

FORT DRUM

-Ready Today, Relevant Tomorrow-



2017 Economic Impact Statement



1 October 2016 — 30 September 2017

Fort Drum Fiscal Year 2017 Economic Impact Statement

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Fort Drum ~ Home of America's Light Infantry Division

Executive Summary

Home of America's Light Infantry Division—the 10th Mountain Division (Light Infantry)—Fort Drum supports a total population of over **74,000** Service Members, Families, Civilians, and Retirees. There are over **18,000** full-time military civilian, and contractor jobs associated with Fort Drum spread across the active Army and Air Force components. Fort Drum is a Department of the Army (DA) designated Regional Collective Training Center that provides full-spectrum training and base operations support to all the service branches, 11 states, and parts of Canada. Annually, Fort Drum provides training and base operations support to an additional **26,578** Reserve and National Guard members as well as personnel from other federal, state, and local agencies. Fort Drum provides support to approximately **15,000** Family Members as well as **3,092** Retirees in the 136XX area code.

Fort Drum's Fiscal Year (FY) 17 direct economic impact upon its surrounding community is **\$1,222,191,919**, up approximately \$37M or 3% from FY16. Overall, increases and decreases occurred in the following categories:

Payroll (Military, Civilians, Contractors, Retirees) increased \$13M.* Military, Civilian, and Contractor population increased by 127 from 18,705 to 18,832.

Fort Drum Mountain Community Homes (FDMCH) funding execution increased approximately \$18.6M; attributed to new construction of 155 company grade officer homes.

Corps of Engineer (COE) and Mission and Installation Contracting Command (MICC) awarded contracts increased by \$2.1M and \$2.9M, respectively. Centrally funded contracts decreased by \$13M. Non-appropriated funds (NAF) local purchases decreased \$336K.

Dental Activity decreased by approximately \$450K, the Medical Activity execution increased by \$2.5M and TRICARE increased by \$5.9M.

Federal aid for the tri-county school districts increased by over \$6.8M. Both Indian River and Carthage Central School Districts received payments earlier in the year than anticipated because of changes in management.

Fort Drum reports 12 categories of spending each year.

This report provides brief explanations of each category and the total economic impact amount to Fort Drum's surrounding community. Fort Drum has collected and reported economic impact data since FY88. The total cumulative investment to date is over **\$24.6 billion**.

* Note: \$11,118,250 was re-allocated from centrally funded contracts to contractor payroll.

Fort Drum ~ Home of America's Light Infantry Division

Fort Drum's total military (Soldier and Airmen), civilian workforce, and contractor population has increased 30% since 2001; the economic impact on the surrounding community has increased by over 64% during the same time frame going from \$441.5M to over \$1,222M based on data collected. From 2011 through 2016, Fort Drum's population and direct impact dollars declined each year. However, 2017 saw an increase of \$39M, or 3%, in direct dollars compared to 2016. Fort Drum continues to positively contribute to the development of new businesses, industries, and markets. This growth has stimulated the local economy and enriched the lives of many in the local area. Indirect or induced impacts are not calculated in this statement.

