

FORT KNOX, KY  
COMMISSIONER BASE VISIT BOOK CONTENTS  
26 May 2005

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**Base Closure and Realignment Commission  
Itinerary for Fort Knox Visit 26 May 05  
By Commissioner Skinner and Commissioner Turner**

**White = Commissioners Skinner & Turner**      **--BRAC Commission Analysts at Ft Knox: Mike Avenick and Don Manuel.**  
**Italics = Commissioner Skinner**              **--Fort Knox:: MG Terry Tucker, Armor Center & Installation Commander**  
**Gray = Commissioner Turner**                  **--Fort Knox POC & Escort: COL Keith Armstrong, Garrison Commander**

TIME	EVENT	LOCATION	POC	ACTION
26 May 1015	<i>Commissioner Skinner Arrives</i>	<i>LV Chicago OHare 0800 HRS, AA#4071, AR Louisville 1012 HRS</i>	--Commission Analysts Mike Avenick, Don Manuel	Meet Commissioners at Airport
1045	<i>Commissioner Turner Arrives</i>	<i>LV St Louis 0845 HRS, SWA#636, AR Louisville 1045 HRS</i>	--Ft Knox Escort COL Armstrong	
1100-1130	En route	To Fort Knox	Mike Avenick, Don Manuel, COL Armstrong	Commissioners Review Proposed Itinerary & Briefing Book
1130-1230	Lunch Hosted by MG Terry Tucker	Fort Knox Leaders Club, Bullion Room	MG Terry Tucker, Armor Center Commander	Informal Discussion of 8 BRAC Recommendations' Effects on Ft Knox
1230-1400	Ft Knox Briefing to Commissioners	Fort Knox USAARMC Headquarters, Bldg 1101	MG Tucker, COL Armstrong	Installation Overview, Presentations on 8 recommendation's that effect Ft Knox
1400-1415	Break			
1415-1500	Ft Knox cantonment area tour	--Commissioner Skinner and Commissioner Turner Ft Knox cantonment area	COL Armstrong, Mike Avenick, Don Manuel	Windshield tour of Ft Knox cantonment area, respond to Commissioners' questions
1500-1700	<i>Visits to affected facilities - training ranges</i>	<i>--COM Skinner to Zussman Mounted Urban Training (MOUT) &amp; Wilcox Multi-Purpose Range Complexes</i>	<i>COL Armstrong, Mike Avenick,</i>	<i>Windshield tour &amp; response to Commissioner's questions</i>
1700-1730	<i>En route</i>	<i>Louisville Airport</i>	<i>COL Armstrong, Mike Avenick,</i>	<i>Response to Commissioner's questions</i>
1807	<i>Commissioner Skinner Departs</i>	<i>LV Louisville 1807 HRS, AA#4384 to Chicago OHare</i>		
1500-1530	Affected facility visits-hospital	--COM Turner to Ireland Army Hospital & medical facilities	COL Carol Pierce, Hospital Commander; Don Manuel	Visit to affected medical facilities, answer Commissioner's questions
1530-1630	En route	Louisville Airport	COL Armstrong, Mike Avenick, Don Manuel	Response to Commissioner's questions
1716	<i>Commissioner Turner Departs</i>	<i>LV Louisville 1716 HRS, AA#2473 to Dallas/Ft Worth</i>		

List of attendees (20 MAX) for 26 May 2005 lunch hosted by MG Tucker, Fort Knox Installation Commander include:

Military Officials

MG Tucker, USAAMRC Commanding General  
COL Gold, USAARMC Chief of Staff  
COL Armstrong, USAG Fort Knox, Garrison Commander  
CSM DeSario, USAARMC CSM  
Sara Johnson, USAG, Director, Plans Analysis and Integration  
Emmet Holley, USAG, Garrison Deputy  
Herv Mastin, Installation Management Agency Southeast Region Office

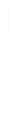
BRAC Commission

Mike Avenick, BRAC Commission Analyst  
Don Manuel, BRAC Commission Analyst  
Commissioner Skinner  
Commissioner Turner

Guests Invited by MG Tucker

Larry Cox, Senator McConnell's office  
John Salyers, Senator Bunning's office  
Philip Hays, Congressman Lewis' office  
Mayor Sheila Enyart, Radcliff, Kentucky (city adjacent to Fort Knox)  
Mayor David Wilmoth, Elizabethtown, Kentucky (city in close proximity to Fort Knox)  
Judge Executive Harry Berry, Hardin County (county on southern border of Fort Knox)  
Steve Montgomery, Association of the US Army  
Don Williams, COL (Retired), Association of the US Army  
Bill Barron, MG (Retired), Association of the US Army





## Fort Knox Commissioner Visit 26 May 2005

### Supplemental Questions Related to the 8 Recommendations Effecting Fort Knox

Recommendation	Question
<b>Maneuver Training</b>	<p>RE: Relocation of Armor School to Ft Benning. Does the Armor Center believe it will be able to continue to accomplish its mission at Ft Benning?</p> <p>RE: Activating BCT &amp; accepting overseas units at Ft Knox. Does Ft Knox expect any capacity or timing problems associated with activating a BCT or receiving overseas units?</p> <p>RE: Relocation of USAR's 84<sup>th</sup> regional training center to Ft Knox. Does Ft Knox have the capacity to support this training load and mission?</p>
<b>Convert Inpatient Services to Clinics</b>	RE: Reduction of Ft Knox hospital's inpatient capacity. This recommendation appears to reduce medical care for the Ft Knox military community. Will adequate medical care continue to be available?
<b>Fort Monmouth, NJ</b>	RE: An Army Research Institute element is located at Ft Knox and has supported both Ft Knox and other Army needs. Ft Knox's ARI element is moving to Aberdeen Proving Grounds. Will Ft Knox's missions be adversely affected by this move?
<b>Consolidate Correctional Facilities</b>	RE: Ft Knox's correctional facility consolidates into Ft Leavenworth. Are there any significant issues associated with this planned relocation?
<b>Fort Monroe, VA</b>	RE: Relocation to Ft Knox of the Accessions and Cadet commands. Portions of these organizations are already at Ft Knox. Are there problematic issues with this consolidation?
<b>Consolidate Personnel &amp; Recruiting Centers</b>	RE: Relocation to Ft Knox of the Human Resources Command. Is this large influx into Ft Knox of over 2000 civilians and over 600 military personnel manageable as planned?
<b>USAR</b>	RE: Relocation of USAR 100 <sup>th</sup> Division (Institutional Training) from Louisville, KY to Ft Knox. Many of the soldiers of this unit are already train at Ft Knox. How will this consolidation at Ft Knox facilitate regional active and reserve component training?
<b>Relocate Field Operating Agencies</b>	RE: Relocation to Ft Knox of HRCs Substance Abuse Center. This office is consolidating with HRC at Ft Knox. Are there any Ft Knox issues with this recommendation?



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# **Army BRAC 2005**

## **Fort Knox**

**COL Keith A. Armstrong**

Garrison Commander

Fort Knox, KY

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# Recommendations Impacting Fort Knox

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1. Maneuver Training
  2. Convert Inpatient Services to Clinic
  3. Fort Monmouth, NJ
  4. Consolidate Correctional Facilities into Joint Regional Correctional Facilities
  5. Fort Monroe, VA
  6. Consolidate / Co-locate Active and Reserve Personnel and Recruiting Centers for Army and Air Force
  7. USAR Command and Control – Southeast
  8. Relocate Army Headquarters and Field Operating Agencies
-



## Maneuver Training

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**-- (Loss) Relocate Armor Center and School from Fort Knox to Fort Benning**

### **Considerations:**

1. Definition of the Maneuver Center of Excellence / recommendation merit
  2. Fort Knox has capacity to handle USAARMC and IBCT
  3. Fort Benning capacity to absorb future training requirements (ranges, training areas, maneuver areas, motor pools, etc.)
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## Maneuver Training

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**-- (Gain) Activate an Infantry Brigade Combat Team and supporting units on Fort Knox (includes overseas returnees)**

### **Considerations:**

1. Range and training complex is premier to support requirements (no issues)
  2. Barracks / MP complex needs to be constructed / renovated – new MILCON
  3. Phasing of out-bound and in-bound units is critical; have limited space now
-



## Maneuver Training

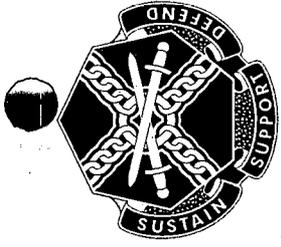
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-- (Gain) Relocate Army Reserve Regional Training Center to Fort Knox from Fort McCoy

### Considerations:

No significant adverse impacts; may need MILCON or renovation of existing facilities

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## **Convert Inpatient Services to Clinics**

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-- (Loss) Convert Fort Knox hospital to clinic with ambulatory surgery center, disestablishing inpatient mission to be absorbed into other community hospitals

### **Considerations:**

1. Limited local area obstetrical network
  2. Soldiers / families living in Elizabethtown, requiring inpatient obstetric care, will live outside the TRICARE imposed 40-mile radius
-



## Fort Monmouth, NJ

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**-- (Loss) Relocate Army Research Institute Human System Research from Fort Knox to Aberdeen Proving Ground**

### **Considerations:**

1. The current Fort Knox ARI office supports USAARMC and other missions both on and off the installation
  2. An ARI office will be required to support the HRCE and IBCT
  3. Recommendation results in double moves
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## Consolidate Correctional Facilities into Joint Regional Correctional Facilities

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-- (Loss) Relocate the RCF from Fort Knox to Fort Leavenworth

### Considerations:

1. Increases Fort Knox BASOPs costs to offset prison labor and diversion of waste to land fills
  2. Requires modification of Fort Knox base support contract to provide window screen repair, small engine repair, canvas repair and buffer / fan repair
  3. Infrastructure conditions (life, health, safety) warrants one of the following COAs:
    - Close the facility immediately (by end of FY05)
    - Remain open indefinitely and repair to standard immediately
    - Remain open until transfer; repair to life, health, safety standard
-



## Fort Monroe, VA

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-- (Gain) Relocate the Army Accessions Command and Cadet Command from Fort Monroe to Fort Knox

### Considerations:

No significant adverse impacts; will require modernization of existing facilities (SRM)

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## **Consolidate / Co-locate Active and Reserve Personnel and Recruiting Centers for Army**

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-- (Gain) Relocate Army Human Resources Command to  
Fort Knox from Alexandria, Indianapolis and St. Louis

### **Considerations:**

No significant adverse impacts; may require MILCON; renovation /  
modernization of existing facilities (SRM); convert functionality of facilities

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## USAR Command and Control - Southeast

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-- (Gain) Relocate Louisville Army Reserve Center and 100<sup>th</sup> Division (IT) from Louisville to Fort Knox

### Considerations:

No significant adverse impacts; will require modernization of existing facilities (SRM)

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## **Relocate Army Headquarters and Field Operation Agencies**

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**-- (Gain) Relocate the Army Center for Substance Abuse and the  
Army HR XXI office to Fort Knox from Arlington and Falls Church**

### **Considerations:**

No significant adverse impacts

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# Quantitative Results

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Net Personnel Impacts			MILCON
	Civilian	Student	Cost Estimate
Military	+ 1,800	- 7,500	\$100,000,000
+ 3,300			

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# Implementation Timelines

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<b>Infantry BCT Activation</b>	<b>FY 06</b>	<b>Return of Forces from Overseas</b>	<b>FY 06-09</b>
<b>USAARMC Move</b>	<b>FY 08</b>	<b>Louisville Reserve Center / 100<sup>th</sup> Division Consolidation</b>	<b>FY 08</b>
<b>84<sup>th</sup> ARRTC Move</b>	<b>FY 09</b>	<b>HR Center of Excellence Consolidation</b>	<b>FY 09</b>

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# Fort Knox Land Use

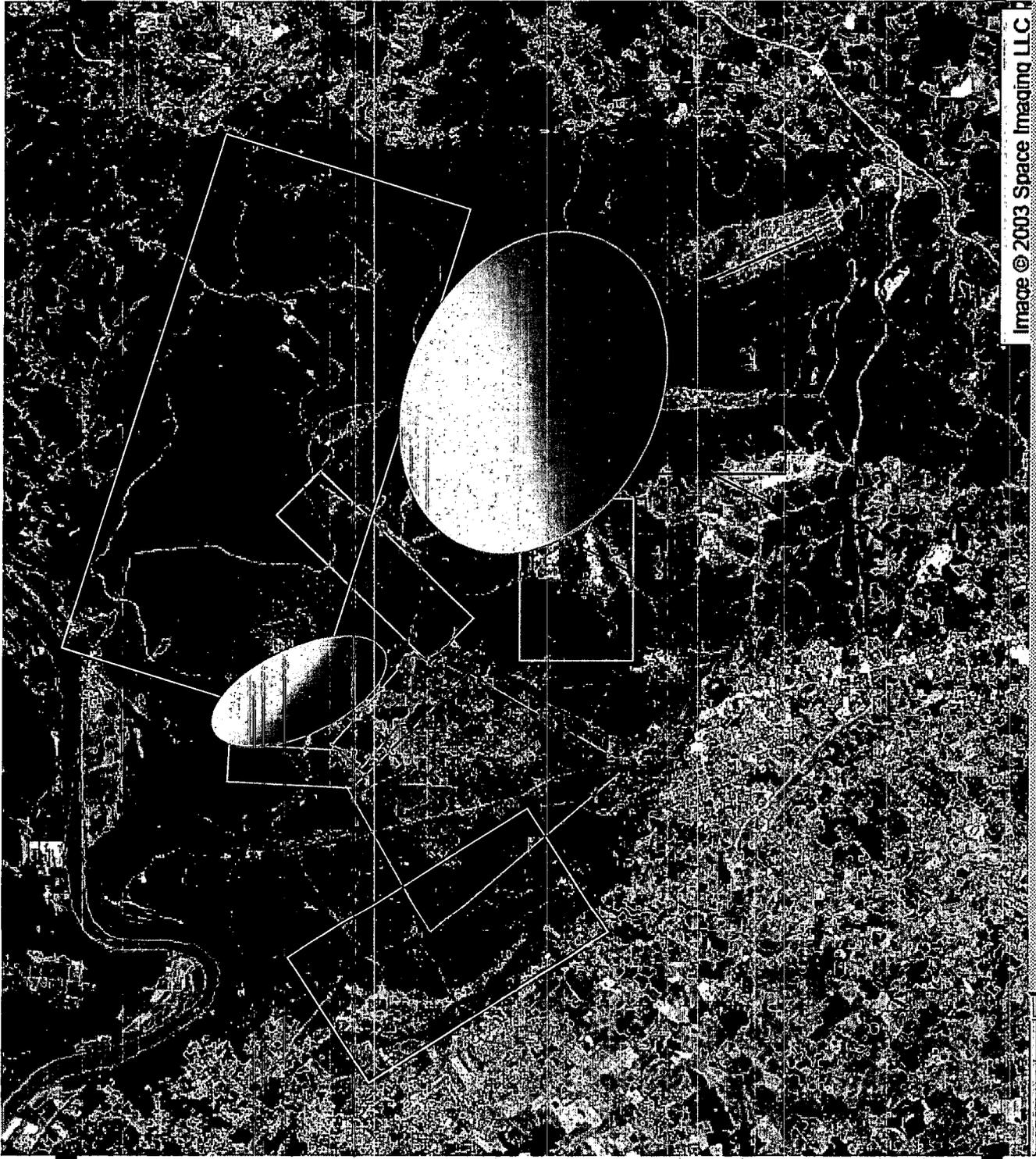


Image © 2003 Space Imaging LLC

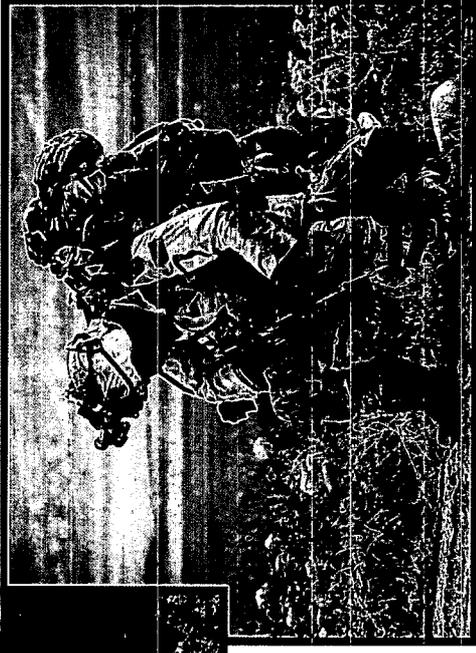
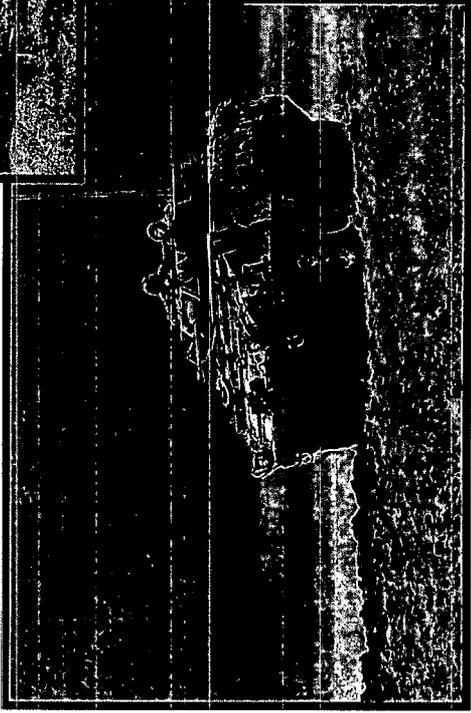
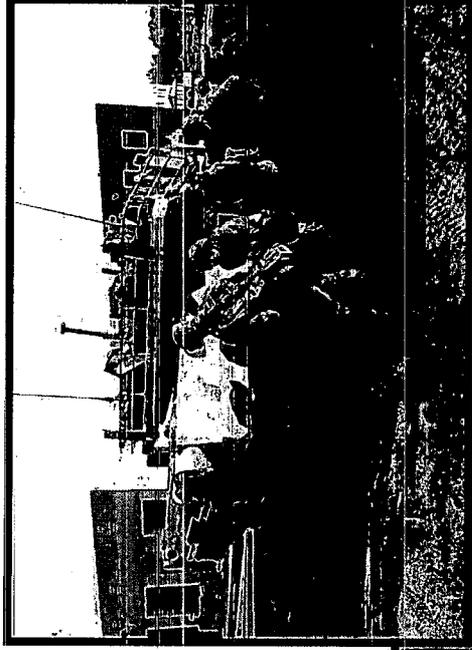
	Maneuver Areas
	Small Arms Ranges
	Impact Areas
	Canteen Area





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**This is why we're here... don't forget it!**



**...The Fight's On!**

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**ADDITIONAL DATA FOR  
"MANEUVER TRAINING"  
RECOMMENDATION  
(MOVE ARMOR SCHOOL, NEW  
IBCT, RELOCATE USAR)**



# Candidate #USA-0243R

**Candidate Recommendation:** Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA, to accommodate the activation of an Infantry Brigade Combat Team (BCT) at Fort Knox, KY, and the relocation of engineer, military police, and combat service support units from Europe and Korea. Realign Fort McCoy, WI, by relocating the 84th Army Reserve Regional Training Center to Fort Knox, KY.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Multi-compo Service Collocation</li> <li>✓ Has training capacity to support a wide range of combat and support units</li> <li>✓ Effective, lowest cost alternative</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Army MVI: Benning (9), Knox (12), McCoy (25)</li> <li>✓ Takes advantage of excess capacity at a high ranking installation</li> <li>✓ Enhances operational readiness and command and control</li> <li>✓ E&amp;T MV: Benning (2), Knox (11)</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$773M</li> <li>✓ Net of Implementation Cost: \$244M</li> <li>✓ Recurring Savings: \$123.3M</li> <li>✓ Payback Period: 5 years</li> <li>✓ NPV Savings: \$948M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential decrease of 8521 jobs (12.93%) in the Elizabethtown, KY MSA, decrease of 834 jobs (3.49%) in Monroe County, WI, and increase of 13,957 (8.53%) in the Columbus, GA-AL MSA.</li> <li>✓ Criterion 7 – No issues.</li> <li>✓ Criterion 8 – No significant impediments.</li> </ul>

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ MilDep Recommended	✓ De-conflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ De-conflicted w/Services

## **Recommendation Supporting Information**

### **Maneuver Training (Realign Fort Knox, KY)**

22-Apr-05

#### **Competing Recommendations and Other Information:**

Several other alternative locations for the Maneuver Center were considered, including Fort Knox, Fort Bliss, Fort Hood, and Yuma Proving Ground. Fort Benning provided the lowest cost solution and the best use of existing capacity. This recommendation also considered other alternative installations along with Fort Knox for the relocation of modular support units. However, with the increase in the number of BCTs in the United States from 26 to 40 by the end of FY09, Fort Knox was considered the most viable. Fort Riley, KS and Fort Bliss, TX were both considered, but candidate recommendation USA-0221 substantially increases the number of BCTs and other units at these locations. Yuma Proving Ground was also considered, but not recommended based on its ongoing test mission, its lack of an existing, robust infrastructure, and the costs associated with creating the necessary infrastructure. Fort McCoy was also considered, but not recommended. Fort McCoy does not have sufficient facilities, maneuver training acreage (47,000 acres) and ranges to permanently support other operational units stationed there. The Army would also have to construct a wide-range of permanent facilities to accommodate these units if they were relocated to Fort McCoy.

#### **Force Structure Capabilities:**

This recommendation balances the mix of administrative and headquarters-type units with operational forces, takes maximum advantage of existing capacity and ensures the Army has sufficient infrastructure, training land and ranges to meet the requirements to transform the Operational Army as identified in the Twenty Year Force Structure Plan. As part of this transformation, the Army is activating 10 new BCTs for a total of 43 active BCTs with 40 BCTs stationed in the United States. The Army is also transforming the organizational structure of many of its support units. Combined, the modular force transformation, forces returning from overseas, and the Army's effort to convert selected military positions to civilian, the Operational Army stationed in the United States will grow by over 100,000 soldiers between FY05 and FY11. This recommendation is part of the Army's solution to accommodate this growth. Relocating the BCT and returning overseas units to other installations would create additional shortages in facilities and training asset availability and leave excess capacity at Fort Knox.

