



Fort Drum Economic Impact Statement Fiscal Year 2004

October 1, 2003 – September 30, 2004



Fort Drum – “The Army and the Soldier’s First Choice”

Fort Drum United States Army Garrison

Commanding General
MG LLOYD J. AUSTIN III

Garrison Commander
COL EMORY R. HELTON

Deputy to the Garrison Commander
MRS. JUDITH GENTNER

Garrison Command Sergeant Major
CSM BRIAN L. CARLSON

COMMUNITY IMPACT

Fort Drum is a prominent fiber in the fabric of the Northern New York community. The installation provides employment for more than 2,000 area residents and millions of dollars in trade for local businesses. Soldiers and their family members receive medical care from local health care providers and enroll in local school districts and colleges. Staunch community support by way of joint programs such as Project Strong Communities and the Yellow Ribbon campaign further connect the military and civilian communities. The resulting economic and social impact benefits not only Northern New York, but New York State as well.

EMPLOYMENT AND PAYROLL: \$445,848,421

Point of Contact providing personnel data is the Plans, Analysis and Integration Office (Sue Barney)
Point of Contact providing military pay data is DRM-IMA (Peggy East)

Fort Drum is the largest employer in Northern New York. In FY04, 14,055 Soldiers and 3,050 civilians were employed at Fort Drum. Civilian and military payrolls totaled \$136,223,240 and \$309,625,181 respectively. This year's economic analysis captures payroll dollars from many of our tenant organizations such as the New York Army National Guard Mobilization and Training Equipment Site (MATES); the US Army Corps of Engineers (COE), Fort Drum Resident Office; the Army Materiel Command Field Support Center/Logistics Assistance Office (LAO); 2d Bde, 78th Division (Training Support); 77th Regional Readiness Command (RRC), Equipment Concentration Site (ECS) #1; the Fort Drum Post Office; Carlson Wagonlit Travel and AmeriCU Credit Union to name a few.

Personnel Category	Number Employees
Military:	
Garrison	40
Division	11,827
Non-Division	1,325
Tenants	863
Military Total:	14,055
Civilian:	
Garrison	1,286
Tenants	1,433
Nonappropriated Fund	331
Civilian Total:	3,050
Grand Total:	17,105

ARMY COMMUNITY HOUSING: \$21,987,334.10

Point of Contact providing this data is Public Works (Margaret Hedden)

Fort Drum uses two distinct methods for housing Army families -- Army Community Housing (Section 801 leased units) and on-post Army owned housing.

The Army Community Housing Program, completed in 1990, provides housing for 2,000 Army families in ten communities in the Tri-County (Jefferson, Lewis and St. Lawrence) area. These units are contractor built and, for the most part, contractor operated and maintained.

Fort Drum controls a total of 4,272 family housing units, both on and off-post.

Location	Annual Expenditure
Watertown	\$6,275,441.34
LeRay	\$3,570,150.79
Calcium	\$3,407,755.94
Gouverneur	\$2,073,236.87
Philadelphia	\$1,596,723.32
Carthage	\$1,297,063.21
West Carthage	\$1,336,468.72
Clayton	\$ 1,039,819.12
Copenhagen	\$ 789,994.32
Lowville	\$ 600,680.47
Grand Total	\$21,987,334.10



CONTRACTING IMPACT IN TRI-COUNTY AREA: \$139,293,542

Point of Contact for Fort Drum Awarded Contract data is the Army Contracting Agency (Annie Semo)
 Point of Contact for Corps of Engineer Awarded Contract data is the Corps of Engineers (Michael D. Williams)

Fort Drum is a major customer for construction companies and suppliers of goods and services in Northern New York State. In FY04, Fort Drum's Directorate of Contracting awarded a total of 314 construction contracts worth \$58,414,947. Companies located in the Tri-County area received 154 of those contracts worth \$41,349,198. Fort Drum also awarded 1,468 supplies and service contracts worth \$52,544,626. Of those, 269 contracts, worth \$13,193,559 were awarded to businesses in the Tri-County area.

