



# Efficient Basing in Europe – Base Realignment and Closure by Any Other Name

by Ms. Diane Devens, Director, IMCOM-Europe Region

Do you think it's tough accomplishing the requirements of Base Realignment and Closure (BRAC) law? Try doing the same thing overseas, in five different host nations, with no supporting public laws. Yet that is exactly what U.S. Army Europe (USAREUR) and Installation Management Command-Europe (IMCOM-E) have been do-

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enduring locations under the control of nine to 11 U.S. Army Garrisons (USAG) by 2015. The GDPR aligned most units returning to CONUS with BRAC 2005. However, unlike the BRAC process (governed by law), the GDPR process is accomplished by Army Service Component Commands acting on directives from the Office of

ance, to help the Army's efficient basing, the German government has contributed loan guarantees for privatized housing, has consigned land for additional space at enduring locations for consolidation and has paid the Army \$117.6 million in payment in kind (PIK) for returned property. One may wonder how all this can happen without affecting quality of

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In the next few years, an additional 47 installations will be returned to host nations, leaving the Army in Europe at a planned end state of 98

the Secretary of Defense, in close coordination with host nations owning land where U.S. Forces reside.

To date not only have PRV returns been higher than in CONUS, but total operating costs for IMCOM have reduced by roughly 35 percent in the short-term. IMCOM-E total expenses (in constant dollars adjusted for inflation) for managing installations have gone from a high of \$2.4 billion, to a current \$1.5 billion, and are on the glide path to \$1.1 billion by 2015. The long-term reduction will amount to more than a billion dollars in savings over 10 years for IMCOM alone.

One-time expenses to execute efficient basing in Europe have been largely funded using efficiencies from current-year budgets. And in the realm of cost avoid-

life or Army missions. Indeed, all this has happened while the Army in Europe has continually deployed to Operation Enduring Freedom, Operation Iraqi Freedom or one of the many humanitarian and contingency missions of Army Force Generation (ARFORGEN). Since 2003, approximately a third of Army units in Europe have been deployed each year to Iraq or Afghanistan as part of the global force pool. But efficient re-basing and restructuring has been carefully planned to match ARFORGEN rhythms to minimize turbulence on people, while gaining cost efficiencies for the Army. Given these operational complexities, achievements made in terms of cost avoidance and savings are remarkable.

Capitalizing on efficiencies is vital everywhere given today's economy, but it is essential to maintaining our presence



overseas – and will be for years to come. The benefits of Soldiers working and training with our NATO partners every day must be weighed against the cost of doing so in foreign countries. The wide-scale consolidation necessitated by closure of 50 percent of installations in Europe required a heavy investment in military construction (MILCON) for enduring locations. Accordingly, IMCOM-E has put a sharp pencil to the business cases behind efficient basing to ensure efficiencies will be realized. The most recent example is the case for consolidation at USAG Wiesbaden. By closing garrisons Darmstadt, Mannheim and Heidelberg to consolidate units at garrisons Wiesbaden and Kaiserslautern, the Army incurs a one-time cost of \$481 million, but has net recurring savings of \$112 million. That means investment costs are returned by the year 2016. And the consolidation allows Army to close three major military communities, two airfields, 48 access control points and a host of community and mission facilities.

USAREUR’s organizing principles to execute GDPR requirements preserved training areas and maintained the capability of providing trained units tailored to joint and multinational mission requirements for the global force pool. IMCOM-E’s organizing principles focused on the IMCOM Campaign Plan – particularly efficiency and sustainability Lines of Effort – while ensuring quality-of-life standards were met at enduring locations. Therefore, GDPR efforts are focused on efficient basing writ large – and are as vital as BRAC when maximizing readiness and improving operational control, force protection and quality of life, while reducing costs. IMCOM-E’s enterprise approach to

facility consolidations gives the Army the opportunity to insert energy reduction and sustainability features into enduring locations to achieve long-term efficiencies as well as immediate cost reductions.

The efficient basing effort began at USAG Grafenwoehr, where the effort to consolidate a Brigade Combat Team (BCT) and its six battalions in support of Army and USAREUR transformation amounted to more than 80 military construction projects valued at close to \$1 billion in today’s dollars. One of the largest military construction programs in Europe, the build-up is almost complete and has resulted in a premiere Army home outside the United States. USAG Grafenwoehr won the Army Superior Unit Award in FY10 due to timely and efficient execution that allowed the Army to close garrisons Wuerzburg, Hanau and Giessen, as well as many smaller installations.

