



A Handbook for  
Growth Communities  
PREPARED BY THE U.S. ARMY



# A Handbook for Growth Communities

PREPARED BY  
THE U.S. ARMY

**OPERATIONS DIRECTORATE,  
BASE REALIGNMENT AND  
CLOSURE DIVISION**

JANUARY 2009

# Forward

We are pleased to provide the Army Handbook for Growth Communities. The Handbook is a direct result of you asking us for more information on Base Realignment and Closure (BRAC) and how the Army's Transformation may affect your community.

Army installations have always considered themselves to be part of the local community – a tradition we proudly continue as we work with, and support, local planning efforts. This Handbook is intended to extend and expand that relationship, as the Army's Transformation allows installations to re-shape themselves providing communities with opportunities to create new jobs, increase their tax base, and thrive.

I trust you will find this Handbook to be a valuable resource as you continue to plan for and address community impacts resulting from Army Transformation activities, including BRAC 2005.

Dr. Craig College  
*Deputy Assistant Chief of Staff for  
Installation Management*

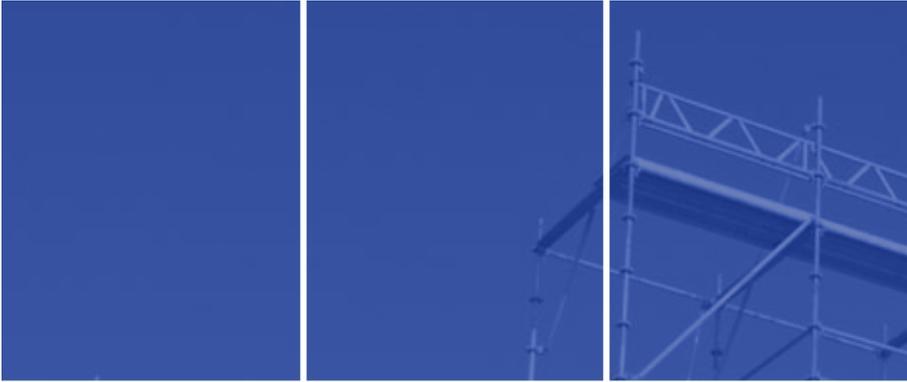
# Table of Contents

<b>Purpose</b> .....	5
Background.....	7
Compliance with DoD Directive 5410.12 .....	8
Using this Handbook.....	9
Keys to Success for Growth Communities .....	10
Partnerships between the Army and Communities.....	11
Working with Stakeholders .....	13
Structure of Local Community Organizations .....	14
<b>Working with the Army</b> .....	19
Army Structure.....	21
Assistant Secretary of the Army for Installations and Environment.....	23
Office of the Assistant Chief of Staff for Installation Management .....	24
Operations Directorate, Base Realignment and Closure Division.....	25
Installation Management Command.....	26
Functional Organizational Chart at Installation Level.....	27
Installation Points of Contact .....	27
Civilian Aides to the Secretary of the Army .....	28

<b>Community Planning Efforts</b> .....	29
Personnel Information from the Army. ....	32
<b>Army Process for Disseminating Population Data</b> .....	33
Army Planning Process .....	34
Designated Army POC for Providing Personnel and Planning Data .....	35
Environmental Impact Statements .....	36
Mission Change and Associated Impacts .....	36
<b>Community Planning - Lessons Learned</b> .....	37

## **Appendices**

<b>A. Resources to Support Community Growth</b> .....	39
<b>B. Army Ranks</b> .....	59
<b>C. Glossary of Army and BRAC Terms/Acronyms</b> .....	65
<b>D. Applying for Federal Employment</b> .....	71
<b>E. Doing Business with the Army</b> .....	75
<b>F. Grant Award Examples</b> .....	79



This Handbook is intended to address requests from growth communities for more specific information on Army transformation activities. The arrival of thousands of new residents in a relatively short time places a considerable strain on the local community infrastructure. Communities must assess housing requirements, school capacity and other community service requirements from healthcare, fire protection and safety, to roads and trash collection capabilities. Many communities began preparation in anticipation of the influx of military, civilian and contractor personnel well before the Base Realignment and Closure (BRAC) 2005 announcement and requested information regarding BRAC personnel movements and other Army transformation efforts, including how and when they will impact the communities. While many resources are already available to communities on the Office of Economic Adjustment's (OEA) website, garrison websites and community websites, communities indicated a need for more consistent information specifically from the Army.



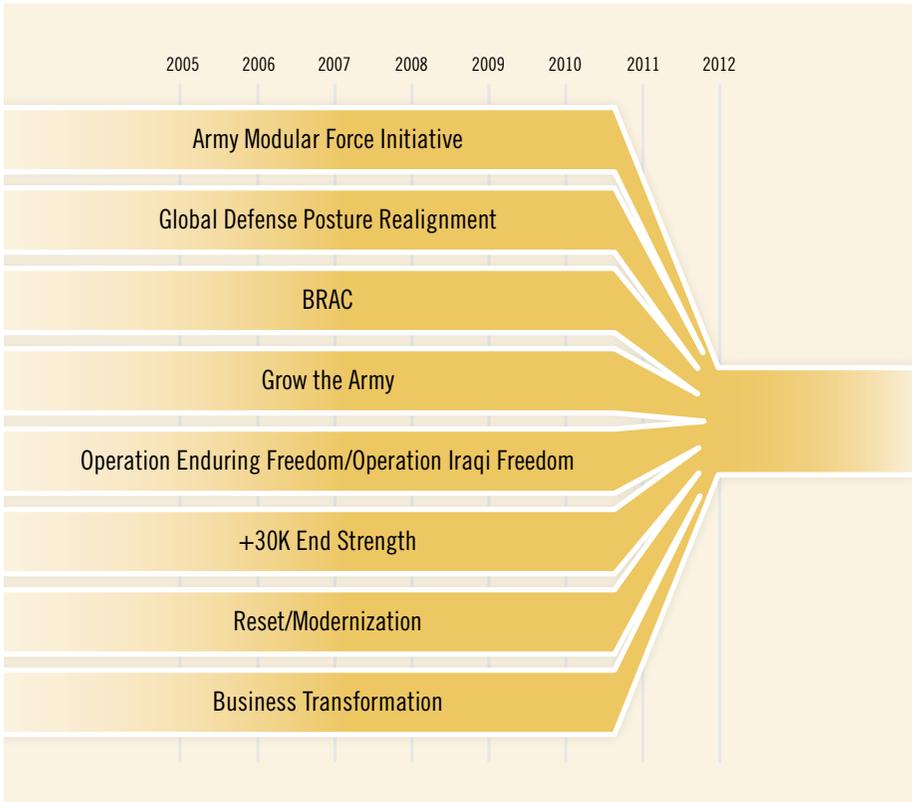
## Background

The Department of Defense (DoD) has undertaken five rounds of Base Realignment and Closure since 1988. The previous four rounds, 1988, 1991, 1993 and 1995, concentrated on reducing excess real property assets to produce cost savings for DoD. Communities were well “educated” on the BRAC process with the first four rounds coming so close together and virtually overlapping. These early rounds focused on closing installations and disposing of properties. While some communities realized growth as the missions and personnel were relocated from closing installations, impacts were generally minor and easily addressed by the receiving communities.

*“U.S. installations overseas will decline from 850 to 550 and roughly 70,000 personnel will return from overseas locations in Europe and Asia to bases in the continental United States”*

BRAC 2005 is different from prior BRAC rounds. It is composed of some closures and a number of major realignments (personnel movements) to accomplish two additional key goals: 1) transforming DoD by more closely aligning its infrastructure with defense strategy and 2) enhancing joint operations. What makes this round challenging is the inclusion of the Army’s modularity implementation and the DoD overseas rebasing initiatives. The Army is pursuing the most comprehensive transformation of its forces since the early years of World War II. This transformation will produce evolutionary and revolutionary changes that improve both Army and Joint Force capabilities to meet current and future full spectrum challenges. U.S. installations overseas will decline from 850 to 550 and roughly 70,000 personnel will return from overseas locations in Europe and Asia to bases in the continental United States.

As a result of these transformational initiatives shown in the figure below, the Army projects a net gain of approximately 154,000 personnel at bases throughout the United States. In addition to the military personnel movements, there will be several major moves of federal civilian and contractor personnel to support the mission relocations and of military, civilian and contractor family members.



*Figure 1. Army Realignment and Transformation*

For at least 20 locations near military installations, BRAC 2005 brings a significant influx of personnel to communities. The impact created by installation growth presents both opportunities and challenges for not only the local community, but also the region, since the growth takes place both inside and outside of the installation.

## Compliance with DoD Directive 5410.12

Impacted growth communities have expressed a concern over their inability to obtain consistent data about the personnel relocating to their respective communities. This sentiment was echoed in a June 2008 Government Accountability Office (GAO) report, “Defense Infrastructure: High-Level Leadership Needed to Help Communities Address Challenges Caused by DoD-Related Growth.” The GAO report recognized the need for the Military Services to develop and implement guidance on the timely, complete and consistent dissemination of DoD planning information to local communities, and a plan for quarterly information updates, as directed in the July 5, 2006 DoD Directive 5410.12. This Handbook provides the Army’s process for ensuring that gaining communities



receive updated and consistent demographic data on Army BRAC movements and other transformation initiatives in accordance with the DoD Directive. By providing this guidance, the Army assures communities that accurate and consistent data available is received in a timely manner. The Army's goal is to speak with "One Voice" on all transformation matters, including BRAC 2005, and this Handbook reflects the Army's commitment to that goal.

## Using this Handbook

The reference material in the Appendices reflects resource information requested by growth communities in information meetings with the Army. This information is provided to the installation and the communities for their use and may be copied and disseminated to all stakeholders.

This Handbook provides a consolidated “desk-top” reference tool for communities impacted by Army growth initiatives. Appendix A contains general information on federal resources. Appendix B shows Army organizational structure and contains a description of Army military ranks. Appendix C includes a “translation” guide for the most common Army acronyms and abbreviations. Appendix D has information on obtaining federal employment.

Many local community businesses face the challenge of obtaining contract work from the local installation. Local businesses observe the growth and identify potential opportunities, but do not know how to capitalize on the opportunities being afforded. Appendix E includes resource information to assist in conducting business with the Army.

*“The ultimate goal and key to success for both communities and the Army is ensuring sufficient resources are in place to support quality of life requirements.”*

Appendix F contains examples of grant awards received by communities from several federal agencies. These examples illustrate the range of projects that grants have funded and show that communities are not limited in the number of grants they can receive.

## **Keys to Success for Growth Communities**

As a result of BRAC 2005 and other DoD military transformation initiatives, many communities across the country face the unique challenge of accommodating significant growth at neighboring military installations. Relocated personnel and their families become active members of their new communities. Some may purchase houses; others may become renters. Some will have children in local schools, from pre-school through college. Some will have family members in the local job market, from the part-time after school worker to the full-time professional. Providing communities with all pertinent information eases the transition and integration of new residents into the community.

All communities have an ebb and flow in population from which they generally predict infrastructure and quality of life requirements based on the historical pattern of growth and/or decline. Personnel relocations

created by BRAC 2005 and DoD transformation initiatives create an unprecedented surge in population growth for several communities. While some population growth may be accommodated within the base boundaries, the majority of growth will be in the off-base community bringing both opportunities and challenges to each impacted community and local region.

### **Partnerships between the Army and Communities**

The ultimate goal and key to success for both communities and the Army is ensuring sufficient resources are in place in a timely manner to support quality of life requirements for relocating military and federal civilian populations without compromising the quality of life for existing community populations.

Host communities are faced with many challenges, beginning with some basic questions:

- What are the housing requirements?
- Is there sufficient on-base housing and/or off-base housing to absorb the influx?
- Will new construction be required?
- Do the local schools have sufficient capacity or will new schools be required?



- Will the current transportation infrastructure support the influx of new commuters?
- Will new water/sewer infrastructure be required to support on and/or off base expansion?
- Will the local economy be able to support the increased job demands?

The key to answering these questions lies in the partnership between the Army and the local host community. Army installations consider themselves a part of the local community and as such Garrison Commanders typically have close ties with local government officials and community leaders. Evolving from existing relationships, the Army works closely with each impacted community to assist them with information useful in developing growth management plans that complement the installation military basing plans. In addition to the Garrison Commanders and their local staff, the Army staff's BRAC project managers coordinate the relocation of missions and personnel to the receiving installations.





## Working with Stakeholders

The Army values our relationships with multiple stakeholders in impacted communities. Entities such as local businesses and community organizations, local and state government agencies, school districts, health organizations and the general public are vital parts of a vibrant, desirable community.

When significant growth occurs, the off-base impact affects all aspects of the local community and the surrounding region. Housing, schools, health care, child care, employment and other community service requirements are just some of the areas to be addressed as the installations and communities prepare for growth. The Army works closely with the receiving installations and their local communities to ensure facilities and services are available to support the incoming personnel, and to minimize the impact of the local community's quality of life by the influx of personnel.

## Structure of Local Community Organizations

A central community organization coordinating issues and communications from all stakeholders is essential considering the scope and complexity of growth anticipated for the gaining communities. A

central community organization coordinating issues and communications from all stakeholders is essential considering the scope and complexity of growth anticipated for many gaining communities. This encourages impacted municipalities around the installation to work together on regional planning needs for future development, leverage existing funds for community efforts and speak with a louder voice to obtain federal and state resources. An Army representative from the installation should be included at meetings to hear community concerns, provide the latest details on moves and schedules, and work collaboratively with stakeholders. Also, communities must establish a point of contact in the Governor's Office to ensure support and advocacy at the state level. This can be helpful, and is often necessary, in obtaining funding from both federal and state resources.

The following provides brief descriptions of how seven growth communities have organized to address the challenges presented by military growth.

**Redstone Arsenal, Alabama:** In 2002, the region established the Tennessee Valley BRAC Committee (TVBRAC) under the leadership of the Chamber of Commerce of Huntsville/Madison County to help support Redstone Arsenal through the BRAC process. Following the BRAC 2005 actions, TVBRAC changed its focus to implementing BRAC initiatives. The Commander of the Army's Aviation and Missile Command established the Team Redstone





BRAC Executive Committee. This committee meets quarterly with representatives from local military activities, NASA and the local government to address growth issues.

The TVBRAC has held several town hall meetings in the communities for relocating personnel to familiarize them with the Tennessee Valley Region.

[www.tennessee-valley.org](http://www.tennessee-valley.org)

**Fort Benning, Georgia:** In 2003, community and business leaders established a regional community action group known as the Fort Benning Futures Partnership (FBFP). FBFP helps BRAC affected communities in the region address the anticipated growth. FBFP identified the Valley Partnership Joint Development Authority as the appropriate agency to facilitate and manage a collective regional approach to manage the anticipated growth at Fort Benning.

<http://www.columbusgachamber.com/ftbenning/>

The Georgia Military Affairs Coordinating Committee provides additional support. Established in 1994 by Governor Zell Miller, at the behest of Senator Sam Nunn, to help Georgia's bases deal with Base Realignment and Closure, the Committee was reappointed by Gover-

nor Roy Barnes and most recently by Governor Sonny Perdue. Information on this state agency can be found on their website.

<http://gmacc.georgia.gov>

**Fort Riley, Kansas:** In December 2004, Lt. Governor John E. Moore, as chairman of the Governor's Military Strategic Planning Commission, formed the Fort Riley Accommodation Task Force. This Task Force was formed in response to the announcement that Fort Riley would be receiving an Action/Brigade Combat Team. The Task Force was given the charter to make appropriate plans necessary to accommodate these additional troops and their families as well as any other growth that might be created by BRAC 2005 actions. In 2005, in response to a meeting of regional officials, the Flint Hills Regional Task Force was created to plan from a regional perspective.

[www.fortrileyconnection.com](http://www.fortrileyconnection.com)

**Fort Knox, Kentucky:** In response to the BRAC 2005 recommendations, community leaders in the surrounding communities established One Knox to provide the military community with a single point of contact for dissemination of information. One Knox is the central coordinating community agency providing assistance to the nine county region impacted by Fort Knox growth. The Kentucky Governor's BRAC Task Force provides support from the state level.



In the spring of 2006, One Knox partnered with the installation to present information for incoming commands. Currently, a core stakeholder leadership team, comprised of state and local officials, business leaders and Army leaders, is working to develop and implement a regional economic development plan.

