

The Liaison

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July 2009

IP Board Forum Reveals Short and Long Term Plans

A session at Fort Drum on the morning of June 5th proved to be a very enlightening experience for a select group of community leaders, all with affiliation to this organization and its sister group, Fort Drum Regional Health Planning Organization. At the invitation of MG Michael Oates, a dozen area residents, all representing specific agencies and organizations outside the fence line, were privileged to observe an annual planning process of major importance to the future of Fort Drum and for that matter the tri-county region christened Drum Country.

The Fort Drum Installation Planning Board (IPB) is the principal forum through which the Installation Command Team and IMA Command review and discuss both short and long range plans with representatives of the various Directorates, Tenant organizations, and other installation stakeholders. It is at this forum that COL Kenneth Riddle, Fort Drum Garrison Commander, and the Garrison staff formally present plans and methodology for the installation to meet the Army's goals for this facility. Members of the Command Team participating were MG Oates, BG Jeff Smith, COL Joseph Dichairo and Mr. Russell B. Hall IMCOM-Northeast Director.

Think of it as everyone singing from the same sheet of music. How does a decision at this installation agency or command level

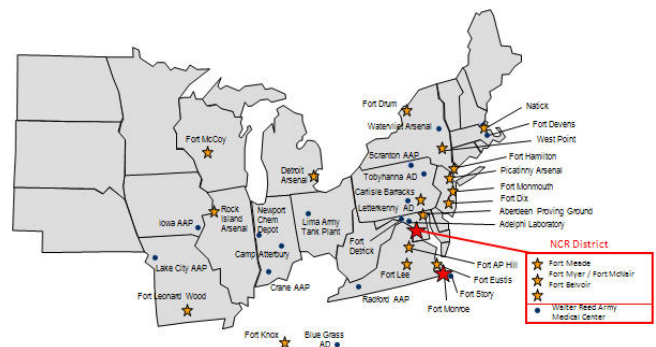
interrelate and impact the work at every other agency / office / activity on post? IPB

(Continued on page 7)

What is IMCOM ?

Since October of 2002, Installation Management Command (IMCOM) a function of Department of Army, has been providing support to Soldiers, civilians and family members throughout Northeastern United States. There are seven other regions with responsibility for all of the bases scattered throughout the world.

With responsibility for 28 garrisons in eleven states, the Installation Management Command - Northeast Region's (IMNE) mission is to provide the best possible training facilities, power projection platforms, family housing and base operations support services at each of its assigned Army installations.



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Chairman's Corner

Twenty-four years ago, I was a 24-year-old in my last year of law school. The U.S. Army JAG assignments manager suggested orders as an Army lawyer to a brand new post with the newly re-activated 10th Mountain Division. Over the phone, I could hear him flip a page, "it's called, ahh, Fort Drum".

The brand new installation existed only in contracts and blueprints when I arrived in July, 1985. What we now know as "South Post" or "World War II Wood" was the only Fort Drum for soldiers signing into the Division. Three parallel avenues, Lewis, Oneida and Gasoline Alley arced between Rte. 283 and Rte. 26, forming a grid with the crossing numbered streets. The wooden structures had been painted, re-painted and sided, but still designated "T" for temporary.

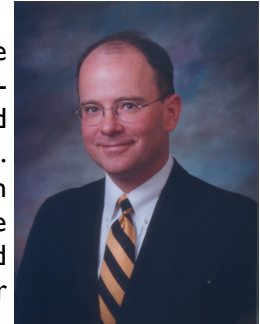
Today, the new North Post horseshoe houses First, Second and Third Brigades in permanent brick buildings and barracks. The "Two Plus Two" construction, two soldiers in a room, sharing a bathroom with another two soldiers, which seemed novel and collegiate at the time, has been replaced by the "One Plus One" standard, affording privacy and space to soldiers. Wheeler-Sack Army Airfield was expanded in 1995 and again in the last couple years and now is the home to the air frames, equipment and soldiers of the Combat Aviation Brigade.

Block by block, large sections of the temporary structures on "Old Post" have been replaced by permanent construction for training facilities, battle simulators, and soon for the Sustainment Brigade and Maneuver Enhancement Brigade.

Over these twenty-four years, there has been lots of money, lots of jobs, and lots of new permanent buildings, but beyond the on-post and off-post development, our region has seen lots of people. We have come to know young single soldiers, career military families who have come, gone and some have come back again and we have embraced retiring NCO's and officers who stay in this area after the Army.