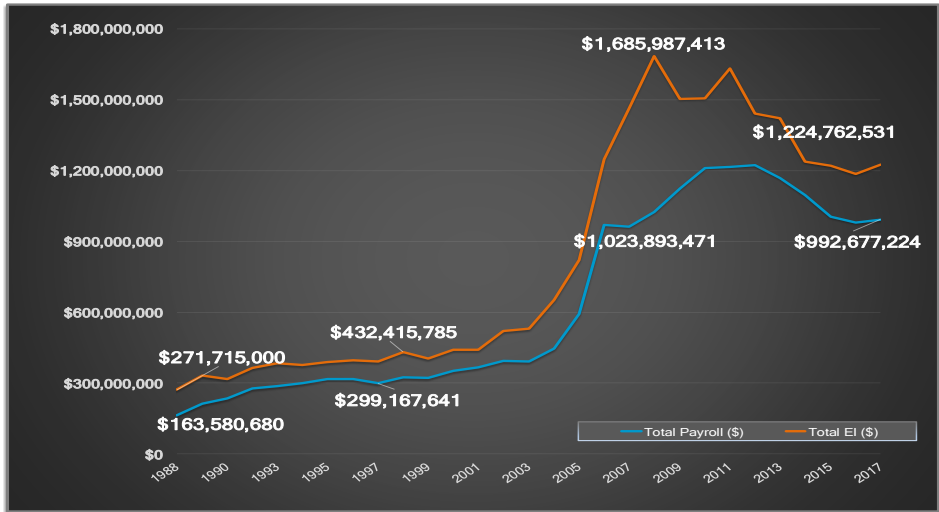


Figure 1.0, Direct Dollars and Payroll Trends

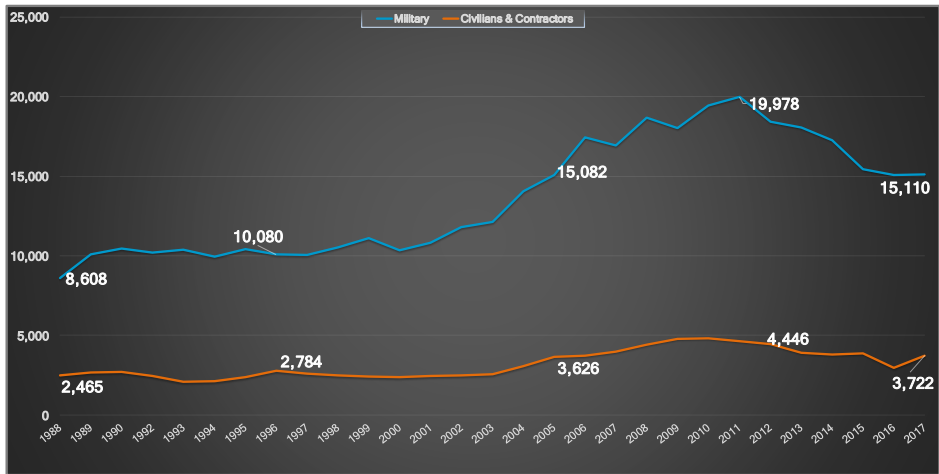


Figure 1.1, Population Trends

Fort Drum's

Economic Impact Statement

Pursuing perfection and attaining excellence everyday.

Largest single site employer in the North Country.

Welcome to the FY17 Fort Drum Economic Impact Statement.

Fiscal constraints associated with the Budget Control Act of 2011 (Sequestration), force structure reductions of military and civilian personnel, and a high operational tempo (deployments to Afghanistan, Iraq, Korea, and Europe) continue to present unique challenges and opportunities for Fort Drum and our North Country community. Fort Drum continues to be recognized as one of the most ready and capable installations supporting Forces Command (FORSCOM). Fort Drum's success is attributable to its leaders, a committed workforce focused on customer excellence, the drive to continually optimize service delivery, and strong North Country partnerships. Fort Drum's workforce and the surrounding community take pride in serving one of the most deployed division in the United States Army—the 10th Mountain Division (LI)—and it shows through our history of sustained readiness and mission outcomes.

Our Fort Drum community is proud to be an integral part of what makes the North Country a great place to live, work, and play, and is fortunate to receive phenomenal support from its North Country neighbors. We thank our state, county, town and local civic leaders and organizations that continue to provide exceptional community support to our Service Members, Families, Civilians, and Retirees.



**Payrolls
(Military, Civilian,
Contractor, and Retiree)
\$992 Million**

Fort Drum is the largest single-site employer in Northern New York with 15,110 Soldiers and 3722 Civilians (including contractors) working on or near the installation. Military and Civilian payrolls

(including tenants and contractors) totaled approximately \$731,549,848 and \$196,147,375, respectively.

There are 3,092 retirees from all branches of service living within the 136XX zip code receiving a total of \$5,221K monthly, or \$62,652K per year, that flows directly into our local economy. *

In addition to military retirees, there are 278 retiree survivors in the 136XX zip code that receive a total of \$194K per month or \$2,328K per year.

Military pay includes basic pay and allowances, special pay, incentive pay, and bonus pay for all military members assigned to the Fort Drum area. Basic pay and allowances may include items such as Basic Allowance for Housing (BAH), Basic Allowance for Subsistence (BAS), Cost of Living Allowance (COLA), Clothing Monetary Allowances, Family Separation Allowance (FSA), Temporary Lodging Allowance (TLA) and Temporary Lodging Expense (TLE). Special pay may include items such as Medical, Dental, or Veterinary Pay, Special Duty Assignment Pay, Hardship Duty Pay, Hostile Fire and Imminent Danger Pay. Incentive pay may include items such as Aviation Career Incentive Pay, Flight Crew Pay and Non-Crew member, Parachute Pay and Demolition Duty. Bonus pay may include items such as Enlistment and Reenlistment Bonuses.