By efficiently consolidating ground maneuver institutional training at a single installation, this recommendation ensures that the Department will retain the necessary capabilities to support the Force Structure Plan (effectively addressing essential manning, training, organizing, equipping, and sustaining requirements). The efficiencies gained provide savings to meet other Army needs. The relocation of the 84th ARRTC could also position the Army Reserve to integrate it with the 100th Division and potentially gain additional manpower efficiencies in the future.

## **Recommendation Supporting Information**

### **Maneuver Training (Realign Fort Knox, KY)**

22-Apr-05

#### **MVA Results:**

All three installations have relatively high military value, Fort Benning (9), Fort Knox (12) and Fort McCoy (25). The Education and Training military value for functional training is Fort Benning (2) and Fort Knox (11). The relocations described in this recommendation move activities from lower value installations to higher value installations; collectively these moves enhance overall military value to the Department. Moving the Armor Center and School to Fort Benning, and back filling Ft. Knox with Infantry, Combat Support, and Combat Service Support units, and with the Reserve Regional Training Center appropriately recognizes and takes advantage of the diverse training and maneuver capabilities available at each installation. The consolidation of the Infantry and Armor Centers and Schools enhances the military value by providing the same or better level of training and readiness at reduced costs. Consolidating these schools will improve coordination, standardization, and the quality of the institutional training for ground maneuver forces, and have a positive impact on Joint war-fighting, training, and readiness. The consolidation also promotes manpower and cost efficiencies needed to support the Army's force structure and modularity changes. See attached Army and Education and Training military value tables.

#### **Capacity Analysis Results:**

This recommendation improves training capabilities while using existing capacity at the affected institutional training installations. Consolidating the Maneuver Center at Fort Benning effectively utilizes its capacity for institutional training. It has the necessary buildable acres to effectively absorb the Armor Center and School and handle future unforeseen requirements. This move also creates space at Fort Knox, a high Military Value installation, for other activities better suited to take advantage of its strengths. As one of the Army's maneuver-type installations, Fort Knox has the capacity to support the stationing of various operational units, and the training for a wide-range of Active and Reserve Component units. Army BRAC capacity analysis indicates that ongoing Army force structure changes create situations where most traditional Army maneuver installations will face pressure for training facilities, training land, and ranges. Fort Knox has available existing facilities (788,000 square feet including some 600 Army Family Housing units) and training land. Activating an Infantry BCT, and relocating various support units and the 84th ARRTC takes advantage of available training land, and administrative and classroom space. See attached Army and Education and Training capacity tables.

*\*\*\* End of Report \*\*\**

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**BASE SUMMARY SHEET**

**FORT KNOX, KY**

**CURRENT INSTALLATION MISSION**

- Fort Knox is a U.S. Army Training and Doctrine Command (TRADOC) installation with the primary mission of training 30K soldiers, NCOs and officers for the Armor Force (to include about 300 Marine Corps) annually. Courses include Basic Combat Training and One Station Unit Training (OSUT), Officer Basic and Advanced Courses, all NCOES courses and numerous specialty courses. Fort Knox is scheduled to begin instruction of the Basic Officers Leadership Course (BOLC) in FY06, one of only four posts scheduled to do so. It is also home to the U.S. Army Recruiting Command and the East Region ROTC. The majority of the U.S. Army Accessions Command is at Fort Knox. The most well-known landmark at Fort Knox is the U.S. Bullion Depository, better known as the Gold Vault.
- Fort Knox's linked and integrated simulation environment provides a unique capability of over 100,000 sq. ft. of virtual and constructive simulation space that can be linked to live training and or evaluation. TRADOC's Unit of Action Maneuver Battle Lab is expanding with the recent stationing action that realigned personnel from Forts Bliss, Gordon, Huachuca, Jackson, Monroe, and Presidio of Monterey to Fort Knox for the Unit of Action Capabilities Development Activity and Unit of Action Experimentation Element.
- The U.S. Army Research Institute (ARI) for the Behavioral and Social Sciences, headquartered in Arlington, VA, has a robust presence on Fort Knox. It is the Army's lead laboratory for research and development (R&D) relating to training, leader, and Soldier development. They focus on developing and refining exemplar training and performance measurement methods and tools for the current and future force.
- Fort Knox has the Army's only Deserter Information Point (USADIP) which maintains over 90,000 AWOL/deserter records. It is co-located with the Personnel Control Facility where these offenders are returned to military control. They process AWOL and Deserter personnel for the Eastern half of the United States, Europe, and the Caribbean. We also have one of three Army Regional Corrections Facilities (RCF). RCF prisoner labor is used in recycle, grounds maintenance, screen fabrication, fan and buffer repair, and canvas repair. In addition to direct labor cost avoidance, recycle operations result in ~\$2M cost avoidance for tipping fees at the landfill.
- To support the Reserve Components, the new, 89K square foot, two-story Reserve center provides dedicated administrative offices, training classrooms, a pilot briefing room, library, assembly hall, kitchen, arms vault, communications, storage and related support facilities for just over 1,000 Army reserve soldiers.

**DOD RECOMMENDATION**

- There is no single recommendation that describes all changes affecting Ft Knox. The "Maneuver Training" recommendation, which relocates the Armor Center and School from Ft Knox to Ft Benning, is a principal recommendation associated with the major outflow from Ft Knox. It realigns Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA, to accommodate the activation of an Infantry Brigade Combat Team (BCT) at Fort Knox, KY, and the relocation of engineer, military police, and combat service support units from Europe and Korea. It also realigns Fort McCoy, WI, relocating the 84th Army Reserve Regional Training Center to Fort Knox, KY

<b>Recommendation Name</b>	<b>Recommendation's Impact on Ft Knox</b>
<b>Maneuver Training (Army)</b>	--(Loss) Relocate Armor Center & School from Ft Knox to Ft Benning. --(Gain) Activate an Infantry Brigade Combat Team, and supporting units on Ft Knox (Includes overseas returnees). --(Gain) Relocate Army Reserve Regional Training Center to Ft Knox from Ft McCoy.
<b>Consolidate/Co-locate Active and Reserve Personnel &amp; Recruiting Centers for Army and Air Force (H&amp;SA)</b>	--(Gain) Relocate Army Human Resources Command to Ft Knox from Alexandria, Indianapolis, and St Louis.
<b>Fort Monroe, VA (Army)</b>	--(Gain) Relocate the Army Accessions Command and Cadet Command to Ft Knox from Ft Monroe.

**MANPOWER IMPLICATIONS OF ALL RECOMMENDATION (EXCLUDES CONTRACTORS)**

Title	Installation	Mil Net	Civ Net	Student Net
Fort Monroe, VA	Fort Knox	76	185	14
Maneuver Training	Fort Knox	2101	-621	-7580
Convert Inpatient Services to Clinics	Fort Knox	-34	-51	0
USAR Command and Control -Southeast	Fort Knox	30	13	0
Fort Monmouth, NJ	Fort Knox	0	-11	0
Relocate Army Headquarters and Field Operating Agencies	Fort Knox	5	56	0
Regional Correctional Facilities	Fort Knox	-98	-7	0
Roll-up Mil Pers & Rec Ctrs for AR & AF	Fort Knox	619	2175	0
		<b>2699</b>	<b>1739</b>	<b>-7566</b>

**IMPACT**

- Gain - 3300 military and 1800 civilian jobs
- Loss - 7500 students

The student population is transient by nature and approximately 90% of this population is basic trainees. All of those soldiers are housed on the installation. Therefore, there is a minimal economic impact to the greater community. The result of 3000 military and 1800 civilian jobs has a net positive impact on the installation and community with estimated influx of \$250M annually.

**ENVIRONMENTAL CONSIDERATIONS**

- Fort Knox has no significant environmental impact from the recommendations.

**REPRESENTATION**

Governor: Ernie Fletcher (R)

Senators: Jim Bunning (R-KY), Mitch McConnell (R-KY)

Representative: Congressman Ron Lewis (R-KY-2<sup>nd</sup>)

**MILITARY ISSUES**

- See attached briefing.

**COMMUNITY CONCERNS/ISSUES**

- Community concerns are primarily the effect on individual personnel due to turmoil. Other concerns are the loss of the historical home of Calvary and Armor.

**ITEMS OF SPECIAL EMPHASIS**

- Fort Knox supports DoD's BRAC decision, however, believes the Armor Center and School portion of the maneuver recommendation warrants further investigation, to ensure the mission can be fully accomplished to standard at an alternate location.
- Personnel living in the Elizabethtown requiring inpatient obstetric care will live outside the TRICARE imposed 40 mile radius of where this care will be readily available.
- Army Research Institute's Human Systems Research Unit should remain at Fort Knox to support IBCT and the Human Resource Center of Excellence.
- Basic Officers Leaders Course is projected to stay at Fort Knox and not transfer to Fort Benning.

Mike Avenick, Don Manuel/Army Team/25 May 2005



## Secretary of Defense Recommendations

### **Maneuver Training**

--Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA, to accommodate the activation of an Infantry Brigade Combat Team (BCT) at Fort Knox, KY, and the relocation of engineer, military police, and combat service support units from Europe and Korea.

--Realign Fort McCoy, WI, by relocating the 84th Army Reserve Regional Training Center to Fort Knox, KY.

### **Convert Inpatient Services to Clinics**

Realign Fort Knox, KY, by disestablishing the inpatient mission at Fort Knox's Medical Facility; converting the hospital to a clinic with an ambulatory surgery center.

### **Fort Monmouth, NJ**

Realign Army Research Institute, Fort Knox, KY, by relocating Human Systems Research to Aberdeen Proving Ground, MD.

### **Consolidate Correctional Facilities into Joint Regional Correctional Facilities**

Realign Lackland Air Force Base, TX, Fort Knox, KY, and Fort Sill, OK by relocating the correctional function of each to Fort Leavenworth, KS, and consolidating them with the correctional function already at Fort Leavenworth, KS, to form a single Level II Midwest Joint Regional Correctional Facility.

### **Fort Monroe, VA**

--Close Fort Monroe, VA.

--Relocate the US Army Accessions Command and US Army Cadet Command to Fort Knox, KY.

### **Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force**

--Realign Army Human Resources Command leased facilities in Alexandria, VA, Indianapolis, IN, and St. Louis, MO.

--Relocate and consolidate all functions at Fort Knox, KY.

### **USAR Command and Control – Southeast**

Close Louisville United States Army Reserve Center and relocate the 100<sup>th</sup> DIV (IT) headquarters to Fort Knox, KY.

### **Relocate Army Headquarters and Field Operating Agencies**

--Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating the Army HR XXI office to Fort Knox, KY.

--Realign the Park Center IV Building, a leased installation in Falls Church, VA, by relocating the Army Center for Substance Abuse to Fort Knox, KY.



## **Military Value**

### **Maneuver Training**

--This recommendation enhances military value, improves training and deployment capabilities, better utilizes training resources, and creates significant efficiencies and cost savings while maintaining sufficient surge capability to address future unforeseen requirements. It properly locates Operational Army units in support of the Army's force structure plans and modular force transformation.

--This recommendation supports the consolidation of the Armor and Infantry Centers and Schools at Fort Benning and creates a Maneuver Center of Excellence for ground forces training and doctrine development. It consolidates both Infantry and Armor One Station Unit Training (OSUT), which allows the Army to reduce the total number of Basic Combat Training locations from five to four.

--This recommendation also relocates the 84th ARRTC to Fort Knox and supports another recommendation which relocates Army Reserve Command and Control units to Fort McCoy. These relocations enhance command and control within the Army Reserve, and promote interaction between the Active and Reserve Components.

--This recommendation directly supports the Army's operational unit stationing and training requirements by using available facilities, ranges, training land at Fort Knox, KY (vacated by the Armor Center and School) to effectively and efficiently relocate various Combat Support and Combat Service Support units returning from overseas, and as the installation platform for the activation of a new Infantry BCT. These units are a combination of the relocation of Integrated Global Presence and Basing Strategy (IGPBS) – related units returning from overseas and the activation of units as part of the Army's modular force transformation.

### **Convert Inpatient Services to Clinics**

--The Department will rely on the civilian medical network for inpatient services at these installations. This recommendation supports strategies of reducing excess capacity and locating military personnel in activities with higher military value with a more diverse workload, providing them with enhanced opportunities to maintain their medical currency to meet COCOM requirements.

--Additionally, a robust network with available inpatient capacity of Joint Accreditation of Hospital Organizations (JCAHO) and/or Medicare accredited civilian/Veterans Affairs hospitals is located within 40 miles of the referenced facilities.

### **Fort Monmouth, NJ**

The closure of Fort Monmouth and relocation of functions which enhance the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities. Military value is enhanced by relocating the research functions to under-utilized and better equipped facilities; by relocating the administrative functions to multipurpose installations with higher military and administrative value; and by co-locating education activities with the schools they support. Utilizing existing space and facilities at the gaining installations, maintains both support to the Army Force Structure Plan, and capabilities for meeting surge requirements.

# TBS Process & Commission Interactions



Transforming Through Base Realignment and Closure

*"Throughout this process we are assessing all of our installations and functions and missions in an equal way so that we can have a defensible package of recommendations to provide to the independent commission."*

Philip Grone,  
Deputy Undersecretary  
of Defense, (I&E)  
April 12, 2005

*"There is a window of opportunity. If we slip out of this window of opportunity... we run the risk of not being able to make some decisions that are really good for the country and for the armed forces. And that is why we... need BRAC."*

General Peter J. Schoomaker, Chief of Staff of the Army

## SELECTION CRITERIA

Military Value	
1.)	The current and future mission requirements and the impact on operational readiness of the Department of Defense's total force, including impacts on joint war fighting, training, and readiness.
2.)	The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
3.)	The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.
4.)	The cost of operations and the manpower implications.
Other Considerations	
5.)	The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6.)	The economic impact on existing communities in the vicinity of military installations.
7.)	The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.
8.)	The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

## Joint Analysis

- The complete DoD inventory of installations was reviewed world-wide – active and reserve
- The seven Joint Cross Service Groups looked at common business-oriented functions that lend themselves to joint opportunities such as logistics, training, industrial, medical, and others.
- The Services examined multi-Service business opportunities that add military value, and enhance operations and training of the Joint Team.



## FORT KNOX TALKING POINTS

### Fort Knox: Multi-Mission Capability

- Armor Center and School
- U.S. Army Recruiting Command
- East Region ROTC HQ
- U.S. Bullion Depository
- U.S. Army Accessions Command
- The U.S. Army Research Institute (ARI)
- Unit of Action Maneuver Battle Laboratory
- National Maintenance Program
- Deserter Information Point (USADIP), Personnel Control Facility
- Regional Corrections Facility
- Reserve Component Support

### Fort Knox: Great Quality of Life and Low Cost of Operation

- Central US location, Moderate Climate
- Local and State Partnerships – Infrastructure investments
- Encroachment, Buffer Zone

### Fort Knox: A Post With Regional Impact

- National Guard and Reserve Support: KY, IN, IL, WV, OH, MI, WI, MN
- Joint Armed Services Blood Program, Nucleic Acid Testing Laboratory, Optical Fabrication Lab
- Medical programs for Fort McCoy & Camp Atterbury (Medical Hold)
- Nerve Gas Destruction oversight – Rock Island Arsenal, IL and TACOM, Warren MI
- Department of Veterans Affairs Community Based Outpatient Clinic (CBOC)

### Fort Knox: Premier Joint Training Capabilities for the Future Force

- Live Virtual and Constructive Training Assets.
- Zussman Mounted Urban Combat Training
- Fully Digitized Wilcox Range
- Simulations
- Joint Training – Navy Seals; Canadian Army; Marines; Allied Nations
- Common Training Instrumentation Architecture
- Future Combat Systems

### Fort Knox: Key to Supporting Army Transformation

- Unit of Action Maneuver Battle Lab, Capabilities Development Activity & Experimentation Element
- Mounted Warfare Test Bed
- Interim Armored Vehicle Initial Operation Test and Evaluation
- Joint Advanced War fighting Program Human in the Loop Experiment

### Fort Knox: Expanding Capabilities and Room to Grow

- Infrastructure, Airfield, Facilities, Location, Previous units, Medical & Dental
- Training Base Expansion, Maneuver Brigade, ARNG

Facilities (RCF). RCF prisoner labor is used in recycle, grounds maintenance, screen fabrication, fan and buffer repair, and canvas repair. In addition to direct labor cost avoidance, recycle operations result in ~\$2M cost avoidance for tipping fees at the landfill.

To support the Reserve Components, the new, 89K square foot, two-story Reserve center will provide dedicated administrative offices, training classrooms, a pilot briefing room, library, assembly hall, kitchen, arms vault, communications, storage and related support facilities for all of the assigned units. The structure is designed to accommodate just over 1,000 Army reserve soldiers. It will be home to a variety of Army Reserve units currently housed in numerous older buildings. The 7<sup>th</sup> Brigade, 100<sup>th</sup> Division (IT), including the 1<sup>st</sup> and 2<sup>nd</sup> Battalions of the 399<sup>th</sup> Regiment and the Drill Sergeant School, 6<sup>th</sup> Brigade, 100<sup>th</sup> Division (IT) will share the new facility with the 3<sup>rd</sup> Battalion, 337<sup>th</sup> Regiment, 4<sup>th</sup> Brigade, and the 1<sup>st</sup> Battalion, 411<sup>th</sup> Regiment, 4<sup>th</sup> Brigade, 85<sup>th</sup> Division (Training Support). The 8<sup>th</sup> Battalion, 229<sup>th</sup> Aviation Regiment, 244<sup>th</sup> Aviation Brigade will also occupy part of the center. The KY MATES site is a multi-state facility.

### **Fort Knox: A Post With Regional Impact**

While many active component forces call Fort Knox home, the post provides support to National Guard and reserve units in a seven state region: KY, IN, IL, WV, OH, MI, WI, MN. As part of this support, we provide transportation support/unit moves – Eastern Kentucky, Ohio, portions of Illinois and Indiana; serious incident reporting – Indiana; ammunition surveillance – Indiana, Michigan, and Ohio; training support center (devices, fabrication) – Eastern KY, Indiana and Ohio; civilian personnel and equal employment opportunity – MEPS; Eastern Universities; casualty assistance and funeral details; and mobilization support to Fort McCoy and Camp Atterbury. From January to March 2004, we conducted 1600 Funerals utilizing 3400 Soldiers. In an average month, we perform 530 Funerals with 1100 Soldiers.

Ireland Army Hospital hosts the Army's 2nd largest blood donor center for the Joint Armed Services Blood Program. They service a region with mobile blood donor program, collection, processing, and testing and processing blood and blood products for shipment to Theater, CONUS, and OCOUNS medical facilities. It is also a repository for the DoD frozen blood program. The hospital operates one of three Army Nucleic Acid Testing labs for HIV, HCV, and West Nile Virus for every blood sample drawn east of the Mississippi. Also resident as part of the hospital is the 3rd largest of the Army's seven optical fabrication labs, providing direct support to four Air Force Bases, and Forts Leavenworth, Riley, Campbell, Monmouth, and Knox.

IACH supports mobilization for multiple power projection and power support platforms, and is the headquarters for all Army medical programs, biomedical maintenance operations, resources and industrial hygiene activities for a 7-State region (aligned with the installation's AR 5-9 area) to include all MEP Stations and all other Army medical enterprises within the region. Multiple occupational health clinics, primary care clinics, and direct management of medical programs for two major power projection platforms (McCoy and Atterbury) and one power support platform (Knox). It is the focal point for all Medical Hold operations and referral (destination) Med Hold for all deploying and redeploying soldiers, medical Soldier Readiness Processing (SRP), and all medical Class VIII purchasing for deploying units for McCoy, Atterbury, and Knox.

The hospital provides technical oversight for occupational health of two major nerve gas destruction sites plus major industrial plants at Rock Island Arsenal, IL and TACOM, Warren, MI. As mentioned previously, the hospital is host to a Department of Veterans Affairs Community Based Outpatient Clinic (CBOC); a joint venture with the VA Medical Center, Louisville maintaining an enrollment of 4000 veterans with 8500 annual clinic visits.

101st ABN Division; 19th Air Support Operation Squadron; 2d Bn, 75th Ranger Regiment; 24th Marine Division; 4th Marine Division; 7th Special Forces Group; Tm A, 1st Bn, 5th Special Forces Group; Tm A, 2d Bn, 5th Special Forces Group; Bureau of Alcohol, Tobacco, and Firearms; STRYKER Operational Test and Platform Demonstration; Joint Special Operations Command (SEALs and others); Kentucky Air National Guard. Forty-one allied nations from every continent, and every critical region of the world trained at Fort Knox last year.

Fort Knox can, today, accept more missions from the Marines and Navy. Fort Knox has the only capability that allows Special Boat units to live fire (360 degrees) from the water. Recently funded programs to build a shoot house, a breach assault course, and crossroad cluster communities provide expanded capability in the Northern Training Complex to execute realistic live fire and simulation training. In FY07, the Northern Drop Zones, part of the Northern Training Complex, will be established increasing our capability to conduct forced entry, airborne and air assault training.

Zussman and Wilcox Ranges also incorporate the Common Training Instrumentation Architecture (CTIA), which is a complimentary system within the Future Combat Systems (FCS) program. The Future Force will utilize this facility as the operating environment requires increased urban training with an amplified dependence on digital communication to move information and data over a Tactical intranet/internet. With the development of FCS, digital interface to range instrumentation is a program requirement in accordance to the FSC Operational Requirements Document (ORD). FCS will utilize the established infrastructure of Wilcox range for not only its Manned Ground Vehicles (MGV), but also for the Unmanned Aerial Vehicles (UAV).

## **Fort Knox: Expanding Capabilities and Room to Grow**

Fort Knox is an enduring installation, adapting to changing strategic environments and technology for over 100 years. The installation is located in a primarily rural area, and its 109K acres could potentially be expanded. Fort Knox has no significant encroachment or environmental limitations. Many prior military and retired military reside in the local community and utilize the installation's facilities. There is no difficulty attracting and retaining highly qualified applicants for professional, technical, and administrative positions, both civil service and contract, from the local area or world-wide recruit actions.