"Over the phone, I could hear him flip a page, "it's called, ahh, Fort Drum"."

Off the Installation, we have benefitted from infrastructure improvements and investments in our communities. So far, the commercial growth and residential development have been sustained and steady, and the surveys from the Center for Community Studies at JCC annually report our quality of life



is better because of Fort Drum. Keith B. Caughlin, Chair

Despite all of these changes, some things remain the same. Back in the Spring of my last year of law school, The Buffalo News described Watertown in the "Dream of Drum". Compared to a big city, Jim Merritt, then Clerk to the Jefferson County Board of Supervisors, explained, (in Watertown) "I go out of my office and in walking two blocks I meet four or five decision makers." "Must be a nice place", I thought to myself; my plan then was to put in two years at Fort Drum and transfer to Fort Sheridan, Illinois, but I was struck by the image of a small city where community leaders could meet on the street.

Luckily, our region has made a deliberate choice to grow wisely and to maintain that local quality in our decision-making. Fort Sheridan? That was closed in the first BRAC round in 1989.

Keith B. Caughlin, Chair

GOT JOBS?

These offices can help you find people!

Fort Drum Employment Readiness Program (ERP)

Email job vacancies to:
Drum.mwracsempread@conus.army.mil
Or call (315) 772-9611

Army Career Alumni Program (ACAP)

Call (315) 772-3434 or (315) 772-3286

Army Wounded Warrior Program

Call (315) 772-9676

Watertown Vet Center

(866) 610-0358 or (315) 782-0217

DRUM COUNTRY BUSINESS Receives \$15,000 Match from National Grid

FDRLO was recently awarded \$15,000 from National Grid to support its Drum Country Business marketing initiative. These funds are being matched with \$15,000 from the partners in Drum Country Business – Jefferson County Job Development Corporation, St. Lawrence County IDA, Lewis County Department of Planning and Economic Development, and Development Authority of the North Country – to solicit a marketing firm to create a regional marketing prospectus to use to attract businesses.

A prospectus, by definition, is a formal summary that describes the main features of something. In this instance, Drum Country Business will ask a marketing professional to create a prospectus for the Drum Country region. This 'regional prospectus' will summarize the attributes of our labor force, educational systems, quality of life, and proximity to Fort Drum and Canadian markets, and will be targeted to attracting businesses to locate to the area. The prospectus will utilize the existing theme, 'You See a Soldier. We See a Workforce,' and enhance our existing marketing tools.



...and We See A Family

In an effort to help military families understand and access healthcare in the Fort Drum Region, the Cornell Cooperative Extension of Jefferson County and the Fort Drum Regional Health Planning Organization have partnered to create a new Military Family Health Education Program.

The primary goal is to inform military families of available services in the community and



You See A Soldier. We See A Workforce.

Once the regional marketing prospectus is completed, Drum Country Business will focus attention on distributing the materials to businesses and targeted site selectors. The materials created will be used by economic development officials across Jefferson, Lewis and St. Lawrence Counties in their efforts to locate firms to the region, and will be available on the web at www.drumcountrybusiness.com.

how to access these services. There will also be upcoming trainings for military and civilian health providers regarding the Fort Drum Healthcare Model.

Kathryn Burgess, Military Family Health Educator, explains what the program will provide: "We will provide trainings for military families, create easy to use program materials, and expand the Community Mental Health Education website to include primary health care issues."

(www.jeffcountymentalhealth.com)

More information is available at the MFHE office at Cornell University Cooperative Extension of Jefferson County. Call (315) 788-8450 Ext. 321

MILITARY FAMILY HEALTH EDUCATION

Jefferson County Housing Construction Indicators

Post Construction: Certificates of Occupancy Issued.

Jefferson County Housing Units	2009 Q1 Jan - Mar	2008 Total Year	2007 Total Year	2006 Total Year	2005 Total Year
New Single Family Homes	77	253	265	306	295
New Mobile Homes	10	68	87	121	94
New Multi-family	56	298	103	24	22
Rehab resulting in new units	1	7	17	18	39
Total	144	626	472	469	452

This chart represents only those units added to the housing stock and certified for occupancy, as reported by Jefferson County and local building code enforcement officials.

