the first DTA buildings to achieve LEED Silver certification — and would be poised to attain the Gold standard — was one of our celebration points. The administration building is completely enabled for energy and water conservation, which is a strong tool in changing our customers' mindset about utility efficiency. In stretching our expectations and posturing for potential LEED Gold certification on the BRAC-ordered administration building, we are leading the way for all installations to decrease dependence on non-renewable energy resources.

Working hard to establish a culture of trust between all the stakeholders was key to our BRAC construction success.

With the BRAC growth to DTA and the increase of mission requirements, construction defiantly put a burden on the 169.4-acre facility. Originally designed to support approximately 3,400 people and now supporting nearly 7,000, we had to work smartly and efficiently to not overburden the infrastructure or block parking and create potential safety hazards over half the installation. Early on we used all available media to strategically communicate to the workforce about construction impacts as well as parking constraints.



*Initial surveys
of RIA employees
indicated that only
**275 of the
employees**
(approximately 25 %)
would consider moving to DTA.*

To keep the workforce safe we provided over 20 “Construction Impact Notifications.” Each of these messages contained safety information and the effects of the construction on the installation. Most included maps and such items as alternative pedestrian traffic, building access and provided feedback POCs to voice workforce concerns. Employees were encouraged to use the ICE web site to address any concerns or questions directly relating to the ongoing construction. There were zero accidents across the workforce related to construction during the entire BRAC build phase. Our leadership engagement of workforce personnel during the BRAC construc-

tion eased the effects of changing capability and capacity on the installation.

While designing BRAC and establishing processes to handle the influx of new positions at DTA, we realized personnel from RIA would be apprehensive about moving to DTA. Initial surveys of RIA employees indicated that only 275 of the employees (approximately 25 percent) would consider moving to DTA. The Senior Commander and leaders within TACOM LCMC were concerned about the potential loss of approximately 900 highly-skilled employees from the RIA. A team of tactical-level subject matter experts met to develop a plan to address the employ-

ees’ concerns. One of the first steps of the RIA BRAC Team was to conduct an employee survey to determine why the Rock Island employees did not want to relocate to DTA.

The survey identified two major concerns: safety in the metropolitan area and not having the same programs and services that were offered at RIA. Using data from the employee survey, we established the “Rock Island Road Show” to educate employees impacted by BRAC. The garrison supported the Senior Commander’s efforts to draw from the pool of experienced employees at RIA making the mission transfer as seamless as possible. Approximately



500 RIA employees attended the Road Shows, or more than 40 percent of BRAC-affected employees. The cross-functional Road Show Team traveled four times to RIA to conduct workshops and answer questions on housing services, local schools, real estate, Family, Morale and Welfare and Recreation programs, mass transit benefits, emergency services, and other community-based services available at DTA.

Our team set the standard by going to RIA and providing one-on-one interaction and an “expo”-type display. Our hands-on approach increased BRAC affected employees’ awareness and confidence in moving and set the tone with DTA’s future customers. Tactical leaders such as the Chief of Transportation, our Fitness Manager, Employee Assistance Center Social Workers and School Liaison Officer established effective dialogue with the RIA employees addressing their immediate needs.

The Road Show was not a static event. After each show, the team evaluated the process using customer feedback. This allowed the team to make innovative changes to meet the customers’ needs. Through customer feedback; the team added a question-and-answer period, information CD’s instead of brochures (easily transportable), and more media/publicity coverage. The team decided to add local Chamber of Commerce information, academic institution information, lists of mass transit route pickup locations and a personal property project manager. These customer-driven improvements enabled the garrison to meet customer needs.

Our team took advantage of the external dialogue and learned the value

of satisfied customers and stakeholders. Our approach empowered tactical leaders to be innovative in meeting customer needs. We are dedicated to developing future multi-skilled and adaptive leaders by giving opportunities to succeed through such programs as the Rock Island Road Show, giving them autonomy to do what needed to be done to ease customer concerns. The garrison team’s one-on-one interaction and assistance dispelled myths about the Detroit area while reducing relocation uncertainty. Today, approximately 517 BRAC-affected RIA employees (47 percent) will move to DTA, far surpassing the Army BRAC 20 percent average.