Fort Knox is an historic installation, and many of our facilities, though built from 1930-1950, are better than new. They were constructed with quality foundations, and have been renovated to meet today's standards with state of the art communications, heating, ventilation and air conditioning systems, office space, and general quality of life considerations. Most of the installation, including the training and range complex, has fiber optic connectivity.

Seventy years ago Fort Knox was selected as the site for the Bullion Depository due to its central location in the country, far removed from the seaboards and potential invasion. Today, new transportation infrastructure and our central location make Fort Knox a good location for rapid deployments world-wide. Fort Knox has interstate highways (North – South, East – West), heavy rail (nine permanent rail-loading ramps), riverine/barge, and air movement capability. Godman Army Airfield has rotary and C-17 fixed wing capability and is used by the Air Force, National Guard, and Reserves. The airfield has room to expand its runways and facilities, and the installation has plans in place to execute that expansion.

Until 1994, Fort Knox was home to the largest, deployable FORSCOM brigade in the U.S. Army, the 194<sup>th</sup> Separate Armor Brigade. Today Fort Knox supports execution of joint missions, is used by all services, multiple nations and has the capability to expand. Fort Knox is ideally suited to the needs of the future force.

In addition to Fort Knox's existing and potential joint training capabilities, Fort Knox has the capability to accept new mission and units, and for existing units to expand their missions. Fort Knox has the ability/capacity to receive two brigade-size units. The majority of U.S. Army Accessions Command (AAC) assets are already at Fort Knox. Moving the AAC HQ to Fort Knox would provide great synergy to AAC by locating its HQ and staff, with USAREC, East Region ROTC HQ and its largest training brigade, the 1<sup>st</sup> Armor Training Brigade.

The Fort Knox Community Schools system has capacity to educate 3,700 children of military families residing on Post. This capacity is approximately 1,000 more students than currently enrolled. The surrounding communities have the capacity to accept additional population increases and can support them with the required utilities, housing, and services.

Medical and dental capabilities are easily expandable. The size of the hospital would certainly be suitable for expansions of patient care services, both inpatient and outpatient, if appropriate adjustment of personnel (physicians, nurses, administrative support) were made available. Hospital facility is capable of expanding to 300 beds. Intensive care units would

**TAB A: Army Military Value**

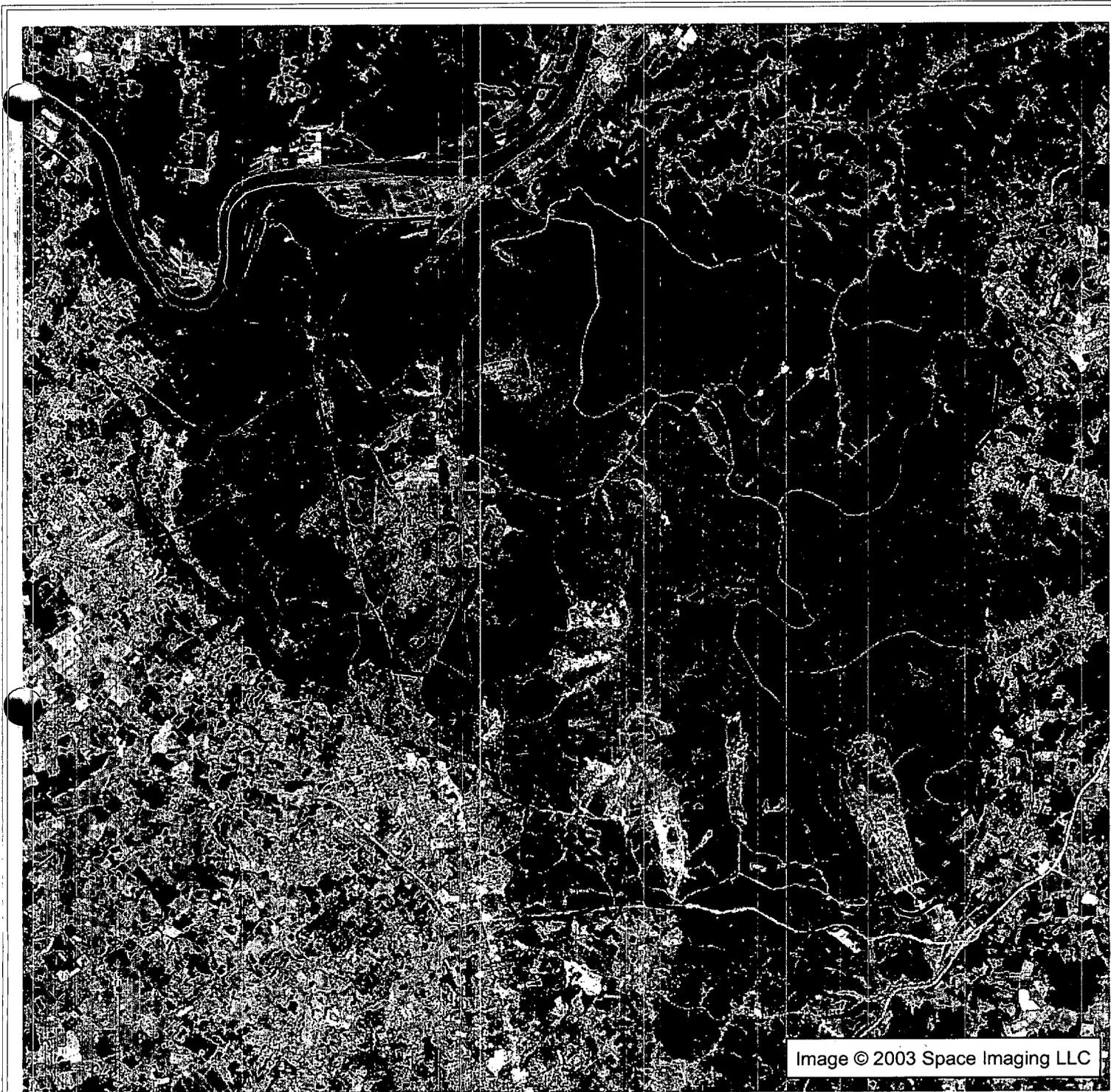
Army Military Value Results

Includes the overall value for each of 87 installations and 10 leases.

Includes the ranking for each of six Army Capabilities for each of 87 installations and 10 leases.

Installation	Rank	Overall Score	Rank	Training Score	Rank	Future Score	Rank	PP Score	Rank	Logistics Score	Rank	Cost Score	Rank	WB Score
Ft Bliss	1	6.25	3	8.71	7	6.07	13	6.21	7	2.65	21	6.32	41	4.26
Ft Lewis	2	5.76	8	6.56	9	5.87	1	8.29	14	1.87	16	6.57	59	3.28
Ft Hood	3	5.70	10	6.19	1	7.67	5	7.04	16	1.83	38	5.74	50	3.71
Ft Stewart / Hunter AAF	4	5.48	13	5.84	2	6.95	3	7.78	17	1.83	41	5.65	89	2.27
Ft Bragg	5	5.37	9	6.30	10	5.84	2	7.81	25	1.25	35	5.81	77	2.64
Yuma PG	6	5.31	2	9.36	8	5.90	67	1.92	5	2.90	69	4.66	95	1.57
Ft Carson	7	5.26	6	7.10	20	4.35	7	7.00	19	1.80	66	4.82	51	3.62
Dugway PG	8	5.25	5	8.12	10	5.84	64	1.98	4	2.93	18	6.55	56	3.32
Ft Benning	9	5.24	7	6.57	25	4.03	4	7.50	27	1.18	34	5.84	20	5.11
White Sands MR	10	5.16	4	8.39	15	5.23	48	2.43	3	3.26	39	5.72	92	1.89
Ft Wainwright	11	5.09	1	9.71	17	4.69	57	2.14	6	2.78	97	2.50	76	2.64
Ft Knox	12	4.91	14	5.77	23	4.21	12	6.44	12	1.92	14	6.67	52	3.59
Ft Riley	13	4.89	16	5.49	3	6.43	8	6.71	30	1.15	68	4.72	82	2.40
Ft Campbell	14	4.81	17	5.10	4	6.14	6	7.03	28	1.18	59	5.08	84	2.37
Ft Drum	15	4.71	12	6.05	5	6.13	26	4.68	31	1.15	71	4.57	53	3.47
Ft Polk	16	4.67	15	5.76	6	6.11	21	5.16	31	1.15	54	5.22	87	2.28
Ft Irwin	17	4.56	11	6.18	24	4.18	38	3.76	8	2.60	83	4.00	8	5.69
Aberdeen PG	18	4.18	25	3.06	16	4.92	19	5.22	13	1.90	2	7.79	33	4.75
Ft Sill	19	4.03	18	5.03	57	2.26	9	6.62	29	1.17	53	5.30	78	2.49
Schofield Barracks	20	3.95	19	4.88	33	3.82	18	5.26	18	1.82	96	2.96	66	2.97
Ft Huachuca	21	3.86	20	4.34	19	4.54	39	3.60	38	0.99	30	5.96	42	4.22
Ft AP Hill	22	3.68	21	4.06	14	5.34	45	2.83	33	1.13	49	5.40	57	3.32
Ft Dix	23	3.47	29	2.12	34	3.74	16	5.81	64	0.16	23	6.31	4	6.08
Ft Mc Coy	24	3.21	23	3.53	35	3.65	34	3.96	41	0.72	78	4.28	68	2.95
Anniston AD	25	3.19	35	1.04	61	2.01	11	6.46	2	3.42	7	7.05	94	1.68
Ft Jackson	26	3.14	24	3.16	31	3.86	40	3.51	65	0.15	32	5.88	58	3.31
McAlester AAP	27	3.10	37	0.95	18	4.64	20	5.18	21	1.63	26	6.22	85	2.34
Ft Rucker	28	3.07	22	3.63	50	2.53	47	2.73	39	0.94	13	6.71	64	3.02
Ft Richardson	29	3.00	27	2.75	29	3.91	33	3.99	62	0.18	73	4.48	54	3.46
Redstone Arsenal	30	2.99	30	2.00	40	3.20	42	3.15	42	0.71	1	8.47	44	4.09
Hawthorne AD	31	2.97	26	2.87	12	5.56	61	1.99	35	1.11	86	3.65	83	2.39
Crane AD	32	2.92	32	1.22	27	3.97	30	4.39	9	2.38	63	4.98	86	2.31
Ft Eustis	33	2.91	43	0.77	49	2.57	10	6.55	58	0.23	27	6.17	17	5.17
Ft Gordon	34	2.80	28	2.62	30	3.88	77	1.77	54	0.33	42	5.64	26	5.01
Ft Leonard Wood	35	2.79	31	1.60	13	5.44	76	1.78	26	1.19	70	4.61	34	4.70
Ft Lee	36	2.79	49	0.59	39	3.21	14	6.08	67	0.15	37	5.74	37	4.57
Tobyhanna AD	37	2.79	69	0.36	81	1.06	32	4.38	1	4.24	6	7.29	39	4.39
Ft Belvoir	38	2.70	46	0.67	32	3.82	37	3.93	44	0.63	5	7.41	47	3.76
Letterkenny AD	39	2.69	42	0.78	36	3.63	28	4.51	34	1.13	52	5.34	48	3.75
Red River AD	40	2.61	39	0.88	60	2.02	15	5.81	24	1.31	50	5.38	73	2.67
Sierra AD	41	2.49	34	1.07	26	4.00	27	4.57	47	0.55	94	3.37	80	2.44
Tooele AD	42	2.48	40	0.87	41	3.19	31	4.38	45	0.62	46	5.54	70	2.81
Ft Sam Houston	43	2.42	33	1.21	65	1.84	44	2.97	57	0.24	3	7.78	14	5.31
Deseret Chem Plant	44	2.36	41	0.80	28	3.96	46	2.82	63	0.16	57	5.10	30	4.84
Bluegrass AD	45	2.34	53	0.43	80	1.09	17	5.54	43	0.68	56	5.12	12	5.35
Walter Reed AMC	46	2.33	81	0.31	48	2.60	35	3.93	73	0.14	9	6.94	29	4.91
Picatiny Arsenal	47	2.33	50	0.49	21	4.34	79	1.62	50	0.44	15	6.66	16	5.18
Watervliet Arsenal	48	2.25	79	0.33	63	1.96	25	4.69	53	0.33	28	6.13	43	4.11





Legend  
□ Installation Boundary



**IVT Overlay Layer  
Installation Boundary  
for Fort Knox  
5 Mar 04**



0 1.5 3 6 9 Miles



Deliberative Document - For Discussion Purposes Only  
Do Not Release Under FOIA

Map Prepared in Support of the DoD Installation  
Visualization Tool (IVT) Program



## **1995 BRAC – FT KNOX**

Fort Knox, Kentucky

Fort Knox is home to the Army's Armor School and the US Army Recruiting Command. The 194th Armored Brigade, currently located at Fort Knox, will be inactivated as a result of the Force Structure Plan. The post possesses numerous armor and mechanized training simulation facilities. Because of its high military value, it was not selected for further study.

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## The 1991 Commission

### *Department of the Army*

#### **Fort Benjamin Harrison, IN**

(Change the 1988 Commission recommendation to relocate U.S. Army Recruiting Command from Fort Sheridan, IL to Fort Knox, KY rather than Fort Benjamin Harrison, IN)

#### **Fort Devens, MA**

(Change the 1988 Commission recommendation to retain HQ Information Systems Command (ISC) at Ft. Huachuca, AZ and Ft. Monmouth, NJ; relocate selected ISC elements in the National Capital Region from Ft. Belvoir, VA to Ft. Ritchie, MD or another location)

#### **Letterkenny Army Depot, PA**

(Change the 1988 Commission recommendation to realign the Material Readiness Support Activity from Lexington-Bluegrass Army Depot, KY, and the Logistics Control Activity from the Presidio of San Francisco, CA to Redstone Arsenal, AL)

#### **Army Laboratories (Lab 21 Study)**

##### **Adelphi and Aberdeen, MD**

(Revise the 1988 Commission recommendation by establishing the Combat Material Research Lab (CMRL) at Adelphi, MD. The Army Materiel Technology Lab (AMTL) in Watertown, MA should not be split among Detroit Arsenal, MI; Picatinny Arsenal, NJ; and Fort Belvoir, VA—realign the AMTL to Aberdeen Proving Ground, MD. Collocate the Structures Element at NASA-Langley Research Center, Hampton, VA)

#### **Tri-Service Project Reliance Study**

##### **Various Locations**

(Change the 1988 Commission recommendation by disestablishing the Letterman Army Institute of Research)

### *Department of the Air Force*

#### **Beale Air Force Base, CA**

(Change the 1988 Commission recommendation to realign the Undergraduate Navigator Training and the 323rd Flying Training Wing from Mather AFB, CA to Randolph AFB, TX instead of realigning to Beale AFB, CA)

#### **Goodfellow Air Force Base, TX**

(Change the 1988 Commission recommendation to realign the fuels training from Chanute AFB, IL to Sheppard AFB, TX instead of Goodfellow AFB, TX)

#### **March Air Force Base, CA**

(Change the 1988 Commission recommendation to realign 45 Air Force Audit Agency manpower authorizations from Norton AFB, CA to the National Capitol Region instead of March AFB, CA)

#### **Mather Air Force Base, CA**

(Change the 1988 Commission recommendation by leaving the 323rd Flying Training Wing Hospital open as an annex to McClellan AFB, CA instead of leaving the 940th Air Refueling Group at Mather AFB, CA and closing the 323rd Flying Training Wing Hospital)





**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 SOUTH CLARK STREET, Suite 600**  
**ARLINGTON, VA 22202**  
**TELEPHONE: (703) 699-2950**  
**FAX NUMBER: (703) 699-2735**

**Chairman:**  
The Honorable Anthony J. Principi

**Commissioners:**  
The Honorable James H. Bilbray  
The Honorable Philip E. Coyne III  
Admiral Harold W. Gehman, Jr., USN (Ret.)  
The Honorable James V. Hansen  
General James T. Hill, USA (Ret.)  
General Lloyd W. Newton, USAF (Ret.)  
The Honorable Samuel K. Skinner  
Brigadier General Sue Ellen Turner, USAF (Ret.)

**Executive Director:**  
Charles Battaglia

**May 25, 2005**

**Dear Commissioner:**

**We have put together a brief compilation of clippings, related to the BRAC process, from the local media. It is our hope that this bit of background information will be useful as you conduct your installation visit.**

**Please do not hesitate to contact me if you have any media-related questions or special needs. The number for the direct line to my office is (703) 699-2962. The Communications staff and I would be more than happy to assist you in any way possible.**

**Sincerely,**

**C. James Schaefer IV**  
**Director of Communications**

## FORT KNOX KENTUCKY

### National News Articles

Understanding BRAC

Military Makeover

Base Closure Commission To Visit 20 Bases This Week

Base-Closing Commissioners To Visit Fort Knox Next Week

### Local News Articles

Overland Gears Up To Keep Military Office, 1,943 Workers Pentagon Decision Could Shut Human Resources Center "We Could Have 2,000 Fewer People In Town Purchasing

Gas, Cigarettes And Going To Restaurants

Businesses Gamble On Benning Growth

### Opinions/ Editorials

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### National News Articles

#### **Understanding BRAC**

US Fed News

May 20, 2005

Sen. Jim Bunning, R-Ky., issued the following column:

The Department of Defense (DOD) recently proposed recommendations to the Base **Realignment** And Closure (BRAC) Commission that will have an overall positive effect on Kentucky's military installations. Initial media reports highlighted the fact that Kentucky would lose 5,324 military personnel with most of those losses coming from **Fort Knox**. While that number is true, there's more to that number than meets the eye.

In its recommendations to the BRAC Commission, the DOD proposed to move the Armor Center at **Fort Knox** to Fort Benning, Georgia. But in return, **Fort Knox** will gain an infantry combat brigade with several thousand active duty troops and their families. Also, **Fort Knox** will gain many officers and other personnel in support of the new combat brigade, as well as several other commands that will call **Fort Knox** home, too.

Losing the armor school is bitter-sweet, because of the tradition and excellence it has exhibited over the years. But it is a school, and like all other schools, students train for six to nine months and then graduate with the overwhelming amount not putting any real financial investments or real roots down in the **Fort Knox** community.

Gaining a combat infantry brigade based at **Fort Knox** will establish long lasting roots in the local community. These new soldiers will buy houses, send their children to local schools,

closing 97 major bases and scores of minor facilities. This time around the Pentagon certainly intends to save money--a projected \$ 49 billion to \$ 64 billion over two decades. But today reshaping the military is as important as reducing waste. With brigades of tanks stationed in Europe, overlapping domestic research facilities, underused naval stations, and duplicative training centers, Rumsfeld believes America's bases are still arrayed for yesterday's fight, not tomorrow's. "Current arrangements pretty much designed for the Cold War must give way to the new demands of war against extremists and other evolving 21st-century challenges," Rumsfeld said.

As a result, the Pentagon's list contained more reshuffling than outright closure. **Fort Knox**, Ky., for example, would lose its armor center and school to Fort Benning, Ga., which already has the Army's infantry school--but it would receive a new brigade and combat support units returning from overseas. Each service has a list of shuffled combat brigades, ships, and fighter squadrons. "We got to ask ourselves: If we were king for a day, how would we redo the Air Force?" says Maj. Gen. Gary Heckman, who helped oversee that service's **realignment**.

No meddling. The **realignment** of bases provides Rumsfeld with perhaps his most important opportunity to reshape the military for years to come. Although the secretary has managed to kill off some weapons programs he regards as legacies of the Cold War, many of his attempts at modernization have been hampered by lawmakers. But the base closure system has been well designed to keep congressional meddling to a minimum. The Base **Realignment** and Closure Commission, appointed by President Bush, will now review the Pentagon recommendations and has until September to make changes, though major revisions are unlikely. President Bush then reviews the list and sends it to Congress, which must consider the proposal as a whole; if the legislators don't reject it within 45 days, the closure recommendations go into effect.

Still, there is sure to be congressional opposition. New England was particularly hard hit by the proposed loss of Portsmouth Naval Shipyard in Maine and the New London submarine base in Connecticut. Those decisions will most likely spark a fight, despite Congress's limited ability to tinker with the list. The restrictions have increased the amount of grumbling about the process in recent years, and so this round of **realignment** is likely to be Rumsfeld's last. "You have one shot, and you are not going to have another for a decade," says Ken Beeks, vice president of Business Executives for National Security.

Rumsfeld believes America is ill-served by having heavy forces sitting in garrisons in Germany or even South Korea. Indeed, Rumsfeld began asking his regional commanders about American troops stationed overseas back in August 2001. "All of these questions Rumsfeld asked led us to the strong conclusion that globally we were in a Cold War posture," says Ray DuBois, the acting under secretary of the Army. "And you have to ask yourself: What sort of posture do we need for the next 20 years?"

Location. The essential belief inside Rumsfeld's Pentagon is that because of restrictions other nations put on U.S. troop movements, forces can move to a conflict from the United States as fast as they can from a foreign base--as long as they are positioned domestically near railheads and airports. The Pentagon plans to move about 70,000 troops stationed overseas back home, but there are some who have raised doubts. Last week, to the dismay of the Pentagon, a commission appointed by Congress released a report that questioned the details of the overseas withdrawal. Al Cornella, the commission chairman, said that he did not disagree with Rumsfeld's overall vision but added that the Pentagon is moving too fast. Before the military leaves Germany, Cornella says, the Pentagon must be sure it has enough ships and cargo planes to deploy troops from America quickly. "We will get one chance to do [this]," he said, "and we want to do it right."

correctly," Anthony Principi, chairman of the Base **Realignment** and Closure Commission, said in a statement.

Commissioners "have a lot of hard work ahead of us and not a lot of time to do it," added Principi, a former U.S. Veterans Affairs secretary. "Each site visit will be packed with detailed briefings, discussions with base personnel and tours of the key facilities."

The nine-member panel, known as BRAC, has pledged to visit all bases slated for closure or major **realignment** under a plan announced May 13 by Defense Secretary Donald H. Rumsfeld. The plan would close 33 major bases and downsize 29 others, saving an estimated \$48 billion over 20 years.

As a practical matter, groups of two or three commissioners will visit each base, preceded by an analyst who will compile detailed information on the site, its staffing and military function.