[www.oneknox.com](http://www.oneknox.com)

**Aberdeen Proving Ground (APG), Maryland:** Early in the BRAC 2005 decision, Harford County established a BRAC Planning Advisory Commission to prioritize BRAC impacts to the county in consult with neighboring counties. These planning efforts evolved regionally and a successful award of OEA funding resulted in the Chesapeake Science and Security Corridor (CSSC) Consortium, which includes eight jurisdictions in three states (Maryland, Delaware and Pennsylvania) comprising the APG community. Harford County serves as the lead agency and established the APG-CSSC Regional BRAC Office which executes grant administration and coordinates regional BRAC implementation efforts.

A BRAC Transformation Office, located on Aberdeen Proving Ground, works closely with the CSSC to coordinate briefings, disseminate information to all stakeholders and plan for the transformation activities.

Working with the Army, state and local agencies held a series of relocation fairs in New Jersey and tours in central and northeastern Maryland to provide information for personnel relocating to Aberdeen.

[www.apg-cssc.com](http://www.apg-cssc.com)

**Fort Sill, Oklahoma:** Before the BRAC 2005 recommendations were approved, Mayor John Purcell of the City of Lawton formed a BRAC Coordination Committee to identify the potential impact of any BRAC actions to the Fort Sill area. With the final announcement that Fort Sill would be a growth community, the Committee changed direction to plan and prepare for the increased population. A growth management coordinator was hired using OEA grant funding, along with a consultant to assist with preparing a growth management plan. The Committee established five sub-committees to address education, housing, public safety and emergency services, transportation and utilities and infrastructure. These sub-committees include subject matter experts and representatives from the Installation.

In addition, the State of Oklahoma established the Oklahoma Strategic Military Planning Commission comprised of members from the



State Senate and House of Representatives and each of the state's five military installation communities.

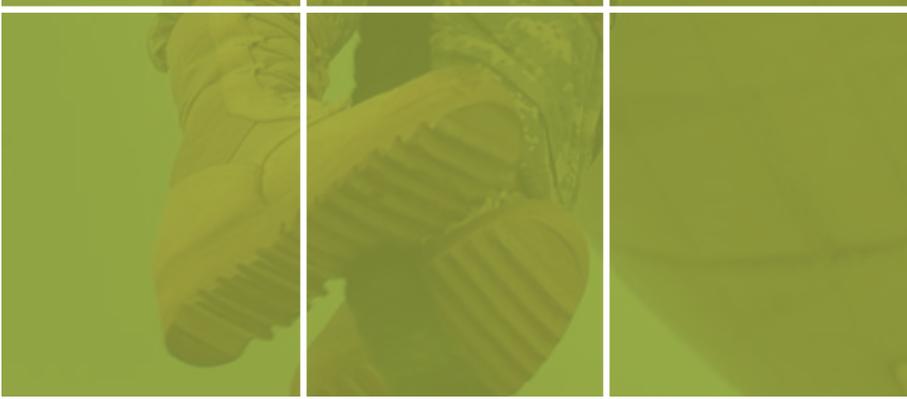
<http://www.lawtonfortsillgrowthplan.com/>

**Fort Bliss, Texas:** The City of El Paso has enjoyed a long and close relationship with Fort Bliss. The alliance between the city and the installation is strengthened by the inclusion of the garrison commander as a member of the Greater El Paso Chamber of Commerce. The installation and the city have worked in partnership to address the many regional impacts surrounding growth of the installation. Due to the large number of personnel coming to the installation, the city plans on establishing a Community Military Partnership Organization. In the meantime, the City of El Paso has added a staff member to assist with military growth issues.

The Chamber of Commerce works with the installation and local military organizations to provide a variety of services to military personnel, such as job search assistance to military spouses prior to relocation.

<http://www.elpaso.org/epcoc-chamber/teamBliss/main.htm>

The keys to success are constant communication and developing a regional organization to speak for the stakeholders. Open and frequent dialogue among all stakeholders to identify potential areas of concern and working together to find solutions benefits both the Army and the local communities.



*“Similar to most corporations where the primary contact for the general public is usually the local company representative, the appropriate contact for questions related to Army activities is the base Public Affairs Office.”*

This section provides an overview of Army structure and highlights offices in the chain responsible for implementing the BRAC recommendations and coordinating with the installation on other transformation efforts.

Similar to most corporations where the primary contact for the general public is usually the local company representative, the appropriate contact for questions related to Army activities at the local installation is the base Public Affairs Office (PAO). The installation public affairs office is the single point of contact for all BRAC 2005 inquiries and for disseminating the installation’s BRAC information. Many of the installations impacted by BRAC 2005 have BRAC offices that support the PAO in fulfilling this responsibility.





## Army Structure

The “Corporate Office” for the Army is known as Headquarters, Department of the Army (HQDA) with the Secretary of the Army functioning as the “CEO”. The “corporate” structure for HQDA is comprised of two parallel “divisions,” one is comprised of uniformed military members and the other is composed largely of civilians with key leaders appointed by the President. Information on the Army Headquarters can be found at [www.army.mil](http://www.army.mil).

The “leaders” of the various corporate divisions on the civilian component side are confirmed by Congress and have Assistant Secretary of the Army (ASA) titles for their respective areas of responsibility. A Principal Deputy Assistant Secretary and Deputy Assistant Secretaries of the Army (DASAs), similar to a company’s senior vice president and vice presidents, facilitate accomplishing the ASA’s assigned responsibilities. BRAC actions are under the purview of the Assistant Secretary of the Army for Installations and Environment (ASA (I&E)) and the Deputy Assistant Secretary of the Army for Installations and Housing (DASA (I&H)).

The “leaders” of the various divisions on the military component side, are senior level Army officers with Deputy Chief of Staff or Assistant Chief of Staff titles for their respective areas of responsibility. They are also nominated by the President and confirmed by Congress. BRAC related actions are the responsibility of the Assistant Chief of Staff for Installation Management (ACSIM).

The following chart depicts the HQDA staff:

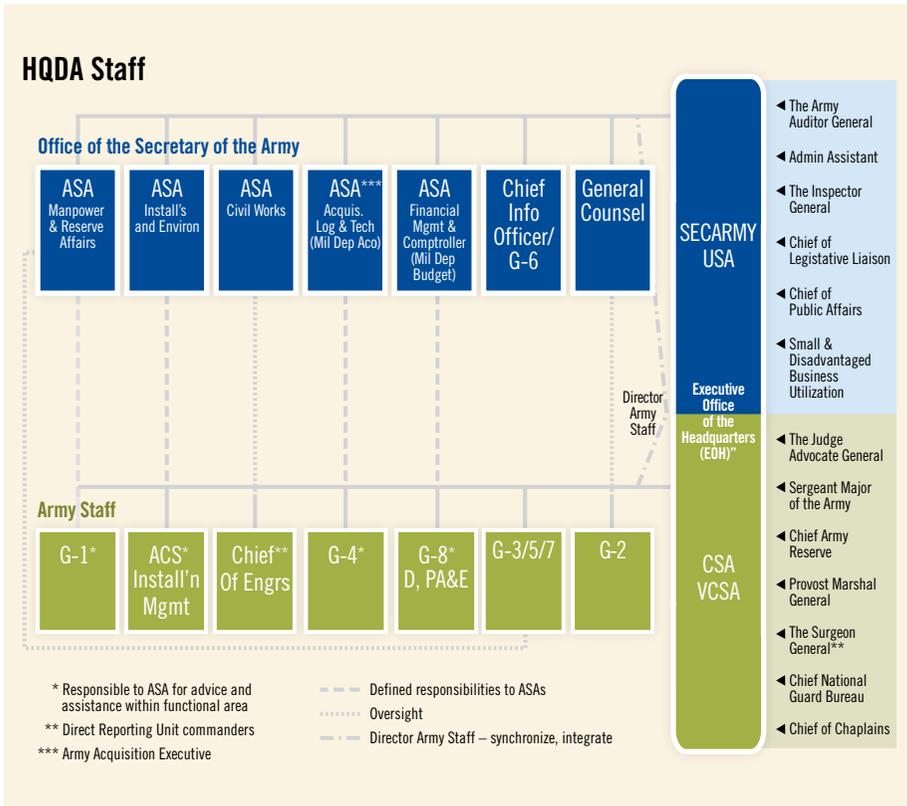


Figure 2. HQDA Staff.

- **AASA:** Administrative Assistant to the Secretary of the Army
- **AAG:** Army Auditor General
- **ACSIM:** Assistant Chief of Staff for Installation Management
- **ASA(ALT):** Assistant Secretary of the Army for Acquisition, Logistics and Technology
- **ASA(CW):** Assistant Secretary of the Army for Civil Works
- **ASA(FM&C):** Assistant Secretary of the Army for Financial Management and Comptroller

- **ASA(I&E):** Assistant Secretary of the Army for Installations and Environment
- **ASA(M&RA):** Assistant Secretary of the Army for Manpower and Reserve Affairs
- **CCH:** Chief of Chaplains
- **CIO/G-6:** Chief Information Officer
- **COE:** Chief of Engineers
- **CSA:** Chief of Staff of the Army
- **CNGB:** Chief, National Guard Bureau
- **DAS:** Director of the Army Staff
- **DUSA:** Deputy Under Secretary of the Army
- **DUSA (BT):** Deputy Under Secretary of the Army for Business Transformation
- **G-1:** Office of the Deputy Chief of Staff for Personnel
- **G-2:** Office of the Deputy Chief of Staff for Intelligence
- **G-3/5/7:** Office of the Deputy Chief for Operations, Strategic Plans and Policy, Force Management, Training, Battle Command, and Capabilities Integration
- **G-4:** Office of the Deputy Chief of Staff for Logistics
- **G-6:** Office of the Chief Information Officer
- **G-8:** Office of the Deputy Chief of Staff for Programs
- **OCAR:** Chief, Army Reserve
- **OCLL:** Chief, Legislative Liaison
- **OCPA:** Chief, Public Affairs
- **OGC:** General Counsel
- **OTIG:** The Inspector General
- **OTJAG:** The Judge Advocate General
- **OTSG:** The Surgeon General
- **SA:** Secretary of the Army
- **SADBU:** Small and Disadvantaged Business Utilization Office
- **SMA:** Sergeant Major of the Army
- **USA:** Under Secretary of the Army
- **VCSA:** Vice Chief of Staff of the Army

### Assistant Secretary of the Army for Installations and Environment

ASA (I&E) is responsible for policy approval, program oversight and coordination of a wide variety of Army activities. This includes design, construction, operations, maintenance and management of Army

installations; privatization of Army family housing, real estate, utilities and other infrastructure programs; environmental compliance, clean-up and site disposal programs; and management of the Army’s safety and occupational health programs. Information on the ASA (I&E) can be found at <http://www.asaie.army.mil>.

A Principal Deputy Assistant Secretary and four Deputy Assistant Secretaries of the Army facilitate the ASA (I&E) responsibilities. The Deputy Assistant Secretary of the Army for Installations & Housing (DASA-I&H) provides worldwide policy, programming and oversight of the Secretary of the Army’s Title 10 U.S. Code responsibilities for real estate, military construction, engineering, housing and BRAC.

The following chart provides the ASA (I&E) organization structure:

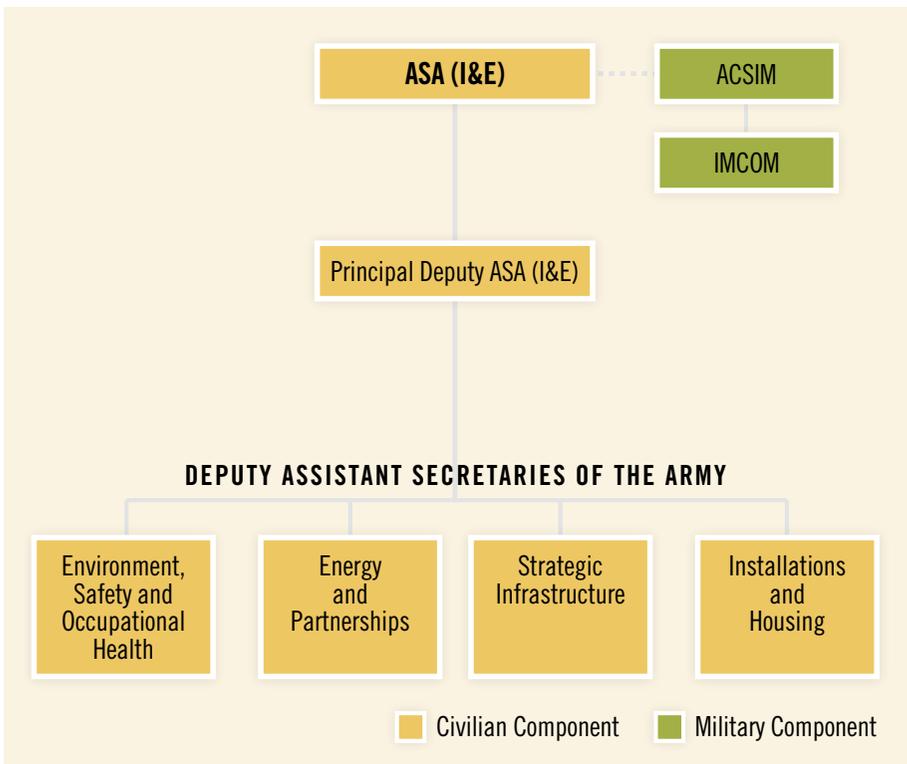


Figure 3. ASA (I&E) structure

### Office of the Assistant Chief of Staff for Installation Management

The Assistant Chief of Staff for Installation Management (ACSIM) is the Army’s lead organization for the BRAC process. The ACSIM is responsible for policy implementation and program management on all matters relating to overall management and resourcing of Army installations



*“Army installations have most or all of the same operating requirements as a medium to small city”*

The BRAC Division Deputy is a federal civilian, as are the majority of the division staff. BRAC Division personnel are assigned as program managers for BRAC installations impacted by closure, realignment or growth. The program managers have some interface with the local installation and community, but their primary role is coordination and resourcing of BRAC actions at the HQDA level. For additional information on Army BRAC, see the BRAC Division website at <http://www.hqda.army.mil/acsim/brac/braco.htm>.

**Installation Management Command**

The Installation Management Command (IMCOM) applies a uniform business structure to manage U.S. Army installations, sustain the environment and enhance the well-being of the military community. IMCOM regional offices and Headquarters personnel oversee all facets of installation management such as such as construction; barracks and family housing; family care; food management; environmental programs; well-being; soldier and family morale, welfare and recreation programs; logistics; public works and installation funding. Installations report through each geographic region to IMCOM Headquarters. Additional information can be found on the website at <http://www.imcom.army.mil>

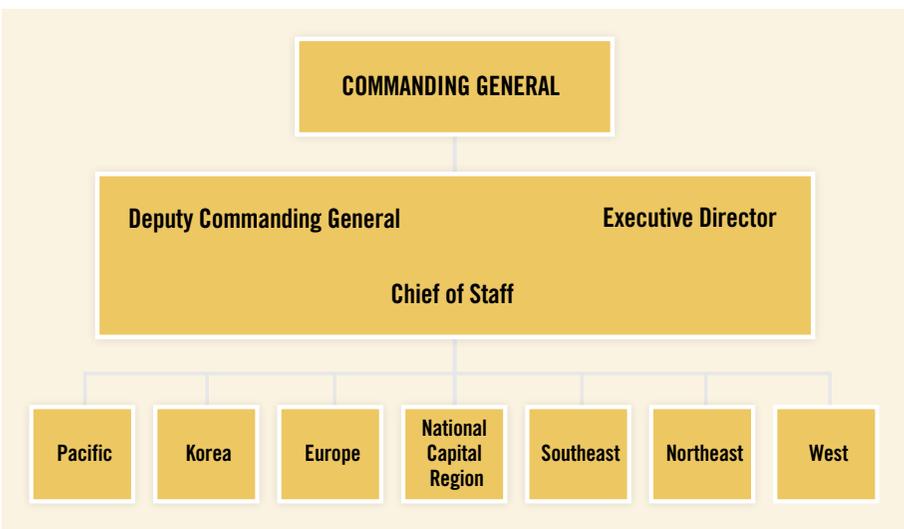


Figure 5. IMCOM Structure.