“The entire BRAC process, to include construction, personnel actions and the efforts to minimize impacts on our mission requirements came together perfectly,” said MG Kurt Stein, TACOM LCMC senior commander. “The garrison staff’s exceptional planning, attention to detail and coordination with all parties involved in the process ensured the success of the BRAC move. I couldn’t be happier with the way this effort was executed.”

In a time when the Army is adjusting to our new fiscal reality, garrisons must find ways to satisfy our customers while at the same time being conscious of our resources. Cultural change, as well as organizational change, relies heavily on constant communication both in frequency and approach. DTA’s execution of the 2005 BRAC recommendations was successful because we used positive communication methods, listened to employees’ concerns and allowed employees to be innovative and creative, which kept costs low and

morale high. The stress of BRAC, realignment of personnel, construction impact, and mission growth are all changes that need to be treated with the utmost concern. Priorities need to be established, communication needs to be open — both ways — and concerns or issues need to be addressed quickly. Keeping personnel abreast of the activities surrounding a closure or realignment will contribute to a successful outcome. Our cost-conscious culture, active partnerships, and the construction of sustainable facilities fully support the Senior Commander and mission requirements. Our communication methods and active leader engagement reduced workforce stress, creating seamless execution of the Senior Commander’s mission, and the Rock Island Road Show maintained continuity of operations by preserving institutional knowledge through subject matter experts’ relocation to DTA.



Brenda Lee McCullough is garrison manager of the U.S. Army Garrison-Detroit Arsenal, Warren, Michigan. She received a Bachelor’s Degree in Business Management from the American Public University, Charles Town, WV, earned a Master’s Degree in Management Organizational Leadership and is a graduate of the Harvard Kennedy School Senior Executive Fellows Program, Cambridge, MA. Using her experience and extensive knowledge of garrison operations in her current position, she has strategically raised IMCOM’s local level of corporate capabilities in support to the commands of the Materiel Enterprise. She has led the U.S. Army Garrison-Detroit Arsenal since December 2008 and was recently selected to attend the Industrial College of the Armed Forces as part of the Defense Senior Leader Development Program.



The Military and Military City USA Combine to Make 2005 BRAC Recommendations a Reality

by *Deborah Seabron*, Chief, Commander's Action Group, 502nd Mission Support Group, Fort Sam Houston

The 2005 Base Realignment and Closure (BRAC) recommendations became law on Sept. 15, 2005, starting the clock on a six-year implementation period that ends Sept. 15, 2011, meaning that all 182 BRAC actions are mandated under law to be complete by that date.

For Fort Sam Houston, September brings to a close the most intensive renovation and construction period in its 133-year history. The Fort Sam Houston BRAC construction project broke ground in 2007, leaving behind 6 million square feet of office and facility space, including a massive hospital and medical training center, a major

command headquarters, several totally renovated historic barracks and an ornate theater. The construction alone cost over \$2 billion, with a total positive economic impact estimated at \$8.3 billion through 2011. The BRAC growth is projected to add nearly \$5 billion annually in sales tax revenue to the local economy in the coming years. BRAC 2005 was the fifth round of BRAC and the largest one by far — exceeding the previous four combined in cost and impact. The previous four BRAC rounds disposed of excess property that a smaller, more agile post-Cold-War Defense community no longer needed. Those rounds had taken a

toll on San Antonio, closing Kelly Air Force Base in 1995.

This round, on the other hand, was intended to realign the Defense infrastructure and organization to better serve an operational force that has been transforming for 10 years to a smaller, modular and U.S.-based force. The BRAC Commission in 2005 recommended 182 worldwide actions with the intent to transform and rebalance the total force, active and reserve; contribute to joint operations and basing; accommodate the rebasing of overseas units; reduce cost and generate savings; and promote the well-being of Soldiers and their Families.