The International Merchant Purchase Authorization Card (IMPAC) Program and Accommodation checks were used to purchase \$18,608,631 worth of supplies and services this fiscal year. Purchases on the Government VISA card/checks are limited to transactions under \$2,500 each. The economic impact of these purchases also directly affected local businesses. Through the IMPAC Program and Accommodation Checks, it is estimated that over 88% of the purchases, or \$16,450,030, were made with Tri-County firms.

Contracts	Total	Tri-County	%
Construction	\$58,414,947	\$41,349,198	70.7%
Service/Supply	\$52,544,626	\$13,193,559	25.1%
IMPAC Card & Accommodation Checks	\$18,608,631	\$16,450,030	88.4%
Total	\$129,568,204	\$70,992,787	54.8%

Top Ten Contractors	
Contractor	\$ Amount of Contract
★ Purcell Construction Corporation, Watertown, NY	\$21,932,634
★ Lawman Heating and Cooling, Sackets Harbor, NY	\$17,850,095
★ Cadence Contract Services LLC, Tooele, UT	\$12,572,174
L C Industries for the Blind, Durham, NC	\$5,954,394
★ Jefferson Rehabilitation Center, Watertown, NY	\$4,896,231
Dell Computer Corporation, Round Rock, TX	\$4,037,278
★ Omega QSE, Incorporated, East Syracuse, NY	\$3,692,105
Fullington Auto Bus, Clearfield, PA	\$3,559,598
Niagara Mohawk Power Corporation, Syracuse, NY	\$3,110,270
Trade Products, Fairfax, VA	\$3,100,131

★ Blue Ribbon Contractor Award Recipient = Awarded by Fort Drum's Directorate of Contracting to contractors who excel in areas such as operations, management, quality of work, cost/financial aspects, and a general category, which includes conduct, reliability, extra effort and value.



Blue Ribbon Recipient
Jefferson Rehabilitation Center
Central Issue Facility Contractor

The US Army Corps of Engineers also awarded construction contracts for work at Fort Drum. Major construction placement work totaled approximately \$46,076,415 for FY04. The Corps of Engineers has many guidelines when awarding construction contracts. One of the guidelines is to use the HUBZONE Program. The Tri-County area is zoned as a HUBZONE. The HUBZONE Empowerment Contracting program provides federal contracting opportunities for qualified small businesses located in distressed areas. Fostering the growth of these federal contractors as viable businesses, for the long term, helps to empower communities, create jobs, and attract private investment.



Barracks Projects, Purcell Construction

Contracts for supplies, services, maintenance and labor to support Installation operations were also executed by external agencies, or were centrally funded by higher headquarters. Examples of these type contracts include the Mobile Vehicle and Cargo Inspection System (MVACIS), a gamma-ray cargo scanning system and Access Control Points (security guards).



MVACIS



Access Control

We estimate that contracts of this type totaled at least \$20,789,434 in FY04.

Non-appropriated Fund (NAF) activities purchased \$4,307,717 in FY04. We estimate that 1/3 of those purchases or \$1,434,906 was spent locally for a myriad of products and services such as self help construction supplies and equipment, decorations, furniture, small renovation projects, bedding, linens, washers, dryers, propane, gas, oil, tools, lawn maintenance equipment and supplies, uniform contracts, office supplies and equipment, advertising, package delivery services, etc.

MEDICAL & DENTAL SERVICES: \$30,257,700

Point of Contact providing this data is the US Army Medical Activity (Jane Reape)

The United States Army Medical Department Activity (USA MEDDAC) and United States Army Dental Activity (USA DENTAC) provide a comprehensive managed care program to Soldiers and their families. In FY04, USA MEDDAC and USA DENTAC spent \$30,257,700 in the North Country for medical and dental services.