# Functional Organizational Chart at Installation Level

Army installations have most or all of the same operating requirements as a medium to small city. The Garrison Commander, comparable to a City Manager, is responsible for the operation of the individual installation.

The diagram below is an example of a generic organizational structure for an Installation:

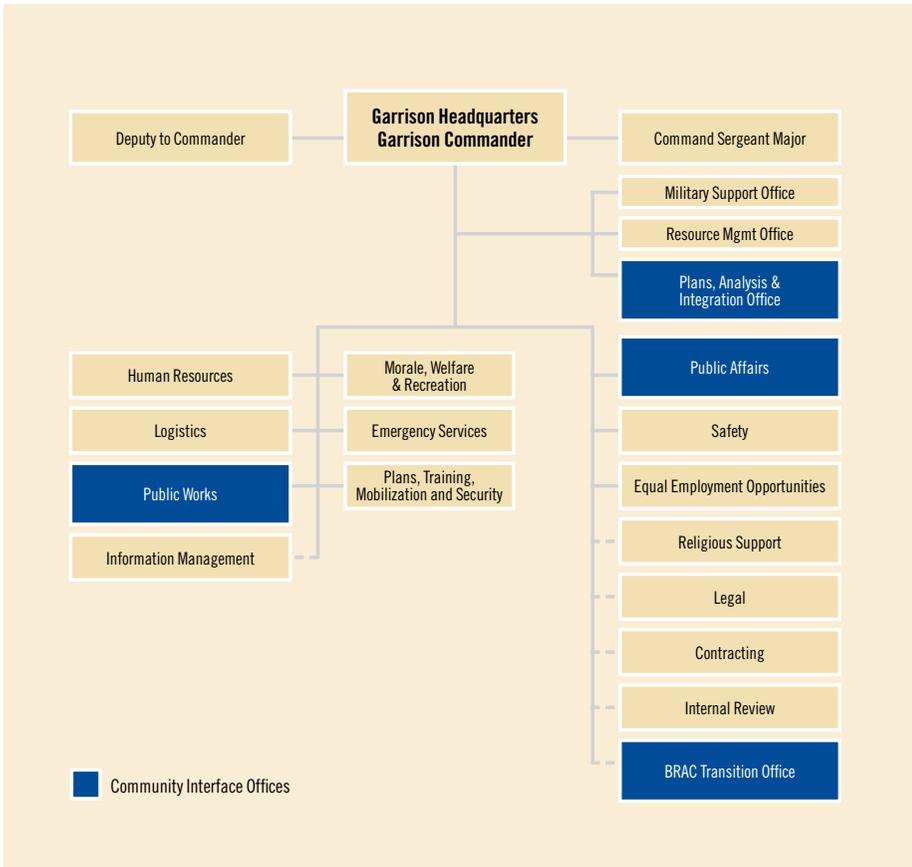


Figure 6. Standard Garrison Organization

## Installation Points of Contact

Depending on the specific transformation initiatives impacting the installation, an Installation BRAC or Transformation Office is responsible to oversee, coordinate and facilitate all installation activities related to BRAC and transformation. The installation PAO serves as the installation’s “clearinghouse” for all inquiries from the local community

and stakeholders, and serves a supporting role with the local community growth organization. The PAO works closely with the BRAC Office to provide timely information on the status of the BRAC related actions and press releases, as appropriate.

## Civilian Aides to the Secretary of the Army

Civilian Aides to the Secretary of the Army (CASAs) are Special Government Employees who agree to serve as representatives for the Secretary of the Army without salary, wages, or related benefits. Their mission is promoting good relationships between the Army and the public by acting as spokespersons for and advisors to the Secretary.

The Secretary of the Army appoints at least one Civilian Aide in each State, the District of Columbia, Puerto Rico, American Samoa, the Virgin Islands, Guam, and the Commonwealth of the Northern Mariana Islands. When the Secretary of the Army determines the need to appoint more than one Civilian Aide in a state or territory, the position is further broken down by geographic region.

The Civilian Aides assigned duties are:

- Provide individual advice to the Secretary of the Army, the Chief of Staff, Army, and commanders at all levels on public sentiments toward the Army. Civilian Aides work closely with Army and installation commanders, State Adjutants General, Ambassadors of the Army Reserve, Army National Guard Commanders, Army Reserve Commanders, Reserve Officers Training Corps regions and area commanders, Army Recruiting Commanders, Professors of Military Science, Division/District Engineers, and other designated personnel within their area of responsibility.
- Disseminate information about the Army's objectives, roles, requirements, and major programs to the public through public speeches, personal contact, and other means.
- Provide advice concerning the development of programs and methods to attain maximum understanding and cooperation between the civilian community and the Army.

For information about the CASA Program, contact the Army Public Affairs office at <http://www.army.mil/institution/armypublicaffairs/>.





Many communities affected by growth of their neighboring Army installation began planning very early in the process. Communities organized, applied for grants, coordinated with the Army, state and local government agencies, and began developing growth management plans. Determining the infrastructure requirements to support the influx of personnel to an area is a common concern to all growth communities. Each growth community faces similar transportation, school capacity, affordable housing, public infrastructure/utilities, health services and employment challenges.<sup>1</sup> The availability of social services, the availability of childcare, and water/sewer capacity and/or expansion are other areas of concern.

Growth management plans are a critical step in preparing for DoD transformation activities and help efficiently focus the efforts of community planners to areas of immediate need. The growth management plan allows the regional planning organization to apply for funding, evaluate economic impacts, begin discussion with stakeholders, and better anticipate future requirements within the region.

---

<sup>1</sup> <http://www.oea.gov/OEAWeb.nsf/Summit+Profiles?readform>



*“Growth management plans are a critical step in preparing for DoD transformation activities and help efficiently focus the efforts of community planners to areas of immediate need.”*

The DoD OEA provides extensive guidance and assistance to growth communities. The OEA is the DoD’s primary source for assisting communities adversely impacted by Defense program changes, including base closures or realignments, base expansions, and contract or program cancellations. OEA provides growth management planning grants, guidance, and expertise to help communities with a “direct and significantly adverse consequence.”<sup>2</sup>

Other resources available to growth communities are provided in Appendix A and include: Department of Housing and Urban Development’s Community Development Block Grants; Department of Transportation Federal Aid Highway Program; Department of Army’s Defense Access Road Program; Department of Health and

---

<sup>2</sup> The Secretary of Defense may provide economic adjustment assistance to any community located near a military installation being closed or realigned as part of the BRAC 2005 round. Pub. L. No. 101-510, Title XXIX, § 2905, as amended by Pub. L. No. 107-107, Title XXX (2001). The Secretary of Defense may also provide adjustment assistance to communities meeting specific criteria for being affected by certain DOD activities. 10 U.S.C. § 2391.

Human Services' Health Resources and Service Administration Grants; Department of Education's Impact Aid Program; Department of Labor; and various other resources.

## Personnel Information from the Army

The majority of growth communities have begun their planning efforts and are identifying their infrastructure needs to accommodate Army transformation initiatives. The communities found that planning can only be performed in general terms due to the lack of precise information and demographics on the number of military, civilian personnel and family members expected. According to the communities, adequate information is not available to prepare detailed growth management plans. The communities acknowledged their local installations are responsive to planning efforts and recognize that the Army's stationing plans continue to change, making actual numbers uncertain.<sup>3</sup> The next section will explain the Army process for determining and updating personnel projections.



<sup>3</sup> GAO-08-665, dated June 2008



Army Process for  
Disseminating  
Population Data





This section describes the Army's process for ensuring that communities receive the best available planning information from a centralized source. Additionally, the Army plan provides a schedule for updates on a regular basis so communities can adjust their planning and implementation to meet the changing needs.

## Army Planning Process

Movement data for large increases in military personnel are typically stable. Numbers provided for organizations comprised of civilians and contractors may not be accurate until near the actual move date since they have flexibility to make other employment or lifestyle decisions. The Army can provide the best available data based on authorized positions and current/future planning; however, that may be considerably higher or lower than the number of new citizens that relocate to growth communities. Since civilians and support contractors have choices when facing relocation, the Army cannot determine the final number of people relocating as missions move. However, the Army can provide the number of military and civilian jobs authorized at each growth installation as well as provide planning numbers for military and civilian families and contractor support.

The Army has a comprehensive system, the Army Stationing Installation Plan, to track and forecast military activities and other Active Army and Army Reserve personnel movements worldwide. The planning system incorporates all Army stationing actions, contains current year populations and considers plans for the upcoming six years. The official planning

process includes authorized planning populations of all units, activities, students, and other tenants for active Army and Army Reserve component installations including: military personnel, civil servants, other civilians (non-appropriated funded employees and Army and Air Force Exchange service personnel), children of military, children of DoD civilians (including non-appropriated funded employees and Army and Air Force Exchange service personnel), military families and contractors. Contractor spouses and children are not included. The system is updated on a quarterly basis and is the single source for installation population planning.

The Army uses standard factors based on historical data to calculate the number of children and families included with military and civilian personnel. A factor of 0.484 is multiplied by the military personnel number and is used to project the number of military children. A factor of 1.52 is used to estimate the number of military family members, including children. Children of DoD civilians are calculated using the same 0.484 factor. These factors are DoD averages and provide the numbers used by the Army to assist in planning for facilities, housing and services required at Army installations worldwide.

## Designated Army POC for Providing Personnel and Planning Data

The local installation is the official source of information to the communities for all transformation related initiatives. Communities should coordinate directly with the local Army installation PAO to receive



*“The official planning process includes authorized planning populations of all units, activities, students, and other tenants for active Army and Reserve Component installations.”*

information relating to personnel movements and the number of jobs scheduled to relocate to the installation.

Each installation is familiar with the Army planning process, coordinates frequently with Army higher Headquarters, and can explain what is included in planning data. Installations also have frequent contact with incoming activities to coordinate schedules and requirements to support the moves and are aware of changes before the updates to official planning numbers occur. The PAO can provide updates to the communities any time significant changes are made within the Army that impact scheduled moves for the local area.

Army representatives may interpret a question differently than intended so it is important for communities to be specific when inquiring about personnel and organization movements. For example, the number of positions relocating due to BRAC will be different than the total number of positions relocating to the installation due to other transformation activities occurring at the same time as BRAC. The significant realignments within the Army and the way the Army conducts business, makes it easy to have perceived and real inconsistencies in personnel movement numbers. The installation PAO has the best available data from all pertinent resources and is the official source of this information for the Army.

## **Environmental Impact Statements**

The Final Environmental Impact Statements developed as part of early planning efforts under the National Environmental Policy Act are a valuable resource to assist ongoing planning efforts. The Final Environmental Impact Statements evaluated and documented the environmental impacts associated with implementing BRAC 2005 actions. This data is located under the environment tab on the BRAC Division website at <http://www.hqda.army.mil/acsim/brac>. Information on transportation, housing, schools and economic impact is included.

## **Mission Change and Associated Impacts**

The War on Terror and ongoing DoD transformation initiatives cause mission changes, which impact installation population statistics, and in turn impact community planning efforts. The Army notifies the installation when Army mission changes occur. The quarterly updates to Army Stationing Installation Plan reflect the best available population and demographic data the Army can provide.



# Community Planning – Lessons Learned

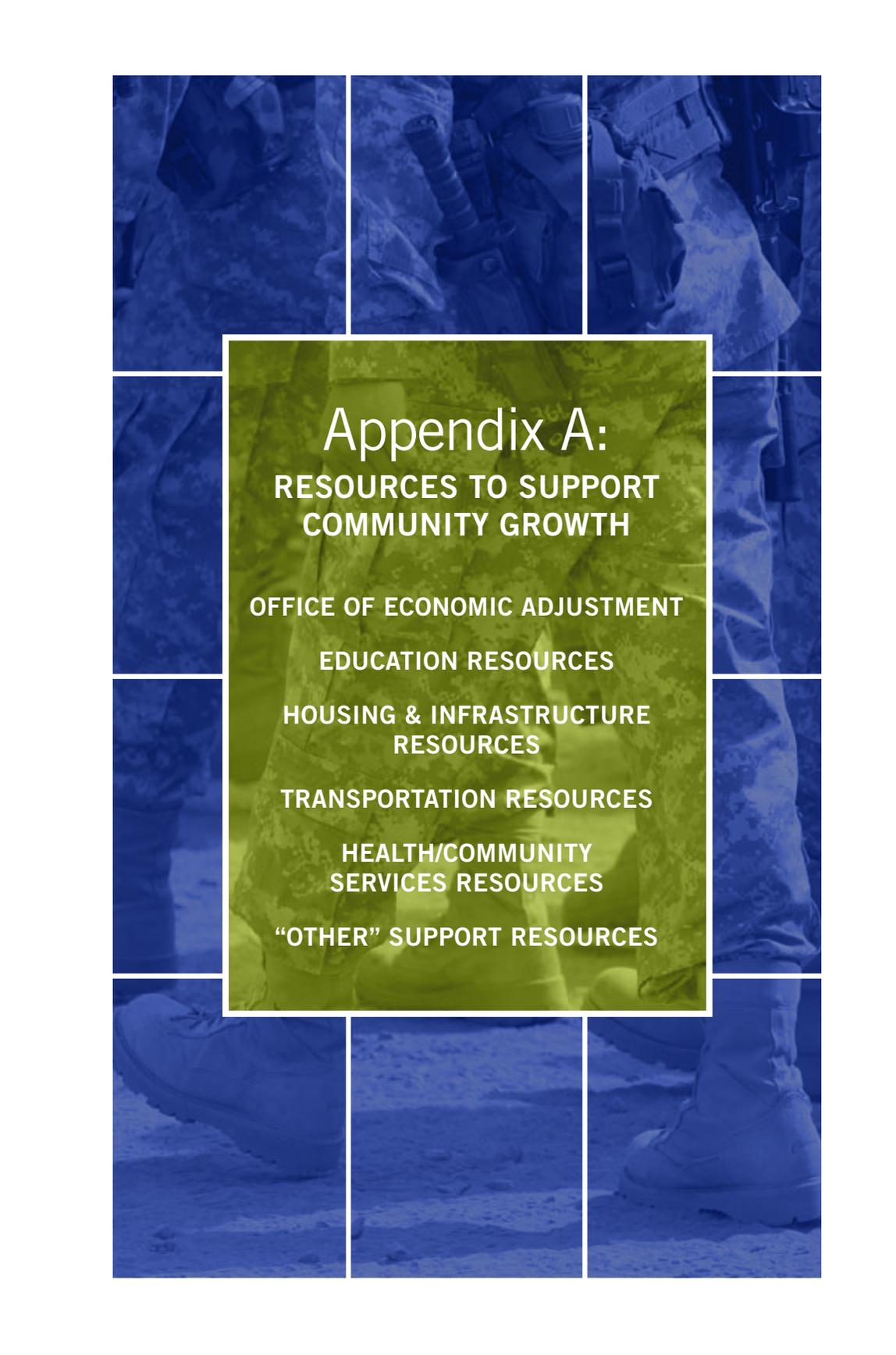


Some key lessons learned by growth communities as they work through the challenging process of preparing for the anticipated growth of their neighboring installations are:

- On-going communication with all stakeholders is paramount to developing local ownership and gaining support for implementing planning recommendations
- One central point of contact for communication, both for the community and the Army, strengthens relationships on both sides
- OEA provides valuable assistance
- Planning for growth must be coordinated regionally in order to leverage existing resources and minimize/prevent community competition

*“Key lessons have been learned by the growth communities as they work through the challenging process of preparing for the anticipated growth of the neighboring installations.”*

- In many cases, funding to increase educational system capacity is not designed to anticipate growth
- Act quickly to secure funding for both requirements analysis and resources needed to make improvements
- Work closely with the Army by first establishing a relationship with the installation leadership. Identify workforce requirements early in the process and work with local colleges and universities to help create a well-trained workforce able to meet the demands of the incoming mission personnel requirements
- Ensure the community organization includes both economic developers and land use planners
- Take a regional approach to address the growth
- Engage incoming personnel by developing relocation guides, holding town hall meetings or information fairs at their current location
- Show commitment to supporting the installation’s growth and demonstrate that the installation is a valued part of the community



# Appendix A:

## RESOURCES TO SUPPORT COMMUNITY GROWTH

OFFICE OF ECONOMIC ADJUSTMENT

EDUCATION RESOURCES

HOUSING & INFRASTRUCTURE  
RESOURCES

TRANSPORTATION RESOURCES

HEALTH/COMMUNITY  
SERVICES RESOURCES

“OTHER” SUPPORT RESOURCES

# Office of Economic Adjustment

## Department of Defense

### Office of Economic Adjustment

The Department of Defense website (<http://www.defenselink.mil/brac/>) provides information on DoD transformation and BRAC 2005. Under Executive Order 12788, as amended, community assistance is coordinated across all federal agencies by the President's Economic Adjustment Committee (EAC). The EAC coordinates federal interagency and intergovernmental assistance to support the Defense Economic Adjustment Program and help communities respond to economic impacts caused by significant Defense program changes, including BRAC. The EAC has 22 federal agency representatives with the current Executive Chairmen being the OEA Director, as the Office of Secretary of Defense designee.