For instance, commissioners James Bilbray and Philip Coyle are scheduled to visit Portland International Airport on Tuesday. The airport is home to an Air National Guard Base slated for a drastic downsizing.

Oregon lawmakers say the plan to transfer 452 civilian and 112 military jobs from the Portland base - as well as remove its 23 active planes - could leave the region vulnerable to attack.

Similar complaints have been made by lawmakers across the country.

Earlier this month, the military suggested pulling the Army's Armor Center and School from **Fort Knox**, Ky., and adding an Infantry Brigade Combat Team and other units coming home from overseas. This would shift **Fort Knox's** historic focus away from heavy armor to war fighting.

"They're really checking the Army's homework," said retired Brig. Gen. James E. Shane, executive director of Kentucky's Commission on Military Affairs.

The commission has until Sept. 8 to present its recommendations to President Bush. In past years, about 85 percent of base closures recommended by the Pentagon have remained on the BRAC list.

The panel has scheduled a series of public hearings on the plan this summer.

#### **Base-Closing Commissioners To Visit Fort Knox Next Week**

The Associated Press

Hilary Roxel

May 24, 2005

The commission charged with developing a final list in this year's round of military base closings and **realignments** is scheduled to visit **Fort Knox** on Thursday to evaluate the Pentagon's recommendations there.

The visit would come two weeks before a June 7 regional hearing in St. Louis, Mo., at which affected communities can voice concerns about the Defense Department's recommendations.

Earlier this month, the military suggested pulling the Army's Armor Center and School from **Fort Knox** and adding an Infantry Brigade Combat Team and other units coming home from overseas.

Overland, its employees spend money at local businesses.

"We could have 2,000 fewer people in town purchasing gas, cigarettes and going to restaurants," Conlon said.

The command center is a joint operation with Alexandria, Va., and a satellite office in Indianapolis. The St. Louis office consists of 709 military positions and 1,234 civilian jobs.

The three locations would be combined and relocated to **Fort Knox**, Ky. All three sites are leased space, which Defense Secretary Donald Rumsfeld wants to reduce as part of his plan to strengthen U.S. armed forces worldwide and save the Defense Department more than \$60 billion.

The Commission on Base **Realignment** and Closure (BRAC) recommended closing 33 major bases and realigning 29 more. The St. Louis area would lose some units under the BRAC proposal. The 131st Air National Guard F-15 Fighter Wing, situated at nearby Lambert Field, also could be moved as part of the Pentagon's proposal.

The Defense Finance and Accounting Service, 4300 Goodfellow Boulevard, would send the work of its 293 employees to undetermined sites. And several Guard and Reserve positions throughout the area would be moved.

In good news, Scott Air Force Base in Illinois was spared and will add about 800 jobs through closures and reassignments.

Overland officials, like other communities across the country, are playing the waiting game. President George W. Bush has until Sept. 23 to accept or reject the BRAC's list, in its entirety. If Bush accepts the list, it becomes final within 45 days unless Congress approves a joint resolution rejecting the entire package. If Bush rejects the list, the commission must submit a revised list to the president by Oct. 20. The president must approve or reject that list in its entirety by Nov. 7. If the list is approved, bases would close during the next six years.

Dody and Conlon said the council would work with U.S. Senators Christopher "Kit" Bond, R-Mo., and Jim Talent, R-Mo., and U.S. Rep. William Lacy Clay Jr., D-Mo., as well as state and county officials, in an effort to try to prevent the relocation of the Human Resources Command.

"I would hope for a robust response by the community to lobby, to try to keep the office here," Conlon said. "The goal is to get the community engaged."

Conlon admits that the municipality's fight could get lost in the shuffle, with the attention centered the potential relocation of the F-15s from Lambert Field to bases in Nevada and Atlantic City, NJ.

"Fighter planes have a higher profile," Conlon said. "Our job is to create attention, write letters and become actively engaged."

Until last week, things had been looking up for Overland along Page Avenue. Recently, Dody announced a series of retail and commercial development in long-vacant buildings along Page Avenue in Overland.

Dody also has been heralding the opening of Home Depot in late June and the new J.S. Alberici Construction headquarters in the near future.

If accepted, Congress has 45 legislative days to reject the recommendations in their entirety or they become binding.

"I'm prepared to tough it out until the troops get here," Hopkins said.

Fort Benning isn't waiting until November for the BRAC decision to become final.

"The post has to be ready to award contracts as soon as the process is complete," says Biff Hadden, senior vice president for military affairs with the Greater Columbus Chamber of Commerce. "Decisions have to be made where to put the new Armor School and their new ranges. Two years from that point, the Armor Center should be in place."

Assigning the "Home of the Armor" to what's known as the "Home of the Infantry" makes a lot of sense, says retired Maj. Gen. Jerry White, a former Fort Benning commander.

"The Army ought to have its main maneuver forces under the same command," he said. "After all, the infantry and armor make up the combat arms team."

Once the BRAC process is complete, the Armor School should be up and running within two years.

So what does that mean to folks like Hopkins and the rest of the local business community?

Hadden, a retired Army colonel, said the school will consist of as many as 20 colonels, 40 lieutenant colonels and up to four times as many captains and majors, all headed up by a brigadier general.

If the Army were a private company, these officers and non-commissioned officers would certainly be considered on the executive level. An Army colonel with 22 years' experience earns through regular salary and basic allowances for subsistence and housing almost \$ 130,000 a year. A captain with six years' service brings home about \$ 75,000.

"Salaries are a whole lot better than when I was in," said Robert Loving, president of the South Columbus Community Development Association, who retired from the Army in 1982.

"These guys are going to have money in their pockets and they'll be spending it off-post," he said. "Just around here, we have a new Sonic that's doing well and now we have Kenny Hopkins opening up his store on Victory Drive. To me, that is big news. Here's a guy with a business in north Columbus moving down here. I think others are going to follow."

To put things in perspective, Chamber president Mike Gaymon said that the TSYS campus in Columbus cost roughly \$ 100 million while the construction of the new Armor School and its ranges will cost \$ 460 million.

"It's overwhelming, really," Gaymon said. "And much of the money will go to local contractors."

Housing contractor Clark Pinnacle, which will practically rebuild post housing from the ground up, will start its massive 10-year, \$ 615 million project in January.

"Much of the subcontracting business will go to local companies," Gaymon said.

## FORT KNOX

Fort Knox supporters were surprised last summer when the Army decided not to locate one of its new Unit of Action Brigade Combat Teams there.

The decision led the newspaper in Elizabethtown to sound a warning about the post's future.

"The omission ... should serve as a bugled reveille call for every single person in Hardin County. Wake up! Pay attention to the Base Realignment and Closure process that threatens Fort Knox," said the Aug. 4 editorial in The News-Enterprise.

Shane said he does not believe the decision forebodes Fort Knox's fate, but the state military affairs commission asked the Army to reconsider.

The decision to bypass Fort Knox may have been surprising, in part, because the post has become one of the leading research centers for the Army's transformation, and it has hosted war games involving specialists from other posts to test new high-tech fighting equipment.

The post has also been the recipient of millions of dollars in other investments, including a new artillery range Shane called the finest in the nation.

Opened in 1918, Fort Knox is the home of the U.S. Army Armor Center, and has become synonymous with security as the host for one of the U.S. Treasury's best-known gold bullion reserves.

It trains every tank crew member for the Marines and the Army. It's also home to the Army's recruiting headquarters.

### Impact would be profound

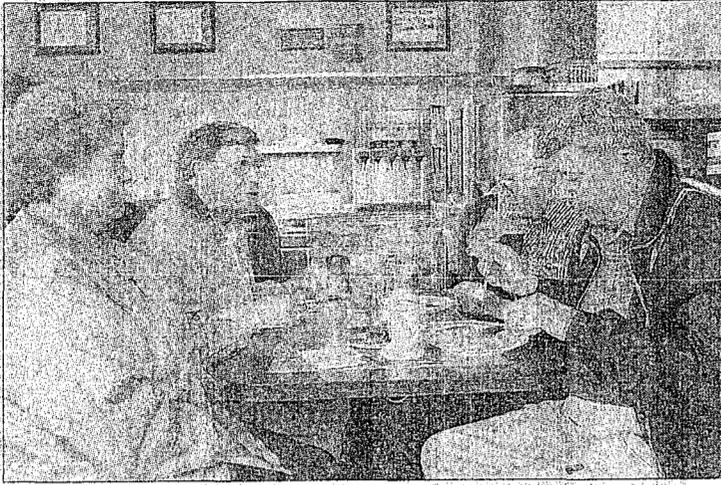
Steve Rudd, 42, a former Army staff sergeant who manages the Jerry's restaurant near Fort Knox, said his business would lose 60 percent of its customers if the post closed. "Take a look around and you can see all the haircuts, and that will tell you that they are either military or retired military," he said.

Retired Army Sgt. Maj. Paul Smith, 76, said it also has sym-

bolic value, with its history of cavalry and tank warfare.

"It's an essential part of the military life, and it should remain open," he said.

Smith, who lives in Taylor County, said he and his wife, Goldie, come to the post as often as twice a week to shop, see a doctor, or visit friends. He said Fort Knox provides a connection



By Chris Hall, Special to The Courier-Journal

Discussing possible base closings at the Waffle House in Radcliff, Ky., were, from left, Goldie Smith, retired Army 1st Sgt. William Tyler, retired Chief Warrant Officer Earl Cato and retired Army Sgt. Maj. Paul Smith.

Courier-Journal 8 MAY 05

# Moving doesn't unsettle soldiers

Fort Knox gains, tradition are noted

By Larry Muhammad  
lmuhammad@courier-journal.com  
The Courier-Journal

FORT KNOX, Ky. — Like many service people stationed at Fort Knox, Staff Sgt. Christopher Harvey understands the post's tradition.

"I went to basic here, took my noncommissioned officer course here and it's the home of cavalry and armor," said Harvey, who writes gunnery manuals for the Armor School. "It's sentimental."

But he said he also agrees with a proposal to transfer the Armor School to Fort Benning, Ga., to create a joint maneuver center there.

"Benning is the home of infantry, and in armor we train dif-

ferent, but we're going to end up working closer together than we have in the past," Harvey said. "That's the new Army — tanks, infantry, scouts, cavalry all together."

Staff Sgt. Jose Gonzales, a tank instructor from Cameron, Texas, said he isn't fazed by the prospect of relocating.

"I went to the barbershop, went to renew my insurance, and somebody said, 'I hear they might move the Armor Center', and I say, 'Oh, really,'" said Gonzales, who has been stationed at Fort Knox nine months.

"But honestly, to me it doesn't matter. Wherever the military wants me, I'll go."

Fort Knox officials announced yesterday that, under the proposed realignment, which requires presidential and congressional approval, the post would lose the Armor School, inpatient medical care at Ireland Army Community Hospital and

some other military activities.

It would gain an Army readiness center, a human resources command and a newly activated Infantry Brigade Combat Team.

"Once we separate some of the emotion, this is going to be very powerful," Maj. Thomas Feltey said after the news conference to announce the proposed changes.

"The synergy you're going to get, it's going to be incredible. In the Army there were 'have' posts, which had operation units, and 'have-nots,' like Fort Knox, with no operational units.

"So getting an operational unit (the infantry combat team) designated at Fort Knox, it's going to be very beneficial."

Melissa Voge, a civilian whose father is retired from the military and whose sister is an officer, disagreed: "This is a very historic place, an armor training base. Now they're talking about taking all the armor

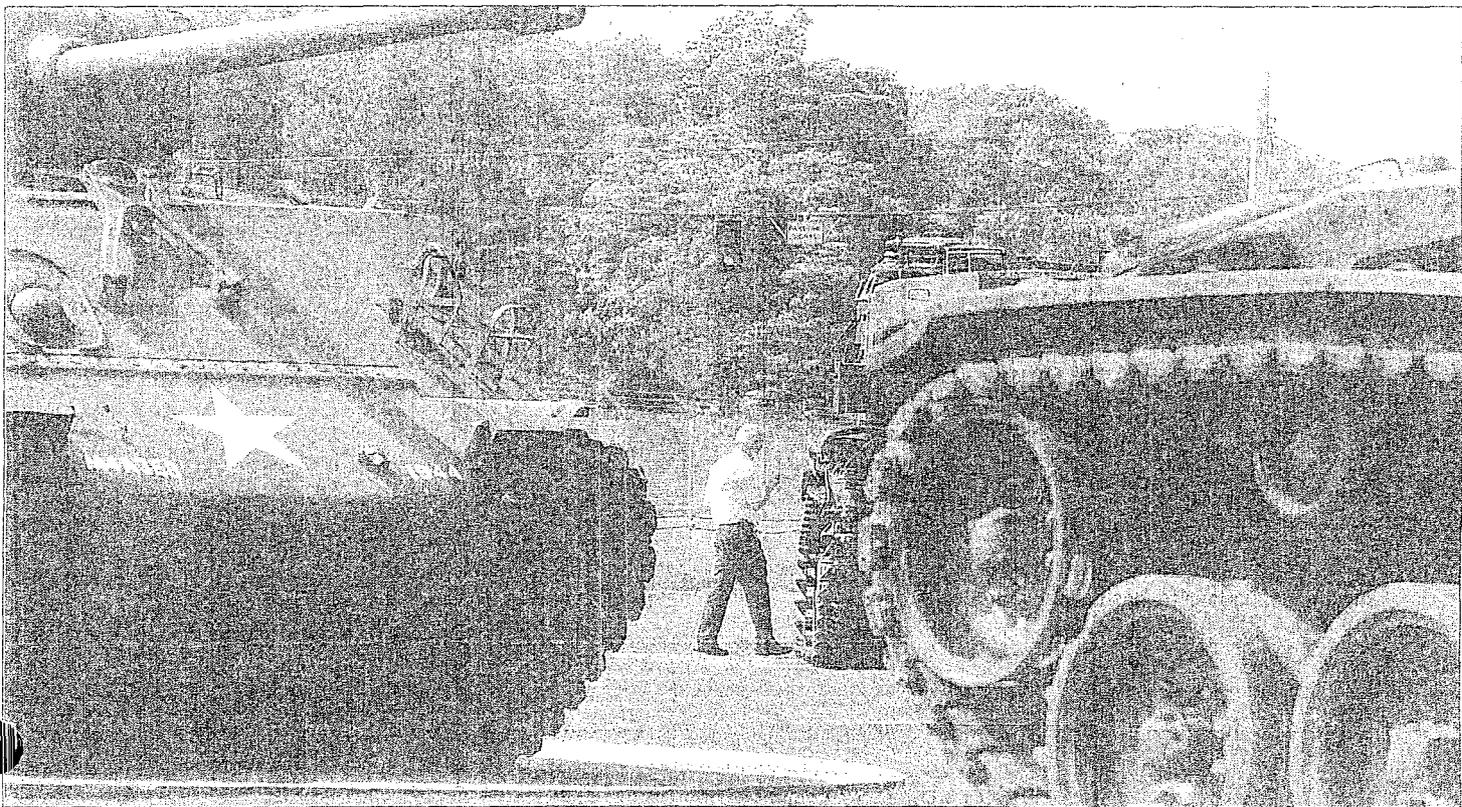
away, and mixing bases. We're destroying our history, if you ask me."

Jesse Tate, owner of Mae & Jesse's Surplus Military Sales, said 90 percent of his customers are military personnel. They made proposed realignment the topic every day, he said.

"Nobody wants to go through another round of moving units out," Tate said. "But a lot of soldiers don't care. They don't want to go to Iraq, but they get the same pay wherever they're based."

Tim Taylor, a retired Army scout who works on the post as a civilian housing supervisor, said, "Fort Knox has been armor since it's been here, so this will be different, especially if they're bringing in infantry."

"Everybody in our organization has been applying elsewhere because our operation is scheduled to be contracted out in 2007."



By Michael Clevenger, The Courier-Journal

A visitor looked at tanks yesterday outside the Patton Museum. Under the Pentagon proposal, the Armor School would move to Georgia.

Courier-Journal 14 MAY 05

# Radcliff businesses breathe sigh of relief

## Changes may mean increased revenues

By Wayne Tompkins  
wtompkins@courier-journal.com  
The Courier-Journal

RADCLIFF, Ky. — Gene Gudenkauf jumped on the computer yesterday morning and surfed between several Web sites, looking for the first hints on the fate of Fort Knox.

Like other small-business owners in Radcliff and other military hometowns around the country, Gudenkauf, a Realtor and retired Army veteran, hung on every word as yesterday's Base Realignment

and Closure recommendations were announced.

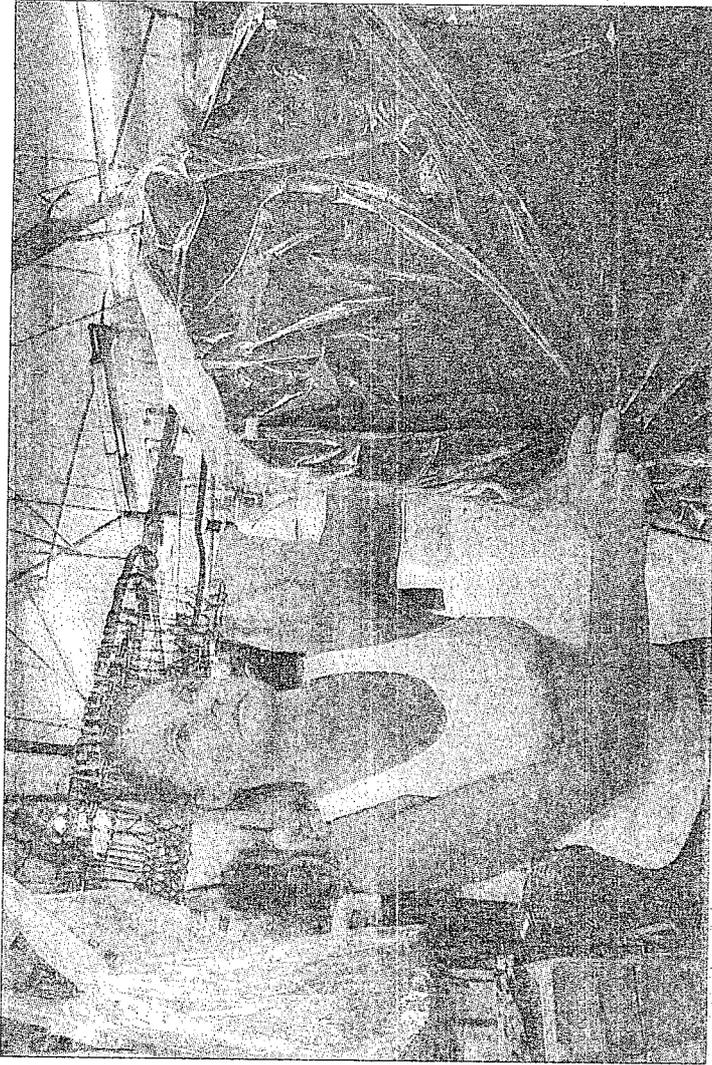
"We do a tremendous amount of work with the military as far as helping them find homes and rentals and everything," he said.

As the first reports trickled in, Gudenkauf was relieved to learn Fort Knox was staying open, even adding some units, but saddened that others would be leaving and that the Armor School, where he once taught, is slated to move to Georgia.

"I've got mixed emotions," he said.

Radcliff, a city of 22,000, is economically intertwined with the

See **RADCLIFF, K6, col. 1**



By David R. Lutzman, Special to The Courier-Journal  
Barbara Parrish, 45, began working at the Zion Cleaners plant in October. She said she didn't know what she'd do if she lost the job. "It's hard finding work and starting over," she said.

# Businesses breathe a sigh of relief

Continued from K1

Army post. A sign along the main highway, next to a tank that was a gift from the post, explains that Fort Knox and the city are "two communities, growing together."

For most, relief was the dominant emotion across Radcliff. But the news that more than 1,700 additional civilian positions are slated for Fort Knox left Steve Higdon, president of Greater Louisville Inc., the metro chamber of commerce, feeling not just relieved, but optimistic.

"No. 1 is we kept it open," Higdon said of the post 40 miles south of Louisville. "That's first and foremost."

Many of the expected new civilian jobs will be stable and, in many cases, high-paying. For example, Fort Knox would gain a consolidated Army Human Resources Command from Alexandria, Va., Indianapolis and St. Louis by 2009.

"It's akin to bringing in a new employer who would immediately be in the top 10," Higdon said of the new civilian jobs. "It's one of the largest capital investments in a five-year period. We're going to add a lot there, and there's the potential to get more down the road."

Gudenkauf also saw reason for optimism: "I think that we're going to gain more people that are going to be looking at the long term and buying houses in the area, versus people that are coming in to train and then leave."

There would be nearly 4,900 fewer active-duty military personnel, including those passing through basic training, which is slated to be discontinued at the post.

"Soldiers will pay less in the way of taxes than civilian employees," said Paul Coomes, a University of Louisville economist. "Because of their pay scale, but also because many of them are nonresidents. They don't buy a lot of things off-post."

Civilians, he said, are more likely to live off-post and pay sales and income taxes.

"I think Fort Knox is going to be more like an administrative post," said Carolette Gipson, owner of Mrs. C's Beauty Salon near Fort Knox's back gate. "I'm happy about it (staying open). We won't lose any revenues. In fact, we should have revenues increase with some of the new people we have coming into Fort Knox."

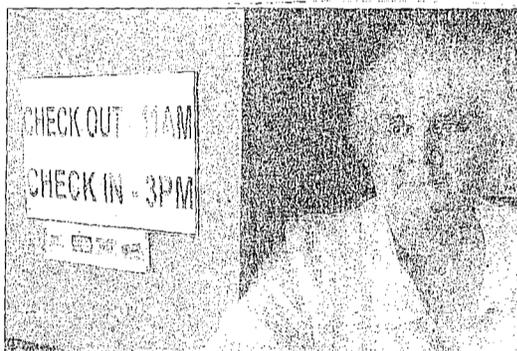
Brenda Medley, manager of Corvin's Furniture in Radcliff, said the loss of Fort Knox "would have put a hard crunch on the whole area."

Customers in uniform are a common sight in the showroom, she said.

The city's businesses see every day how important Fort Knox is to the economy, Medley said, "but a lot of people who just live in the area and work in Louisville don't realize really how much income comes into the Radcliff area through the base."