Medical care is provided on-post for military beneficiaries enrolled in TRICARE Prime at the Guthrie Ambulatory Health Care (Family Practice Clinic) or Connor Troop Medical Clinic/Aviation Troop Medical Clinic. TRICARE is the name of the Department of Defense's managed health care program for active duty military, active duty service



families, retirees and their families, and other beneficiaries. As part of the regional TRICARE contract, the Managed Care Support Contractor is responsible for coordinating health care services off post, as well as maintaining the civilian provider network within the community by establishing contracts with local health care providers and facilities.

Dental care is provided for military beneficiaries at North Riva Ridge, Wilcox and Clark Hall Dental Clinics on Fort Drum. Some dental care for active duty Soldiers is outsourced to local providers through the Military Medical Support Office (MMSO) provider network. Some dental care for mobilizing US Army Reserve and National Guard Soldiers is outsourced through the Federal Strategic Health Alliance (FEDS_HEAL) provider network. The TRICARE Dental Contractor for family members is United Concordia (UCCI), which has an extensive provider network in North Country. Family members not yet covered by UCCI are authorized to receive emergency care on post at Wilcox Dental Clinic. The retired military population can sign up for the Delta Dental Plan for Retirees, which also has a provider network in the local surrounding communities.



The total dollar amounts expended to include supplies, equipment, and contracts are \$29,247,600 (MEDDAC) and \$1,010,100 (DENTAC), respectively.

VETERINARY SERVICES: \$11,800

Point of Contact providing this data is the US Army Medical Activity (Jane Reape)

The United States Army Veterinary Command (VETCOM) provides military veterinary services in support of United States Army Medical Command (MEDCOM) and Department of Defense (DOD) missions in their areas of responsibility. The responsibilities of VETCOM include food safety and quality assurance, care of government owned animals, and animal disease prevention and control.

Veterinary food inspection personnel inspect foods that are procured, transported, stored, and issued for human consumption by the Department of Defense (DoD). They also assist in the prevention and control of food borne diseases and identify unsanitary conditions in food storage facilities and commissary stores.



Veterinary animal care personnel perform a variety of duties. The highest priority is managing the medical care of our military working dogs. These dogs are essential for patrolling and providing drug and explosive ordnance detection. Animal care personnel also support the control of diseases transmitted from animals to humans such as rabies, ringworm, West Nile virus and Lyme disease by providing client education, routine immunizations, and health care to the privately owned animals of Soldiers.



In FY04, USA MEDDAC veterinary services at Fort Drum spent \$11,800 for normal operating expenditures in the North Country. Expenditures included the Rabies Bite Program, veterinary claims, supplies and contracts.

TUITION ASSISTANCE & CONTRACTED EDUCATION: \$1,498,361

Point of Contact providing this data is the Directorate of Plans, Training and Mobilization (Joe Agresti)

Fort Drum spent \$1,237,000 for tuition assistance for active duty Soldiers. This program assists the Soldiers in paying college expenses. A total of 2,451 Soldiers were enrolled in the tuition assistance program with 54% enrolled in local colleges and 46% enrolled in Distance Learning courses. A total of \$261,361 was contracted for adult education programs during FY04 for the Education Center, to pay for multipurpose learning facility support, advertising for programs, test examiners, instructors, counselors, and counselor support.

In FY03, the Army tuition assistance policy changed to allow payment up to 100% for college courses that fit within a Soldier's degree or certificate program. The cost allowance per semester hour of credit was increased to \$250 and the fiscal year ceiling to \$4,500. Soldiers were still required to pay for the majority of college fees as well as book costs. This policy has remained the same throughout FY04. However, since July 2002, Fort Drum was designated as one of eight eArmyU (Electronic Army University) enrollment sites, and in FY04, one of fourteen. eArmyU is a program that requires a