The OEA is the Department of Defense's primary source for assisting communities adversely impacted by Defense program changes, including base closures or realignments, base expansions, and contract or program cancellations. OEA offers technical and financial assistance and coordinates other federal agency involvement through the Defense Economic Adjustment Program and the President's Economic Adjustment Committee. Information on a wide range of topics impacting communities is available on the OEA website (<http://www.oea.gov/>). Items of particular interest are listed below. OEA resources are also included in specific sections throughout the rest of this Appendix.

- OEA released a video, "Managing Growth: Communities Respond," in June 2006 which showcases the successes of three communities affected by military growth and the lessons learned along the way. The video is found on the OEA website in the Library video section.
- OEA held a conference in December 2007, "Office of Economic Adjustment, Department of Defense's Growth Summit," specifically for growth communities. Growth community representatives participated in informational sessions, workshops, and peer networking opportunities. The conference allowed OEA to gather feedback on local growth experiences to date, including techniques or services that have assisted communities

in providing better response to the anticipated growth. OEA will continue providing support to impacted communities and hold community meetings throughout the entire BRAC process. Information and December 2007 conference presentations can be found on the OEA website under the “Conferences” listing, “OEA 2007 Growth Summit.”

- OEA premiered an online document in October 2008 which contains a compendium of federal resources and includes detailed information such as requirements and deadlines for obtaining grants.

## Education Resources

### 1. Secretary of Defense

- The Department of Defense, “Update to the Report on Assistance to Local Educational Agencies for Defense Dependents Education,” March 2008.

This report provides information on forecasted student growth and federal assistance available to address the growth. Specific information includes projection of military students transitioning by state; projection of military students transitioning by military service; and school construction funding resources and alternatives. The report also highlights the 2005 Army Education Summit, Communities Working to Improve Student Transition, which focused on the effects of BRAC on local communities and schools.

The report can be found on the DoD Military Community & Family Policy’s website at <http://www.defenselink.mil/prhome/mcfpreports.html>.

- Memorandum of Understanding Between Department of Defense and U.S. Department of Education, June 2008.

On 25 June 2008, the Deputy Secretary of Defense and the Deputy Secretary of Education signed a Memorandum of Understanding (MOU) between the Department of Defense and Department of Education. This memorandum establishes a partnership between the two Departments with a common goal of addressing the challenges faced by children of military families and provides a mechanism to assist communities and local educational agencies as they prepare for projected increases in military dependent students due

to BRAC. The memorandum also increases awareness of resources and tools available from the two agencies.

A copy of the memorandum can be found in the “Library” of the OEA website ([www.oea.gov](http://www.oea.gov)) under the Education category.

## **2. Educational Partnership Directorate, Department of Defense Education Activity, April 2007**

The Director of the Department of Defense Education Activity announced the formation of a new directorate to foster partnership activities and initiatives with local education agencies. The new directorate, Educational Partnership, builds relationships with state and federal governments to address issues impacting local education agencies affected by BRAC.

<http://www.dodea.edu/pressroom/releasesDisplay.cfm?prId=20070412>

## **3. Military Impacted Schools Association website**

Military Impacted Schools Association (MISA) is a national organization representing school districts serving high concentrations of military children. Partnered with the Department of Defense Educational Opportunities Directorate, National Military Family Association, and military leaders, MISA promotes quality education to all military children. MISA works with local school districts and commanders to highlight best practices and partnerships that can further meet the needs of military families.

<http://www.militaryimpactedschoolsassociation.org/>

## **4. U.S. Department of Education, Impact Aid Program**

The Impact Aid Program disburses payments to local educational agencies financially burdened by federal activities. The website provides program and grant information as well as contact information for employees within the Impact Aid Program and state-specific educational agency representatives.

<http://www.ed.gov/about/offices/list/oese/impactaid/index.html>

## 5. Johns Hopkins University video, “Building Resilient Kids,” August 2007

This video, broken into 14 sections, documents the lives of military students and the challenges they face. The video also explores the various support mechanisms that parents can provide to create a successful school environment.

<http://commprojects.jhsph.edu/mci/>

# Housing & Infrastructure Resources

## Housing

### 1. Homeowner Assistance Program (HAP)

The Department of Defense Homeowner’s Assistance Program provides assistance to eligible federal personnel (military and civilian) stationed at or near an installation scheduled for closure or realignment and who, through no fault of their own, are unable to sell their homes under reasonable terms and conditions. The program provides assistance to eligible applicants in three ways: the Government may purchase the applicant’s home by paying off the balance of any mortgage existing at the time of the closure or realignment announcement, or for 75% of the fair market value prior to the announcement, whichever is higher; applicants who are able to sell their homes may be reimbursed for part of their losses or, in some cases, paid at the time of closing; and, applicants who defaulted on their mortgage through foreclosure may receive financial assistance. The U.S. Army Corps of Engineers is executive agent with overall responsibility for administering the program.

<http://www.nao.usace.army.mil/hap/>

### 2. Rural Development Programs

U.S. Department of Agriculture’s Rural Development programs provide loans, loan guarantees, and grants. Rural Development helps rural individuals, communities and businesses obtain the financial and technical assistance needed to address their diverse and unique

needs. Rural Development works to make sure that rural citizens can participate fully in the global economy. Community loans and grants are available to develop essential community facilities and purchase equipment, such as rescue vehicles. Examples of essential community facilities include health care clinics, police and fire stations, schools and child care centers. Applications are handled by USDA Rural Development field offices. Contact any state office for more information.

<http://www.rurdev.usda.gov/>

### 3. Relocating

The U.S. Department of Labor Career One-Stop Web portal has a Relocation Center with links to resources that assist individuals with relocation decisions and planning. Customers will find a link to cost of living resources, a salary calculator, financial and moving resources, and resources related to the community to which they are relocating.

<http://www.careeronestop.org/>

### 4. Defense National Relocation Program (DNRP)

The Defense National Relocation Program (DNRP) is designed to assist eligible and authorized DoD civilian employees relocate from one duty station to another. Its primary benefit, known as Guaranteed Homesale, offers an optional alternative to the Permanent Change of Station reimbursement process for those authorized employees who must sell their primary residences. The U.S. Army Corps of Engineers is the DoD executive agent for the DNRP.

<http://www.nab.usace.army.mil/dnrp/>

## Infrastructure

### 1. Community Development Block Grants

The U.S. Department of Housing and Urban Development administers the Community Development Block Grant (CDBG) to provide federal funds for community and economic development projects. The program supports job creation and retention efforts,

local government efforts to provide affordable infrastructure systems and community efforts to improve the quality of life for low to moderate income citizens. The CDBG program provides annual grants on a formula basis (hence the term entitlement communities) based on the population of the community.

<http://www.hud.gov/offices/cpd/communitydevelopment/programs/>

## **2. Small Cities Block Grant**

The Small Cities Block Grant program (SCBG), also administered by the U.S. Department of Housing and Urban Development, provides federal funds for community and economic development projects to cities not in the CDBG “entitlement” program. The program supports job creation and retention efforts, local government efforts to provide affordable infrastructure systems and community efforts to improve the quality of life for low to moderate income citizens. These funds are first provided to states, which in turn make them available to smaller communities.

<http://www.hud.gov/offices/cpd/communitydevelopment/programs/stateadmin/>

## **3. U.S. Department of Commerce, Economic Development Programs**

The Economic Development Administration (EDA) provides grants that leverage private sector and local public sector dollars for targeted investments to alleviate the sudden economic dislocation caused by base closures. These grants provide substantial funds for a range of services including infrastructure development, technology initiatives, revolving loan funds and other economic development strategies. Communities economically impacted by major base closures or realignments may be eligible for funding under EDA’s Planning, Technical Assistance and Public Works programs.

<http://www.eda.gov/AboutEDA/Programs.xml>

## **4. U.S. Department of Agriculture, Rural Development website**

This website provides valuable information regarding electric programs, drinking water services, waste disposal services, and

telecommunication services in rural cities and towns (less than 10,000 residents). The Department of Agriculture works with rural cooperatives, nonprofit associations, public bodies, and for-profit utilities to ensure communities' needs are met. The website contains information on available loans, grants, and training programs to assist rural communities with meeting their utility requirements.

<http://www.rurdev.usda.gov/index.html>

# Transportation Resources

## Transportation

The U.S. Department of Transportation (DOT) has several programs that aid communities affected impacted by DoD growth.

### 1. Highway Trust Fund

Title 23, U.S.C., authorizes funding for broad categories of transportation programs from the Highway Trust Fund, which is the main source of federal transportation funding to the states. Priorities are set at the state/local level.

<http://www.fhwa.dot.gov/aap/PRIMER98.PDF>

### 2. Airport Improvement Program

The Airport Improvement Program (AIP) provides grants to public agencies for the planning and developing public use airports in the National Plan for Integrated Airports System. The federal share of eligible costs for large and medium primary hub airports is 75%, with the exception of the noise program which is 80%. For remaining airports (small hub, non-hub, primary relievers and general aviation airports), the grant covers 95 percent of eligible costs.

[http://www.faa.gov/airports\\_airtraffic/airports/aip/](http://www.faa.gov/airports_airtraffic/airports/aip/)

### 3. Military Airport Program

The Military Airport Program (MAP) was established in federal law (49USC 47118) to place special emphasis on developing appropriate former military (closed under BRAC) and existing joint use military airports. MAP is a set-aside in the Aviation Trust Fund, representing \$35 million in FY 2005, or about 4% (49USC47117) of the discretionary part of the full AIP appropriation. Competition for the limited number of program slots is keen because regulations allow funding of certain capital improvements that are not allowed under the main AIP. MAP grants can be used for projects not generally funded by the AIP, such as: surface parking lots, fuel farms, hangars, terminals, utility systems (on and off the airport), access roads and cargo buildings.

[http://www.faa.gov/airports\\_airtraffic/airports/aip/military\\_airport\\_program/](http://www.faa.gov/airports_airtraffic/airports/aip/military_airport_program/)

### 4. Job Access and Reverse Commute Grant

The U.S. Department of Transportation has a grant program that assists states and localities develop new or expanded transportation services connecting low income persons to jobs and employment related services.

[http://www.fta.dot.gov/funding/grants/grants\\_financing\\_3623.html](http://www.fta.dot.gov/funding/grants/grants_financing_3623.html)

### 5. Defense Access Road Program

The Department of Defense and the Federal Highway Administration, an agency within the Department of Transportation, jointly administer the Defense Access Road Program (DAR). The DAR Program provides a means for the military to pay their fair share of public highway improvements cost necessary to mitigate an unusual impact of a defense activity. An unusual impact could be a significant increase in personnel at a military installation, relocation of an access gate, or the deployment of an oversized or overweight military vehicle or transporter unit.

<http://flh.fhwa.dot.gov/defense.htm>

# Health & Community Services Resources

## Health/Medical

### Federal Agency Resources

#### 1. Comprehensive Web Site

This Web site is the gateway to government information on health care, insurance, Medicare and Medicaid, plus many more topics. Users can browse benefits by category and specific government agency and search at the federal and state level. Users can also search topics by population and or interests.

[www.govbenefits.gov](http://www.govbenefits.gov)

#### 2. Health Resources and Services Administration, Bureau of Clinician Recruitment and Service

The Bureau of Clinician Recruitment and Service (BCRS) improves the health of the nation's underserved communities and vulnerable populations. BCRS coordinates recruitment and retention of caring health professionals in the healthcare system and supports communities' efforts to build more integrated and sustainable systems of care.

The BCRS also supports the development of health professions faculty to train the next generation of health care professionals.

The BCRS supports Health Resources and Services Administration (HRSA) grantees, other safety net providers, and critical nursing shortage facilities with technical assistance and support to develop effective recruitment and retention programs in their communities, including the utilization of various scholarship, loan repayment and recruitment programs administered through the BCRS.

<http://www.hrsa.gov/bcrs/>

### **3. Health Resources and Services Administration, U.S. Department of Health and Human Services**

The HRSA Shortage Designation Branch develops shortage designation criteria and uses them to decide whether or not a geographic area, population group or facility is a Health Professional Shortage Area or a Medically Underserved Area or Population. The link below also provides information on programs that benefit the shortage areas.

<http://www.bhpr.hrsa.gov/shortage/>

### **4. Health Resources and Services Administration, Office of Rural Health Policy**

The Office of Rural Health Policy promotes better health care service in rural America. Information on specific programs and grants can be found at the following link.

<http://ruralhealth.hrsa.gov/>

## **Non-Federal Resources**

### **1. Genentech: Independent Medical Education Grants**

Genentech actively supports grants for independent medical education through its Independent Medical Education Department (IMED) as a means of enhancing the medical community's ability to care for patients. As part of its mission to address significant unmet medical needs and contribute to the best interests of patients and the medical profession, Genentech renews its commitment to provide appropriate educational grant funding to the healthcare community. Genentech recognizes the importance of providing financial support to institutions and organizations committed to providing quality, compliant continuing education that will enhance the professional skills and knowledge of healthcare professionals and lead to improved patient outcomes.

<http://www.gene.com/gene/imed/>

## 2. The National Association of Community Health Centers

The National Association of Community Health Centers (NACHC) works closely with state primary care associations to fulfill the shared mission of delivering quality health care to those in need.

In partnership, NACHC and primary care associations provide education, training and technical assistance to new and established health centers.

<http://www.nachc.com/>

## 3. The National Area Health Education Center Organization

The National Area Health Education Center Organization (NAO) is the national organization that supports and advances the Area Health Education Center network in improving the health of individuals and communities by transforming health care through education.

<http://www.nationalahec.org/>

## 4. NAO Health Careers Recruitment and Preparation

Area Health Education Centers (AHEC) are committed to expanding the health care workforce to include maximizing diversity and facilitating distribution, especially in underserved communities. AHECs offer creative, hands-on and innovative Medical Academy of Science and Health Camp, science enrichment, healthy lifestyles, health careers curriculum and programs for elementary, middle school, and high school students to achieve this goal. AHEC programs introduce students to a wide assortment of health career possibilities, guide them in goal setting and educational planning, and offer science courses that strengthen crucial thinking skills. AHECs target both economically disadvantaged students and those from underrepresented minority groups in school programs and summer institutes by working with schools, colleges and community partners.

Brochure: *“Effective Partnerships for the Recruitment of Health Professionals”*, 2006.

<http://www.nationalahec.org/Publications/PublishedDocuments.asp>

# City/County Planning

## 1. U.S. Environmental Protection Agency

The EPA Smart Growth page provides information on publications, tools, funding sources and provides links to other valuable resources.

<http://www.epa.gov/dced/>

## 2. Smart Growth Network

In 1996, the U.S. Environmental Protection Agency joined with several non-profit and government organizations to form the Smart Growth Network. The Network responded to increasing community concerns about the need for new ways to grow that boost the economy, protect the environment, and enhance community vitality. The Network's partners include environmental groups, historic preservation organizations, professional organizations, developers, real estate interests; local and state government entities.

<http://www.smartgrowth.org/>

A listing of funding opportunities can be found at: <http://www.smartgrowth.org/about/bytype.asp?typ=16>

## 3. Sustainable Communities for All Ages: A Viable Futures Toolkit

The Viable Futures Toolkit helps turns the challenges of an aging population into opportunities for all ages to thrive. It offers guidance to planners, policymakers, and service providers about how to create solutions for older generations that simultaneously address needs of younger generations and their communities.

<http://www.viablefuturestoolkit.org/index.htm>

## 4. National Association of Realtors, Smart Growth Grant

To increase the effectiveness of local association efforts in creating livable communities, National Association of Realtors (NAR) has established a grant program to assist community efforts to implement programs and activities that position REALTORS® as leaders in improving their communities by advancing smart growth.