Total payroll for FY17 was **\$992,677,223.**



* Source: DoD Office of the Actuary, July 2017 Statistical Report on the Military Retirement System FY16



FDMCH is a master planned community of 1,586 modern three, four and five bedroom EnergyStar® certified homes, four state-of-the-art community centers in addition to the 2,041 renovated pre-existing (legacy) homes. FDMCH is the Residential Communities Initiative (RCI) (privatization) project for Fort Drum, a 50 year partnership between Len-

dlease and the Army, created to improve Soldier retention and readiness through the development of world-class, high-quality residential communities for Military Families. The project also includes The Timbers, a 192 unit, EnergyStar® certified, one and two bedroom, suite-styled apartment community constructed in 2009 for unaccompanied Soldiers (Staff Sergeant and higher ranks) who don't live in the barracks. FDMCH provides Asset, Property, Maintenance, and Development management services for the entire project for the term of the lease (2055) with the Army. FDMCH is currently executing a Project Out Year Plan (POP) for 2016-2020. As part of this POP, the oldest 208 legacy homes were demolished; and replacement construction is ongoing for 155 new three and four bedroom EnergyStar® compliant homes. These new homes will be completed by late 2018. The total end state number of on-post homes will be 3,782 plus the 192 apartments at the Timbers.



**Non-Appropriated
Funds (NAF)
\$808 Thousand**

NAF activities spent **\$808,661** locally in FY17, a decrease of \$336K from FY16 because Morale, Welfare, and Recreation (MWR) was not authorized Capital, Purchase and Minor Construction spending in FY17. NAF activities include The Com-

mons, gyms, youth services, and recreation. Example contracts include 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 and sports officials.

**U.S. Army Corps Of
Engineers (USACE)
\$22.2 Million**

USACE awarded construction contracts totaling **\$22,214,000**, an increase of \$2.1M from FY16, for work in the Fort Drum area. The USACE mission is to provide vital public engineering services in peace and war to strengthen our na-

tion's security, energize the economy, and reduce risks from disasters. The Corps has many guidelines when awarding construction contracts to include maximizing small business participation. All projects this year were awarded to local certified small businesses through the federal acquisition process. The program helps foster the long-term growth of small businesses, helping to empower communities, create jobs, and attract private investment.

New York State

New York State Department of Transportation's construction of an overpass will connect the Fort Drum cantonment area with Wheeler Sack Army Airfield. (project began 2017)

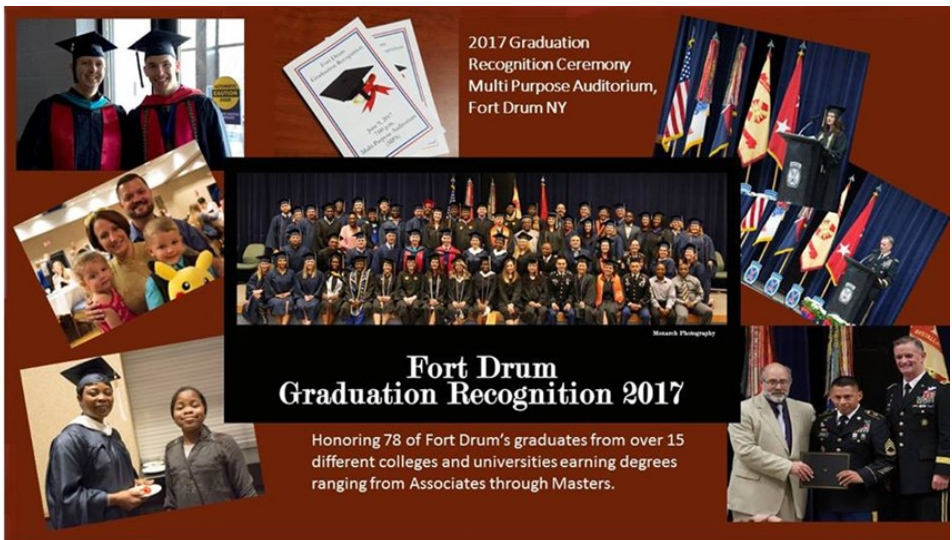
NYS demonstrated commitment to protecting the future of Fort Drum by pledging \$7.6M in state funding towards the project.