Soldier be in service for three years after the enrollment date and commit to completing 12 semester hours of credit in two years with an eArmyU college via distance learning on the eArmyU Internet-based portal. With the laptop option, Soldiers received a laptop computer that becomes personal property after fulfilling their commitment, paid tuition, fees, Internet service and books. The program was so popular in FY04 that the Fort Drum Education Center enrolled 1,645 in the laptop option. The non-laptop option only required that a Soldier be on active duty one year after enrollment and enroll in a 3 semester hour course within 30 days of enrollment. The non-laptop option was designed primarily for Soldiers who preferred to use their own computers, while the program provided paid tuition, fees, Internet service, and books. In FY04,



336 Soldiers enrolled in the non-laptop option. The eArmyU enrollments, along with heavy deployment in FY04, slightly impacted college enrollments using tuition assistance. The funding for the eArmyU program comes out of the Army Continuing Education System Headquarters in Alexandria, VA. Even though the Fort Drum Education Center funded less for tuition assistance in FY04, more Fort Drum Soldiers are attending college than ever before. Due to the heavy deployments, more Soldiers opted for Distance Learning courses over traditional college classes.

IMPACT AID: \$13,730,472

State Aid extracted from 2003-2004 School Year Aid Payment Summary Report
(<http://stateaid.nysed.gov/>)
Federal Aid data extracted from National Association of Impacted Schools
(<http://www.sso.org/nafis>)

Aid is provided to local school districts from both the State and Federal Departments of Education.

Federal impact aid, which was signed into law by President Harry S Truman in 1950, is designed to directly reimburse public school districts for the loss of traditional revenue sources due to a federal presence or federal activity. Since its inception, the program has been amended many times. Today its legal reference is P.L. 107-110, Title VIII and is authorized through fiscal year 2007.

Traditionally, property sales and personal income taxes account for a large portion of the average school district's annual budget. However, federally connected students can adversely affect a school district's financial base because their parents or guardians do one or more of the following in the school districts that the students attend:

1. Often pay no income taxes or vehicle license fees in their state of residence.
2. Live on non-taxable federal property.
3. Shop at stores that do not generate taxes.
4. Work on non-taxable federal land.

Impact aid provides a payment to school districts in lieu of these lost taxes to assist with the basic educational needs of its students

In 2001, Congress re-authorized impact aid and modified sections of the program. School districts can receive funding from just one of the program's sections or from more than one section. Section 8003 (b)(1), provides basic support for a number of different types of federally connected children, including those who: have a parent in the uniformed services; reside on Indian lands; live or have parents who work on federal property; and live in federally subsidized low-rent housing projects.

To be eligible for basic support payments (Section 8003), a school district must have at least 400 federally connected students or these students must comprise at least 3 percent of the average daily attendance.

Since different types of federal students have a different financial impact on the school district, each type of federal student is assigned a weight. The higher the weight, the higher the impact these students have on the school district. Student weights are as follows:

- Student living on Indian property, 1.25 weight
- Military student living on federal property, 1.00 weight
- Non-military student living on federal property and parent works on federal property, weight 1.00
- Military student not living on federal property, weight .20
- Student living in low-rent housing project, weight .10
- Civilian student whose parent works on federal property, weight .05

Federal impact aid to the schools in the Tri-County area totaled \$11,105,472 for the 2003-2004 school year.

State aid to Fort Drum area school districts remained the same as last year continuing grants to school districts in the Fort Drum area that have pupil enrollments that are impacted due to the influx of personnel at Fort Drum. The 2003-2004 school year State aid for the Tri-County area totaled \$2,625,000.