In Radcliff, keeping a close eye on developments at the post is often part of doing business.

Howard LaGray, finance



By David R. Lutzman, Special to The Courier-Journal  
Caniffa Mullins manages the Gold Vault Inn in Radcliff.

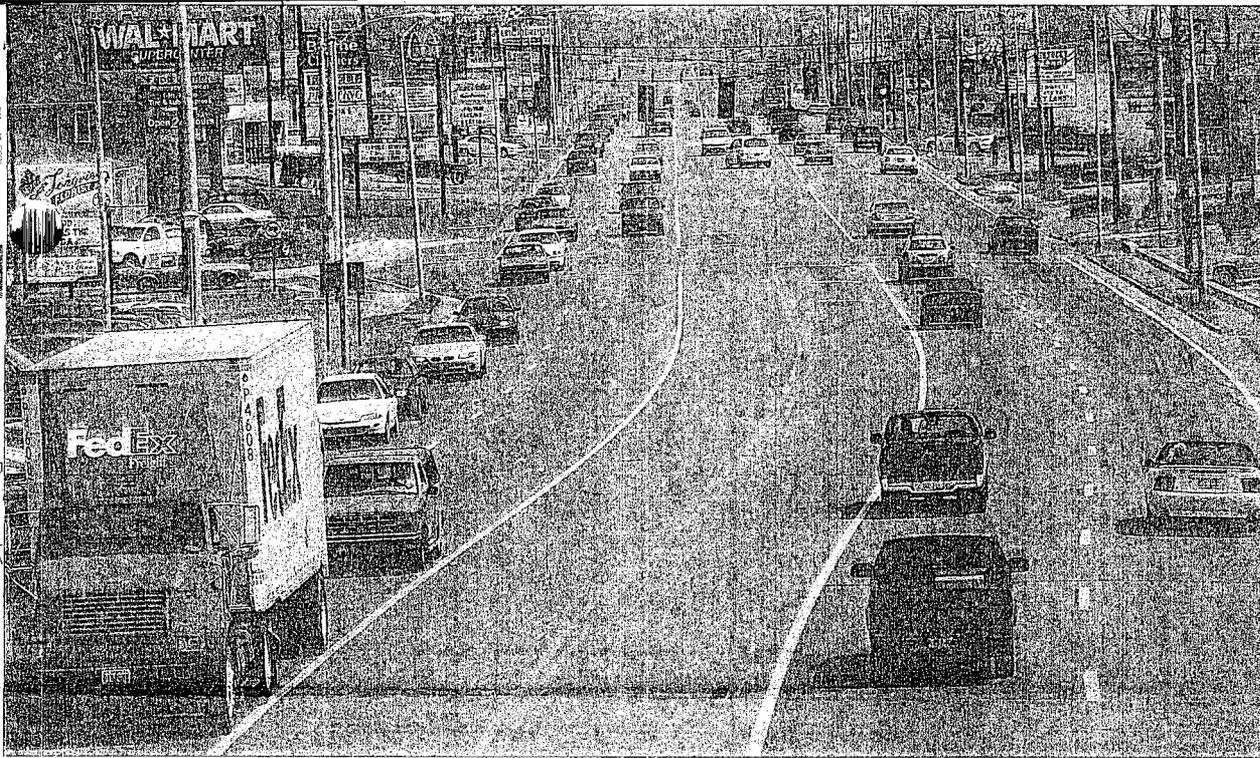


By Bill Luster, The Courier-Journal  
Carolette Gipson, owner of Mrs. C's Beauty Salon near Fort Knox's back gate, is optimistic.

manager at Tri-County Ford of Radcliff, said he had been watching for trends, such as new government grants to the post, for clues to its future.

Noting that a combat unit is scheduled to be transferred to Fort Knox from Europe, Gudenkauf said he already has set up a toll-free number for troops in that brigade to call his real estate office. He may have already added a client.

"I've already had a call from Fort Monroe," Gudenkauf said. "A person I know out there ... transferred out there and now it looks like they're going to be transferred back."



By Bill Luster, The Courier-Journal

Dixie Highway cuts through the heart of Radcliff, a Kentucky city whose economic future is closely tied to the continuing existence of neighboring Fort Knox.



Realtor Gene Gudenkauf is expecting more business under the proposal. "We do a tremendous amount of work with the military as far as helping them find homes and rentals and everything," he said.

By David R. Lutman, Special to The C-J



By David R. Lutman, Special to The Courier-Journal

Zion Cleaners owner Joseph Chung said he hopes that the changes at Fort Knox won't hurt his dry-cleaning operation.

# Area lawmakers express relief

## Kentucky, Indiana fare well, they say

By James R. Carroll  
jcarroll@courier-journal.com  
The Courier-Journal

WASHINGTON — It turned out to be a decent Friday the 13th for Rep. Ron Lewis, whose 2nd District includes Fort Knox, when he learned that the Army post was proposed for reorganization but not closure.

"The sign on the gate this morning is, 'Fort Knox is open for business,' and that's good news," Lewis said.

Other Kentucky and Indiana lawmakers expressed similar sentiments yesterday after reading through the Pentagon's base plans, delivered to Capitol Hill by an army of military messengers.

Although Fort Knox would see a net decline in personnel, the lawmakers said the real story is that it will be home to a combat unit, a high-ranking commander and more civilian jobs.

"What we're losing is people who come in to train and then leave," said Lewis, a Republican. "We're getting people who are going to come in for a long time."

That could mean a \$100 million boost to the economy around Fort Knox, he said.

Sen. Mitch McConnell, R-Ky., said he is relieved that Fort Knox will stay open.

"I have long been an advocate for Fort Knox and believe it brings much value to our national security. ... Our military is undergoing an important transformation in order to adapt to the new national security environment, and Kentucky's military facilities will reflect those changes," he said in a statement.

Sen. Jim Bunning, R-Ky., agreed with Lewis that the changes at Fort Knox could boost the economy. There will be more home-building, increased economic development and help for the local tax base, Bunning said.

Rep. Ed Whitfield, R-1st District, which includes the Kentucky portions of Fort Campbell, said in a statement that the base "remains one of the Army's



Kentucky Rep. Ron Lewis, R-2nd District, said a personnel shift at Fort Knox could aid the economy.



"Kentucky's military facilities will reflect" the changes in our armed forces, Sen. Mitch McConnell said.



Sen. Jim Bunning, R-Ky., said he foresees help for the local tax base around Fort Knox.

premier installations." It is slated for a net reduction of 360 military jobs.

Rep. Geoffrey Davis, R-4th District, said he is concerned that the U.S. Army Reserve Center in Maysville, Ky., was targeted for closure. Operations would move to a joint reserve center at Blue Grass Army Depot near Richmond.

Davis said in a statement that the Maysville center supports the 400th Quartermaster Company, a unit that was mobilized

this week for deployment.

"It is critical that our local units have all the support they need while they are deployed," Davis said. "My staff and I will do everything we can to ensure the viability of the Maysville Army Reserve Center."

Meanwhile, Rep. Ben Chandler, D-6th District, said he is pleased the Blue Grass Army Depot was not put on the hit list.

Sen. Evan Bayh, D-Ind., said he and other members of the Indiana congressional delegation will fight to save the roughly 680 jobs the Pentagon recommended cutting at the Crane Naval Surface Warfare Center.

But Bayh said in a statement that "on balance, today's announcement from the military is good news for Indiana."

"First and foremost, Crane will remain open, and Indiana stands to gain more than 2,000 new jobs because of additional work being moved to Fort Benjamin Harrison and other bases in the state," he said.

"The entire Indiana delegation worked together to make the strongest case possible for Crane and all our bases, and the new jobs coming to Indiana prove that the Pentagon recognized the value of the work performed here to support our nation's military."

Rep. John Hostettler, R-8th District, where Crane is located, said in a statement that he is not surprised the facility made it through a fifth Pentagon base-closing review.

"I've long made the case that Crane, its mission and its people are vital to our military," he said.

Rep. Mike Sodrel, R-9th District, said in a statement that he and his Hoosier colleagues want "to see that Crane is treated fairly."

"The fact remains that Crane ... is a valuable asset to the United States military and to the state," he said.

In a statement, Sen. Richard Lugar, R-Ind., noted the net increase in jobs from the military proposals for Indiana facilities. He said the state's delegation intends "to ensure that the data collected in close secrecy over the past months is complete and unbiased, and that the decisions are based on the criteria Congress mandated."

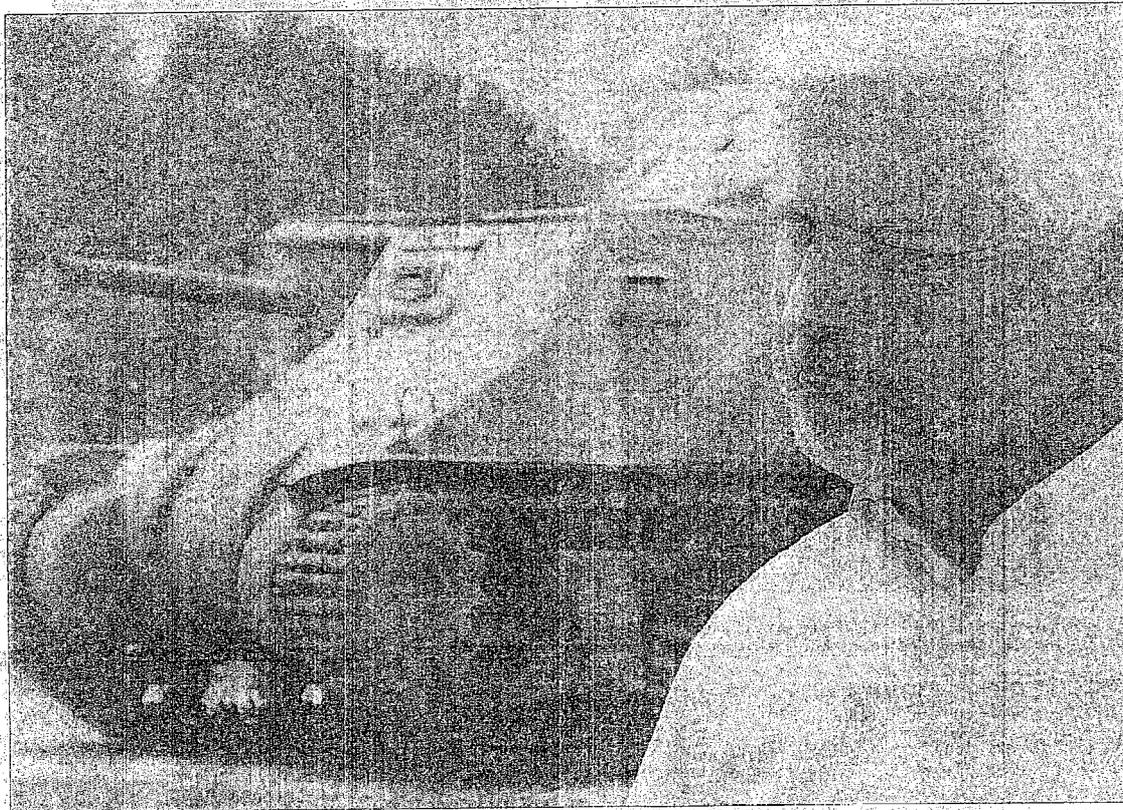
## Fort Knox gets a new mission 33 other bases on closing list

▶ Armor Center and  
school would leave

▶ Infantry combat  
brigade would move in

▶ About 1,700 civilian  
jobs would be added

▶ Post hospital would  
downgrade to clinic



By David R. Lutzman, Special to The Courier-Journal

*"My first reaction, like everyone else, was one of relief that it wasn't going to be closed."*

**CRISS HELMKAMP**, above, Fort Knox civilian employee

# Fort Knox stands to gain

Fighting unit  
to replace training

By Michael A. Lindenberg  
mlindenberg@courier-journal.com  
The Courier-Journal

FORT KNOX, Ky. — Fort Knox's storied history as home to the nation's cavalry and armor tradition would end under the Pentagon's recommendation yesterday to radically rewrite its mission.

Under the proposal, Fort Knox would lose its most significant command, the Army Armor Center and School, and lose more than 80 years of tradition as the place where the Army's tankers and cavalry units have trained.

The plan also would take away the 7,500 soldiers a year who now attend basic and advanced training at the post, sometimes staying for six to nine months at a time.

But the losses would be offset by major gains, and local officials and the post's brass were united in calling the recommendations a major boost for the base and the community.

"The good news is that Fort Knox is going to grow significantly," said Maj. Gen. Terry L. Tucker, commanding general of Fort Knox and the U.S. Armor Center. "We are going to add a new infantry brigade."

The Pentagon said the post would lose more than 10,000 soldiers currently assigned while gaining about 5,300 as a result of the proposed changes.

While that is a net reduction, Tucker said, the new positions are permanently assigned troops who would more than make up for the lost soldiers.

See FORT KNOX, K3, col. 1

# FORT KNOX | Post stands to gain; will lose Armor School

Continued from K1

most of whom are only temporarily assigned as trainees.

To replace the departing units, the Pentagon recommended giving the post large new responsibilities, including the addition of thousands of civilian jobs tied to two new commands, one of which would bring a three-star general to Fort Knox for the first time.

Most significant would be the creation of an infantry combat brigade, bringing a fighting unit to the post for the first time in more than a decade.

Bill Barron, a retired major general who leads the local support group for Fort Knox that is part of the Association of the U.S. Army, said he was delighted.

"It's a home run, a fantastic win for Fort Knox and the community," said Barron, executive director for the CORE Committee of the Fort Knox Chapter of the Association of the U.S. Army.

The proposed changes would not affect the famous Fort Knox gold vault, one of six such depositories supervised by the director of the U.S. Mint and not directly under the control of the Army.

Also, the Zussman Urban Combat Training Center will remain, despite its training role. Officials said the center, with its mock village and vast terrain for field training, is used about 320 days a year, and that level is likely to continue.

## Proposal's impacts

The plan still must be approved by the Base Realignment and Closure Commission, a nine-member panel that will make a take-it-or-leave-it package of recommendations to President Bush by Sept. 8.

The key provisions, if accepted, would make Fort Knox the headquarters of the Army Human Resources Command, now based primarily in Alexandria, Va., and of the U.S. Accessions Command, now at Fort Monroe, Va., which is targeted for closure.

The Human Resources Command will bring hundreds of high-level civilian jobs, as well as a large number of career military officers carrying ranks between major and colonel, said Barron, who is a previous deputy commander of the Army's Training and Doctrine Command at Fort Monroe.

The Accessions Command is the Army unit that oversees recruitment, basic training and the Army's Reserve Officer Training Corps programs at high schools and colleges throughout the nation. Fort Knox is already home to the Army Recruiting Command, a subordinate unit of Accessions.

Col. Keith Armstrong, Fort Knox garrison commander, said the changes could prompt as much as \$100 million in construction as the post is reconfigured to make room for the new arrivals.

He said it was not yet clear whether any planned construction projects will be stopped.

## 'Much different' vision

Gov. Ernie Fletcher of Kentucky said he was pleased that Fort Knox apparently will continue to play a key role in the Army.

But he conceded the scope of the changes had not been expected.

"Although we are satisfied with the overall list, it is clear the secretary of defense's recommendation and vision for Fort Knox is much different than what we envisioned,"



"The good news is that Fort Knox is going to grow significantly," said Maj. Gen. Terry L. Tucker, the post's leader.

Fletcher said. "We are carefully reviewing the recommendations and the supporting analysis."

The loss of the Armor Center could trigger the relocation of the Patton Museum of Cavalry and Armor, a tourist favorite at Fort Knox, Armstrong said.

He said he would be sad to see the Armor traditions leave.

"I am the son of an Armor officer, and I spent an important part of my childhood here at Fort Knox," Armstrong said. "Fort Knox is home to me, as much as you can name a place as home in this transient life of the Army."

"The history of this installation revolves around the Armor Center and School. That's going to be the most difficult part of these changes," he said.

## Jail, hospital changes

Other proposed changes include the loss of the regional jail, which would be consolidated with the military prison at Fort Leavenworth, Kan., home of the Army's death row.

In addition, the Ireland Army Community Hospital would be downgraded to a clinic, losing its 32-bed inpatient capacity, said Col. Carol Pierce, commander of the post's medical unit.

Twenty-three civilian jobs, including nurses and clerical workers, will be eliminated as a result, she said. But many of those workers are likely to be

offered jobs in the outpatient clinic that will continue to operate at the hospital, she said.

Emergency room care and pharmaceutical services will not be affected, she said.

Pierce said the change was partly expected. Only 10 to 12 beds are used on average, she said.

## A fighting base

Armstrong said communities near Fort Knox would benefit from the proposed changes. He said the biggest impact would be felt when soldiers from the new infantry brigade begin arriving from Europe, a process that could begin as soon as next year if the changes are accepted.

"They are all going to come here with their families and seek housing," he said.

Barron said the new infantry brigade will make Fort Knox a fighting base again, which will give it a leg up in future funding decisions. The post lost its last fighting unit in 1995, when the 194th Armor Brigade was disbanded.

"Some people will go so far as to tell you that you have a case of haves and have-nots," Barron said.

"Historically the posts with the war fighters get the majority of the dollars. And if you need money, it is usually the school-house posts that get cuts."

Criss Helmkamp, a civilian post employee, said he will miss the Armor traditions. But he said he had been worried about Fort Knox's future.

"My first reaction, like everyone else, was one of relief that it wasn't going to be closed," he said.

Staff writer Elisabeth J. Beardsley contributed to this story.

# Fort Knox without tanks hard to imagine

A few eager for quiet nights,  
but most glad post not closing

By Michael A. Lindenberg  
mlindenberg@courier-journal.com  
The Courier-Journal

RADCLIFF, Ky. — It didn't take long for retired Navy submariner Herb Ayers to realize he was in tank country after moving near Fort Knox 18 months ago.

"Oh, you hear the guns — usually it's 3, 4 or 5 o'clock in the morning," Ayers with a laugh over breakfast yesterday at the local Jerry's restaurant. "You do hear them, but you adjust."

The guns have thundered in the background of Radcliff and surrounding communities since long before the city was founded 49 years ago. But they may grow quiet.

The Pentagon announced Friday it wants to move the post's armor units out, and replace them with a variety of new missions, including an infantry combat brigade.

The announcement was part of a broad package of proposals to restructure hundreds of U.S. military sites, and to close 33 ma-

See POST, A4, col. 1

## FORT KNOX

**Mission:** Headquarters of Army Armor School, Army Armor Center and Army Recruiting Command

**Personnel:** 11,300\*

**Lossing:** 4,867 military personnel; the Armor School and Armor Center

**Gaining:** An infantry brigade combat team; 1,739 civilian employees and 184 contract workers

## INSIDE

► Some think part of the 1st Armored might head to Fort Knox. A4

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## POST | Knox hard to see without tanks, some say

Continued from A1

for installations.

No major changes were proposed for Fort Campbell, but some people had been concerned that Fort Knox would be on the closing list.

Instead, the changes proposed at Fort Knox could mean thousands of new, permanent jobs and a welcome economic boost for the region, officials said.

But yesterday, people in and around Radcliff were trying to imagine Fort Knox without its tanks.

Spc. Robert Cord, 22, took a break from welcoming visitors to one of the post's best-known tourist attractions, the Patton Museum of Cavalry and Armor, to contemplate a radically different Fort Knox.

"Everybody who thinks of tanks thinks of Fort Knox, or maybe Fort Hood," said Cord, a tank gunner who completed basic training at Fort Knox. Fort Hood, Texas, also is home to several armor and cavalry units.

"This is the so-called home of armor, after all," Cord said. "It's almost hard to believe they would take away all that."

### Moving to Georgia

The Pentagon recommended moving the Army Armor Center and Armor School to Fort Benning, Ga., giving up about 7,500 military personnel who are mostly in training and stay at Fort Knox for about six to nine months.

In their place, the Army wants to move in a newly created infantry combat brigade and make other additions that would bring in about 5,000 permanent soldiers, a three-star general and nearly 2,000 civilian jobs.

Many of the civilian jobs are coming with the transfer of the Army Human Resources Command from Fort Monroe, Va.

The independent Base Realignment and Closure Commission will review that recommendation and the others in the Pentagon's package and send final recommendations to President Bush in September.

Local business owners see the proposed brigade as a plus.

Tray "Big Daddy" Benham, 31, who owns a tattoo shop along U.S. 31 in Radcliff not far from the post, said his business would do better with soldiers who stay in the area for two to three years, rather than only a few months.



Photos by Bill Luster, The Courier-Journal

Spc. Robert Cord, 22, is a tank gunner who attended basic training at Fort Knox. "This is the so-called home of armor, after all," said Cord, in the lobby of the Patton Museum of Cavalry and Armor. "It's almost hard to believe they would take away all that."

"When I first started tattooing here 11 years ago, you'd have 30 GIs waiting in one afternoon to get a tattoo," he said. "Now only about 15 percent of my business is based on Fort Knox."

He said the change came about for a number of reasons, including tighter rules on new recruits, the disbanding of the 194th Armor Brigade in the mid-1990s, and the opening of more tattoo shops in town.

Not everyone would be sorry to see the tank training disappear.

Marvin Young, 20, a customer at the tattoo shop, said the sooner the guns go quiet, the better.

"I won't miss that at all," Young said. "The caunons all going boom! And the windows shaking at night? I won't miss it at all."

Amanda Strong, 30, who has been cutting hair for five years at Ed's Barber Shop on Dixie Highway in Radcliff, said about 40 percent of the shop's business is tied to the Army.

But few trainees come in for the \$9 cuts, she said, while soldiers in the area for longer assignments will probably improve business at the shop.

Barber Belinda Jones said she was relieved most that Fort Knox wasn't closed. She'd hate to see the museum and the armor tradition go, she said, but would rather look at the positive changes.

"Everybody needs a freshening up every once in a while," she



Herb and Cecilia Ayers moved to the area about 18 months ago. As a retired Navy sailor, Herb Ayers gets medications at a better price on post than at a civilian pharmacy.

said. "Maybe that's all this is."

Col. Keith Armstrong, the garrison commander of Fort Knox, said Friday he would miss the armor units if they go, but added that the post would likely gain a new energy with an infantry brigade. The post would revert to its former status as a war-fighting installation rather than strictly a training site, he said.