The new IMCOM Headquarters building on the left, architecturally mirrors the Southwest architecture of the former regimental barracks that house the rest of the command. The building to the right houses the new IMCOM G9—formerly FMWRC.



Of 182 BRAC recommendations, 19 impacted San Antonio and Fort Sam Houston. Where previous BRAC rounds had closed bases and returned over 200,000 acres to civilian communities, BRAC 2005 was about consolidating schools, headquarters and functions at fewer locations. Fort Sam Houston will double in population with an influx of 10,000 military and government Civilian Families relocating to San Antonio.

Joint Base San Antonio

The BRAC Commission in 2005 recommended that some specific bases serve as home to more than one branch of the armed services. As a re-



The new Medical Education and Training Campus (METC) features several dormitories where students stay while training at Fort Sam Houston.

sult, BRAC 2005 consolidates operations, training and logistics at 12 joint bases with one of the military services assigned as the lead.

In San Antonio, that means Fort Sam Houston, Randolph Air Force Base and Lackland Air Force Base are elements of a joint base command with a separate base support wing at each installation. So Fort Sam Houston is now part of Joint Base San Antonio, with base services overseen by the 502nd Mission Support Group, which reports to the joint base wing which also resides at Fort Sam Houston.

According to a BRAC brochure published by the San Antonio Military Transformation Task Force, this joint installation will serve more DoD students than any other installation, hold more active runways than any other installation, host more widely diverse tenant units and house DoD's largest hospital.

Four Medical Centers of Excellence

The largest and most profound change at Fort Sam Houston is the establishment of the San Antonio Military Medical Center (SAMMC), which realigns the

inpatient medical function of the Air Force's Wilford Hall Medical Center (WHMC) to Fort Sam Houston's Brooke Army Medical Center (BAMC).

By September 2011, the new SAMMC will have absorbed all in-patient services from WHMC and will provide all in-patient tertiary care, as well as all trauma and emergency medical care. WHMC will be converted into a large ambulatory care center known as Wilford Hall Ambulatory Surgical Center (WHASC)

WHASC serves as a large, full-service ambulatory care center with se-



Aerial view of the METC shows the instruction buildings where students will attend classes. This campus at Fort Sam Houston will train all the enlisted medical personnel in their basic health and healthcare courses.

lected medical and surgical outpatient specialties servicing a large beneficiary and trainee population. WHASC offers ambulatory care services, primary care, and medical, pediatric, and surgical sub-specialty clinics.

Another major addition to the Fort Sam Houston medical community is the Joint Center of Excellence for Battlefield Health and Trauma Research, which integrates all of the combat casualty care research missions and functions from each service into a multi-faceted synergistic research center with a clinical foundation.

Fort Sam Houston also hosts the Medical Education and Training Campus (METC), which will train every enlisted military medic in the armed services. SAMMC will provide medical support to the METC popu-

lation, which includes primary care, dental, physical therapy, optometry, mental health and ancillary services for active-duty military personnel and their families. Military retirees may also receive healthcare services at the center. This new clinic will also treat additional personnel coming to San Antonio as part of other BRAC actions.

Nonmedical Activities

In the best spirit of joint basing, the Army's Installation Management Command (IMCOM) moves onto Fort Sam Houston in 2011, occupying three buildings of a fully renovated 1929 vintage regimental headquarters quadrangle, a new three-story office building, the renovated and enlarged post theater to house the Army Entertainment Division, including the Soldier Show, and a new structure that will house the Installation

Management Academy. All of the renovated and new buildings on the IMCOM campus meet at least LEED Silver standards for sustainable buildings. The IMCOM campus will be home to the IMCOM Headquarters, including the newly formed G9, created as a staff directorate from the former Family and Morale, Welfare and Recreation Command in June 2011. IMCOM's subordinate Army Environmental Command will also occupy the IMCOM campus.

Another new occupant of Fort Sam Houston is the Mission Installation Contracting Command, with a mission of supporting combatant commanders with contract planning and execution throughout the force generation cycle.