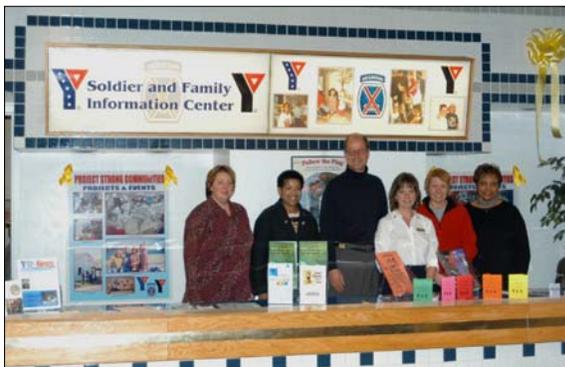
PARTNERS WITH THE COMMUNITY:

The outstanding relationship between Fort Drum and our surrounding communities benefits both the installation and our North Country neighbors.

The local community supplied over 300 hundred dozen homemade cookies and candy for the Soldiers stationed at Fort Drum over the Holidays. Cookies were distributed at the Fort Drum Better Opportunities for Single Soldiers (BOSS) building on Christmas Eve, Christmas Day, New Years Eve and News Year Day.



The Project Strong Communities Program, established in 2000 at Fort Drum, continues to operate through the Directorate of Morale, Welfare and Recreation's (DMWR) BOSS Program, the Community Life Program, the Armed Services Young Men's Christian Association (YMCA), and the Watertown Family YMCA. Their mission is to improve the quality of life for military families residing in Community Housing areas and for single Soldiers, through heightened awareness and understanding of their local communities. The Project Strong Communities Program established an information center in the local Salmon Run Mall this year. The center provides information to Soldiers and their families about the local area and information to the local community about Fort Drum. Project Strong Communities provides a Friday night shuttle van to the local mall for single Soldiers. Project Strong Communities also acts as liaison between the BOSS



Program, the local Big Brother and Big Sisters, and Habit for Humanity Programs. This year BOSS Soldiers completed a community project to assemble a playground at a Watertown grade school.

In FY04, DMWR assumed sole hosting responsibilities for River Day conducted at Alexandria Bay for Soldiers and their families. The Association of the US Army (AUSA) continues to operate the Uncle Sam Boat

Tour and Bonnie Castle portions of the day's events with donated resources and volunteers from local business and private organizations.

Fort Drum offers job fairs on post with local agencies providing information about job opportunities for Soldiers and their family members. Fort Drum also participates in local job fairs in the community.

Soldiers participate in a summer golf league at the local Willowbrook Golf Course. Willowbrook coordinates the league with the Fort Drum sports director and maintains all the scores.

Fort Drum youth play in numerous local sports leagues. For example the local Pop Warner leagues play on the Fort Drum youth fields and visa versa.

Two local major sporting events are hosted on Fort Drum. Seventeen local teams and two military teams compete in a Rugby tournament every year. The annual New York State Class "E" Softball Championship Tournament is held every July on Fort Drum. Twelve New York teams and four Soldier teams compete.

Each year The New York State Department of Environmental Conservation releases fish into more than 1,200 public streams, rivers, lakes and ponds across the state to include Fort Drum's Remington Pond. These fish are stocked to enhance recreational fishing and to restore native species to waters they formerly occupied.

The Fort Drum Youth Center partners with the Cornell University Cooperative Extension 4-H Program to sponsor two 4-H clubs on post and to interact with local 4-H clubs.

The local American Red Cross conducts bi-monthly blood drives at the Fort Drum Pine Plains Physical Fitness Center where Soldiers, family members and Fort Drum employees donate blood to the North County blood bank.

Fort Drum's School Liaison Officer works with local schools to provide a foundation for communication and resolution of the unique situations facing military students and families. Also in the spirit of partnership, the Fort Drum Education Liaison Committee continues to foster proactive working relationships to enhance student education.



The United Service Organizations (USO) has always been a bridge between the American people and the US military. The Watertown USO obtained thousands of prepaid international calling cards to distribute to our deploying Soldiers. The USO also hosts an annual show at Fort Drum, which is open for public attendance.

Over 300 Fort Drum Soldiers and their families participated in the annual celebration of the Baseball Hall of Fame in Cooperstown, NY by attending the Hall of Fame Game and visiting the Hall of Fame Center. Fort Drum provides the 10th Mountain Division Band for the pre-game parade and a color guard for the game. The 10th Mountain Division Band also performs concerts and participates in many parades and events in the local area.

