



U.S. ARMY

COMMANDER IN CHIEF'S ANNUAL AWARD

FORT CAMPBELL

2021

ARMY INSTALLATION  
EXCELLENCE WINNER



# The State of Fort Campbell

**COL Andrew Q. Jordan**  
**CSM Joseph G. Harbour**  
Garrison Command Team  
Fort Campbell, KY



# Commander in Chief's Annual Award for Installation Excellence



## Award Criteria:

Installations compete on how well they achieve DOD's objectives in several areas of installation management including:

- Mission Support
- Energy Conservation
- Quality of Life & Unit Morale
- Environmental Stewardship
- Real Property Management
- Safety
- Health and Security
- Communications & Public Relations

## FY20 Key Accomplishments:

- Deployed over 20,000 personnel and over 8,500 pieces of equipment to support six named operations and multiple training exercises
- Within 72 hours of notification, deployed 286 personnel from the 531<sup>st</sup> Hospital Command to build a temporary hospital in New York City
- Post supported employment of military spouses and transitioning Soldiers through a unique \$7.7 million Dept. of Labor grant (Oct 2018-Sep 2021)
- An \$87.4M five-year development plan includes 144 new junior enlisted homes, 170 major home renovations, and 250 legacy homes demolished.
- Nearly 100K SF reduction in World War II-era wood, significant maintenance and energy cost savings.
- FY20, Five approved Intergovernmental Support Agreements (IGSAs) with community partners saved the Garrison over \$540K annually. Two additional IGSAs in FY21, nearly \$1M in savings make Fort Campbell a leader in the IGSA program.





# Overview

## Mission

**USAG FT Campbell** integrates and synchronizes installation services on behalf of the Senior Commander in order to maintain high performing base operations, enable readiness, build resilience in Soldiers/Families and infrastructure, and ensure global response capabilities for the Soldiers and units assigned to FT Campbell.

## SSA Priorities

- 1.0 Soldier, Civilian, & Family Readiness
- 2.0 Installation Readiness
- 5.0 Strategic Power Projection

## IMCOM Priorities

1. Soldier/Family Programs
2. Infrastructure
3. Support to Training
4. Protection

## Senior Commander's Top Installation Priorities

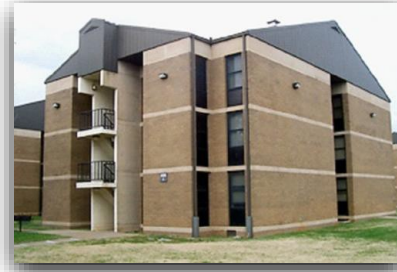
- |   |   |
|---|---|
| 1. Single Soldier/Jr Enlisted Housing <ul style="list-style-type: none"> <li>• VOLAR Barracks</li> <li>• Privatized Housing</li> </ul>  | 3. Modernize Power Projection Capabilities <ul style="list-style-type: none"> <li>• Replace ATC Tower</li> <li>• Repair Taxiway / Ramps</li> <li>• Improve Force Protection at Sabre</li> </ul> |
| 2. Quality Workplace for Soldiers <ul style="list-style-type: none"> <li>• Motor Pools</li> <li>• Bn &amp; Co Ops Facilities</li> </ul> |   |

## Garrison Commander's Focus Areas

1. Enhance Installation Readiness & Power Projection Capabilities
2. Maximize Delivery and Support to Training
3. Enhance Quality Programs to Support Soldiers and Families
4. Barracks and Family Housing

## Risks

- Budget impacts
- Utility infrastructure resilience
- NAF (MWR) funding impacts due to COVID-19 = minimal reinvestment
- Network resilience





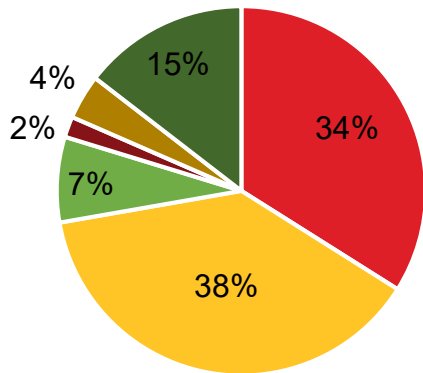
# The "Impact" of Fort Campbell

**Fort Campbell Supports over 249,600 People**



**Economic Impact in TN = \$10.1B**  
*Center for Economic Research in Tennessee (CERT) Feb 2019*

## FY20 Disbursement \$5.3B



- Soldier Pay (\$1.56B)
- Retiree Pay (\$1.76B)
- Civilian Pay (\$344M)
- Contracts (\$83M)
- MILCON (\$180M)
- Other/NAF (\$668M)