Efficient basing initiatives continue at USAG Vicenza, Italy, where IMCOM-E is squarely focused on achieving new standards in sustainability and efficiency. Elements of the 173rd Airborne BCT currently stationed in Bamberg and Schweinfurt, Germany, will consolidate into 25 new facilities in Dal Molin, a former Italian air base consigned to the U.S. by the Italian government. When com-

pleted in the fall of 2012, this entire complex will be the first to have a Leadership in Energy and Environmental Design (LEED) Silver designation – and may achieve Gold. The entire complex is master planned to achieve at least a 30-percent decrease in energy use and a 30-percent reduction in water consumption.

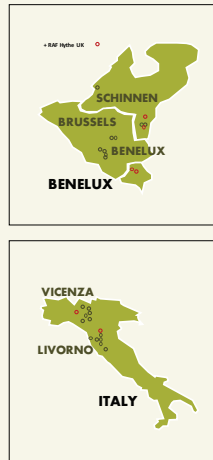
In Wiesbaden, Germany, future site of USAREUR headquarters, efficient basing is also well underway, and plans will realize similar efficiencies. For example, all FY09 and later projects are being designed and constructed to LEED Silver certifiable standards, and the newly completed Entertainment and Bowling Center meets LEED Gold standard. As part of normal recapitalization, Army Family Housing also makes significant gains with the new 326-unit family housing development being constructed to rigorous SPiRiT Gold and German Environmental (ENEV 2009) standards.

The investment in energy savings initiatives doesn’t stop there. IMCOM-E is taking advantage of Germany’s and Italy’s Renewable Energy Law and favorable feed-in tariffs for photovoltaic electricity generating systems, as evidenced by eight photovoltaic renewable electric energy generation projects funded in FY09. And by taking advantage of DoD’s MILCON Energy Conservation Investment Program (ECIP), four projects were funded for photovoltaic electricity





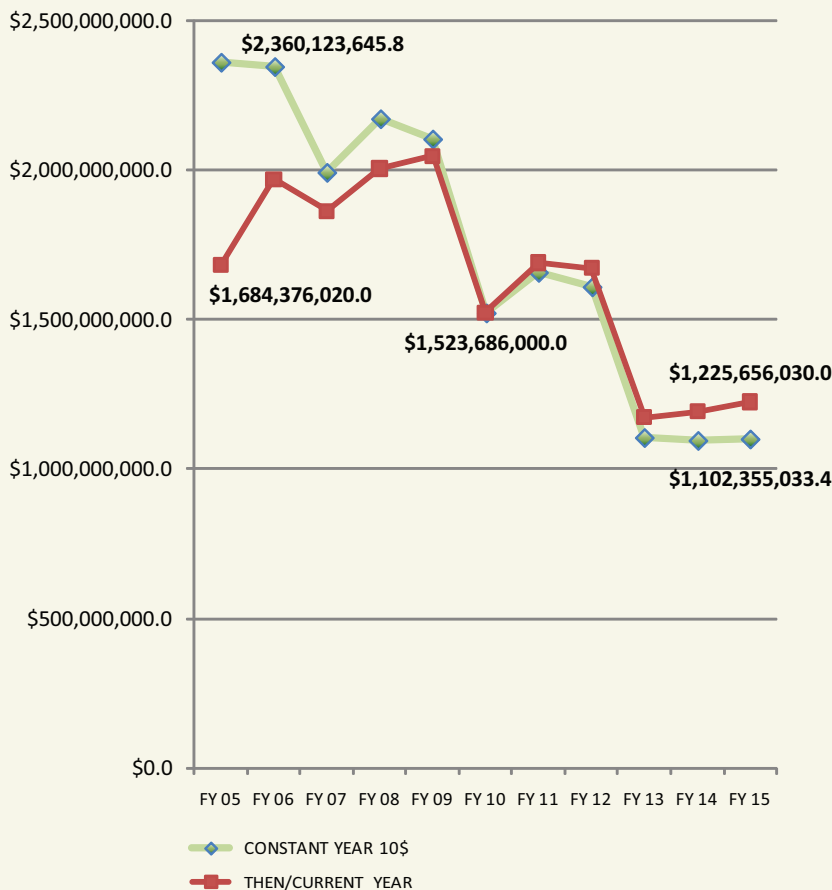
### Transformation in Europe 2003-Present