Accuracy is limited by the percentage of surveys returned by local officials each quarter. All information is exclusive of any housing construction activity on Fort Drum. Data is collected on a quarterly basis. Data may have been adjusted from earlier reports, as necessary, to reflect clarifications\adjustments from local officials. Compiled by the Jefferson County Planning Department

GROWTH MANAGEMENT UPDATE

As repeated throughout the process, the purpose of the Fort Drum Growth Management Strategy (completed in January 2009) is to provide guidance in addressing the mutual interests of Fort Drum and the region's communities in managing growth and development. Unmanaged growth can result in sprawl and development adjacent to the installation that is incompatible with its training mission, thereby jeopardizing its long-term viability. By proactively managing growth, communities help to preserve the Fort's training mission. At the same time, they can preserve their own rural character, enhance their economic vitality, and maximize infrastructure investments by directing growth to their community centers. The report is available at www.fdrlo.org under the "Growth Management" tab.

Local communities, County Planning Departments, the NYS Tug Hill Commission, and Fort Drum are using the recommended strategies, tools, and techniques on a day-to-day basis to promote planning and development practices that are in the best long term interests of Fort Drum and our

communities. Several communities have incorporated the report recommendations into their own comprehensive plans.

Perhaps the greatest outcome of the report is the continuing emphasis on improving communication between Fort Drum and its neighboring communities. Good planning requires good information, and two-way information sharing helps each to better accommodate the other's needs and interests. Fort Drum's own Installation Strategic Plan has incorporated this recommendation as one of its own key goals and will be working with the Growth Management Task Force to institutionalize an effective means of information sharing with community leaders.

The Local Planning Officials training program that was originally spearheaded with OEA funds continues to be a resounding success. Jefferson County Planning and the Tug Hill Commission, with help from JCC, held a third year of periodic training sessions for Planning Board and Zoning Board of Appeals members, Zoning Enforcement Officers, and municipal clerks. Six workshops from October 2008 through May 2009 were very well attended by officials from throughout the three County area. Attendance exceeded 80 participants for some of the sessions.

Prospective SUNY Upstate Medical University Fort Drum Region Branch Campus

FDRHPO Report

The Fort Drum Regional Health Planning Organization (FDRHPO) in partnership with SUNY Upstate Medical University is working with federal, state, local and private stakeholders to explore the potential of launching a pilot project which would establish a Branch Campus of SUNY Upstate Medical University in the Fort Drum/Watertown region of New York State. It is anticipated that this Branch Campus would provide medical and health professional education and other advanced training to the region.

Fort Drum's Department of Defense beneficiaries, which make up one-quarter of the region's population, are served by the civilian healthcare community within the forty-mile radius around the installation. A Branch Campus would offer significant benefit to the military families stationed at Fort Drum and the veterans who live in the region. In terms of providing education opportunities, SUNY Upstate has already drawn spouses of deployed troops, military offspring, and veterans to its programs. Several of these students completed their first two years at Jefferson Community College through the 2 + 2 program. SUNY Upstate is committed to further outreach to Fort Drum personnel, and is educating its admissions counselors on the new GI Bill. A Branch Campus would make this education far more convenient.

In terms of medical services and workforce issues, the increased presence of medical students, physician assistant students, graduate nursing students and others will strengthen connections between students and people in the community. These students will be working directly with the medical community, the Fort Drum MEDDAC and the five regional hospitals that serve Fort Drum. Locally educated medical professionals will provide increased access to healthcare and increased learning for regional health professionals. In addition, a Branch Campus would provide a stronger community for economic development and savings on per-physician recruitment costs.

If support is secured, a Branch Campus in the Fort Drum region would eventually host 120 students, 40 of whom would be third and fourth year medical students, 20 Physician Assistant master's degree students, 40 Nurse Practitioner master's students and a total of 20 bachelor of science degree students in Respiratory Therapy and Clinical Laboratory Sciences.

The FDRHPO and SUNY Upstate have begun meetings with key stakeholders and community leaders to outline the proposal. Keep your eye on the FDRLO newsletter for more updates as this project moves forward.

First Fort Drum Region Student in the Healthcare Education Pipeline

The Fort Drum Regional Health Planning Organization (FDRHPO) in partnership with Northern Area Health Education Center (NAHEC) employs a Pipeline Outreach coordinator who provides high school students with the opportunity to engage in career exploration and planning, with a hands-on and observational approach at local healthcare facilities. Students are able to participate in either a 30-hour Job Shadow Program or a 100-hour Health Scholar Program. Marc Delaney, one of the first students to take part in the Health Scholar Program, as part of the Regional Recruitment Project, participated in the Health Scholar Program at Samaritan Medical Center's Emergency Department.