## Population

- Active Duty Military: 27,100
- Family Members: 50,812
- Civilians (Army & Other): 6,429
- Contract Employees: 1,574
- Military Retirees: 70,445
- Retiree Family: 93,036
- Reserve Component: 204
- 30% or ~11,250 of 37,500 Clarksville/ Montgomery County School System students are active Military Dependents
- 9% or ~800 of 8,500 Christian County students are active Military Dependents



# Home of Army's Most Deployed Units



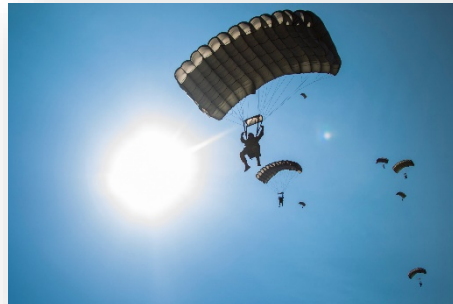
## 101<sup>st</sup> Airborne Division (Air Assault)



## 160<sup>th</sup> Special Operations Aviation Regiment (Airborne)



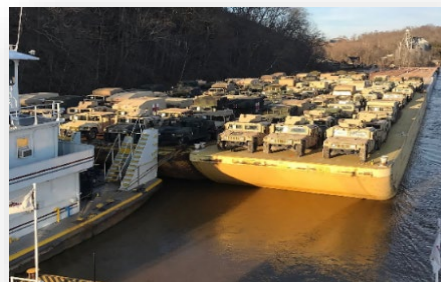
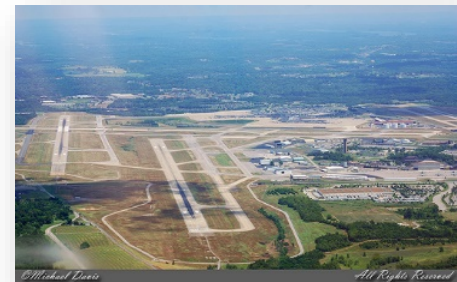
## 5<sup>th</sup> Special Forces Group (Airborne)





# Power Projection Capabilities

- Air
- Rail
- Water
- Highway





# Ranges, Training Areas, Airspace

- 105,093 Total acres
- 64,491 Acres of maneuver land
- 26,627 Acres of impact area
- 53 Training areas
- 95 Ranges
- 21 Live fire maneuver ranges
- 127 square miles of Army controlled restricted airspace
- 2,843 square miles of Army controlled unrestricted airspace
- 2 Airfields





# Supporting Soldiers and Families



- Incredible surrounding communities
- Population:
  - Over 44,000 people call Fort Campbell home
- Education:
  - Complete K-12 school system (~3,000 students)
- Medical:
  - Blanchfield Army Community Hospital
  - Fisher House
  - National Intrepid Center of Excellence
- Partners
  - Large Post Exchange mall and commissary
  - Armed Forces YMCA
  - USO center, largest on any installation
  - Red Cross
  - Boy Scouts and Girl Scouts





# Child Care

- Total Enrollment – 1,863
- 6 Child Development Centers (CDC)
- 2 School Age Centers (SAC)
- 8 Family Child Care Homes (FCC)
- Youth Center (Middle School and Teen)
- Youth Sports & Instructional Programs

***Currently, operating at approximately 75% capacity due to COVID 19 Safety Measures.***

## Average wait times last 60 days:

- Infant: 55 days
- Pre-toddler: 55 days
- Toddler: 45 days
- Pre-School: 52 days
- School-Age: 30 days