Watertown's Dry Hill Ski area hosts two free skiing and tubing days a winter for Soldiers and their families. Approximately 230 Soldiers and their families participate each season.





Annually, the local communities are invited to join us for Mountain Fest, a Fourth of July celebration and for the US Army Soldier Show, an entertainment event showcasing Soldiers who tour the world under the direction of the US Army Community and Family Support Center.

Tours of the installation are provided for civic, youth, school, and Army recruiting groups. Guest speakers and military

equipment displays are important aspects of school, community, and recruiting events. Fort Drum hosts students from several school districts for job-shadowing experiences and career explorations throughout the year.

Soldiers and family members belong to local civic, professional, volunteer, and religious organizations. They are active members of our local communities.

Fort Drum Soldiers support the Annual Jefferson County Special Olympics every May at the Fort Drum gyms. Soldiers from the BOSS Program, and units partner with Special Olympians for two days of basketball, volleyball, special games, swimming, and bowling.



Fort Drum is literally a lifesaver to our North Country neighbors with programs like: Military Assistance to Safety and Traffic (MAST), aero-medical transport (provides life saving assets to remote areas), explosive ordnance disposal teams (assist local police/officials with bomb threats), and search and rescue (lost hikers, hunters, etc. in the Adirondacks) capabilities. Fort Drum works closely with emergency services agencies through law enforcement partnerships with local, state and federal police agencies to include Canadian agencies to share intelligence to fight the war on terror. The Memorandum of Agreement (MOA) with the local police and District Attorney offices is still in effect and thriving. Fort Drum's Fire and Emergency Services Division provides mutual aid to Jefferson, Lewis and St. Lawrence Counties, partnering with local fire departments by providing fire training simulators, fire suppression, HAZMAT response, weapons of mass destruction response, water rescue, fire investigation and public education.

The Northern New York - Fort Drum Chapter of the Association of the United States Army (AUSA) promotes community support and enhances the quality of life of our deployed Soldiers through their Adopt a Unit Program. Corporate sponsors, businesses, churches, schools and civic organizations volunteer to adopt a unit. Support to an adopted unit comes in many forms from school children sending cards and letters to corporate sponsors sending care packages containing such items as hand wipes, lotions, lip balm, bug repellent, beef jerky, dried fruit, magazines, etc.

CONCLUSION: \$652,902,907 IN FY04 --- \$7,045,702,754 TO DATE

The total economic impact of a military installation on a geographic area is difficult to calculate. For the purpose of this report, outflow of military expenditures from the Tri-County area has not been estimated, nor have expenditures by the National Guard and Reserve Soldiers who train at Fort Drum. Analysis of the direct expenditures from Fort Drum highlights the post's importance to Northern New York and New York State's economic well-being. The continuing impact of Fort Drum's spending on the community is substantial and totaled over \$652,902,907 in FY04. Total spending from FY88 to date exceeds \$7,045,702,754.

FY04 Spending By Category	
Payrolls	\$445,848,421
Medical/Dental	\$30,257,700
Veterinary	\$11,800
Army Community Housing	\$21,987,334
Contracts Awarded by DOC	\$70,992,787
Contracts Awarded by COE	\$46,076,415
Contracts Centrally Funded/Awarded by Others	\$20,789,434
NAF Local Purchases	\$1,434,906
Federal Aid	\$11,105,472
State Aid	\$2,625,000
Education (Tuition Assistance/Contracts)	\$1,498,361
PX/Commissary Equip Service & Maintenance	\$275,277
TOTAL	\$652,902,907