Grants may be used for a smart growth conference or speaker series to educate members on the broad concepts of smart growth or niche topics such as transportation, open space preservation, wetlands, school development, or attainable housing. Topics could include instruction in how the local planning process works, including zoning and master plans issues, and comprehensive plans. NAR support is used to further activities to develop a community vision through a community planning workshop or joining a coalition working toward a similar community vision. Smart Growth Grant proposals that address housing issues must do so from the point of view of land use issues (zoning codes, inclusionary zoning, community planning, development issues, etc.)

[http://www.realtor.org/smart\\_growth.nsf/pages/grants](http://www.realtor.org/smart_growth.nsf/pages/grants)

## Employment

### U.S. Department of Labor

The Department of Labor oversees several programs supporting workforce development and has pledged to work directly with the Department of Defense to ensure that the workforce development system is responsive to the needs of those affected by BRAC. Department of Labor services include a toll-free hotline (1-877-US2-JOBS) to provide employment, training and career guidance advice.

#### 1. Department of Labor, Wagner-Peyser Act of 1933, as amended by the Workforce Investment Act of 1998

The Wagner-Peyser Act established an employment system that to provide a universal exchange of services so that workers, job seekers, and businesses can find the service information they need in one location. One-Stop Career Centers meet this requirement. Services include referral of job seekers to available job openings, matching job seeker experience with job requirements, arranging Job Fairs, and assisting employers with analysis of hard-to-fill job orders.

[http://www.doleta.gov/programs/Wagner\\_Peyser.cfm](http://www.doleta.gov/programs/Wagner_Peyser.cfm)

## 2. CareerOneStop website

CareerOneStop is a web-based labor exchange connecting employers and job seekers. CareerOneStop provides access to national, state, and local employment resources as well as federal, state, and private sector job banks. This website provides guidance relative to good hiring practices, writing job descriptions, assessing prospective employees, workforce training, employment laws, employment benefits, and pensions.

<http://www.careeronestop.org/>

## 3. Workforce 3 One

Workforce3 One is an interactive communications and learning platform sponsored by the U.S. Department of Labor/Employment and Training Administration (ETA). Workforce 3 is designed to build the capacity of the Workforce Investment System by enabling individuals to be successful in the 21st century economy. Workforce 3 provides online insight into the skills and competencies required by business and industry through innovative workforce solutions identified by a wide range of strategic partners and grantees.

<http://www.workforce3one.org/>

# Child Care

## 1. U. S. Department of Health and Human Services, Child Care Bureau, Resources for Child Care Providers website

This website provides valuable information for securing federal and/or state funding to start or improve a child care program; licensing regulations for starting/operating a child care program; instructions for a church, synagogue or mosque that wishes to become a child care center; and funding sources available for those who provide care to low income children.

<http://www.acf.hhs.gov/programs/ccb/providers/index.htm>

## 2. U. S. Department of Health and Human Services, AfterSchool.gov website

This website's function is to connect afterschool care providers with federal resources. The website provides information on how to finance, operate, and sustain an afterschool program; state regulations; issues facing America's children; suggested afterschool activities; and safety and health information.

<http://www.afterschool.gov/>

## 3. National Child Care Information and Technical Assistance Center website

The National Child Care Information and Technical Assistance Center is sponsored by the Child Care Bureau, U. S. Department of Health and Human Services. The Center is a clearinghouse that provides federal, state, and territory child care resources and tools. Information can be sorted by federal resources; state and territory resources; research and statistics; parent resources; provider resources; nutrition and health resources; and disaster/emergency preparedness.

<http://nccic.acf.hhs.gov/>

# Social Issues

## 1. Deployment

### ■ U.S. Department of Education Newsletter, "Touching Base"

"Touching Base" is a quarterly newsletter focusing on the relationship between education and the military community. The newsletter features activities conducted by the Secretary of Education; Education and Department of Defense Leadership activities; Department of Education employee activities; and a "For Your Information" section relating to the general public activities. Sample topics include how to identify quality schools for children and what issues are encountered in transferring from community to community; donation programs sponsored by the Education Department; and visits to children at military installations.

<http://www.ed.gov/news/newsletters/touchingbase/index.html>

- **Army Behavior Health webpage, Information for Children and Families**

This webpage provides valuable tools such as activity booklets, tool-kits, fact sheets, and an informational paper to help spouses, children, and extended families plan for deployment.

<http://www.behavioralhealth.army.mil/families/index.html>

- **Sesame Street video, “Deployments, Homecomings, Changes”**

This video was created for military families with children ages 2-5 who are facing the emotional difficulty of an approaching parent deployment.

<http://archive.sesameworkshop.org/tlc/>

- **Military Child Education Coalition, Deployment Booklet, “How to Prepare Our Children and Stay Involved in their Education During Deployment”**

The Military Child Education Coalition is a non-profit, world-wide organization that identifies challenges facing the highly mobile military child, increases awareness of these challenges in military and educational communities, and initiates and implements programs to meet the challenges. Various publications are available to provide information to help during the deployment process.

<http://www.militarychild.org/publications>

- **American Academy of Pediatrics video, “Military Youth Coping with Separation: When Family Members Deploy”**

This video documents deployment-related concerns expressed by teens. The video also educates the non-military public on the military child’s culture and support needs.

<http://www.aap.org/sections/uniformedservices/deployment/videos.html>

## 2. Domestic Violence

- **National Domestic Violence Hotline in partnership with the Department of Defense public awareness campaign and outreach material, “Take a Stand Against Domestic Violence”**

The campaign educates military men and women and their families about domestic violence and provides a link to life-saving services

offered by the National Domestic Violence Hotline. The website provides information on how to contact the hotline; safety planning; information for teens; information for friends and family; and how to get help in your local area.

<http://www.ndvh.org/military/>

#### ■ **Military HOMEFRONT webpage, Domestic Abuse**

This page provides guidance for military families on many topics. The search feature locates the section dealing with domestic abuse.

<http://www.militaryhomefront.dod.mil/>

#### ■ **Centre for Children and Families in the Justice System, “Children Exposed to Domestic Violence: A Teacher’s Handbook to Increase Understanding and Improve Community Responses”**

This handbook contains information about domestic violence and its effects on children and adolescents. It focuses on signs that students display when they are having difficulties and methods to provide support to victims of domestic abuse. The handbook also contains information and resources for parents who are victims of domestic abuse.

[http://www.lfcc.on.ca/children\\_exposed\\_to\\_domestic\\_violence.html](http://www.lfcc.on.ca/children_exposed_to_domestic_violence.html)

## “Other” Support Resources

### 1. Federal Assistance

#### ■ **Catalog of Federal Domestic Assistance**

The Catalog of Federal Domestic Assistance provides information on federal agencies and programs available to State and local governments (including the District of Columbia); federally-recognized Indian tribal governments; Territories (and possessions) of the United States; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals.

<http://www.cfda.gov/>

#### ■ **Federal Grants- Grants.gov**

Grants.gov was established as a governmental resource named the E-Grants Initiative, part of the President’s 2002 Fiscal Year Manage-

ment Agenda to improve government services to the public. Grants.gov is a central storehouse for information on over 1,000 grant programs and provides access to approximately \$400 billion in annual awards.

<http://www.grants.gov/>

## 2. State Assistance

See individual state agency websites for information, assistance and obtaining funding for growth related projects.

## 3. Associations

### ■ Association of Defense Communities

The Association of Defense Communities (ADC) is an organization providing support, knowledge, and experience to communities adjacent to defense installations. ADC brings together the interests of communities, state governments, the private sector and the military on base closure and realignment issues, community military partnerships, defense real estate, mission growth, mission sustainment, military privatization, and base redevelopment. ADC serves as the voice of communities dealing with the challenges and opportunities of active and closed military installations.

<http://www.defensecommunities.org/>

### ■ International City/Council Management Association

The International City/County Management Association (ICMA) is a nonprofit organization that develops and promotes local government leadership and management. ICMA provides technical and management assistance, training, and information resources for performance measurement, ethics education and training, community and economic development, environmental management, technology, and other topics to its members and the local government community. ICMA offers a variety of resources including textbooks, survey data, newsletters, and e-publications.

<http://icma.org>

### ■ National Association of Counties

The National Association of Counties (NACo) is a national organization representing county governments in the United States. NACo presents county-related issues to the federal government, improves

the public's understanding of county government, assists counties in finding and sharing innovative solutions, and promotes services to save counties and taxpayers money.

<http://www.naco.org/>

### ■ National Governor's Association

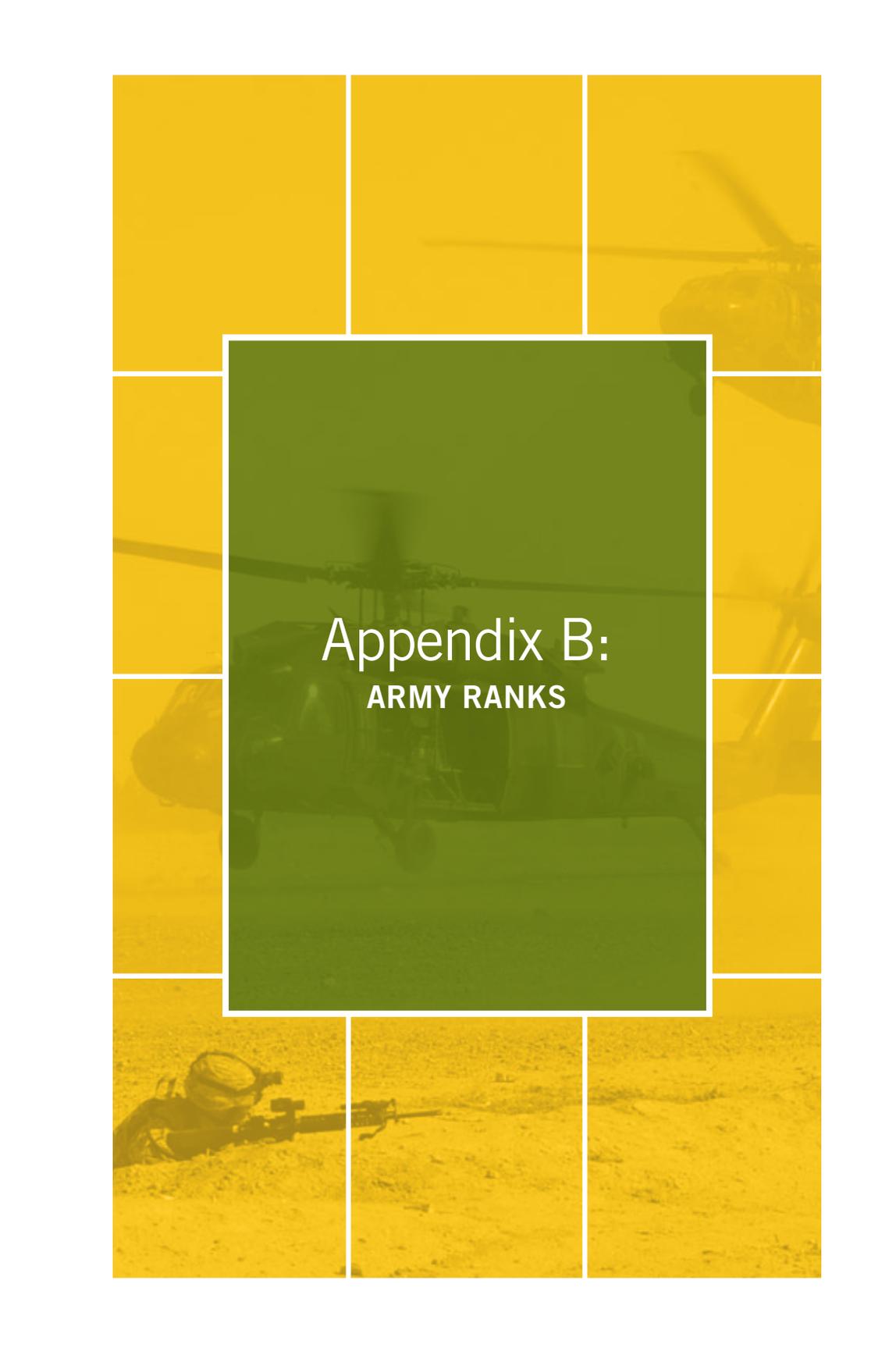
The National Governors Association (NGA) represents the collective voice of the nation's governors. NGA represents states on key federal issues; develops policy reports on state programs; and hosts networking seminars. The NGA Center for Best Practices presents best practices for education, health, technology, welfare reform, and environmental issues. NGA also provides management and technical assistance to both new and incumbent governors and has established a BRAC working group.

<http://www.nga.org>

### ■ United States Conference of Mayors

The U.S. Conference of Mayors (USCM) represents cities with populations of 30,000 or more. USCM promotes the development of effective national urban/suburban policy; strengthens federal-city relationships; ensures that federal policy meets urban needs; provides mayors with leadership and management tools; and creates a forum in which mayors can share ideas and information.

<http://www.usmayors.org/>



Appendix B:  
ARMY RANKS

# Army Enlisted Personnel

## PRIVATE – PVT/PV2(E-2) Addressed as “Private”



PVT is the lowest rank and is a trainee starting Basic Combat Training (BCT). Primary role is carrying out orders issued to them to the best of his/her ability. PVTs do not have insignias.

## PRIVATE FIRST CLASS – PFC(E-3) Addressed as “Private”



PV2s are promoted to PFC after one year or earlier by request of supervisor. Individual can begin BCT at this level with experience or prior military training. Primary role is carrying out orders issued to them to the best of his/her ability.

## SPECIALIST – SPC(E-4) Addressed as “Specialist”



A SPC manages other enlisted Soldiers of lower rank. A SPC has served a minimum of two years and attended a specific training class to earn this promotion. People enlisting with a four year college degree can enter BCT as a Specialist.

## CORPORAL – CPL(E-4) Addressed as “Corporal”



CPL is the base of the Non-Commissioned Officer (NCO) ranks. CPLs serve as team leader of the smallest Army units. CPL's are responsible for individual training, personal appearance and the cleanliness of Soldiers.

## SERGEANT – SGT(E-5) Addressed as “Sergeant”



SGTs typically command a squad of 9 to 10 Soldiers. SGTs have the greatest impact on Soldiers because SGTs oversee them in their daily tasks. In short, SGTs set the example and the standard for Privates.

## STAFF SERGEANT – SSG(E-6) Addressed as “Sergeant”



SSGs command a squad of 9 to 10 Soldiers. SSGs often have one or more SGTs under their leadership. SSGs are responsible for developing, maintaining and utilizing the full range of Soldiers' potential.

### SERGEANT FIRST CLASS – SFC(E-7) Addressed as “Sergeant”



SFCs are the key assistant and advisor to the platoon leader. SFCs generally have 15 to 18 years of Army experience and put it to use by making quick, accurate decisions in the best interests of the Soldiers and the country.

### MASTER SERGEANT – MSG(E-8) Addressed as “Master Sergeant”



MSG is the principal NCO at the battalion level, and often higher. A MSG is charged with all the leadership responsibilities of a 1SG, but is expected to dispatch leadership and other duties with the same degree of professionalism.

### FIRST SERGEANT – 1SG(E-8) Addressed as “First Sergeant”



A 1SG is the principal NCO and life-blood of the company: the provider, disciplinarian and wise counselor. A 1SG instructs other SGTs, advises the company commander and helps train all enlisted Soldiers. A 1SG assists officers at the company level (62 to 190 Soldiers).

### SERGEANT MAJOR – SGM(E-9) Addressed as “Sergeant Major”



The SGMs experience and abilities are equal to that of the CSM, but the sphere of influence regarding leadership is generally limited to those directly under his charge. A SGM assists officers at the battalion level (300 to 1,000 Soldiers).

### COMMAND SERGEANT MAJOR – CSM(E-9) Addressed as “Command Sergeant Major”



A CSM functions without supervision and his/her counsel is expected to be calm, settled and accurate with unflagging enthusiasm. The CSM supplies recommendations to the commander and staff, and carries out policies and standards on the performance, training, appearance and conduct of enlisted personnel. A CSM assists officers at battalion level, the brigade level (3,000 to 5,000 Soldiers), and the division level (10,000 – 15,000 Soldiers).