Still, he acknowledged there is a strong sense of fraternity among armor soldiers.

Jason Adams of Fort Worth, Texas, said yesterday he had been out of basic training for just one day but knows what Armstrong is talking about.

"It's drilled into you," Adams

said of the camaraderie among tankers. "It sounds corny, but it's like they make us a real brotherhood."

### Radcliff and military

Radcliff, which has a marble monument to the Armored Soldier in front of city hall, has always been a town equally defined by its proximity to the installation and its swelling veteran population.

In 1956, planners justified the city as a service to the growing number of veterans who had trained or served at Fort Knox and decided to stay.

In 2000, the census reported that 4,500 residents, or nearly a

third of the adult population of Radcliff, were veterans. And for those residents, the proposed changes aren't as critical as keeping the post open and thriving.

Ayers, 68, and his wife, Cecilia, 63, moved here in part to be near their daughter, he said, but also because of the medical services. As a veteran he could get heart and diabetes medicine at the post's Ireland Community Hospital for about \$2,000 a month less than what it cost at a civilian pharmacy.

Two months after the Ayerses arrived in Hardin County, his daughter moved with her husband, courtesy of the Army he

## AREA BASES

### Fort Campbell

Christian County, Ky., and  
Clarksville, Tenn.

Service: Army  
Opened: 1942  
Mission: Headquarters of  
101st Airborne Division; 5th  
Special Forces Group  
Personnel: 27,000\*  
Size: 105,000 acres  
Losing: 350 military person-  
nel  
Gaining: 9 civilian employees

### Crane Naval Surface Warfare Center

Crane, Ind.  
Service: Navy  
Opened: 1941  
Mission: Support for fleet  
combat systems  
Personnel: 4,800\*  
Size: 62,000 acres  
Losing: 672 civilian employ-  
ees, 11 contract workers.

### Blue Grass Army Depot

Richmond, Ky.  
Service: Army  
Opened: 1942  
Mission: Storage of chemical  
weapons; supplies ammuni-  
tion for combat troops  
Personnel: 1,200\*  
Size: 16,000 acres  
Losing/gaining: No major  
change  
\*Military and civilian, in-  
cluding contract

### Old Naval Ordnance Station

Louisville  
Losing: More than 200 jobs

### Closing

- ▶ Louisville Army Reserve  
Center - 43 jobs
- ▶ Maysville Army Reserve  
Center - 18 jobs
- ▶ Paducah Army Reserve  
Center - 31 jobs
- ▶ Lexington Navy Reserve  
Center - nine jobs
- ▶ Defense Finance and  
Accounting Service, Lexington  
- 45 jobs

said. But he decided to stay.

"This is a great base, and all  
the civilians who stop us at the  
gates are just so friendly," Cecilia  
Ayers said.

Herb Ayers said if the Army  
had asked to close Fort Knox,  
too, it would have meant trouble.

"We just bought a house.  
We'd have been stuck here for 30  
years," he said. But with Friday's  
announcement, and the post's  
future apparently secure for at  
least the short term, Ayers said,  
he feels good about moving here.

"I spent 14 1/2 years on a sub-  
marine, and eight years under  
water," said Ayers. "I feel like I've  
got at least that much coming to  
me."

# Part of 1st Armored Division could return to Fort Knox

## Analysts say post would fit mission

By James R. Carroll  
jcarroll@courier-journal.com  
The Courier-Journal

WASHINGTON — The 1st Armored Division, born 65 years ago at Kentucky's Fort Knox as World War II approached, might be in line for at least a partial homecoming, two defense analysts believe.

Changes at Fort Knox proposed by the Pentagon on Friday as part of a broad military restructuring may lead eventually to moving some units of the combat-ready 1st Armored

there, the analysts said.

Fort Knox is where tank training is conducted, but the post's Army Armor Center and School would relocate under the proposal.

In its place, a combat infantry brigade would come in.

Putting a single combat brigade at Fort Knox does not justify keeping the post open, analyst John Pike said. And beyond that, he said, the Army says it wants to bring the 1st Armored home from Europe.

"You've already got a fort that has all the (shooting) ranges you need for an armored division," said Pike, director of GlobalSecurity.org, an Alexandria, Va.-based defense and research organization.

"It's already got all of the wash racks you need for all of the (armored) vehicles."

Lawrence Korb, former assistant defense secretary under President Ronald Reagan and now an analyst for the Washington-based Center for American Progress, said he believes the Pentagon would have sought to close Fort Knox if it didn't have its armor assets.

But Michael O'Hanlon at the Brookings Institution said he's skeptical about whether part of the 1st Armored will end up at Fort Knox.

"I would not exclude the possibility of one brigade being justification" for keeping the post viable, said O'Hanlon, senior fellow at the Washington think

tank.

Several other U.S. military posts, including bases in Hawaii and Colorado, have single brigades and are still considered major facilities, he said.

The Pentagon said it plans to bring about 70,000 American troops from Europe back to the United States and could begin bringing the 1st Armored home from Germany in 2007.

But the independent Overseas Basing Commission earlier this month questioned the timing and reasons for that plan, saying the United States should keep more troops in Europe for now.

The commission urged Defense Department officials to re-examine the plan.

Under the Pentagon's proposal for domestic bases, the loss of armor training at Fort Knox would be partly offset by bringing in an infantry brigade.

The plan will be reviewed by the independent Defense Base Realignment and Closure Commission and eventually must be cleared by President Bush and Congress.

The Pentagon also proposed moving some 1st Armored units to Fort Bliss in Texas.

But the net gain of about 11,000 troops at Fort Bliss, added to about 4,000 troops in a 1st Armored brigade now stationed in Kansas, does not account for the entire 40,000-troop division, Pike and Korb said.

"My guess is everything is not

going to go to Fort Bliss," Korb said.

"They're going to have to put (the rest) someplace," and Fort Knox is a logical place

He added that it's not unusual to split divisions among bases.

Pentagon spokesman Glenn Flood declined to comment on relocation plans for specific units.

Bill Barron, a retired major general who heads the CORE Committee of the Fort Knox Chapter of the Association of the U.S. Army, a Fort Knox support group, said the 1st Armored's future has not come up in discussions there.

"I like the idea, though," he said.

# Area housing developers pleased with Knox changes

BY JOHN FRIEDLEIN  
STAFF WRITER

Jim Bramblett's high-stakes gamble paid off.

He recently broke ground for what could grow into a 600-home subdivision in Vine Grove, plowing ahead with the project even with Fort Knox's fate still uncertain.

Bramblett and others involved with the Hardin County real estate market heard good news Friday.

The Base Realignment and Closure list called for a gain of 5,100 permanent positions at the post, said Col. Keith A. Armstrong. True, the base will lose 7,500 troops in training, but they are short-termers who live mostly on base.

Bramblett said when he got word of the realignment, "I felt like I wouldn't have to plant soybeans in my subdivision after all."

Of the personnel gain, 1,800 are civilians, who tend to have longer-lasting, higher-paying jobs and don't live on post.

The market can absorb the influx, Bramblett said. "I think there is enough new construction and development."

The new residents won't flock to Hardin County all at once, but over the next five years.

If the realignment does bring a real estate boom, Erika Gudenkauf, broker and owner of ReMax Advantage

**"Overall, I think it's going to be a plus for our area. Obviously, I'm thrilled that we're not on the closure list."**

**Erika Gudenkauf**  
owner, ReMax Advantage Plus

Plus, said it will affect the real estate market within a 75-mile radius. She knows personnel who come from as far away as Bowling Green to work.

"Overall, I think it's going to be a plus for our area," Gudenkauf said. "Obviously I'm thrilled that we're not on the closure list."

Some braced for the worst. In fact, housing decisions had been put on hold because of concerns about BRAC, she said.

Local broker Thomas R. Renfrow still had some worries about the realignment.

He thinks those with a stake in the rental market may feel a sting from the loss of trainees. Soldiers stationed at a base for only a short time tend to lease rather than buy.

Renfrow owns both Heartland Management and Reality, which deals with rental property, and Central

Kentucky Realtors.

From 25 to 40 percent of Renfrow's rentals are Fort-Knox related.

He pointed out that the timing of the movements could affect whether property would be left vacant. The Armor School is slated to relocate in fiscal year 2008, according to an Army press release. Additional personnel will move between fiscal years '06 through '09.

"We'll just have to see how the numbers crunch out," Renfrow said.

It took more than 10 years for the real estate market to recover from a pullout of thousands of troops in the early 90s.

Now those in real estate say the local market is chugging along, fueled by low interest rates.

Looking at the county geographically, the northern end could see the biggest changes from BRAC. But many who work at the base live in Elizabethtown, especially officers and sergeant majors, Renfrow said.

Chris Warren, president of the Heart of Kentucky Association of Realtors, praised officials across the county on their efforts to help the base. "The whole community has been proactive," he said. "I was pleased with the outcome."

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# Leaders say area can benefit from BRAC changes

Changes could lead to more jobs in the area, officials say

By C.J. GREGORY  
STAFF WRITER

As Fort Knox prepares for the long process that began Friday with the Base Realignment and Closure recommendations, the communities around the post are looking to the future as well.

Hardin County Judge-Executive Harry Berry said he thinks the community as a whole can benefit from the decision.

"The decision in its entirety, I think it's positive for the community," he said.

The decision sends the armor school — the namesake of Fort Knox — to Fort Benning, Ga. In its place, however, Fort Knox would gain many employment opportunities, which presents a situation that Berry said can only be a good thing.

"We're sad to see that the Department of Defense has decided to move the armor school," he said, "but we're certainly pleased that Knox wasn't on the list to be closed."

The addition of mainly personnel offices — Accessions Command and Cadet Command among them — would create more than 5,000 permanent resident jobs on post, and could occur as early as next year.

"The Army's transforming and doing business in a different way," said retired Maj. Gen. Bill Barron, executive director of the Fort

**"We're sad to see that the Department of Defense has decided to move the armor school, but we're certainly pleased that Knox wasn't on the list to be closed."**

**Harry Berry**  
Hardin County judge-executive

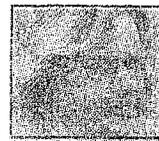
Knox chapter of the Association of the U.S. Army CORE Committee. "The primary focus right now is consolidating functions."

Moving many of the Army's personnel services to Fort Knox is certainly a step in that direction, and in addition to the permanent jobs that move will create, goods and services will also be needed to build an infrastructure for those jobs. According to Barron, about \$100 million is likely to be allotted in military construction costs, of which at least some part will be spent in communities around post.

"Many of the contracts may be bid out to major construction companies — much like they are now," Berry said. "But those companies use local subcontractors, as well as services and materials from the area."

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## What do you think?



News-Enterprise photojournalist Neal Cardin asked six Hardin County residents for their reaction to the news that Pentagon has recommended moving the Armor School from Fort Knox to Fort Benning, Ga.



"For me, having a store in the PX, it could hurt sales with families and kids moving away. The armor school soldiers' schedules are so different from the rest. They are out early in the morning on the other side of the Post. We don't see them in the PX, but the families come in to buy."

Sherry Agee, Radcliff



"It makes me sad to see it go. Some of our folks in the community are affected, but everything changes. I'm glad Fort Knox survived and it will still be vibrant. I hate to see the Armor School leave, but we are getting a net gain of jobs."

Father Dick Sullivan, Elizabethtown



"I'm sorry to see it go, it has such a rich tradition. I'm glad they are adding units and more civilian jobs coming to Post. BRAC could have been much worse. They seem to be positive about the future of Fort Knox."

Gina Ryan, Rineyville



"It is a great loss, but I'm happy to see Fort Knox is not closing and it eased the minds of citizens and retired military. We will continue to work with Fort Knox and military retirees."

Joannette Stephens, Radcliff



"Change could be good, but something that has been around a long time may be leaving and it may not be well-received in the community. In the end it could make an improvement in the community."

Crystal Dick, Radcliff



"I'm happy Fort Knox is staying and more civilian jobs are coming in. We will have more kids coming into our school system."

Alan Campbell, Elizabethtown

# BRAC:

## 'A great decision'

### Knox commander applauds Pentagon's decision to move Armor School



Spc. Jeremy Smith, Pfc., Matthew Chapman, and Spc. John Ramsey, from left, of the Delta Troop 116 Cavalry 5th Platoon, check out a M1A2 SEP tank Tuesday at the Mansfield Maintenance Facility at Fort Knox. Fort Knox would lose more than 4,800 military jobs, while gaining about 1,700 civilian employees under the Pentagon's recommendations for this year's round of base closures announced Friday.

By ERICA WALSH AND JOHN FRIEDLEIN  
STAFF WRITERS

Fort Knox's commanding general said the recommendation to lose the Armor School was a good move.

"This was a great decision for the Fort Knox community and Hardin County," said Maj. Gen. Terry Tucker.

Tucker said the move makes sense when you look at the transformation of the military. Moving the Armor School to Fort Benning, Ga., home of the infantry, would combine both training situations into one school.

"What makes sense is to have a maneuver center," he said.

The future Army is one that is expected to include brigades that combine both armor and infantry. Combining the school was the next step in the process, Tucker said.

He added that the idea to move to a combined force has been considered for years, but the Base Realignment and Closure process spurred the change.

Meanwhile, at a press conference Friday at the Patton Museum at Fort Knox, garrison commander Col. Keith Armstrong highlighted the relationship between the post and the local community, saying the community will do "very, very well."

During the next five years, the post would pick up more than 5,000 additional, permanent personnel. It will, however, lose more than 7,000 trainees,



**"This was a great decision for the Fort Knox community and Hardin County."**

Maj. Gen. Terry Tucker

who typically stay at the base for just two to nine months.

Many of the new jobs would be in human resources, which would most likely be more long-term, civilian positions.

Also, new construction at the base could total \$100 million.

"We will continue the tradition of Fort Knox as an important partner and employer in the area," Armstrong said. "I've never been on an installation that has a better relationship with the local community than (Fort Knox) does."

Tucker also said that in the long run, the moves would be a boost to the local economy.

"It's going to bring a lot more people into the community to spend their hard-earned money," he said.

Armstrong, known as the "Mayor of Fort Knox," said the realignment was a "logical, efficient decision."

The post would switch from an institutional to an operational site.

"The proposed changes will significantly change the mission of the

## Tucker

From Page 1A

post," Armstrong said.

For instance, the base would become home to an infantry brigade combat team, which would return from an overseas assignment sometime before the end of the decade.

The most significant loss, Armstrong said, would be the Armor Center and School.

"As an armor officer, I'm not looking forward to the fact that the Armor Center would move because of the history and traditions ... but the Army and the missions of the Army are more important than the history and traditions," he said.

Though Tucker sees the realignment as a win for everyone involved, he said there is some emotion attached to seeing the Armor Center and the Armor School leave their home.

"For us old tankers, it'll be hard to see Fort Knox lose armor," he said.

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**KNOX**



**SPARED**

2005 Base Realignment and Closure

■ TUCKER See Page 12A

# BRAC good for Knox, top official says

Post's garrison  
commander tells  
civic group Radcliff  
stands to grow

By ERICA WALSH  
STAFF WRITER

Col. Keith Armstrong understands the emotional reaction that some tankers are having about the U.S. Army Armor Center's possible move to Georgia.

"It peeves me to no end that the Armor School is going to be absorbed into the



ARMSTRONG

infantry school," he said.

Still, Fort Knox's garrison commander believes the Base Realignment and Closure recommendations announced on May 13 are a good move for the military.

Armstrong spoke to the Radcliff Rotary Club Thursday about the recent BRAC decision. He reminded the community that the recommendations were still subject to change, although based on past BRAC rounds, he doesn't think significant changes will occur.

He also wanted the community to know that Fort Knox will experience a gain in permanent party personnel, instead of a loss.

The original numbers put forth by the BRAC recommendations included student numbers. Students are a transient population who have a very small impact on the economy of the local community, Armstrong said.

With the addition of the new commands, and the brigade combat team, permanent party personnel will experience a net increase of 3,300 active duty military, and about 1,800 civilians.

"So from my position as garrison commander, Fort Knox is a winner," he said.

Along with moving the Armor Center to Fort Benning, Ga., the BRAC recommendations for Fort Knox included losing a regional detention center and downsizing Ireland Army Community Hospital.

■ KNOX See Page 15A

In return, Fort Knox would receive a new infantry brigade combat team, bringing about 3,500 to 4,000 new active duty military members.

The post also would be the home of the Army's Human Resources Center of Excellence, which would include Human Resources Command, Army Reserve Personnel Command, Accessions Command and Cadet Command.

With the creation of the Army Human Resources Center of Excellence, Armstrong said Fort Knox would be the center of all personnel matters.

"Fort Knox becomes the belly button for all things personnel in the Army," he said.

Armstrong answered questions from Rotary members, including what business owners should do to prepare for the change.

He said the recommendations bring a good chance for the community to grow and increase available housing. He also suggested sprucing up the neighborhood by getting rid of unused or rundown facilities.

"I'd help fix the community," he said. "This is an opportunity for this community to turn a whole lot of stuff around and build on a great decision."

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# In with the new

New command could be boon to Knox

By **BRIAN T. KEHL**  
STAFF WRITER

The closure of one of the Army's most historic forts may mean more troops and civilians at Fort Knox.

The Pentagon recommended that Fort Monroe in Virginia be one of 33 major facilities targeted for closure in its Base Realignment and Closure announcement Friday.

The fort, opened in the 1820s and garrisoned since then, is scheduled to lose 1,393 military, 1,948 civilian and 223 mission contractor jobs, the Department of Defense has projected.

The Army's Accessions and Cadet commands, and Human Resource Command, currently headquartered at Fort Monroe, are slated for

■ **NEW** See Page 12A

## New

■ From Page 1A

transfer to Fort Knox.

An Army Training and Doctrine Command official at Fort Monroe declined to comment about what the realignment would mean for either facility until they sort through the preliminary information.

"We have no details on that right now," the official said. "We're not really sure at this point."

The Army Accessions Command was activated March 25, 2002, at Fort Monroe to bring several commands under one umbrella: Army Recruiting Command at Fort Knox, the Cadet Command at Fort Monroe and the Army Training Center at Fort Jackson, S.C. Accessions Command is part of the Army Training and Doctrine Command, also called TRADOC.

As part of the realignment, Fort Knox is likely to lose more than 10,000 military personnel and 772 civilian jobs, but jobs transferred from Fort Monroe could add back 5,200 military and 2,500 civilian positions.

There has been no word on exactly how many of Fort Monroe's troops and civilians



U.S. Army  
Lt. Gen. Robert Van Antwerp of Accessions Command listens during a meeting with his deputy chief of staff Alan Phillips last week.

### What is the Accessions Command?

Its members are in charge of the recruiting and initial training of officers and enlisted forces, according to an Army Web site. The command is "designed to meet the human resource needs of the Army from first handshake to first unit of assignment."

would be transferred from Virginia to Kentucky, or how much local hiring might be done.

With Accessions Command would also come a

three-star general, Lt. Gen. Robert Van Antwerp.

Fort Knox garrison commander Col. Keith A. Armstrong said in a press conference Friday that transfers would begin in 2006 and continue through 2010, but he could provide no specific details.

BRAC recommendations still must be approved by members of the BRAC Commission, Congress and the president in a process that is scheduled to last until autumn.

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NEWS - Enterprise

15 MAY 05

# Forum

THURSDAY/  
May 19, 2005

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COMMAND MESSAGE

## BRAC may change Armor traditions

As most of you well know, the Department of Defense released its recommendation Friday for the



Maj. Gen.  
Terry Tucker

Base Realignment and Closure Commission, or BRAC.

If approved, there will be changes coming to Fort Knox. Most

notably, the Armor Center and the Armor School would move to Fort Benning. Fort Knox would gain the U.S. Army Accessions Command, the U.S. Army Human Resources Command, and a brigade combat team.

The Regional Confinement Center would close and Ireland Army Community Hospital would give up inpatient care and become a clinic.

None of these changes are final, yet. The process will not be complete until approved by the President and Congress some time this fall.

The earliest that changes would begin occurring is fiscal 2006, with a goal of completion by fiscal 2009.

Many people have been

asking me for my personal thoughts on these changes.

First of all, regardless of what comes out of the BRAC process, Fort Knox will continue to support its mission until the process is final.

Second, I think that the concept of combining the training of armor and infantry Soldiers into a "Maneuver Center" is a good thing. Recent experience has shown that a combined arms team is crucial to success on the battlefield.

On the other hand, I will be sad to see the Armor Center leave Fort Knox. This post is the birthplace of the Armor Force, and we have a long and proud history here.

We must place our confidence in our Army leaders that the Armor force will be able to continue its fine tradition at Fort Benning.

Lastly, I address the civilian work force on Fort Knox. You are probably the most concerned with the effects of BRAC.

Honestly, it's too early to give you all the details of how BRAC will affect jobs. What I can tell you is that the leadership of Fort Knox is

committed to keeping everyone informed and to ensuring that everyone understands their options.

This Saturday we celebrate Armed Forces Day. President Truman designated the third Saturday in May as a day on which the American people can pay special attention to the men and women of the Armed Forces.

He created the holiday to replace the separate Army, Navy, and Air Force days and to honor the creation of the Department of Defense.

Armed Forces Day had the additional purposes of increasing awareness of the Armed Forces and expanding public understanding of what type of job the military performs.

Our current President has issued his own proclamation, continuing the precedent established by President Truman. President Bush has directed the services to honor the observance in an appropriate manner, and has called upon all Americans to

display the flag of the United States at their homes on Armed Forces Day.

We in the Fort Knox community can honor Armed Forces Day by remembering the contributions the Armed Forces are making now and have made over the last year.

The U.S. has more than 180,000 service members deployed in support of Operation Iraqi Freedom and Operation Enduring

Freedom. Many others are either preparing to go to, or returning from, those theaters.

And let us not forget about those

servicing at the training bases like Fort Knox who are training and preparing our Soldiers.

As you enjoy this weekend, please take time to reflect upon the sacrifices and achievements of the Soldiers, Sailors, Airmen, and Marines of this great nation.

I personally extend my appreciation and thanks to all our service members and all that they have done.