**Mission and
Installation Contracting
Command (MICC)
\$39.6 Million**

Fort Drum is a major customer for construction companies and suppliers of goods and services in Northern New York. **MICC** on Fort Drum awarded 167 construction contracts valued at **\$21,213,479** to tri-county contractors. The MICC at

Fort Drum also awarded a total of **\$12,830,276** for 277 supply and service contracts to tri-county businesses. Purchases of supplies using government credit cards are limited to transactions under \$5,000 each, yet government purchase card holders spent **\$5,574,804** locally. There was an increase in FY17 of \$2.9M from FY16 execution. Due to changes with contracting systems, Fort Drum will no longer report the Top Ten Tri-County Contractors.



**Tuition Assistance &
Centralized Education
\$1.8 Million**

In Fiscal Year 2017, **Army Continuing Education**, Fort Drum used Tuition Assistance and Centralized Education to support the enrollments of 2,132 Fort Drum Soldiers in some 5800 post-secondary

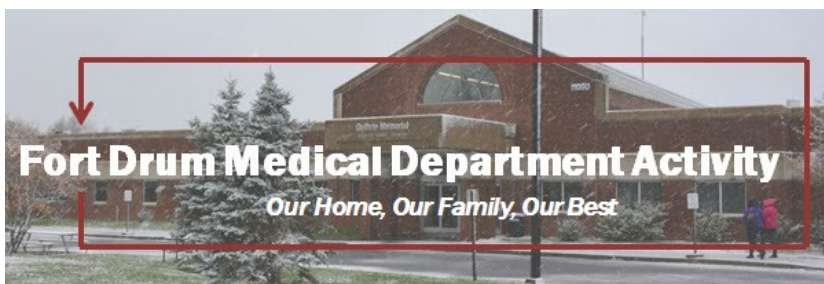
courses with a success rate of 69%; of \$3.7M in tuition assistance obligated, **\$1.3M** was paid to on-post college partners and an additional **\$491K** was spent for contracts supporting educational operations including testing, basic skills education, and transition. GoArmyEd, the Army's virtual education system, continues to allow Soldiers to obtain tuition assistance for both traditional residential and online courses and allows college partners to create and update dynamic degree plans.

Fort Drum Medical Services \$80.4 Million

The United States Army **Medical Department Activity**-Fort Drum (MEDDAC) exercises a blended military/civilian health care system that focuses on building, maintaining, improving and restoring the health care needs for 28,282 beneficiaries. This

unique healthcare system, known as the Fort Drum Health Care Model, incorporates the capabilities of both military treatment facilities and surrounding local community hospitals and clinics to produce a holistic medical care service capability that results in providing access at time of need while simultaneously delivering the highest level of quality medical care at a low cost. In addition to meeting Department of Defense and National readiness objectives, the Fort Drum Healthcare Model serves as the basis and overall quality of life for many residing within Fort Drum's immediate region and to-date has contributed to the economic stability, with \$127.8M going into the community in order to support this military medical health care system. Through collaboration and effective communication in partnership efforts and ensuring each teammate and patient feels like part of our family this unique ecosystem is recognized as the first choice for one's health readiness.

Fort Drum MEDDAC provides a comprehensive managed care program to a



beneficiary eligible population of approximately 40,389 Soldiers, their Families and Retirees who are dispersed within a geographical area equal to the size of Rhode Island. In 2017, MEDDAC served as the primary care manager to 70 percent (28,282) of the eligible population.

Throughout 2017, MEDDAC exercised collaboration and effective communication to produce a high level of medical readiness while maintaining low medical costs for approximately 15,000 Soldiers, 10,000 Active Duty Family members and 2,000 Retirees. In order to meet the demand, MEDDAC maintained 31 facilities and a workforce of 838 personnel who sustained a referral based system that contributed to \$127,800,000 within the region's economic stability. MEDDAC's total economic contribution of **\$127.8M** includes **\$18.7M** in supplies, equipment, contracts; **\$61.7M** in TRICARE, and **\$47.4M** in civilian payroll (included in total payroll amount on page 6).

On post, four clinics provided access to care for patient centered, specialty or ancillary needs; Guthrie Ambulatory Healthcare Clinic (GAHC), Warrior Transition Battalion (WTB) and the Troop Medical Campus; Connor Troop Medical Clinic (CTMC) and Bowe Troop Medical Clinic (BTMC). A fifth location, Falcon Troop Medical Clinic, began construction in 2017. Once completed the \$4M project will enable sustained readiness for our Combat Aviation Brigade to occur on the airfield.