Regional Response to BRAC

As the BRAC implementation effort comes to a close, several best practices have emerged from the effort. One in particular is the manner in which the DoD and city officials collaborated to ensure that all impacted areas would be provided accurate and timely information to make the critical decisions that guided BRAC to its successful conclusion.

In 2007, The San Antonio Military Transformation Task Force was created as a collaboration among the city of San Antonio, Bexar County and Greater San Antonio Chamber of Commerce to share information, assist the military in implementing BRAC, address any impacts on the community and leverage BRAC to strengthen the economy and revitalize existing neighborhoods.

To ensure that every area of concern was addressed, the MTTF established an array of committees to include:



- Workforce Development
- Outreach
- Real Estate/Development
- Military Medical Initiatives
- Defense Technology Cluster
- Construction Cluster
- Education
- BRAC Actions
- Public Utility/Energy
- Collaborative Partnerships

The chairs and committee members were appointed based on their knowledge and expertise in their respective areas.

The MTTF and the Fort Sam Houston Public Affairs and Base Transformation Office held numerous town hall meetings throughout the metropolitan area and on the installation to answer questions and alleviate concerns about upcoming construction, job openings and the general impact BRAC changes would have on the community as a whole.

Realizing the highway infrastructure was not adequate to enable easy access to the installation, the state stepped in to make improvements to the main entrance into Fort Sam Houston. Most notably, the Walters Street intersection with Interstate Highway 35 was upgraded with a major interchange featuring a wide overpass with access from all directions.

The Walters Street project was coordinated with Fort Sam Houston to ensure the right improvements were incorporated. The city also held a series of town hall meetings to make sure the public fully understood not only the planned improvements, but also the timeline in which the project would be completed. The improvement project (from IH-35 to the Fort Sam Houston

gate) is estimated to cost \$13 million and is scheduled to be completed in December 2011. Completion of the adjoining access control point is scheduled to be completed by February 2012.

Known as Military City USA, San Antonio has historically maintained a close relationship with its military residents. The history of San Antonio is closely linked to military history. The military bases located in San Antonio have trained, equipped and cared for America's fighting men and women as far back as the 19th century.

Some examples of how San Antonio and Fort Sam Houston disseminate information to the community include: -"BRAC Views from the Top" — This monthly newsletter answers readers' questions ranging from the status of construction projects to upcoming job opportunities. It allows citizens to voice their inquiries concerning BRAC initiatives, which are answered by the base command and staff. This newsletter is received by 13,000 households and is linked to the city's "Embrace BRAC" website.

-San Antonio Joint Program Office Newsletter — This newsletter provides "real-time" highlights of ongoing BRAC construction projects at all military installations located in the San Antonio area.

-Newcomer's Extravaganza — This event is held monthly and is mandatory within 60 days of arrival for all lieutenant colonels and below. Held the last Tuesday of the month, this event helps integrate new military families to the community. It provides information about services offered on the installation and from the civilian sources too.

This event is attended by city council representatives and advisors from the Texas Workforce Commission.

Today, as the 2005 BRAC implementation nears an end, it is clear that this massive undertaking would not have been as successful without the joint efforts of the military and civilian communities.



Deborah Seabron is the Chief of the 502nd Mission Support Group, Commander's Action Group, Fort Sam Houston, TX. She has more than 34 years of federal service with experience in comptrollership, logistics and Lean Six Sigma. She holds a Bachelor's Degree in Accounting from the University of the Incarnate Word, a Master's Degree in Quality Systems Management from the National Graduate School, and is a PhD Candidate at Our Lady of the Lake University, San Antonio, TX.

Visit San Antonio's Embrace BRAC website for much more information about BRAC 2005 in San Antonio. The web address is:

<http://www.embracebrac.org/>, or use this QR code:





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U.S. Army Installation Management Command

Bldg. 2261, 2405 Gun Shed Rd.
Ft. Sam Houston, TX 78234-1233
www.IMCOM.army.mil

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