“ We must place our confidence in our Army leaders that the Armor force will be able to continue its fine tradition at Fort Benning. ”

Hand in hand with Armed Forces Day is Public Service Recognition Week. Celebrated the first week in May, it is a time set aside to better inform Americans about the broad varieties of services provided by the government and to show appreciation to public employees at the federal, state, and local levels.

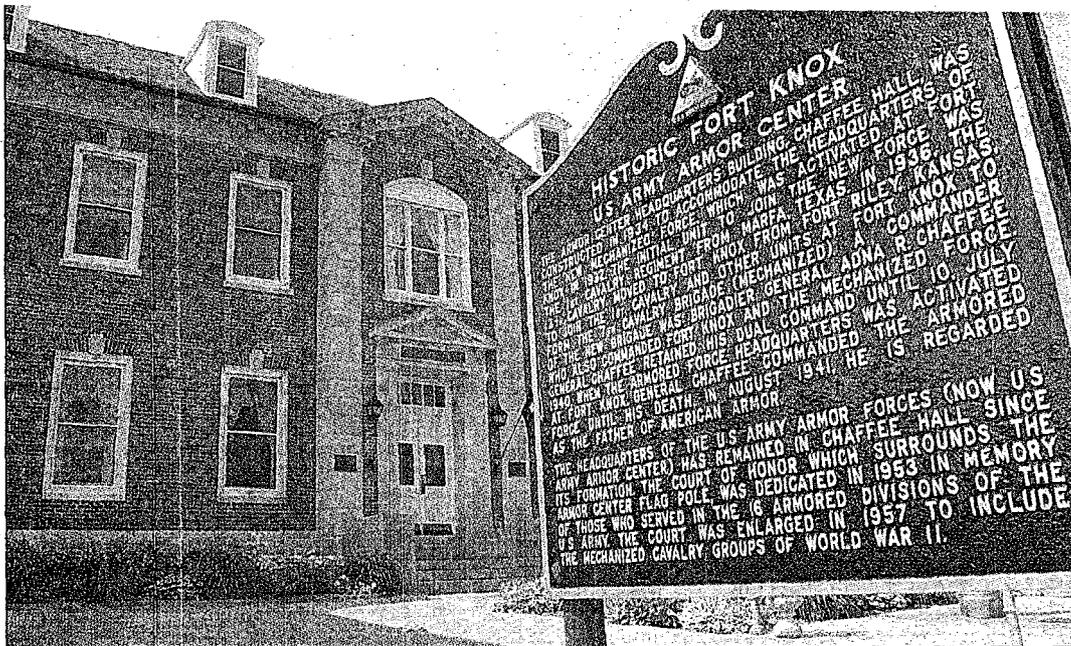
At Fort Knox, nearly half of our permanent party work force is made up of federal employees. I recognize and celebrate the important contribution of our civilian workforce.

Thanks for all you do.

A few weeks ago the Turret printed an article about a bone marrow registration drive to help find a donor for a Fort Knox family member. Another notice is on today's front page.

I encourage everyone who has not registered as a bone marrow donor to do so. The drive, sponsored by the 34<sup>th</sup> MP Detachment, will occur Tuesday from 9 a.m. to 3 p.m. in the classroom of Bldg. 298, on the corner of 11<sup>th</sup> Avenue and Gold Vault Road.

Take the opportunity to help, and save a human life. Forge the Thunderbolt!



THE U.S. ARMY ARMOR CENTER AND THE ARMOR SCHOOL will move to Fort Benning if the base realignment recommendations are approved. Staff photo by Sgt. Christopher Fincham

## Post gaining new commands, brigade

By MASTER SGT. JERRY MERIDETH  
FORT KNOX PUBLIC AFFAIRS CHIEF

The U.S. Army Armor Center and School will move from Fort Knox under proposals announced by the Department of Defense Friday as part of the Base Realignment and Closure Process.

However, the post would gain several new commands and a combat brigade, boosting the daily workforce at Fort Knox.

The BRAC proposal would send the Armor Center School to Fort Benning, Ga., and create a Joint Maneuver Center of Excellence in fiscal 2008. The move would affect the Armor School, including the 16<sup>th</sup> Cavalry Regiment and 1<sup>st</sup> Armor Training Brigade.

Other military activities leaving Fort Knox include the Regional Confinement Facility that is being consolidated with similar operations at Fort Leavenworth, Kan., in fiscal 2007.

Additionally, under the recommendations, inpatient medical care at Ireland Army Community Hospital would

cease and inpatient care would be referred to the VA and area civilian hospitals. Also transferred would be the Army Research Institute's Human Systems Research to Aberdeen Proving Grounds, Md. Both take place in fiscal 2006 under current proposals. As part of its BRAC

proposal, DoD recommended that Fort Knox receive the following units and organizations:

- A newly activated infantry brigade combat team returning from overseas, activation FY 06, return of forces from overseas FY06-09.
- The Army Human

Resources Command from Alexandria, Va.; the Army Reserve Personnel Command from St Louis; the Army Enlisted Records Branch from Indianapolis; and the Army Accessions Command and Cadet Command from

See **KNOX BRAC**, page **A10**

## DoD adding, subtracting Knox units

FORT KNOX PUBLIC AFFAIRS OFFICE

The Department of Defense released the following list of BRAC recommendations for Fort Knox.

### Relocating from Fort Knox

- The Armor Center and School to Fort Benning, Ga.

**Why:** Establishes a Maneuver Center of Excellence by combining the Armor and Infantry Centers and Schools. Locating the center at Fort Benning enhances training effectiveness, doctrine/combat development, and operational effectiveness.

- Regional Correctional Facility to Fort Leavenworth, Kan.

**Why:** The Department of Defense's correctional functions across the United States are being consolidated into fewer, more modern, and more efficient facilities. This recommendation creates a regional facility at Fort Leavenworth.

- In-patient mission at Ireland Army Community Hospital to the civilian community

**Why:** The inpatient capacity in the surrounding civilian community is capable of meeting the needs of the military community. Converting Ireland Hospital

to a clinic with an ambulatory center reduces excess capacity and ensures the clinic is capable of handling emergent and routine medical care.

- The Army Research Institute's Human Systems Research function to Aberdeen Proving Ground, Md.

**Why:** Supports the establishment of a Land C4ISR Center at Aberdeen Proving Ground. This increases efficiency through consolidation.

### Relocating to Fort Knox

- A combat arms brigade

**Why:** Fort Knox has the

See **BRAC QUESTIONS**, page **A10**

# g historic mission of Fort Knox

## Armor going to Benning

By SGT. CHRISTOPHER  
FINCHAM  
TURRET STAFF WRITER  
CHRISTOPHER.FINCHAM@KNOX.ARMY.MIL

Fort Knox and its neighboring communities displayed a gamut of varied emotions Friday following the release of the anticipated Department of Defense Base Realignment and Closure recommendation list.

There was relief that, despite a last-minute flood of negative predictions, the post will remain open and will apparently have a strong future.

There was excitement that a brigade combat team is proposed for permanent assignment to Fort Knox, along with the addition of Accessions Command Headquarters and the Army's Human Resources Command.

There was the thrill of expected new civilian employment opportunities, and the prospect of more Soldiers and their families becoming part of the Fort Knox community for several years instead of just several months.

But all that glee was overshadowed by the BRAC proposal that Fort Knox will be stripped of its world-renowned signature mission—the training of armor and cavalry Soldiers.

The post will lose the Armor School, 1st Armor Training Brigade, and 16th Cavalry Regiment if armor and cavalry training is transferred to Fort Benning, Ga.

Still, the realization is that Fort Knox stands to benefit tremendously from the BRAC proposal.

Garrison Commander Col. Keith Armstrong summed it up best during his press conference Friday afternoon, saying that, "The history of this

installation revolves around armor..." but that "The Army and the missions of the Army are more important than the history and traditions."

The changes proposed by DoD are intended to further the transformation of the Army and improve mission capabilities, Armstrong said.

If the proposed changes take place, the face of Fort Knox will look much different after the post undergoes its transformation from a training installation to a war-fighting post, according to Armstrong.

"Right now this installation is an institutional installation for the Army. We train Soldiers to get those Soldiers out to the war-fighting units," said Armstrong.

"The difference in the future will be that this will be a war-fighting installation. We will deploy forces from this installation into the war fight.

"So there will be a distinct difference when we change from an institutional installation to an operational installation."

While the numbers released with the DoD announcement Friday initially appeared to indicate that Knox would be losing a huge number of troops, the fact is that the net impact on the post will be a gain of 3,300 permanently assigned Soldiers, along with family members and civil service personnel.

"These changes will significantly change the mission of the post," said Armstrong, "but we will continue the tradition of Fort Knox as an important partner and employer in the area." ■

### More Knox BRAC details online

Details of how DoD's BRAC proposals may affect Fort Knox are available at the Fort Knox Intranet site: <http://knoxintra1/portal/>

A hyperlink to the Army-wide BRAC release with summaries of proposed closures and realignments is included under "BRAC" in the left-hand column. ■

## Knox BRAC: Decisions are first step in long process

■ From Page A1

Fort Monroe, Va. In fiscal 2009.

■ The Louisville United States Army Reserve Center in fiscal 2008.

■ The 84th Army Reserve Readiness Center from Fort McCoy, Wis., in fiscal 2009.

Official estimates are that Fort Knox will gain 3,300 permanent party Soldiers and 1,800 civilian employees from the realignment of the post.

A total of 7,500 new Soldiers who now train at Fort Knox will no longer report to the post for enlisted, NCO, and officer training. The military construction costs for the realignment are estimated at \$100 million.

Under the BRAC process, military services have six years to implement changes. The Army plans to make the changes in four years. But those changes must first be approved by the President and Congress, a process not scheduled to end on the BRAC timetable until January.

That means Friday's announcement is the beginning of a long process, according to Fort Knox officials.

Following the DoD announcement, Fort Knox Garrison Commander Col. Keith Armstrong stated that Fort Knox is a vital part of the Army and Kentucky, and will continue to be in the future of the Army.

"These changes could be significant and we are committed to making this a smooth transition for the Soldiers and civilians

affected," he said.

Maj. Gen. Terry Tucker, the commander of the Armor Center and School said, "The Armor Center and School remains committed to training armor and cavalry Soldiers. Every tanker and cavalry scout who fights in Iraq, Afghanistan, and around the world was trained at Fort Knox. We will continue to do that here until the final decision is made.

"If the final decision is made to move this to Fort Benning, we will miss the community and the history of this post, but we will still provide first class training and leadership."

Prior to the announcement, installations were only involved in the process by providing a broad range of specified data and information for evaluation. Installation personnel were not involved in the evaluation or selection of bases affected by BRAC.

Fort Knox and DoD officials cautioned that the announcement is the first step in a long process. It is not final. As such, speculation regarding the impact locally is premature.

Seventy-five percent of the installations in the Army are being affected by the BRAC process, according to DA figures. If approved by the U.S. government, DoD said it

will take four years to fully implement the changes at military installations across the nation.

Recommendations will be sent to Congress for approval in November. The list will not be finalized until January. However, figures from the last round of base closures show that 85 percent of the recommendations by the Secretary of Defense came to fruition.

BRAC is designed to transform the Army and other military services, maximizing their capabilities to work together more effectively while providing substantial savings in military spending.

The DoD recommendations will be reviewed by the nine-member independent BRAC Commission. The commission, chaired by former Secretary of Veterans Affairs Anthony Principi, must submit its recommendations to President Bush by Sept. 8. All information used by DoD to make its recommendations will be provided to the BRAC Commission as it deliberates the list through the summer.

The last major alignment of Soldiers and missions at Fort Knox occurred in 1995 when the Army disbanded the 194<sup>th</sup> Separate Armored Brigade, the largest deployable unit in its ranks at the time. ■

## BRAC questions: Enhancing effectiveness

■ From Page A1

capacity to meet training, readiness, and quality of life requirements. Putting these units on Fort Knox enhances deployment, redeployment, and training of the Joint Team.

■ The Human Resources Command East and West from Alexandria, Va.; Army Reserve Personnel Command from St. Louis, MO; the Army Enlisted Records Branch from Indianapolis, Ind.; and the Army Accessions Command and Cadet Command from Fort Monroe, Va.

**Why:** Consolidating the Army's military personnel and recruiting functions at Fort Knox creates an Army Human Resources Center of Excellence with enhanced effectiveness and efficiencies. This recommendation also vacates approximately 1.1 million square feet of leased space and eliminates almost 250,000 square feet of excess space, much of which is located in the National Capitol Region that is not required to be located there.

■ Louisville U.S. Army Reserve Center to Fort Knox.

**Why:** Consolidates the

entire headquarters at Knox. Transforms Res Component facilities a command and control structure to enhance readiness, training and mobilization, and creates significant efficiencies cost savings.

■ The 84th Army R Readiness Training Ce from Fort McCoy, Wis.

**Why:** Locating the 8 ARRTC with the Army Human Resource Com the 100th Division, an Army Reserve units at Knox enhances operat effectiveness. ■





## **MAJOR GENERAL TERRY L. TUCKER**

Major General Terry L. Tucker has commanded the Armor Center and Fort Knox since January 17, 2003. He is a native of Buffalo, West Virginia and was commissioned as an Armor officer through the Reserve Officers Training Corps Program at West Virginia State College in 1972. In addition to a Bachelor of Science in Education Administration from West Virginia State College, he earned a Master's Degree in Logistics Management from the Florida Institute of Technology. His military education includes completion of the Armor Officer Basic and Advanced Courses, the Cavalry Course, the Army Command and General Staff College, and the Advanced Operational Studies Fellowship.

His previous assignments include Deputy, The Inspector General of the Army; Deputy Chief of Staff, Operations, Headquarters, United States Army, Europe; Deputy Commanding General at the U.S. Army Armor Center & Fort Knox; Assistant Division Commander (Support) for the 25th Infantry Division (Light); Commanding General, Joint Task Force-Full Accounting; Executive Officer to the Commander in Chief, United Nations Command/Combined Forces Command, United States Forces Korea; Chief of Staff, 2nd Infantry Division; Commander, 11th Armored Cavalry Regiment; Commander, 177th Separate Armor Brigade; Commander, 1st Squadron, 1st Cavalry, 1st Armored Division; and Commander, 4th Squadron, 7th Cavalry, 3rd Armored Division during Operation Desert Storm.

General Tucker has served as the Armor Systems Integrator, Combat Maneuver Division, Office of the Deputy Chief of Staff for Operations and Plans in Washington, D.C. He has also served in a variety of command and staff positions in Armor and Cavalry units in the 1st and 3rd Armor Divisions, and 1st, 2nd, 4th, 8th, 9th, 25th Infantry Divisions. General Tucker's overseas assignments include three tours in Germany, Operation Desert Storm, Korea and two tours in Hawaii.

His awards include the Silver Star, the Defense Superior Service Medal, the Legion of Merit (with 4 Oak Leaf Clusters), the Bronze Star Medal, the Meritorious Service Medal (with 4 Oak Leaf Clusters), the Air Medal, the Army Achievement Medal (with 3 Oak Leaf Clusters), Parachutist Badge, Ranger Tab, and the Army Staff Identification Badge.



## COLONEL KEITH A. ARMSTRONG

Colonel Armstrong was born in Tacoma, Washington on September 9, 1957. He was commissioned through the ROTC program at Texas A&M University where he graduated with a Bachelor of Business Administration in Management. During an assignment to Kansas, he attended Kansas State University where he completed a Master of Science in Adult, Occupational and Continuing Education. He is a graduate of the Armor Officer Basic Course, Infantry Officer Advanced Course, Combined Arms and Services Staff School, Command and General Staff College, Armed Forces Staff College, Army Senior Fellowship Program, and Army War College.

After completion of the Armor Officer Basic Course, Airborne and Ranger Schools, Colonel Armstrong was assigned to the 1<sup>st</sup> Armored Division, Erlangen, Germany, where he served as a Tank Platoon Leader, Scout Platoon Leader, Company Executive Officer, and Company Commander in both the 2<sup>nd</sup> Battalion, 37<sup>th</sup> Armor and the 3<sup>rd</sup> Battalion, 34<sup>th</sup> Armor. In 1984, Colonel Armstrong was assigned to the 1<sup>st</sup> Infantry Division (Mechanized), Fort Riley, Kansas, where he served as a Tank Company Commander and Battalion Operations Officer of the 1<sup>st</sup> Battalion, 34<sup>th</sup> Armor and then, in 1986, as 1<sup>st</sup> Infantry Division (Mechanized) Assistant Inspector General. In 1988, he was assigned to the United States Military Academy, West Point, New York, as Armor Branch Representative and Military Science Instructor where he earned an Assistant Professorship. Upon completion of Command and General Staff College in 1993, Colonel Armstrong was assigned to the 24<sup>th</sup> Infantry Division (Mechanized), Fort Stewart, Georgia, where he served as Operations Officer of 3<sup>rd</sup> Battalion, 69<sup>th</sup> Armor and 1<sup>st</sup> Brigade. In 1995, he returned to Germany where he served in Crisis Action Plans, Operations Directorate (J3), US European Command. Colonel Armstrong returned to the United States in July 1997 to assume command of the Charles Melvin Price Support Center, a Garrison Command within the US Army Materiel Command. Upon completion of command in July 1999, he was selected to represent the Army as a Senior Fellow serving the fellowship in the Secretary of Defense Corporate Fellowship where he completed a year with McKinsey and Company, in Houston, Texas. He attended the US Army War College in Carlisle, Pennsylvania, during academic year 2000-2001 where he graduated with a Master of Science in Strategic Studies. Colonel Armstrong recently completed duty as Director, Training and Doctrine Development, US Army Armor Center, Fort Knox, Kentucky. He assumed command of the US Army Garrison at Fort Knox, KY on 7 June 2002.

Colonel Armstrong's awards and decorations include the Defense Meritorious Service Medal, Meritorious Service Medal with three Oak Leaf Clusters, Army Commendation Medal with two Oak Leaf Clusters, Army Achievement Medal, National Defense Service Medal, Joint Meritorious Unit Award, Army Superior Unit Award, Parachutist Badge and Ranger Tab.

Colonel Armstrong and his wife, Dr. Mary L. Armstrong, the former Mary Dorsett of Atlantic Highlands, New Jersey, reside on Fort Knox with their children Matthew (14) and Katelyn (12).



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**SAMUEL K SKINNER**

Reservation code: CEGVOL

**Travel Arranger Priority Comments:**

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YOUR AIRFARE ON 20MAY AT 1414 IS 336.90

**FLIGHTS**

Thu, May 26: AMERICAN AIRLINES, AA 4071  
Operated by AMERICAN EAGLE

From: CHICAGO OHARE, IL (ORD) Departs: 8:00am  
Departure Terminal: TERMINAL 3  
To: LOUISVILLE, KY (SDF) Arrives: 10:12am  
Class: Economy Seat: 17A  
Status: Confirmed Confirmation: CEGVOL  
Meal: Food for Purchase Smoking: No  
Aircraft: ERJ-145 JET Mileage: 278  
Flight Time: 1 hours and 12 minutes  
Verify flight times prior to departure

Thu, May 26: AMERICAN AIRLINES, AA 4384  
Operated by AMERICAN EAGLE

From: LOUISVILLE, KY (SDF) Departs: 6:07pm  
To: CHICAGO OHARE, IL (ORD) Arrives: 6:30pm  
Arrival Terminal: TERMINAL 3  
Class: Economy Seat: Check-In Required  
Status: Confirmed Confirmation: CEGVOL  
Meal: Food for Purchase Smoking: No  
Aircraft: ERJ-145 JET Mileage: 278  
Flight Time: 1 hours and 23 minutes  
Notes: SEATING RESTRICTED TO AIRPORT CHECK-IN ONLY.  
Verify flight times prior to departure

**OTHER**

Tue, Nov 22:

Status: Confirmed  
Information: THANK YOU FOR CALLING CARLSON WAGONLIT TRAVEL

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CUSTOMER NBR: K573DOD

ITINERARY

DATE: 23 MAY 05  
GWQUFI PAGE: 01

TO: ETKT \*\*BLANKETS\*\* 24MAY. RETURN ANY UNUSED TICKETS  
WITH 3 COPIES OF ORDERS TO  
CARLSON WAGONLIT TRAVEL  
2530 CRYSTAL DRIVE 10TH FLOOR

FOR: TURNER/SUE ELLEN

REF: CTX-049447-OSD

TICKET CHARGED TO.....125176  
THIS TICKET WAS PAID USING A CBA  
NO REIMBURSEMENT IS AUTHORIZED.  
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YOUR AIRFARE ON 20MAY AT 1436 IS 146.90

25 MAY 05 - WEDNESDAY

AIR SOUTHWEST AIRLINES FLT:1368 ECONOMY  
LV KANSAS CITY INTL 640A EQP: BOEING 737 300  
DEPART: TERMINAL BUILDING B 55MIN  
AR ST LOUIS INTL 735A NON-STOP  
ARRIVE: EAST TERMINAL RE: 9ICKKP  
HOTEL ST LOUIS INTL OUT-26MAY  
HILTON HOTELS 1 NIGHT  
HILTON ST LOUIS AIRPORT 1 ROOM  
10330 NATURAL BRIDGE RD RATE-98.00USD PERNIGHT  
ST LOUIS MO 63134 CANCEL BY 04P DAYOF ARRIVAL  
FONE 314 426-5500  
FAX 314 426-3429  
GUARANTEED LATE ARRIVAL  
CONFIRMATION 3215121848  
OTHER ST LOUIS INTL  
HOTEL ON 4PM HOLD

26 MAY 05 - THURSDAY

AIR SOUTHWEST AIRLINES FLT:636 ECONOMY  
LV ST LOUIS INTL 845A EQ : BOEING 737 300  
DEPART: EAST TERMINAL 01HR 00MIN  
AR LOUISVILLE 1045A NON-STOP  
REF: 9ICKKP

22 NOV 05 - TUESDAY

OTHER INFORMATION  
THANK YOU FOR CALLING CARLSON WAGONLIT TRAVEL

CUSTOMER NBR: K573DOD

GWQUFI PAGE: 02

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WITH 3 COPIES OF ORDERS TO  
CARLSON WAGONLIT TRAVEL  
2530 CRYSTAL DRIVE 10TH FLOOR