### SERGEANT MAJOR OF THE ARMY - SMA(E-9)



There's only one Sergeant Major of the Army. This rank is the epitome of what it means to be a Sergeant and oversees all NCOs. The SME serves as the senior enlisted advisor and is a consultant to the Chief of Staff of the Army (a four-star General).

# Army Warrant Officer

The Army Warrant Officer is an adaptive technical expert, combat leader, trainer, and advisor. Through progressive levels of expertise in assignments, training, and education, the Warrant Officer administers, manages, maintains, operates, and integrates Army systems and equipment across the full spectrum of Army operations. Warrant Officers are formally addressed as either Mr. or Ms.

## WARRANT OFFICER 1 – WO1 (W1) Addressed as “Mr. or Ms.”



The Secretary of the Army appoints WO1. WO1s are technically and tactically focused officers performing technical leader, trainer, operator, manager, maintainer, sustainer, and advisor duties.

## CHIEF WARRANT OFFICER 2 – CW2 (W2) Addressed as “Mr. or Ms.”



Chief Warrant Officers become commissioned officers as provided by the President of the United States. CW2s are intermediate level technical and tactical experts who perform increased duties and responsibilities at the detachment through battalion levels.

## CHIEF WARRANT OFFICER 3 – CW3 (W3) Addressed as “Mr. or Ms.”



CW3s are advanced level experts performing technical and tactical leader duties. CW3s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW3s primarily support operations levels at team or detachment through brigade levels.

## CHIEF WARRANT OFFICER 4 – CW4 (W4) Addressed as “Mr. or Ms.”



CW4s are the senior level experts in their chosen field. CW4s primarily support battalion, brigade, division, corps, and echelons above corps operations.

CW4s typically have special mentorship responsibilities for other WOs and provide essential advice to commanders on WO issues.

## CHIEF WARRANT OFFICER 5 – CW5 (W5) Addressed as “Mr. or Ms.”



CW5s are master level technical and tactical experts that support brigade, division, corps, echelons above corps, and major command operations. CW5s provide leader development, mentorship, advice, and counsel to WOs and branch officers. CW5s have special WO leadership and representation responsibilities within their respective commands.

# Army Commissioned Officers

The commissioned ranks are the highest in the military. These officers hold presidential commissions and are confirmed at their ranks by the Senate.

## SECOND LIEUTENANT – 2LT(O-1) Addressed as “Lieutenant”



A 2LT is typically the entry level rank for most commissioned officers. A 2LT leads platoon-size elements consisting of the platoon SGT and two or more squads (16 to 44 Soldiers).

## FIRST LIEUTENANT – 1LT(O-2) Addressed as “Lieutenant”



A 1LT is a seasoned lieutenant with 18 to 24 months service. A 1LT leads more specialized weapons platoons and indirect fire computation centers. As a senior Lieutenant, 1LTs are often selected to be the executive officer of a company sized unit (110 to 140 personnel).

## CAPTAIN – CPT(O-3) Addressed as “Captain”



CPTs command and control company-sized units (62 to 190 Soldiers) with the principal NCO assistant, 1SG. A CPT instructs skills at service schools and combat training centers and is often a staff officer at the battalion level.

## MAJOR – MAJ(O-4) Addressed as “Major”



A MAJ serves as primary staff officer for brigade and task force command regarding personnel, logistical and operational missions.

## LIEUTENANT COLONEL – LTC(O-5) Addressed as “Lieutenant Colonel” or “Colonel”



A LTC typically commands battalion-sized units (300 to 1,000 Soldiers) with a CSM as principal NCO assistant. A LTC may also serve as a brigade and task force staff officer; instruct skills at service schools and combat training centers; or serve as a Pentagon staff officer.

## COLONEL – COL(O-6) Addressed as “Colonel”



A COL typically commands brigade-sized units (3,000 to 5,000 Soldiers) with a CSM as principal NCO assistant. COLs are found as the chief of divisional level staff agencies.

### BRIGADIER GENERAL – BG(O-7) Addressed as “General”

 A BG serves as deputy commander to the commanding general for Army Divisions and assists in overseeing the staff's planning and coordination of a mission.

### MAJOR GENERAL – MG(O-8) Addressed as “General”

 A MG typically commands division-sized units (10,000 to 15,000 Soldiers).

### LIEUTENANT GENERAL – LTG(O-9) Addressed as “General”

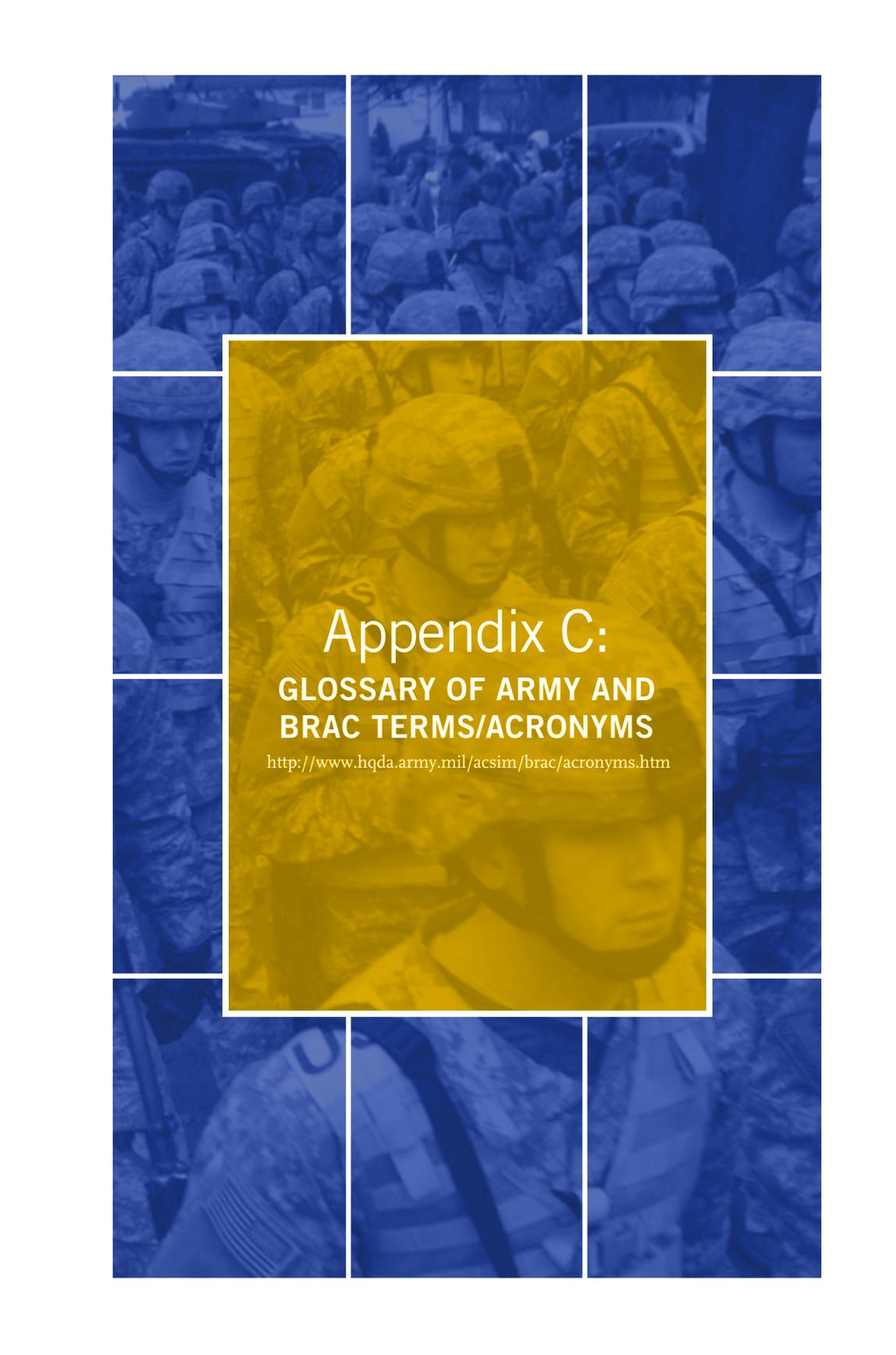
 A LTG typically commands corps-sized units (20,000 to 45,000 Soldiers).

### GENERAL – GEN(O-10) Addressed as “General”

 GEN is the senior level of commissioned officer. GENs typically have over 30 years of experience and service. GENs command all operations that fall within their geographical area. The Army Chief of Staff is a four-star General.

### GENERAL OF THE ARMY (GOA)

 This rank is only used in time of war where the Commanding Officer must be equal or of higher rank than those commanding armies from other nations. The last officers to hold this rank served during and immediately following WWII.



# Appendix C:

## **GLOSSARY OF ARMY AND BRAC TERMS/ACRONYMS**

<http://www.hqda.army.mil/acsim/brac/acronyms.htm>

## A

**ACA** = Army Contracting Agency

**AAFES** = Army and Air Force  
Exchange Service

**ACOM** = Army Command

**ACSIM** = Assistant Chief of Staff for  
Installation Management

**AEC** = Army Environmental Center

**AMC** = Army Materiel Command

**AMEDD** = Army Medical Department

**ARNG** = Army National Guard

**ASA** = Army Secretary of the Army

**ASA (I&E)** = Assistant Secretary of the  
Army, (Installations and Environment)

**ASCC** = Army Service Component  
Command

## B

**BCT** = BRAC Cleanup Team

**BEC** = BRAC Environmental  
Coordinator

**BG** = general officer, O-7, Brigadier  
General

**BIA** = Bureau of Indian Affairs

**BLM** = Bureau of Land Management

**BRAC** = Base Realignment and Closure

**BRACD** = Base Realignment and  
Closure Division

**BTC** = Base Transition Coordinator

**BTO** = Base Transition Office

## C

**CA** = Cooperative Agreement

**CASA** = Civilian Aide to the Secretary  
of the Army

**CECOM** = U.S. Army  
Communications/Electronics  
Command

**CERCLA** = Comprehensive  
Environmental Response,  
Compensation and Liability Act

**CERL** = US Army Construction  
Engineering Research

**CFR** = Code of Federal Regulations

**CLOSE** = All missions of the base will  
cease or be relocated. All personnel  
(military, civilian, and contractor) will  
either be eliminated or relocated. The  
entire base will be excessed and the  
property disposed.

**COE** = Corps of Engineers (U.S. Army)  
also known as USACE

**COL** = field-grade officer, O-6, Colonel

**CONUS** = Continental United States

**CPT** = company-grade officer, O-3,  
Captain

## D

**DA** = Department of the Army

**DASA** = Deputy Assistant Secretary of  
the Army

**DLA** = Defense Logistics Agency

**DoD** = Department of Defense

**DOE** = Department of Energy  
**DoEd** = Department of Education  
**DOI** = Department of Interior  
**DOJ** = Department of Justice

## E

**EA** = Environmental Assessment  
**EBS** = Environmental Baseline Survey  
**EDC** = Economic Development  
Conveyance  
**EIS** = Environmental Impact Statement  
**ELD** = Environmental Law Division  
**EO** = Executive Order  
**EOD** = Explosive Ordnance Disposal  
**EPA** = Environmental Protection  
Agency  
**ESOH** = Environmental Safety  
Occupational Health  
**EUL** = Enhanced Use Leasing

## F

**FEIS** - Final Environmental Impact  
Statement  
**FNSI** = Finding of No Significant  
Impact  
**FORSCOM** = U.S. Army Forces  
Command  
**FOSET** = Finding of Suitability for  
Early Transfer  
**FOSL** = Finding of Suitability for  
Lease  
**FOST** = Finding of Suitability for  
Transfer

## G

**GAO** = Government Accounting Office  
**GOCO** = Government Owned,  
Contractor Operated  
**GSA** = General Services Administration

## H

**HAP** = Homeowner's Assistance  
Program  
**HQDA** = Headquarters, Department of  
the Army  
**HRC** = Human Resources Command  
**HRMA** = Housing Requirement  
Market Analysis  
**HUD** = Department of Housing and  
Urban Development

## I

**IAG** = Interagency Agreement  
**IC** = Institutional Control  
**IMCOM** = Installation Management  
Command  
**IPR** = In-process Review  
**ITAM** = Integrated Training Area  
Management

## J

**JCS** = Joint Chiefs of Staff

## K

**KO** = Contracting Officer

## L

**LRA** = Local Redevelopment Authority

**LTC** = field-grade officer, O-5,  
lieutenant colonel

**LTM** = Long-term Monitoring

**LUC** = Land Use Control

## M

**MAJ** = field-grade officer, O-4, major

**MDW** = Military District of Washington

**MEDCOM** = Medical Command

**MG** = general officer, O-8, major  
general

**MILCON** = Military Construction

**MMRP** = Military Munitions Response  
Program

**MOA** = Memorandum of Agreement

**MOU** = Memorandum of  
Understanding

**MSA** = Metropolitan Statistical Area

**MSC** = Major Subordinate Command  
(such as IOC, SBCCOM, or CECOM)

**MWR** = Morale, Welfare and  
Recreation

## N

**NAF** = Non-Appropriated Fund

**NCO** = non-commissioned officer

**NEPA** = National Environmental Policy  
Act of 1969, 42 USC 4321, et seq., as  
amended

**NFA** = no further action

**NGB** = National Guard Bureau

**NPS** = National Park Service

**NRC** = Nuclear Regulatory  
Commission

## O

**OCONUS** = Outside Continental  
United States (to include Hawaii and  
Alaska)

**ODEP** = Office of the Director of  
Environmental Programs

**OEA** = Office of Economic Adjustment

**OGC** = Office of the Army General  
Counsel

**O&M** = operations and maintenance

**OMB** = Office of Management and  
Budget

**OPM** = Office of Personnel  
Management

**OSD** = Office of the Secretary of  
Defense

**OTJAG** = Office of the Judge Advocate  
General

## P

**PBC** = Public Benefit Conveyance

**PBD** = Program Budget Directive

**PCS** = permanent change of station

**PM** = Program Manager

**POC** = Point of Contact

**POM** = Program Objective Memorandum

**PPP** = Priority Placement Program

## R

**RCRA** = Resource Conservation and Recovery Act

**REALIGN** = Some missions of the base will cease or be relocated, but others will remain. The active component will still be host of the remaining portion of the base. Only a portion of the base will be excessed and the property disposed, with realignment (missions ceasing or relocating) and property disposal being separate actions under Public Law 101-510. In cases where the base is both gaining and losing missions, the base is being realigned if it will experience a net reduction of DOD civilian personnel. In such situations, it is possible that no property will be excessed.

**RECEIVING BASE** = A base that receives missions, units or activities relocating from a closing or realigning base. In cases where the base is both

gaining and losing missions, the base is a receiving base if it will experience a net increase of DOD civilian personnel.

**RELOCATE** = The term used to describe the movement of missions, units, or activities from a closing or realigning base to another base. Units do not realign from a closing or a realigning base to another base, they relocate.