For our Families and Retirees' Health Readiness needs, Guthrie Clinic houses our patient centered medical home along with the WTB Clinic which provides Combat Casualty Care to our enrolled Wounded Warriors. Within Guthrie, several in-house specialties reside to include: Family Medicine, Pediatrics, Dermatology, Podiatry, Orthopedics, Physical Therapy, Chiropractic Care, Pain Management, Immunizations, Radiology and the Soldier Specialty Care Clinic (SSCC) which houses the Traumatic Brain Injury (TBI) clinic and Occupational Therapy (OT) department.

USA MEDDAC maintains an Obstetrics and Gynecology (OB/GYN) clinic co-located with Samaritan Medical Center in Watertown and offers OB/GYN care to Soldiers and Family Members. The OB/GYN clinic underwent a CenteringPregnancy certification in October 2015. CenteringPregnancy is a program that combines traditional prenatal care (which includes routine health check-ups and supplementary support) with a support group-setting. Fort Drum MEDDAC is one of six certified sites within Army Medicine.

Wilcox Behavioral Health Clinic is home to the MEDDAC's Behavioral Health Department and includes Social Work Services, Family Advocacy Program and Army Substance Abuse Disorder Care Clinic.

In 2017, GAHC provided service for 340,933 patient visits, 137,340 appointment calls, and 101,303 telephone consultations. Daily averages equal 1,350 visits, 545 appointment calls, 402 telephone consultations, 140 Radiology visits (X-Rays, MRI and Ultra Sound), processes 510 lab specimens and processes on average 1,055 prescriptions.

Throughout 2017, the Managed Care Support Contractor-HealthNet managed referral requirements for active duty military, Families, and served as the main driving catalyst for leveraging TRICARE referrals within a capable rural community. In 2017, due to HealthNet's efforts and in concert with the MTF 's External Resource Sharing Agreements, local hospitals (Carthage, Samaritan, Lewis, River) were enabled to contract with DoD and provide necessary inpatient care needs for the MTF as well as strengthen the North Country health care system. TRICARE paid out roughly **\$61,653,325** to various community partners.

Fort Drum Dental Services \$5.6 Million

The United States Army Dental Activity (DENTAC) is comprised of three dental clinics and is staffed with 112 dedicated officers, Soldiers, DOD Civilians, contract personnel, and volunteers who provide comprehensive dental care to authorized beneficiaries.

Marshall Dental Clinic, a 37-chair facility, is scheduled to undergo a \$1.4M sterilization and services upgrade in FY18. Stone Dental Clinic, a 36-chair facility, opened its doors in October, 2009, and the clinic was officially memorialized in February, 2010.



Dental care for Military beneficiaries is provided at Marshall Dental Clinic and Stone Dental Clinic; the Clark Hall Dental Clinic services provide in-process administration and dental education for all incoming Soldiers. The DENTAC seats an average of 3,710 patients and performs over 12,300 dental procedures each month.

Dental care totaling **\$249,389** for 989 Active Duty Soldiers was out-sourced to the local civilian provider network in FY17 utilizing the Oral Health Initiative contracted by United Concordia Companies, Inc.; a decrease of approximately \$648.8K from FY16.

Family members utilize MetLife Dental Insurance, the TRICARE Dental Insurance contractor. MetLife has an extensive provider network in the North Country. Retired military beneficiaries can enroll in the Delta Dental Plan for Retirees that also has a provider network in the surrounding communities.

The local economy received **\$2,450,326** for services provided to Family members, retirees, and Army Reserve/National Guard Soldiers who utilize MetLife and Delta Dental network providers.

In 2017, the DENTAC spent **\$2,916,115** for dental supplies, equipment, contracts and contractors' salaries; an increase of 142K from FY16. The DENTAC Civilian payroll for FY17 was \$3,135,930 and is included in the Civilian payroll total for Fort Drum (see page 6).

**Fort Drum Federal
Impact Aid
\$37.9 Million**

Many local school districts across the United States include within their boundaries parcels of land that are owned by the federal government or have been removed from the local tax rolls by the federal government.

These school districts face the distinct challenge of providing a quality education with a reduced property-tax revenue base due to federal exemptions.