FOR: TURNER/SUE ELLEN

REF: CTX-049447-OSD  
Page 1

3

GWYGNM

YOUR CARLSON WAGONLIT CONFIRMATION CODE IS GWYGNM

SALES PERSON: 50  
CUSTOMER NBR: K573DOD

ITINERARY

DATE: 23 MAY 05  
GWYGNM PAGE: 01

TO: ETKT \*\*BLANKETS\*\* 24MAY. RETURN ANY UNUSED TICKETS  
WITH 3 COPIES OF ORDERS TO  
CARLSON WAGONLIT TRAVEL  
2530 CRYSTAL DRIVE 10TH FLOOR

FOR: TURNER/SUE ELLEN

REF: CTX-049447-OSD

TICKET CHARGED TO.....125176  
THIS TICKET WAS PAID USING A CBA  
NO REIMBURSEMENT IS AUTHORIZED.  
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YOUR AIRFARE ON 20MAY AT 1438 IS 387.60

24 MAY 05 - TUESDAY  
AIR MIDWEST AIRLINES FLT:99 ECONOMY FOOD FOR PURCHASE  
LV SAN ANTONIO 1055A EQP: BOEING 717  
AR KANSAS CITY INTL 1244P NO -STOP  
REF: KGZXJJ

TURNER/SUE ELLE SEAT-17A  
HOTEL KANSAS CITY INTL OUT-25MAY  
RADISSON HOTELS AND RESORTS 1 NIGHT  
RADISSON HTL KANSAS CITY ARPRT 1 ROOM  
11828 NW PLAZA CIRCLE RATE-88.00USD PERNIGHT  
KANSAS CITY MO 64153 CANCEL BY 06P DAYOF ARRIVAL  
FONE 816-464-2423  
FAX 816-464-2560  
GUARANTEED LATE ARRIVAL  
CONFIRMATION 2JL5BD1  
RD-V0728815

OTHER KANSAS CITY INTL  
HOTEL GUARANTEED CANCEL BY 6PM TO AVOID BILLING

26 MAY 05 - THURSDAY  
AIR AMERICAN AIRLINES FLT:2473 ECONOMY  
LV LOUISVILLE 516P EQP: MD-80  
AR DALLAS FT WORTH 631P 02HR 15MIN  
NON-STOP  
REF: GWYGNM  
TURNER/SUE ELLE SEAT-20E AA-W603340

FOR: TURNER/SUE ELLEN

REF: CTX-049447-OSD

26 MAY 05 - THURSDAY  
AIR AMERICAN AIRLINES FLT:1527 ECONOMY  
LV DALLAS FT WORTH 751P EQP: MD-80  
DEPART: TERMINAL C 853P 01HR 02MIN  
AR SAN ANTONIO NON-STOP

4

# EXHIBIT 1: Beneficiary Demographics (Cathment Area) FY06-FY08 Projections

## 0061 FT KNOX - IRELAND ACH

		BENCAT: AD				BENCAT: ADFM				BENCAT: Ret/Others					
Gender	Age Group	2005	2006	2007	2008	Age Group	2005	2006	2007	2008	Age Group	2005	2006	2007	2008
M	15 to 17	-	-	-	-	0 to 4	1,327	1,855	1,591	1,807	0 to 4	140	141	142	154
	18 to 24	4,096	5,314	4,705	5,203	5 to 14	2,807	3,923	3,365	3,822	5 to 14	1,134	1,144	1,154	1,244
	25 to 34	3,260	4,229	3,745	4,141	15 to 17	577	806	692	786	15 to 17	785	792	799	861
	35 to 44	2,262	2,935	2,598	2,874	18 to 24	399	558	478	543	18 to 24	1,229	1,240	1,250	1,348
	45 to 64	471	611	541	598	25 to 34	100	140	120	136	25 to 34	193	195	196	212
		-	-	-	-	35 to 44	77	108	92	105	35 to 44	1,141	1,151	1,161	1,252
F	15 to 17	6	6	6	6	45 to 64	52	73	62	71	45 to 64	6,117	6,170	6,223	6,712
	18 to 24	303	393	348	385	65+	3	4	4	4	65+	4,209	4,246	4,282	4,618
	25 to 34	313	406	360	398	0 to 4	1,333	1,863	1,598	1,815	0 to 4	140	141	142	154
	35 to 44	258	335	296	328	5 to 14	2,640	3,690	3,165	3,594	5 to 14	1,112	1,122	1,131	1,220
	45 to 64	87	113	100	111	15 to 17	558	780	669	760	15 to 17	733	739	746	804
		-	-	-	-	18 to 24	1,088	1,521	1,304	1,481	18 to 24	1,164	1,174	1,184	1,277
Total		11,097	14,342	12,699	14,043	Total	14,940	20,876	17,908	20,336	Total	31,106	31,377	31,644	34,130

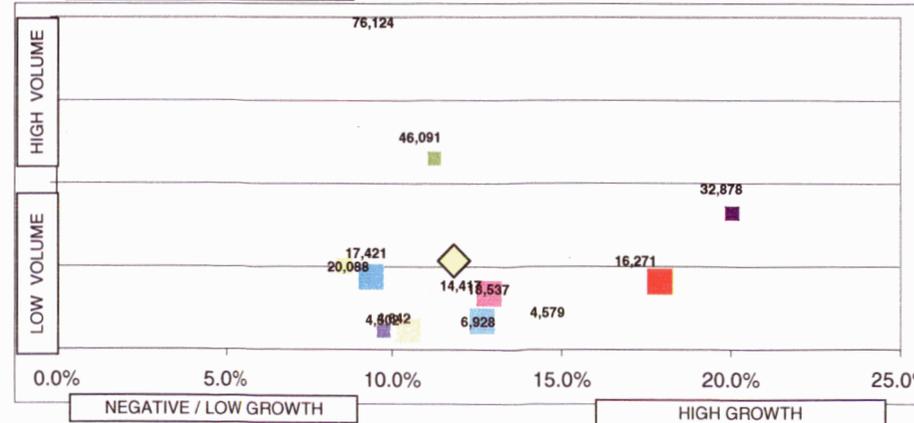
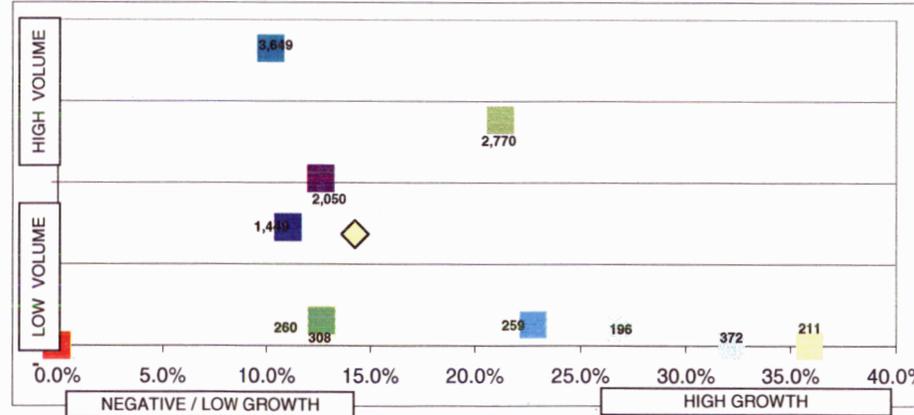
### Demand for Inpatient Care

RWPs (Admissions)	2005	2006	2007	2008	% Change
OB - 14	372 (486)	500 (700)	436 (560)	492 (632)	32.2%
GYN - 13	260	280	262	289	11.1%
Newborn - 15	211 (450)	294 (612)	253 (527)	287 (588)	35.9%
Respiratory - 4	308	328	318	347	12.7%
Ortho - 8	2,050	2,157	2,131	2,310	12.6%
Mental Health/Substance - 19/20	2,770	3,292	3,037	3,357	21.2%
Digestive - 6	3,649	3,716	3,723	4,022	10.2%
Circulatory - 5	1,449	1,496	1,487	1,609	11.1%
Nervous - 1	259	314	288	318	22.8%
ENT - 3	196	253	225	249	26.9%
Other	-	-	-	-	0.0%
Overall Average	1,368	1,479	1,434	1,563	14.3%
Total	10,941	11,835	11,472	12,502	

### Demand for Outpatient Services

RVUs	2005	2006	2007	2008	% Change
Primary Care	76,124	84,479	80,283	83,716	10.0%
Emergency	20,088	21,982	21,035	21,810	8.6%
Mental Health/Social Work	46,091	51,792	48,942	51,274	11.2%
Musculoskeletal	32,878	40,133	36,505	39,473	20.1%
Internal Med Sub	17,421	19,220	18,320	19,056	9.4%
Surgery	4,579	5,320	4,949	5,253	14.7%
Surgery Sub	6,928	7,895	7,411	7,807	12.7%
Ophthalmology/Optomtry	13,537	15,456	14,496	15,281	12.9%
OB/GYN	14,417	15,092	14,755	15,031	4.3%
ENT	4,502	4,986	4,744	4,942	9.8%
Dermatology	4,642	5,177	4,910	5,129	10.5%
Other	16,271	19,480	17,875	19,188	17.9%
Overall Average	21,457	24,251	22,852	23,997	11.8%
Total	257,478	291,012	274,226	287,960	

Overall Average



**Base Closure and Realignment Commission  
Itinerary for Fort Knox Visit 26 May 05  
By Commissioner Skinner and Commissioner Turner**

**White =Commissioners Skinner & Turner**    --BRAC Commission Analysts at Ft Knox: Mike Avenick and Don Manuel.  
**Italics = Commissioner Skinner**            --Fort Knox:: MG Terry Tucker, Armor Center & Installation Commander  
**Gray = Commissioner Turner**                --Fort Knox POC & Escort: COL Keith Armstrong, Garrison Commander

TIME	EVENT	LOCATION	POC	ACTION
26 May 1015	<i>Commissioner Skinner Arrives</i>	<i>LV Chicago OHare 0800 HRS, AA#4071, AR Louisville 1012 HRS</i>	--Commission Analysts Mike Avenick, Don Manuel	Meet Commissioners at Airport
1045	Commissioner Turner Arrives	LV St Louis 0845 HRS, SWA#636, AR Louisville 1045 HRS	--Ft Knox Escort COL Armstrong	
1100-1130	En route	To Fort Knox	Mike Avenick, Don Manuel, COL Armstrong	Commissioners Review Proposed Itinerary & Briefing Book
1130-1230	Lunch Hosted by MG Terry Tucker	Fort Knox Leaders Club, Bullion Room	MG Terry Tucker, Armor Center Commander	Informal Discussion of 8 BRAC Recommendations' Effects on Ft Knox
1230-1400	Ft Knox Briefing to Commissioners	Fort Knox USAARMC Headquarters, Bldg 1101	MG Tucker, COL Armstrong	Installation Overview, Presentations on 8 recommendation's that effect Ft Knox
1400-1415	Break			
1415-1500	Ft Knox cantonment area tour	--Commissioner Skinner and Commissioner Turner Ft Knox cantonment area	COL Armstrong, Mike Avenick, Don Manuel	Windshield tour of Ft Knox cantonment area, respond to Commissioners' questions
1500-1700	<i>Visits to affected facilities - training ranges</i>	<i>--COM Skinner to Zussman Mounted Urban Training (MOUT) &amp; Wilcox Multi-Purpose Range Complexes</i>	<i>COL Armstrong, Mike Avenick,</i>	<i>Windshield tour &amp; response to Commissioner's questions</i>
1700-1730	En route	Louisville Airport	COL Armstrong, Mike Avenick,	Response to Commissioner's questions
1807	<i>Commissioner Skinner Departs</i>	<i>LV Louisville 1807 HRS, AA#4384 to Chicago OHare</i>		
1500-1530	Affected facility visits-hospital	--COM Turner to Ireland Army Hospital & medical facilities	COL Carol Pierce, Hospital Commander; Don Manuel	Visit to affected medical facilities, answer Commissioner's questions
1530-1630	En route	Louisville Airport	COL Armstrong, Mike Avenick, Don Manuel	Response to Commissioner's questions
1716	Commissioner Turner Departs	LV Louisville 1716 HRS, AA#2473 to Dallas/Ft Worth		

List of attendees (20 MAX) for 26 May 2005 lunch hosted by MG Tucker, Fort Knox Installation  
Commander include:

Military Officials

MG Tucker, USAAMRC Commanding General  
COL Gold, USAARMC Chief of Staff  
COL Armstrong, USAG Fort Knox, Garrison Commander  
CSM DeSario, USAARMC CSM  
Sara Johnson, USAG, Director, Plans Analysis and Integration  
Emmet Holley, USAG, Garrison Deputy  
Herv Mastin, Installation Management Agency Southeast Region Office

BRAC Commission

Mike Avenick, BRAC Commission Analyst  
Don Manuel, BRAC Commission Analyst  
Commissioner Skinner  
Commissioner Turner

Guests Invited by MG Tucker

Larry Cox, Senator McConnell's office  
John Salyers, Senator Bunning's office  
Philip Hays, Congressmen Lewis' office  
Mayor Sheila Enyart, Radcliff, Kentucky (city adjacent to Fort Knox)  
Mayor David Wilmoth, Elizabethtown, Kentucky (city in close proximity to Fort Knox)  
Judge Executive Harry Berry, Hardin County (county on southern border of Fort Knox)  
Steve Montgomery, Association of the US Army  
Don Williams, COL (Retired), Association of the US Army  
Bill Barron, MG (Retired), Association of the US Army

# Turret

Serving the Fort Knox community since 1948

THURSDAY/May 26, 2005

## DoD proposals not finalized

### Garrison commander explains reality of BRAC

By SGT. ZOE MORRIS  
TURRET FEATURES EDITOR  
ZOE.MORRIS@KNOX.ARMY.MIL

Garrison Commander Col. Keith Armstrong briefed members of Fort Knox's civilian community May 18 on the Department of Defense recommendations released May 13 to the Base Realignment and Closure Commission and their effects on the post's future.



Armstrong

Briefings were held every hour from 1-6 p.m.

In the 3 p.m. briefing, Armstrong stressed that the information he presented, along with what had been released about BRAC, were simply DoD recommendations, not final decisions.

"Everything released on (May 13) is subject to change," Armstrong said.

"We are not going to close Fort Knox. The value of Fort Knox to the Army is too much to close. But there will be significant changes to Fort Knox."

Those proposed changes include:

**Departures from Fort Knox:**

**Realign the Armor Center and School by relocating them to Fort Benning, Ga.**

"(This is) the most emotional issue we are going to have to deal with," said Armstrong.

"Since its inception in 1918, the armor and calvary

force has been on Fort Knox ... It is incumbent upon those of us who stay here to make sure we don't ever lose the history and tradition associated with that organization and what it's meant to Fort Knox.

"But that does not mean Fort Knox is going to come to an end."

The proposed transfer to Benning of the Armor Center and School will include, as named by the study:

- The headquarters element, 16th Cavalry Regiment;
- 1st Armor Training Brigade;
- NCO Academy;
- Training and Doctrine Combat Development Directory;
- Unit of Action Maneuver Battle Laboratory;
- TRADOC System Manager (TSM).

**Realign the Regional Confinement Facility by relocating it to Fort Leavenworth, Kan.**

**Realign Ireland Army Community Hospital. Inpatient services go to local community hospitals. Ireland will become an out-patient clinic.**

"This is really a realignment or downsizing," Armstrong said. "Inpatient care will be referred out to the local community."

He said that a majority of surgeons who would normally work in Ireland have been tasked overseas, with the exception of OB/GYN.

"We've done an awful lot in the hospital to keep the Well Baby Clinic open and

See BRAC, page A3

# BRAC: Knox stands to gain from changes

■ From Page A1

the OB/GYN Clinic open, and we will continue to engage to keep those services open to our community," he said.

## Realign the Army Research Institute, Human Systems Research by relocating it to Aberdeen Proving Ground, Md.

"If all that leaves, and Fort Knox is going to be okay, what do we get?" Armstrong asked the crowd. "Well, here's what we're going to get."

## Additions to Fort Knox: Establish an infantry brigade combat team.

"Numbers-wise, the BCT will be somewhere between 3,500 and 4,000 active-duty personnel, but I do not yet know the make-up of that (team)," said Armstrong, who added that information is being gathered about the BCT.

## Realign the Army Human Resources Command from Alexandria, Va., Indianapolis, and St. Louis to Fort Knox.

"What we call Human Resources Command comes out of Alexandria, Va., lock, stock, and barrel. The Enlisted Records Division comes out of Indianapolis... (and the ) Army Reserve Personnel Command comes out of St. Louis," Armstrong said.

"All of the personnel pieces come into Fort Knox."

## Relocate the Army Accessions Command and Army Cadet Command from Fort Monroe, Va., to Fort Knox.

"(The commands) will combine with the U.S. Army Recruiting Command Headquarters, the elements of Accessions Command that are already here, the ROTC region that's already here, the recruiting brigade that is already here, the Accessions Support Brigade that is already here, (will, together) with the HRC piece, form the Army's new Human Resources Center of Excellence," Armstrong explained.

"That is positive growth for Fort Knox."

## Relocate the 84th Army Reserve Readiness Training Center from Fort McCoy, Wis., to Fort Knox.

"That's about 250-300 people that will train, on average, about 250 reserve component Soldiers a month," Armstrong said.

"So although we are losing a significant training base in terms of the (1<sup>st</sup>) brigade and the (16<sup>th</sup> Cav.) regiment, we'll still have a small training base of reserve component Soldiers here on a permanent basis."

## Relocate the Louisville U.S. Army Reserve Center and 100th Division (Institutional Training) headquarters to Fort Knox.

The reserve center and 100<sup>th</sup> Division Institutional Training headquarters at Bowman Field will be combined and moved to Fort Knox.

## Relocate the Army Center for Substance Abuse to Fort Knox.

When the media released anticipated personnel losses following the DoD announcement, they reported 10,000 military personnel were leaving Knox.

"If you look at raw numbers, that's probably true," Armstrong said, adding that those numbers included the

military student population on post.

"For planning purposes I think it's smart that we just disregard that (student) population for a couple of reasons," he said.

"One, they're only here two to nine months. Two, about 90 percent of them live on post. The vast majority of that 90 percent are privates here for basic training. They rarely get off post, they don't spend much money off post, so really there's no economic value to that training base, with the exception of their parents and family coming in for graduation."

"The largest impact is permanent party people," he said. "If you take all the trainees out... all you're talking about is permanent party, cadre, and civilian changes on post."

Armstrong broke down the personnel numbers the following way:

- 10,000 Soldiers are leaving, but that number includes the 7,500 student transient population, which is not counted. That leaves 2,500 permanent party Soldiers slated to depart Fort Knox as a result of the DoD plan.

- Around 5,800 Soldiers are slated to be assigned to Fort Knox. This results in a net growth of 3,500 Soldiers on post, plus family members who will accompany the Soldiers and live on and around post.

- The number of civilian employees leaving as a result of DoD recommendations amounts to about 750. But a predicted 2,500 will be assigned, resulting in a net gain of 1,800.

"Both military and civilians arriving indicate positive growth for the installation and the local community now and into the future," Armstrong said.

Part of that 1,800 personnel civilian growth will be civilians already working on Knox, Armstrong said.

"Some of you will choose not to leave and go with your jobs in the Armor Center when it is relocated, and you'll become part of this growth population," he said.

"But a good part of this is new people... who will come with their jobs. That is new

growth — that's economic impact."

The numbers do not include contract jobs, which were not considered in the analysis.

## Economic impact:

"It's growth from a military perspective to the tune of \$100 million of new military construction to be able to handle these recommendations," said Armstrong. "Again, all of these are estimates, but it's about a \$250 million a year economic impact on the community."

He also talked about the timelines involved with the changes on post.

## ■ Infantry BCT activation — fiscal 2006.

Armstrong pointed out that the beginning of fiscal 2006 is Oct. 1, 2005.

"You would think that we're going to wait a little while," Armstrong said. "No, folks. We're about to embark on a major mission—a major change on the way Fort Knox does business."

Armstrong said he expects the activation to be later in the year.

## ■ Return of forces from overseas—fiscal 2006-2009.

As the forces return they'll join the infantry BCT, which will fill out the brigade from fiscal 2006-2009.

## ■ USAARMC move—fiscal 2008

■ Louisville Reserve Center /100th Division consolidation—fiscal 2008.  
84th ARRTC move — FY 2009

## HR Center of Excellence consolidation — FY 2009

"Some of you may say, 'I don't care what you say. I don't care what the numbers are. All you're doing is making me lose my job.'"

"I probably had 20 or 30 individuals walk up to me since 10 o'clock (May 13) and say, 'I've lost my job.'"

"My answer back to them is, 'No, you didn't. Are you coming to work Monday? Are you still getting a paycheck? Then you didn't lose your job.'"

"And it's our intent—the chain of command—to do everything we can to make sure you don't lose employment."

Armstrong suggested ways that employees can prepare for the anticipated

changes on post.

- Don't panic. The final decision has not been made and no personnel moves will be finalized until BRAC becomes law (in December).

- Attend upcoming personnel briefings and understand the options available.

- Update all installation master plans and facility status documentation.

- Ensure that data is accurate.

- Identify resource requirements early.

- Speak with one voice. Armstrong said that Soldiers should ensure that their personnel records are up to date and talk with branch managers about future PCS actions.

"What does it mean when I say we're going to do everything we can to take care of the civilian workforce?"

asked Armstrong, before going over the following information.

- Employee needs are priority.

- Every effort will be made to help with transition.

- Special training and employment programs will be utilized.

- Retirement options and benefits will be briefed and used as needed.

- Help from other sources may be needed to aid with the transition effort.

Available tools that may be employed, said Armstrong, include:

- Early outs and buyouts;
- Directed or voluntary reassignments;

- Voluntary change to lower grades;

- Relocation;

- Early registration in placement programs;

- Reduction in force;

- Transition assistance;

- In-service placement (retraining, skills assessment, job fairs, resume prep, counseling); and

- Outplacement.

Armstrong added that communication with affected post employees will include periodic Town Hall meetings, updates in the Turret, on the Knoxinfo system, and in the CPAC Bulletin, along with messages from the post chain of command and the union local. ■



MONUMENTS TO ARMOR UNITS PAST AND present surround the Court of Honor

Staff photo by Christopher Finchar