**RIF** = Reduction in Force

**RIFS** = Remedial Investigation/ Feasibility

**ROD** = Record of Decision

## S

**SGT** = Sergeant (E-5)

**SHPO** = State Historic Preservation Officer

**SMA** = Sergeant Major of the Army (E-9)

**SME** = subject-matter expert

## T

**TAG** = technical assistance grant

**TDA** = Table of Distribution and Allowances

**TJAG** = The Judge Advocate General

**TRADOC** = U.S. Army Training and Doctrine Command

## U

**USACE** = U.S. Army Corps of Engineers (also known as COE)

**USACHPPM** = U.S. Army Center for Health Promotion and Preventive Medicine

**USARC** = U.S. Army Reserve Command

**USCG** = U.S. Coast Guard

**USFWS** = U.S. Fish and Wildlife Service

**USGS** = U.S. Geological Survey

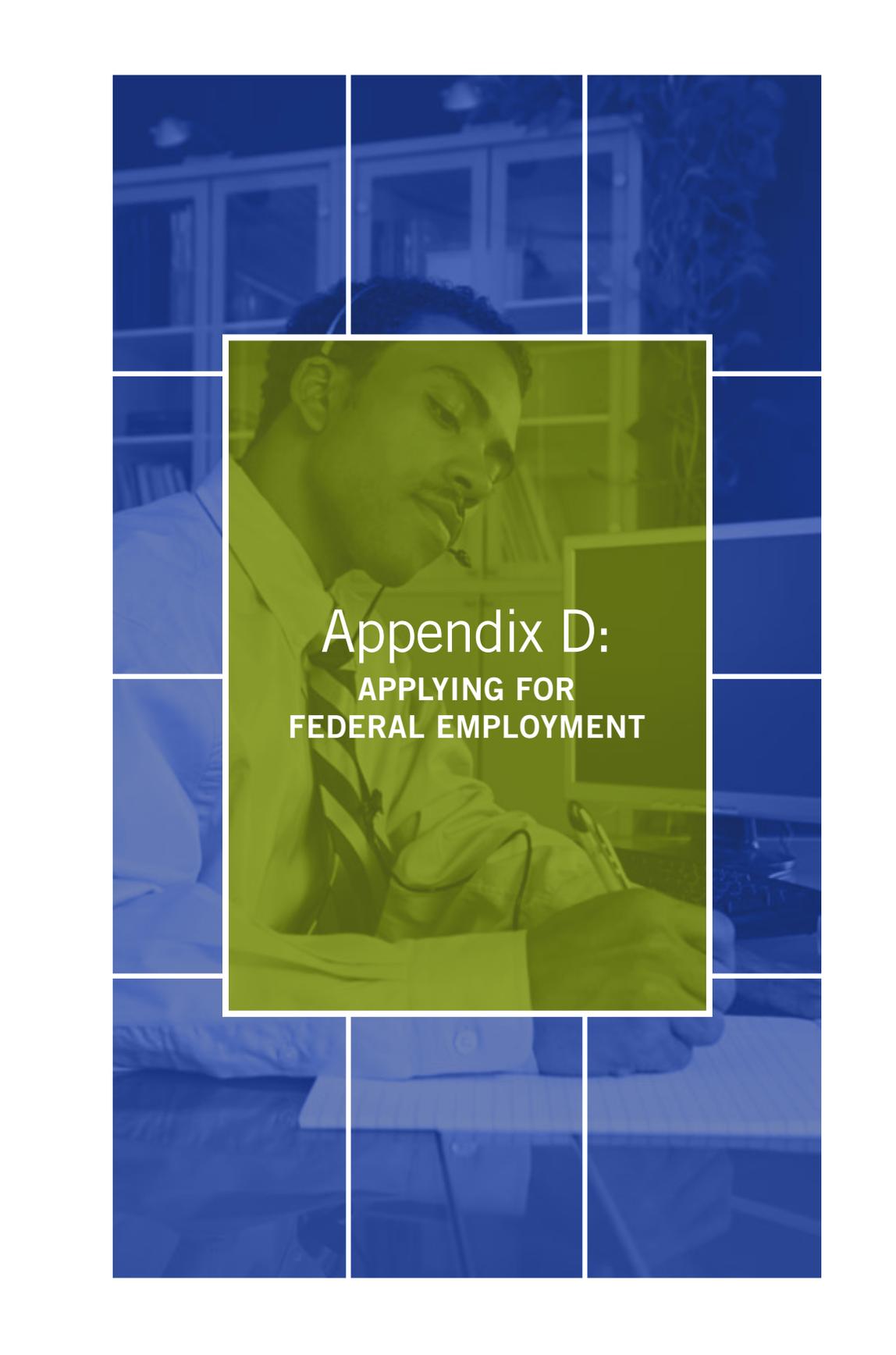
## V

**VA** = Department of Veterans Affairs

**VERA** = Voluntary Early Retirement Authority

**VRIF** = Voluntary Reduction in Force

**VSIP** = Voluntary Separation Incentive Program



**Appendix D:**  
**APPLYING FOR**  
**FEDERAL EMPLOYMENT**

# The Federal Job Search

## A “Three - Step Process”

USAJOBS, the government’s official job web site, provides access to more than 30,000 daily job listings as well as applications, forms, and employment fact sheets. Job postings are updated daily and available to job seekers in a variety of formats to ensure accessibility for those with differing physical and technological capabilities. Job seekers can search for jobs by location, job category, and agency. The “Jobs in Demand” feature is used to identify positions that agencies are trying to fill quickly. These listings link directly to the announcements, which allow job seekers to complete and submit applications directly to the agency online.

USAJOBS is convenient, user friendly, accessible through computer or telephone and available 24 hours a day, 7 days a week.

<http://www.usajobs.gov>

1 (703) 724-1850

**Come Work for America.** This website makes the federal job search simple. The job search for federal career opportunities is a “Three Step Process.”

### Step 1 Create An Account

Go to: <http://www.usajobs.gov>

Set up a “My USAJOBS” account to:

- Create & post resumes
- Attract employers
- Have jobs emailed to you

### Step 2 Search for Jobs

A “My USAJOBS” ACCOUNT IS NOT NECESSARY TO SEARCH FOR JOBS. Select the “Search Jobs” feature on the [www.usajobs.gov](http://www.usajobs.gov) website. Enter the desired job information and search the database for thousands of job opportunities. A resume can be submitted to apply online instantly. The interactive voice response telephone system at 1/703-724-1850

accesses the same information on the USAJOBS website. The TDD line 1/978-461-8404 is available for customers that are hearing impaired. Local telephone companies may charge for long distance service.

### Step 3 Manage Your Career

All the information and advice necessary to obtain a job in the Government is available at the USAJOBS Information Center ([www.usajobs.gov/infocenter/](http://www.usajobs.gov/infocenter/)). Employment information fact sheets are located at [www.usajobs.gov/faqs.asp](http://www.usajobs.gov/faqs.asp).

## The Army Job Search

The U.S. Army's Civilian Personnel Online website provides resources for those seeking to become a member of the Army civilian team. The Army has a wealth of challenging jobs with progressive employment practices, a family friendly atmosphere, exceptional benefits, and a diverse workforce. The employment page lists opportunities to join the Army as a civilian.

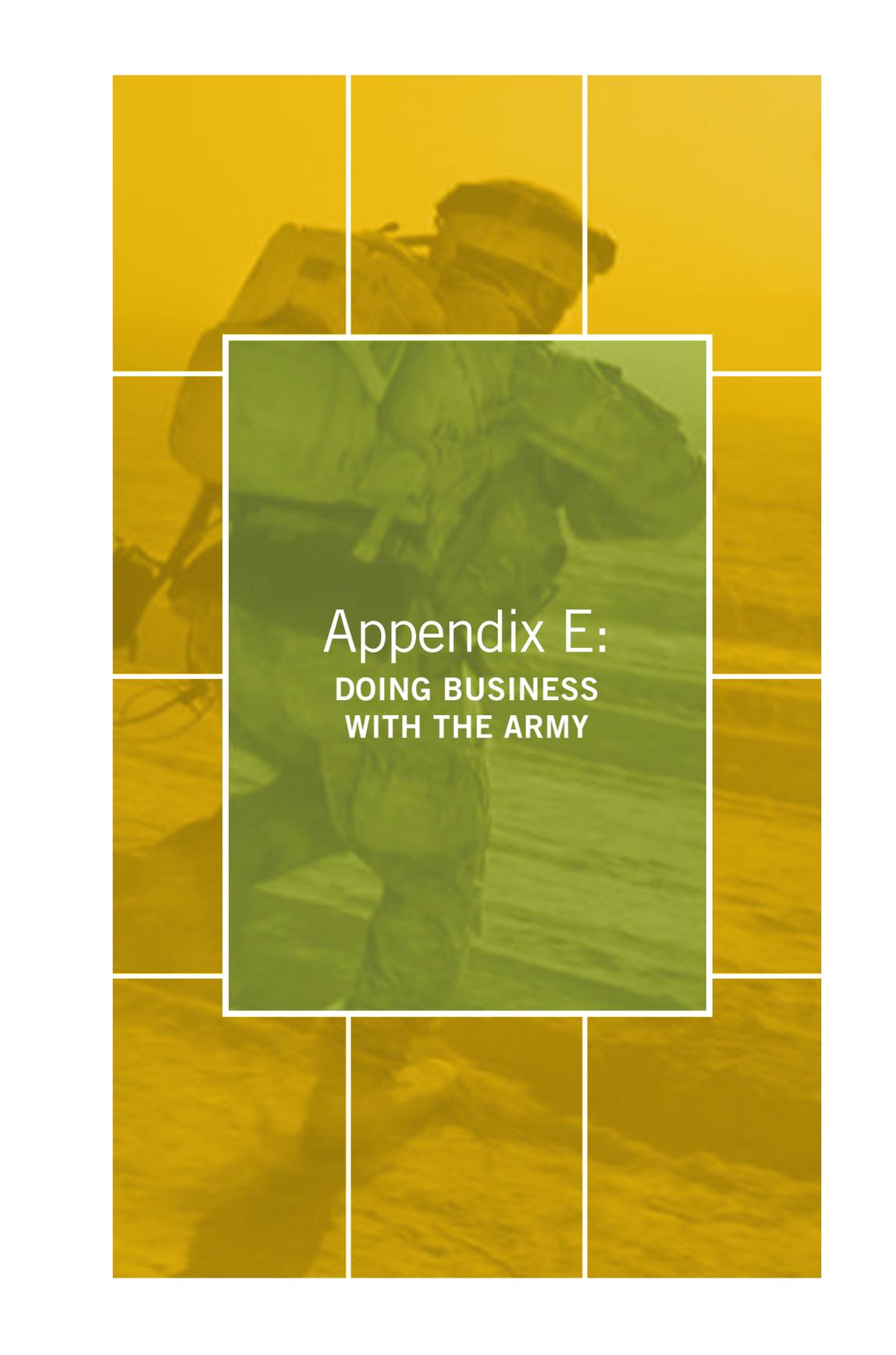
The employment portion of the website provides a list of frequently asked questions, direction on preparing a resume and links to other useful websites, including [www.usajobs.gov](http://www.usajobs.gov).

The references and tools section provides policy, guidance, benefits, career planning along with many other sources of value to the management and administration of the Army civilian workforce.

The employee portal is a one stop site that provides access to all the information needed as a current civilian supervisor or employee working for the Army.

<http://www.cpol.army.mil/>





Appendix E:  
DOING BUSINESS  
WITH THE ARMY

# Doing Business with the Department of Defense: The Basics

Information on contracting with the Department of Defense is available on the following website:

[http://www.acq.osd.mil/osbp/doing\\_business](http://www.acq.osd.mil/osbp/doing_business)

## Subcontracting Opportunities with DoD Major Prime Contractors

[http://www.acq.osd.mil/osbp/doing\\_business/subdir-2005-11.pdf](http://www.acq.osd.mil/osbp/doing_business/subdir-2005-11.pdf)

This directory, by state, provides the names and addresses of DoD prime contractors, the names and telephone numbers of Small Business Liaison Officers, and the products and services supplied to the DoD. The report is generated from data mined through DoD Prime Contractor's contracts and subcontracting plans. The DoD Office of Small Business Programs (OSBP) does not maintain the data in this directory. The directory reflects data as of September 30, 2005. Many contractors in the directory also have websites that may be worthy of exploring for teaming options.

The DoD Personnel & Procurement Statistics website is another method for finding Major DoD Prime Contractors. This website contains procurement reports and data, including the most recent as well as historical, and is sorted by numerous categories. The website provides lists of companies participating in the DoD Subcontracting Program (P14 Report). These companies are required to submit Subcontracting Plans and must report their subcontracting activity as related to their subcontracting goals. The P14 report is found at the bottom of the following site: [http://siadapp.dmdc.osd.mil/procurement/historical\\_reports/statistics/procstat.html](http://siadapp.dmdc.osd.mil/procurement/historical_reports/statistics/procstat.html)

## DoD Small Business Specialists

The Military Services and some Defense Agencies have small business specialists at each of their procurement and contract management offices to assist small businesses, including veteran-owned, service-disabled veteran-owned, HUBZone, small disadvantaged, and women-owned small business concerns in marketing their products and services with the DoD. These specialists provide information and guidance on defense

procurement procedures, how to be placed on the solicitation mailing lists, and how to identify prime contract and subcontract opportunities.

Additional information can be located at <http://sellingtoarmy.com/>.

## Non-Appropriated Fund Businesses

Although small business program requirements do not apply to non-appropriated fund expenditures, these potential customers should not be overlooked. Non-appropriated fund customers operate similar to non-profit organizations and include commissaries, exchanges, recreation and fitness centers, dining at officer/enlisted/civilian clubs, and barber/beauty services. For more information visit the following website for the Army & Air Force Exchange Service: <http://www.aafes.com/pa/selling/>

## Defense Logistics Agency: Procurement Technical Assistance Centers

The Defense Logistics Agency, on behalf of the Secretary of Defense, administers the DoD Procurement Technical Assistance Program (PTAP). PTA Centers are a local resource available at no or nominal cost that provide assistance to business firms in marketing products and services to the federal, state and local governments. A current listing of procurement technical assistance centers by state can be found at <http://www.dla.mil/db/procurem.htm>

## U.S. Army Contracting Agency

The Army Contracting Agency (ACA), a subordinate command under the Army Material Command (AMC), provides contracting services for installation-level services and supplies, and common-use information technology hardware, software and services.

The ACA Small Business Office ensures maximum opportunity is afforded to all small business, Service-Disabled Veteran-Owned small Business, HUB Zone small business, small disadvantaged business, women-owned small business, and Historically Black Colleges and Universities/Minority Institutions interested in contracting with the ACA. Additional information can be located at <http://www.aca.army.mil/index.htm>

## U.S. Army Corps of Engineers: Single Face to Industry

The Assistant Secretary of the Army for Acquisition, Logistics and Technology, established this website as part of their Web-based strategy. This strategy includes: conducting electronic commerce on the Internet; allowing remote site processing; integration of workflow into the procurement process; and definition of retail logistics interface requirements. Additional information is provided at <https://acquisition.army.mil/asfi/>.

## Federal Business Opportunities (FedBizOpps)

FedBizOpps.gov is the single government point-of-entry for federal government procurement opportunities over \$25,000. Government buyers publicize their business opportunities by posting information direction to FedBizOpps via the internet. Through one portal, FedBizOpps, commercial vendors seeking federal markets for their products and services can search, monitor and retrieve opportunities solicited by the entire federal contracting community. Additional information is provided at <http://www.fedbizopps.gov>



Appendix F:  
GRANT AWARD EXAMPLES

# Economic Development Administration - Grant Examples

The most powerful planning tools require a collaborative approach to optimize effectiveness, and most community growth issues require regional solutions. Help is available from multiple sources, but it is even more useful to see how these tools are actually used. The following examples of grants made by the Economic Development Administration (EDA) show how several communities have used funds to prepare for growth mandated by BRAC 2005. They also show that communities and regions are not limited in the number of grants they receive. These examples and others can be viewed at <http://www.eda.gov/NewsEvents/NewInvestments.xml>.

## **Collaboration among the military, university systems, local communities and EDA to prepare for additional collaboration with the private sector**

- EDA provided \$150,000 to the University of Guam to support macro-economic data collection and reporting by the University's Pacific Center for Economic Initiatives. Technical assistance is provided to small businesses, community organizations and public policy makers to use the data and business resource guides provided. This assistance will help Guam officials promote its economic base and prepare resources for the pending BRAC-ordered transfer of a large military unit from Okinawa to Guam. This investment is part of a \$200,000 project.
- EDA provided \$277,338 to the University of Texas at San Antonio to fund the development of the University's Small Business Defense Transition Program, a construction program for small business contractors, addressing some of the impact on San Antonio of the ongoing military base realignments and closures. This investment is part of a \$346,673 project that will help save 120 jobs and create 75 jobs.

## **Assistance provided to Clovis, New Mexico, and its surrounding region in support of mission growth at Cannon Air Force Base**

- EDA provided \$150,000 to the Eastern Plains Council of Governments, Clovis, New Mexico, to support long-term economic development planning efforts in the region served by the Council. This investment is part of a \$214,287 project.
- EDA provided \$1 million to the city of Clovis, New Mexico, for industrial park improvements, including rail access, street and water infra-

structure required for business growth and development. The park, which focuses on alternative energy and green industries, will expand once these improvements are made and enhance regional competitiveness through its focus on emerging and innovative industries. This investment is part of a \$3 million project that will help create 267 jobs and generate \$118 million in private investment.

### **Local, regional and federal collaboration with a university, to build a medical facility that will add synergy to the significant growth of military medical activities in San Antonio**

- A \$1 million grant was provided to the University of Texas Health Science Center at San Antonio, Texas, to fund construction of the Ambulatory Surgery Center within the University's Medical Arts and Research Center. This investment is part of a \$3.9 million project that will help create 999 jobs and attract private investment in excess of \$2.7 million.