In response, Congress provides financial assistance to these local school districts through the Impact Aid Program since 1950. Impact Aid assists local school districts that lost property tax revenue due to the presence of tax-exempt federal property or have experienced increased expenditures due to enrollment of federally connected children. The Impact Aid law (Title VIII of the Elementary and Secondary Education Act of 1965 [ESEA]) provides assistance to local school districts with concentrations of children residing on or off military bases such as Fort Drum. Local schools received **\$37,962,859** in **Federal Impact Aid**.

HOW DO SCHOOL DISTRICTS USE IMPACT AID?

Most Impact Aid funds, except for the additional payments for children with disabilities and construction, are considered general aid to the recipient school districts. School districts may use the funds in whatever manner they choose in accordance with their local and state requirements. Most recipients use these funds for current expenditures but may also use the funds for other purposes such as capital expenditures. School districts use Impact Aid for a wide variety of expenses including: teacher and teacher-aid salaries, textbooks, computers, after-school programs and remedial tutoring, advanced placement classes, and special enrichment programs. Payments for children with disabilities must be used for the extra costs of educating children with disabilities.

**Army Compatible Use
Buffer (ACUB) Program
\$259 Thousand**

The ACUB program is an integral component of the Army's sustainability triple bottom line: mission, environment, and community. The program is an innovative tool used to proactively address encroachment issues and/or support conservation objectives by establishing buffers around installations. The ACUB buffer helps sustain natural habitats and protects the Installation's accessibility, training and testing capabilities.

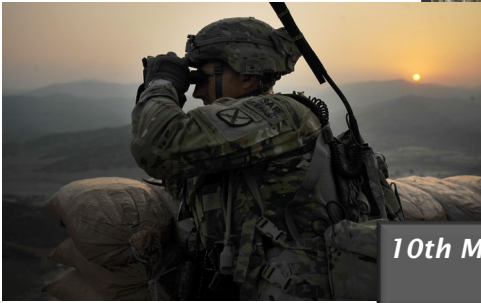
Fort Drum and its local partners secured one parcel under conservation easement during FY17. The parcel added 686 acres to the existing land-buffer bordering Fort Drum. FY17 Army **ACUB** contribution was **\$259,000**.

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Impact By Category

CATEGORY	FY17
Payrolls (military, civilian, contractor, and retiree)	\$992,677,224
Medical Supplies and Services (includes Tricare)	\$80,370,802
FDMCH Local Dollars Expended	\$40,691,662
Contracts Awarded by MICC, Fort Drum	\$39,618,560
Federal Impact Aid	\$37,962,859
Contracts Awarded by COE	\$22,214,000
Dental Supplies and Services (includes Tricare)	\$5,615,830
Education (Tuition Assistance/Contracts)	\$1,795,000
NAF Local Purchases	\$808,661
ACUB Dollars	\$259,000
PX/Commissary Equipment Service & Maintenance *	\$99,406
Contracts Centrally Funded By Others*	\$78,915
TOTAL	\$1,222,191,919

* Category is not covered by a written overview section in the document.



*10th Mountain Division
Ready Today, Relevant Tomorrow*

Fort Drum FY17 Total Economic Impact

Total economic impact of a military installation on a geographic area is difficult to calculate. This Economic Impact Statement only reports direct funding that flows into the local economy. Revenues generated by secondary or outflow of military expenditures from the tri-county area have 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 emphasizes the post's importance to northern New York's economic well-being. Fort Drum's positive financial impact on the community is substantial, totaling **\$1,222,191,919** for FY17.



Cumulative Financial Impact

Total cumulative financial impact since FY88 is estimated at **\$24,689,208,445**.

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
2005	\$821,377,368
2006	\$1,247,658,930
2007	\$1,463,781,777
2008	\$1,682,987,413
2009	\$1,502,834,542
2010	\$1,505,857,420
2011	\$1,633,341,987
2012	\$1,441,992,825
2013	\$1,416,969,521
2014	\$1,298,737,921
2015	\$1,220,582,138
2016	\$1,185,191,930
2017	\$1,222,191,919
Total	\$24,689,208,445



Fort Drum Tenant Organizations



Tactical Units

- 10th Mtn Division
- 91st MP Bn
- 63rd EOD Bn
- 630th Engineer Bn
- 20th Air Support OPNS Squadron
- 18th Weather Squadron
- Army Field Support Bn

Reserve & Guard

- NY MATES NYARNG
- 99th Regional Support Command (ECS-1)
- 479 Engr Bn HQ
- 174th Fighter Wing