Marc Delaney who is graduating from Thousand Islands High School, is the first student accepted into the new dual admissions program between St. Lawrence University and SUNY Upstate Medical University. Provided

he meets GPA requirements, he is guaranteed a place in the medical school class. Marc intends to become an Emergency Room Doctor and return to practice in the Fort Drum region. Marc stated "[through the internship] I learned copious amounts of medical information, discovered the aspects of a medical career, and have cultivated and extended my medical interests. For me, my internship experience has been the epitome of a reward."

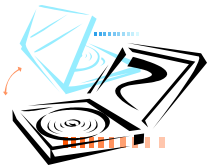


If you, or someone you know, is interested in learning more about the Job Shadow and Health Scholar programs, please contact the FDRHPO Pipeline Outreach Coordinator, Ms. Tracy Leonard, at (315) 755-2020 or tleonard@fdrhpo.org.

From Carl's Perspective

Memorial Day may be the unofficial start of summer but, in my opinion, when school's out summer has begun. Just scheduling or booking a group meeting after June 27th and before September 8th becomes a real chore. But that hasn't changed the priorities. There is still a lot of work to accomplish over the next two months.

Just to review, here are a few of the more important projects we will be addressing.



Probably no project is more driven by the calendar than the Drum Country promotional video that we've been working on since April. Working with Ad Workshop as the producer, we've tapped many resources of FDRLO and our partners, in particular from the Garrison Command group and FDRHPO. The first cut of the video was reviewed early in July. During the remainder of July we hope to add to or make any corrections needed to the necessary "messages", continue editing, and obtain a final cut by July 30th. We expect this to be a very important part of our promotional effort for Drum Country. Many of the FDRLO working groups want to use this promotional video for their projects. This has been a lot of work with so much potential. We thank all who have worked so hard on this project.

We welcome the new Economic Development Director in Lewis County, Eric J. Virkler. The Drum Country Business work group which will be meeting in mid July looks forward to Eric joining that effort. This summer, they plan to pursue development of a community prospectus for business site selectors. This prospectus, in conjunction with the Drum Country video and the "You see a Soldier, We see a Work Force" promotional material will be the tools used to recruit and promote interest among a variety of industry site selectors.

Organizationally, FDRLO's Nominating/Bylaw Committee continues work on bylaw changes to more effectively define the role of the Executive Committee.

Also in the works are a set of policies regarding organizational needs based on the advice of our auditor. These changes result from new requirements for "not for profits" to have records retention, whistle blower protection, and fraud prevention policies adopted by the Board of Directors. These new policies are to be ready for Board consideration at the next FDRLO meeting.

The last organizational task this summer is to prepare for a Board strategic planning work session with the aid of Mike Plummer.

Somewhat related to that strategic planning work is a new grant application for OEA. There is interest in a number of new initiatives for projects that are a result of community impacts because of the growth at Fort Drum. OEA has been very generous in helping to fund planning projects that tackle these community issues, if it can be demonstrated that the effort will help resolve problems for both the community and Fort Drum.

All in all, it will be a full summer for FDRLO.

Carl McLaughlin
Executive Director, FDRLO

(Continued from page 1) IMCOM

Through the provision of important services such as child care to force projection, IMCOM personnel enable the military tactical units to focus on operations, training, and deployments. This is a demonstration of DOA belief that support for families is a primary readiness function, enabling Soldiers to deploy with the assurance that their loved ones are well cared for.

Establishment of the Installation Management Command represents the Army's continued commitment to doing business the best way possible. They are fully engaged in the transformation of Army garrisons in order to provide world class support for America's premier fighting force through standardized base operations, streamlined procedures and service excellence.

(Continued from page 1) *Installation Planning Board*

demonstrates how installation activities interrelate and ultimately provide essential support for the Mission, the Soldiers and Families.

What made this two and one-half hour broad based presentation so significant to the military and civilian attendees? Simply put, it was a blueprint of the most recent activities, the next group of activities to be undertaken, and the priority of activities in the queue two, three or more years out. This detailed review examined all of the projects and initiatives, both in process and planned for the future, that support the core mission on Fort Drum.

Those who follow Fort Drum activities, especially construction activities, have heard bits and pieces of the IPB presentation before. But many of the community guests were hearing it all at once, and for some, for the first time. This presentation also included a frank assessment of where this leaves the facility relative to Army wide goals. These assessments were impressive as they were reviewed. What was even more impressive was the planning and scope of projects still to be undertaken.