### **Regional collaboration as an early step in developing more effective solutions**

- A \$368,493 grant was provided to the Council for Community and Economic Research, Arlington, Virginia, to fund the dissemination of a regional planning training curriculum and training materials to enhance the planning skills of economic development practitioners while building the internal strategy capacity of development organizations. The training curriculum provides practitioners with the tools necessary to foster regional leadership, analyze regional economies, and formulate and implement effective regional development strategies. This investment is part of a \$409,118 project.

### **Community helping military need in a constructive and collaborative manner.**

- EDA provided a \$1.35 million grant to the American GI Forum, National Veterans Outreach Program, Inc., San Antonio, Texas, to support the construction of a job training and work therapy center in San Antonio to address the needs of displaced veterans, the homeless and the disabled. This investment is part of a \$1,687,500 project that will help create 115 jobs and generate more than \$337,500 in private investment.

# Housing and Urban Development - Grant Examples

Army growth communities face a huge challenge to provide affordable housing and infrastructure for Army employees and their families. The Department of Housing and Urban Development (HUD) has a variety of grants that can provide significant assistance.

## **HUD's Capacity Building for Community Development and Affordable Housing**

HUD's Capacity Building for Community Development and Affordable Housing program is authorized by section 4 of the HUD Demonstration Act of 1993 (Pub. L. 103–120, 107 Stat. 1148, 42 U.S.C. 9816 note), as amended, and the Revised Continuing Appropriations Resolution, 2007 (Pub. L. 109–289, division B, as amended by Pub. L. 109–369 and Pub. L. 109–383). The section 4 Capacity Building program provides grants to national community development intermediaries to enhance the capacity and ability of community development corporations and community housing development organizations to carry out community development and affordable housing activities that benefit low-income families and persons.

Capacity Building funds support activities such as training, education, support, loans, grants, and development assistance. The Fiscal Year 2007 competition was announced in the Federal Register on September 18, 2007 (72 FR 53255). Approximately \$29.59 million was available for section 4 Capacity Building grants. Applications were rated and selected for funding based on selection criteria contained in the Notice. For the Fiscal Year 2007 competition, HUD awarded two competitive section 4 Capacity Building grants to the States of Maryland and New York totaling \$26,140,000.

## **Community Development Technical Assistance Program**

The Fiscal Year 2007 Community Development Technical Assistance program increased HUD's HOME Investment Partnerships Program (HOME), CHDO (HOME) program, McKinney-Vento Homeless Assistance programs (Homeless), and Housing Opportunities for Persons with AIDS (HOPWA) program effectiveness through the selection of technical assistance providers for these four programs. The competition was published in a Notice in the March 13, 2007 Federal Register (72 FR 11434) and allowed approximately \$25.4 million for grants. Applications were

rated and selected based on selection criteria contained in the Notice. For the Fiscal Year 2007 competition, 58 awards, totaling \$20,683,017 were awarded to 42 distinct technical assistance providers nationwide.

### **Historically Black College and University (HBCU) Program**

HUD's Historically Black College and University (HBCU) program funds grantees to carry out projects designed primarily to benefit low and moderate income residents by helping prevent or eliminate slums or blight, or to meet urgent community development needs in their localities. The HBCU Program is one of several initiatives administered by HUD's Office of University Partnerships (OUP). OUP was established in 1994 as a catalyst for partnering colleges and universities with their communities in a shared search for answers to pressing urban problems. More information about OUP and its programs is available [www.oup.org](http://www.oup.org).

Grants can be used for acquiring real estate; demolition; homeownership assistance to low and moderate income persons; special economic development activities; and rehabilitation of residential, commercial or industrial buildings to correct code violations. Since 1991, HUD has awarded more than \$67 million to HBCUs to stimulate economic and community development activities.

#### **2007 grant recipients were:**

- LeMoyne-Owens College - \$600,000
- Winston-Salem State University - \$600,000
- Clinton Junior College - \$600,000
- Benedict College - \$600,000
- South Carolina State University - \$600,000
- Texas Southern University - \$600,000
- Tennessee State University - \$584,119
- Tuskegee University - \$600,000
- Johnson C. Smith University - \$600,000
- Coppin State University - \$599,520
- Hinds Community College-Utica campus - \$592,382
- Southern University at Shreveport - \$600,000
- Dillard University - \$600,000
- Rust College - \$598,577

## Section 811 Grants

Section 811 Grants provided \$124.8 million nationwide in Fiscal Year 2007 to assist very low income people with disabilities. This program allows persons with disabilities to live independently in their communities by increasing the supply of rental housing with the availability of supportive services. Residents pay 30 percent of their adjusted income for rent and the federal government pays the remainder. Grants are awarded under HUD's Section 811 program, which provides housing for households with one or more very low income individuals, at least one of whom is at least 18 years old and has a disability, such as a physical or developmental disability or chronic mental illness. The term "person with disabilities" also includes two or more people with disabilities living together, and one or more persons with disabilities living with one or more live-in attendants.

To be classified as "very low income," a household income cannot exceed 50 percent of the area median income. Most households that receive Section 811 assistance have an income less than 30 percent of the area median. Generally, this means that a one-person household will have an annual income of about \$12,550.

HUD provides the Section 202 and Section 811 funds to non-profits in two forms:

- *Capital advances.* This money covers the cost of developing housing and does not need to be repaid as long as the housing is available for at least 40 years for occupancy by very low income seniors (under Section 202) or very low income people with disabilities (under Section 811).
- *Project rental assistance.* This money goes to each non-profit group to cover the difference between the residents' contributions toward rent and the cost of operating the project.

## Self-Help Homeownership Opportunity Program

Self-Help Homeownership Opportunity Program (SHOP) grants are provided to national and regional nonprofit organizations with experience in providing self-help housing. Funds are used to purchase land and install or improve infrastructure, which together may not exceed an average investment of \$15,000 per dwelling. Non-profit organizations propose to

distribute SHOP funds to several hundred local affiliates to acquire land, select homebuyers, coordinate homebuyer sweat equity and volunteer efforts, and assist in arranging interim and permanent financing for the homebuyers.

Homebuyers contribute a minimum of 100 hours of sweat equity on the construction of their homes and/or the homes of other homebuyers participating in the local self-help housing program. Self-help housing or sweat equity involves the homebuyer's participation in the construction of the housing, which can include, but is not limited to, assisting in the painting, carpentry, trim work, drywall, roofing and siding for the housing.

Labor contributed by volunteers also helps buyers who are unable to perform their sweat equity tasks due to disabilities or other reasons. Persons with disabilities frequently perform administrative tasks as a substitute. The sweat equity and labor contributions by the homebuyers and volunteers significantly reduce the housing cost.

FY 2007 SHOP Awards included:

■ **Habitat for Humanity International** \$ 8,404,670

Habitat for Humanity International (HFHI) is a national nonprofit organization that uses SHOP funds in rural, metropolitan, and urban areas to facilitate and encourage innovative homeownership opportunities through the provision of self-help housing. SHOP funds purchase land and make necessary infrastructure improvements, primarily in support of new construction. A portion of the SHOP award is used for administration, planning, and management development. Local affiliates compete for SHOP funding from HFHI on a national basis. Completed properties transfer to homebuyers who contribute a significant amount of sweat equity, in addition to other volunteer labor, toward the construction of the unit. HFHI WILL PRODUCE A MINIMUM OF 509 HOUSING UNITS.

■ **Housing Assistance Council** \$5,229,572

Housing Assistance Council (HAC) is a national nonprofit organization that uses SHOP funds in rural areas for land acquisition, infrastructure improvements, and administration to support new construction. Local organizations developing self-help housing compete for SHOP funding from HAC on a regional basis to achieve national

distribution of funds. Each local organization is permitted to custom design how it will use the funds in compliance with SHOP requirements. Completed properties are sold to homebuyers who contribute a significant amount of sweat equity toward the construction of the unit, in addition to other volunteer labor. HAC will produce a minimum of 317 housing units.

■ **Community Frameworks** \$2,801,556

Community Frameworks is a regional nonprofit organization serving the states of Washington, Idaho, Oregon, and Montana. SHOP funds are used by Community Frameworks and 25 local participating affiliates to buy land and make necessary infrastructure improvements that support new construction and rehabilitation. A portion of the SHOP award is used for administration, planning and management development. Each local organization is permitted to custom design how it uses funds in compliance with SHOP requirements. Completed properties are sold to low income homebuyers who contribute a significant amount of sweat equity toward the construction of the unit, in addition to other volunteer labor. Community Frameworks will produce a minimum of 163 housing units.

■ **PPEP Microbusiness and Housing Development Corp** \$2,241,245

PPEP Microbusiness and Housing Development Corporation (PPEP) is the lead agency for the Rocky Mountain/Hi Coalition Consortium, a regional consortium. The Consortium uses SHOP funds in rural areas for land acquisition, infrastructure improvements and administration to support developing self-help housing in Arizona, Colorado, and New Mexico. Consortium members provide funds to local affiliates. Each local organization is permitted to design its program in compliance with SHOP requirements. The homebuyer must contribute a significant amount of sweat equity toward the construction of the house. The Consortium will produce a minimum of 126 housing units.

## U.S. Department of Labor — Grant Examples

The WIRED Initiative, launched in November 2005, by the U.S. Department of Labor Employment & Training Administration (ETA), stresses the critical role talent development plays in creating effective regional economic development strategies. WIRED goes beyond traditional strategies for worker preparation by bringing together state, local and federal entities; academic institutions (including K-12, community colleges and universities); investment groups; foundations; and business and industry to address challenges associated with building a globally competitive and prepared workforce.

There have been three “Generations” of WIRED Grants comprising 39 regions since February 2006. First Generation regions face various economic development and sustainability challenges including remaining competitive with a globalized workforce; managing existing growth opportunities; and creating a more innovative economy by focusing on developing small business. First Generation WIRED regions were awarded \$15 million over three years to revitalize their local economy.

ETA added 13 additional regions in April 2006, then known as the Virtual Regions. These regions received a \$100,000 planning grant, were invited to participate in all WIRED related activities, and were given access to the tools and resources developed. These regions became the Second Generation regions in January 2007 and received an immediate investment of \$500,000. This investment supports developing a comprehensive implementation plan. Upon completion and acceptance of this plan, each region will receive an additional \$4.5 million investment over a three year period.

The Employment and Training Administration announced the expansion of the WIRED Initiative on June 20, 2007. Thirteen applications were selected to become the Third Generation of WIRED regions. Each region will receive a \$5 million investment over a three year period.

All 39 WIRED regions are supported by ETA and the WIRED resource team managers, and have access to various staff from other federal agencies. This expanded team provides the regions with tools and technical assistance that assists with implementing the plan for regional economic growth.

## Other WIRED Tools and Resources Available to 1st and 2nd Generations

In addition to the monetary investments, a number of activities are taking place in support of the WIRED regions including:

- Creation of a data tool that incorporates economic, research and development, investment and real-time job information to provide a current and accurate picture of the regional economy and its assets.
- Assignment of senior ETA managers and emerging leaders to each region for guidance and assistance with WIRED activities.
- Development of a nationwide network of foundations interested in investing in regional economic and talent development.
- Linkages to angel and venture capital networks.
- Connections to programs and investments at nine other federal agencies for regions to access and apply in support of their economic strategy.
- Partnerships with state universities and land grant colleges as well as university continuing education departments.

The U.S. Department of Labor enlisted a host of federal agencies to assist with the transformation. Partnerships with the agencies listed below represent the aligning of resources to best prepare a region for economic growth. While ETA focuses on talent development strategies, bringing other federal partners to the Initiative allows each region to address infrastructure, education, housing and other issues as they apply to a specific region or industry.

Currently, ETA is working with:

- U.S. Department of Agriculture (USDA) Rural Development Agency. USDA's Rural Development Agency assists rural individuals, communities and businesses obtain the financial and technical assistance they need to participate in the global economy.
- U.S. Department of Transportation (DOT). DOT ensures a fast, safe, efficient, accessible and convenient transportation system serving the vital interests of the nation and enhancing the quality of life for the American people. Agencies across DOT address issues critical to regional economic development such as transportation infrastructure, transit and other critical sectors of the transportation industry.
- U.S. Department of Commerce - Economic Development Admin-

istration (EDA). The EDA leads the federal economic development agenda by promoting innovation and competitiveness to prepare America's regions for growth and success in the global economy. EDA and ETA share common goals and maintain a close partnership through the WIRED Initiative. EDA supports regional economic development through the following programs: Public Works; Economic Adjustment Assistance; Trade Adjustment Assistance Centers; Partnership Planning; Research and National Technical Assistance; Local Technical Assistance and University Center Technical Assistance.

- National Institute of Standards and Technology - Manufacturing Extension Partnership (MEP). MEP is a nationwide manufacturing assistance network helping firms interested in improving performance. MEP strengthens the global competitiveness of U.S. based manufacturing by providing information, decision support and implementation of innovative approaches focused on leveraging new technologies, techniques and business best practices through strategic partnerships and implementation.
- U.S. Department of Education (DoEd). DoEd ensures equal access to education and promotes educational excellence throughout the nation. As a WIRED partner, DoEd is working closely with WIRED regions on a variety of initiatives: No Child Left Behind; America Competitiveness Initiative; Rural Education; and the Teacher Initiative. DoEd assists in developing programs that prepare 21st century workers with the skills 21st century jobs demand.
- U.S. Department of Energy (DOE). DOE advances the national, economic and energy security of the United States; promotes scientific and technological innovation in support of that mission; and ensures the environmental cleanup of the national nuclear weapons complex. DOE is partnering with the WIRED Initiative through its research and development and technology transfer activities at its national laboratories including the National Renewable Energy Laboratory in Golden, CO and the Oak Ridge National Laboratory in Oak Ridge, TN.
- National Science Foundation (NSF). NSF supports the people, ideas and tools that make discovery possible. An essential element in NSF's mission is support for science and engineering education, from pre-K through graduate school and beyond. Advanced Technological Education (ATE), an NSF program, focuses on educating

technicians for the high-technology fields that drive our nation's economy. The program involves partnerships between academic institutions and employers to promote improving education of science and engineering technicians at the undergraduate and secondary school levels. NSF is partnering with three WIRED regions to develop ATE programs. NSF-funded research is integrated with education; helping to ensure there will always be a strong supply of skilled workers in new and emerging scientific, engineering and technological fields, and plenty of capable teachers to educate the next generation.

- Department of Defense (DoD). DoD offers several potential connections for WIRED communities. As the largest national funding source for basic research, communities with technical projects may find synergy in connecting with local DoD laboratory facilities via the Office of Acquisition, Technology and Logistics (AT&L). The Office of the Director for Defense Research and Engineering (DDRE) is the most valuable AT&L office for WIRED communities. This multi-faceted office is the focal point for Small Business Technology Transfer (STTR) and Small Business Innovation Research (SBIR) advice and funding under the auspices of its Defense Advanced Research Projects Agency (DARPA). WIRED projects with a science, technology, engineering and mathematics (STEM) education component at the K-12 or higher levels benefit from collaboration with DDRE's Office of Laboratories and Basic Sciences for technical advice and funding. WIRED communities with BRAC impacts should connect with DoD's OEA to ensure the community WIRED strategy is fully integrated with existing BRAC planning efforts.

## WIRED Resource Team

The WIRED Resource Team is a collaborative group of ETA managers, other federal agency partners, economic development specialists, workforce development specialists and other technical assistance providers. This team is actively involved in ensuring that grantees meet or exceed their goals and have the necessary tools and subject matter expertise to transform their economies.

WIRED grantees currently receive technical assistance from partners and subject matter experts in a broad array of topics including, but not limited to strategic planning, asset mapping and entrepreneurship. Technical assistance providers complement the existing WIRED regional teams by providing access to a knowledge base that may reside outside the region.

## **TECHNICAL ASSISTANCE PROVIDERS**

Technical assistance providers work with regional teams to solve problems and support sound talent development strategies for regional growth through coaching and strategic direction. Technical assistance providers are often used to help plan, implement or benchmark the goals of a program or to provide expertise, best practices, and analysis relating to a program. Key elements of technical assistance include process improvement, sharing models, performing gap analyses, facilitating key discussions among stakeholders, and other forms of support and assistance.

<http://www.doleta.gov/wired/>