# Fort Campbell Privatized Housing

- Satisfaction remains “Good” (Army RCI CEL Survey)
  - 4,457 Homes
  - 1,498 “New”
  - 2,959 Legacy
- FY19-25 Out Year Development Plan Approved (\$87.4M)
  - New: Builds 144 Jr NCO homes
  - Renovation: Major Renovations on 170 homes
  - Demolition: Demolish 250 older homes (LaPointe)
- FY21-26 Lendlease recently announced \$233.1M additional private capital investment at Fort Campbell
  - New: Builds 536 New Junior NCO homes
  - Renovation: Minor Renovations on 495 homes
  - Demolition: Demolishes 430 older homes (Hammond Heights)
- 1,700+ legacy homes remain



**66% of Soldiers and their families reside off-post**





# Transitioning Soldier and Spouse Employment

- Co-location of all employment service providers in one campus
  - Transition Assistance Program
  - Spouse Employment Center
  - Career Skills Program
  - USO Pathfinders
  - Employment Readiness
  - State Depts. of Labor and Veterans Affairs representatives
- We provide ongoing opportunities for Soldiers and spouses to connect with employers, through hiring events and career training programs that result in industry-recognized technical certifications.
- 5,000+ Soldiers a year transition from Fort Campbell to the private sector
  - In FY20, 31% of transitioned Soldiers stayed in the local area (above the Army average of 24% remaining local)



***We are the Army's leading program for spouse employment. Our transitioning Soldiers and Spouses are a "workforce engine" for this region.***





# Fiscal Environment

- USAG - Fort Campbell Budget: ~\$220M annually
  - Civilian Payroll \$87.8M
  - Utilities \$14.4M
  - Contracts \$106.6M
    - Services \$37.3M
    - Construction \$69.3M
  - Supplies/Equipment \$11.2M
- Funded at 60-70% of requirements
- FY21 funding cuts impacted:
  - Number of Annual Work Plan Projects
  - Training support to Brigades
  - Replacement of equipment / program improvements (MWR)
- Projected FY22 cuts

***Fiscally constrained, limited flexibility, sustain what we have  
Expect FY22 to be more challenging***





# Fort Campbell MILCON Update

- General Purpose Maintenance Facility awarded:
  - \$39M Project
  - Construction began Aug 2020
  - Estimated Complete November 2022
  
- Fort Campbell Middle School awarded:
  - \$56M Project
  - Construction began April 2021
  - Estimated Complete January 2024





# Barracks (R&M Funding Required)

- Barracks rooms = 10,059
- Majority of barracks are 2000-2010 era and well maintained - Q1/Q2 (Excellent/Good)
- 1BCT “VOLAR” 1970s era Barracks are oldest on Fort Campbell – Q3/Q4 (Poor)
- Renovation of entire complex (17 Buildings), requiring \$151M in funding
- Current Army strategy is to renovate 2 buildings per year; starting in FY21 through FY29 and build a new barracks in FY2029





# Annual Work Plan (AWP)

## ✓ FY21 Annual Work Plan

SRM Project Budget: \$69.0M  
 SRM Payroll: \$11.3M  
 SRM Must Funds: \$16.3M



SRM Projects (Discretionary): \$41.4M

HVAC Repairs	\$ 8.9M
Paving	\$ 8.0M
Motor pools	\$ 0.7M
Roof Repairs	\$ 2.7M
Rail Repairs	\$ 1.0M
R&M Projects	\$ 4.0M
1BCT Projects	\$ 5.1M
Misc. Projects	\$ 4.3M
Prioritized 1-N List	\$ 6.7M

## ✓ FY22 Possible Directed Projects

- Soldier Performance Readiness Center (SPRC)
- Intelligence & Electronic Warfare Battalion (IEW)
- Mobile Protective Firepower (MPF)

## Project Breakdown by Unit:

- 101CAB – 3 projects
- 160<sup>th</sup> – 5 projects
- 1BCT – 12 projects
- 2BCT – 4 projects
- 3BCT – 9 projects
- 52 EOD – 1 project
- 531HC – 2 projects
- 5SFG – 5 projects
- 716<sup>th</sup> MP – 1 project
- AFSBn – 4 projects
- NCOA – 1 project
- RNEC – 2 projects
- SUS BDE – 3 projects
- TSAAS – 2 projects
- USACID – 1 project

**Have a \$100M requirement and only \$69M annually to address it.  
 Must focus on sustaining what we have and making it last.**