This planning process includes projects with status of Current (FY09), Near Term Transformation (FY10-11), and Long Term Transformation (FY12-15) projects. The construction projects can be categorized under Housing (junior enlisted and family), Unit Operations (brigade, battalion, and company level), Maintenance (vehicle and aviation),

Training Ranges, Quality of Life (child care and development, fitness and recreation, and spiritual), and Medical. This represents many hundreds of millions of dollars in ongoing work.

This planning process can and often does shape the emphasis and/or priority placed on specific projects. The IPB "planning" process can also provide opportunity to implement Commander's priorities. One example is the "All Weather Marksmanship Facility", originally an FY13 project. At this session MG Oates emphasized need for facilities that would allow his Soldiers the opportunity to develop their marksmanship skills. In acknowledging that priority, this project becomes a specific request or "earmark" of Congressman McHugh to be part of FY10 House Defense Authorization bill. A recent report on *TheHill.com* website indicates the House version of the FY 10 Defense Authorization bill includes this specific project. Approval from Conference Committee is still required.

This report barely scratches the surface of the topics covered at this forum. Carl A. McLaughlin, Executive Director of FDRLO, one of the civilians privileged to attend, summed it up this way, "The bottom line for me and probably all the community observers, aside from the amount of work and planning that went into the presentation, was that what's happening at Fort Drum is simply 'awesome' and there's a lot more to come."

Another Series of Farewells

For military communities, summer months are often the time to bid farewell to friends and coworkers who are PCSing to new duty stations. June 2009 at Fort Drum signaled time to say farewell to nine families with whom FDRLO board and staff have developed unique relationships.



Brigadier General and Mrs. Jeffrey S. Buchanan
 Brigadier General and Mrs. Jefforey A. Smith
 Colonel and Mrs. David J. Clark
 Colonel Bonita L. Pruitt and LTC Ken Pruitt
 Colonel and Mrs. Jerome Penner III
 Colonel and Mrs. Glenn H. Goldman
 Colonel and Mrs. James R. White
 Colonel and Mrs. Jay G. Flowers
 Colonel and Mrs. Eric J. Hesse

Keith Caughlin offers this comment:

"I had the privilege of attending the Tattoo at Monument Park last month. If we could have videotaped the heartfelt and emotional comments by these senior officers about the unique relationship between our military and civilian communities in DrumCountry, we would have the footage for our promotional video. It is a rare and valuable relationship that we, frankly, take for granted but that these officers with a combined (25 x 9) 225 years of service appreciate as exceptional."

CLIMB TO GLORY!

**FORT DRUM
REGIONAL LIAISON
ORGANIZATION**

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New Members Join FDRLO Board

FDRLO members elected two new board member and returned three incumbents to the five slots for three year terms at the June Annual Meeting.

Dennis Affinati and Robert Leader join the board for the first time; Barbara Webber, Richard Babbitt and Ron McDougall were re-elected to the terms that expire in June 2012.

Kevin Jordan was elected to fill the unexpired term vacated by the recent resignation of Robert Juravich. This term will expire next June. Mr. Jordan is Director of Project Development with the Development Authority. He has managed several projects in housing, economic development and infrastructure in his 15 years with DANC. Kevin will continue to provide leadership for FDRLO in the Housing arena as he takes on chairmanship of the Housing Task Force. He will also work with the Economic Development Task Force through his work with the Drum Country Business group. Kevin is currently the President of the Board at Jefferson County Cooperative Extension. He and his wife Christine, and their three children live in Black River.

Dennis Affinati is the Business Manager for the International Brotherhood of Electrical

Workers (IBEW) Local Union 910 in Watertown. He was born in Carthage and lived nearly his entire life in the North Country. Mr. Affinati is the current President of the Board of the Jefferson County Job Development Corporation. He is a Rotarian, and he also serves as Treasurer of Sackets Harbor Chamber of Commerce, his home community, where he resides with his wife Beverly and daughter Kayla.

Robert Leader has been a partner in the Gouverneur law firm of Case & Leader, LLP for over 43 years. A widower, he is father of five grown children and proud grandfather of 15, soon to be 16, grandchildren. Mr. Leader served in the U.S. Air Force and was stationed in Japan, the Philippines and in New Mexico. His community service includes positions as past chair / president on several boards: E.J. Noble Hospital, Kinney Nursing Home, and Rotary. Mr. Leader is very interested in ensuring the viability of Fort Drum as a North Country community asset and pledges his assistance in achieving that outcome.

Special thanks to retiring members: George Intschert, Ray Fountain, and Bob Juravich for their service to the Drum Country community as members of this board.