generating projects at enduring locations. In addition to capital investments, IMCOM-E took advantage of the opportunity presented by Germany's opening of electrical utilities market to competition. By issuing a Germany-wide electrical solicitation that bundled supply areas and maximized buying power on the open market, IMCOM-E gained savings of 15 percent over individual garrison utility tariffs. These efforts have significantly reduced overall energy consumption and cost, and will continue to help the Army achieve legislated energy reduction goals.

What has efficient basing meant for Soldiers and Families forward-stationed in Europe? The main measures of overall effectiveness are how well the Army manages ARFORGEN and how well it realizes the Army Family Covenant. Just ask the families occupying Grafenwoehr's unique, state-of-the-art Netzaberg family housing area. The 830 build-to-lease family housing units have 11 house designs, featuring floor plans ranging from 1,300 to 1,900 square feet, and were built by a private developer. With an integrated village center, including an elementary and middle school, chapel, child development center, youth services center, shoppette and sports fields, this is a place where Army quality of life is commensurate with the service rendered by Soldiers and their Families. Customer feedback is an important measure of success, and Integrated Customer Evaluation System comments from residents indicate a high level of satisfaction with the amenities and conveniences derived through such a project. Community-oriented projects such as Netzaberg afford better driving times, enhanced safety, fewer gates, and more convenient and accessible support fa-

### IMCOM-Europe Region Total Expenditures FY 2005 - FY 2015







Netzabuerg family housing area.

cilities with operating hours that allow economies of scale.

And what about Single Soldiers? They too gain benefits from efficient basing. At Grafenwoehr and other locations, Soldiers now walk into the company operations area, draw their weapons and TA-50 gear from their NFL-style wall locker, head out the back door, get in their vehicles and drive onto the tank trail to reach training ranges. Then when the mission is completed, Soldiers hit the wash rack, return their weapons, stow their TA-50 back in their wall lockers, and exit the company operations building before making a short walk to their barracks in close proximity to garrison support facilities. That means quality of life for Soldiers, and their chains of command have just taken a giant leap. Military communities like this are the standard for the Army’s end-state locations in Europe. They are the heart and soul of the efficient basing plan.

The totality of the effort in Europe boils down to two goals: (1) Making it more cost-effective for our country

to keep U.S. Forces forward-stationed in Europe; and (2) making the experience of living and working in Europe one that encourages and builds both strong, resilient Families and multinational savvy Soldiers and units. They could easily be mutually exclusive goals. But as long as enterprise-level planning, diligent business cases, and strong partnerships with our host nations focus on balancing both these goals, the Army in Europe can achieve our nation’s strategic objectives to support ARFORGEN and build multinational relationships with our allies in NATO.

Today, USAREUR Soldiers lead our Army in conducting events with international forces. They embody the increasing importance our national security strategy places on building partner capacity, enhanced interoperability between allies as they oversee military-to-military exchanges, conduct joint exercises with forces from other nations and build personal and professional relationships with their foreign counterparts. A modernized and less costly operational infrastructure enables

the Army in Europe to fully participate in Overseas Contingency Operations, as well as conduct the primary theater mission of building partnership capability as they engage and train with NATO forces for both U.S. European Command and U.S. Africa Command. No less important is making enduring installations leaders in saving the planet’s scarce energy resources and models for sustainability – at home and abroad. Efficient basing efforts seek to effectively support the mission, sustain communities, ensure rigorous stewardship of resources and ultimately provide our Soldiers, Civilians and their Families “the Army’s Home” in Europe.



Ms. Diane M. Devens was selected for the Senior Executive Service in December 2000. She currently directs Installation Management Command-Europe, and is responsible for operations of 18 Army Garrisons that support U.S. European Command, U.S. Africa Command and U.S. Army Europe missions. She oversees a region workforce of about 15,000, with annual installation and base operations resources exceeding \$1.9 billion in support of about 95,000 service members stationed throughout Europe.

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