Service Offices

- The Exchange
- Defense Commissary Agency
- American Red Cross
- AmeriCU
- NYS Dept of Labor
- Veterans Administration
- US Postal Service
- USO
- Fort Drum Thrift Shop
- Museum
- Gift Shop

Support Units

- US Army Garrison
- US Army Medical Activity (MEDDAC)
- US Army Dental Activity (DENTAC)
- US Army VETCOM
- Civilian Personnel Advisory Center (CPAC)
- Network Enterprise Center (NEC)
- Logistics Readiness Center (LRC)
- US Army Corps of Engineers (COE)
- Office Personnel Management (OPM)
- Federal Investigative Service
- Defense Logistics Agency
- Missile Defense Agency
- 925th CCBn & Mission & Installation Contracting Command (MICC) Fort Drum
- US Army CID 62 MP Det (CID)
- NCO Academy
- 902d Military Intelligence (MI) Group
- Trial Defense Service
- Defense Finance and Accounting Service (DFAS)
- Test, Measurement, Diagnostic Equipment (TMDE)

Please Note: Not inclusive of all Fort Drum Activities, Organizations, Units, etc.



Fort Drum Population Trends

Category	30 September 2011	30 September 2012	30 September 2013	30 September 2014	30 September 2015	30 September 2016	30 September 2017
Military	19,978	18,416	18,060	17,269	15,457	15,069	15,110
Family members	19,980	20,000	19,151	18,383	16,085	15,229	15,455
Total	39,958	38,416	37,211	35,652	31,542	30,298	30,565

Source: Fort Drum Post Population (Soldiers) and TRICARE Enrollment (Family members).

Fort Drum Capital Assets

Road (Miles)	197.818
TA Roads (Miles)	250.146
Airfield Runways, Taxiways, Aprons (Sq. Yards)	1,904,751.327
Parking (Sq. Yds.)	4,273,676.690
Sidewalks (Sq. Yds.)	610,592.180
Electric Lines (Linear Feet)	2,517,786.100
Water Lines (Linear Feet)	1,229,760.500
Gas LINES (Linear Feet)	465,433.500
Sanitary Sewer Lines (Linear Feet)	653,027.840
Storm Sewer (Linear Feet)	455,834.200
Fencing (Linear Feet)	709,691.000
Railroad Track (Miles)	10.929
Communication Lines (Miles)	528,667.000
Airfield Lighting (Linear Feet)	196,835.200
POL Pipelines (Linear Feet)	17,458.002

Source: Directorate of Public Works, Engineering Plans and Services Division, Real Property Branch

Fort Drum Real Property

Real property consists of lands and improvements to land, buildings, and structures, including improvements and additions, and utilities. Real property 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).

BUILDING TYPE	SQUARE FEET
Training Buildings	921,932.800
HQ & Unit Supply	2,647,263.710
Maintenance	2,192,080.500
Warehouse	1,377,919.600
Administration	418,215.600
Chapels/Religious Education	59,561.000
Transient Quarters	308,801.000
Troop Bilets	3,537,208.000
Dining Facilities	119,572.000
On-Post Family Housing	7,366,025.000
MWR	580,613.000
AAFES	284,289.000
Commissary	88,336.000
Medical Facilities	393,723.000
Miscellaneous	624,248.975
TOTAL	20,919,789.185

Source: Directorate of Public Works, Engineering Plans and Services Division, Real Property Branch

Fort Drum Solid Waste and Recycling

Fort Drum disposed of approximately 8,168 tons of municipal solid waste and construction debris using the Development Authority of the North Country's (DANC) municipal solid waste landfill services at the Rodman Regional Landfill during FY17.

Economic Forecast

The Army's Total Force and Associated Unit policies reinforce the important role that Fort Drum plays in providing training and base support to our Active, Reserve, Guard, and Joint Forces; we expect to see our transient and rotational training population to remain steady or slightly increase over the next several years. We expect Fort Drum's current permanent force structure to remain relatively stable.

The Army's emphasis and focus on formal and informal partnerships may present additional opportunities for shared services with public entities. Fort Drum's education and medical models provide a benchmark and example for other potential public-to-public partnerships.

There are currently no Fort Drum projects in the FY18-FY23 Military Construction (MILCON) program. Our current focus is on sustaining or repurposing the installation's existing infrastructure.

We continue to seek opportunities to increase our Military value within the community while focusing on ensuring our relevancy in the future.