Cumulative Investment FY88 to Date	
Fiscal Year	Amount
1988	\$271,715,512
1989	\$332,094,861
1990	\$317,301,075
1991	\$371,844,455
1992	\$365,671,927
1993	\$383,470,275
1994	\$377,435,633
1995	\$389,289,789
1996	\$397,281,856
1997	\$392,901,745
1998	\$432,415,785
1999	\$404,863,008
2000	\$441,510,994
2001	\$465,413,254
2002	\$519,853,426
2003	\$529,736,252
2004	\$652,902,907
TOTAL	\$7,045,702,754

FORT DRUM AT A GLANCE

Point of Contact providing this data is Public Works (Karen Taylor-Haynes)

Capital Assets	
Surfaced Roads (Miles)	169.4
Unsurfaced Roads (Miles)	241.0
Runways/Taxiways/Parking Aprons (Sq Yds)	1,434,751.0
Parking (Sq Yds)	2,682,022.7
Sidewalks (Sq Yds)	389,016.4
Electric Lines (Linear Feet)	2,744,548.0
Water Lines (Linear Feet)	997,810.0
Gas Lines (Linear Feet)	256,101.0
Sanitary Sewer Lines (Linear Feet)	470,973.0
Storm Sewer Lines (Linear Feet)	276,433.0
Fence (Linear Feet)	490,333.1
Railroad Trackage (Miles)	10.8
Communication Lines (Miles)	283.0
Airfield Lighting (Linear Feet)	162,926.0
Fuel POL Lines (Miles)	4.7

Real Property	
Type	Square Feet
Training Buildings	475,423.0
HQ & Unit Supply	1,162,936.0
Maintenance	1,399,711.0
Warehouse	735,807.0
Administration	424,608.0
Chapels/Religious Education	43,457.0
Transient Quarters	252,948.0
Troop Billets	1,692,908.0
Dining Facilities	147,418.0
On-Post Family Housing	3,981,526.0
MWR	443,347.0
PX/Clothing	194,064.0
Commissary	82,800.0
Medical Facilities	189,672.0
Miscellaneous	354,082.7
TOTAL	11,580,707.7

Real property consists of lands and improvements to land, buildings, and structures, including improvements and additions, and utilities. It includes equipment affixed and built into the facility as an integral part of the facility (such as heating systems), but not movable equipment (such as plant equipment). In many instances, this term is synonymous with "real estate". (AR 405-45)

FORT DRUM TRANSFORMATION

Transformation means growth for the 10th Mountain Division (Light Infantry) and Fort Drum.

Projections for the increase in population (includes Soldiers assigned to Corps units and Garrison/Tenant units) are shown below:

Category	Population Prior to Transformation	Anticipated Increase	Post Transformation Projection
Soldiers	10,729	5,918	16,647
Families	5,043	1,866	6,909
Children	5,547	2,511	8,058
Total	21,319	10,295	31,614

\$1.3M has been spent to date on an Unspecified Minor Military Construction, Army (UMMCA) project for site preparation and infrastructure for 36 relocatable buildings on South Post.

Additionally, \$47.2M was spent on 86 relocatable (modular) buildings to provide battalion and company headquarters, administrative space and medical facilities. A total of 54 WWII wooden barracks buildings have been or are being renovated. Forty-four of those buildings are for additional barracks space for incoming Soldiers. The remaining 10 buildings are for headquarters space. Thirteen maintenance facilities were also repaired and renovated and 11 military vehicle parking areas were expanded to accommodate additional vehicles.

ECONOMIC FORECAST

We forecast the economic impact of Fort Drum will continue to play an increasingly significant role in the North Country economy. The increased growth in Soldiers, spouses and military children stationed at Fort Drum, many of whom live in the surrounding communities, will be the driving force to surged economic development in the tri-county area. We anticipate growth in impact aid paid to schools, employment opportunities with the government, with government contractors and with many new businesses which will likely open.

Transformation will have a positive affect on the installation and our North Country neighbors.



This booklet was prepared by the
Plans, Analysis and Integration Office, Fort Drum, NY 13602-5015