

ARMS Provides Strong Support for Disaster Relief Efforts

The name “Katrina” will be remembered long after the devastating hurricane ripped a destructive path through the Gulf Coast states. According to a new white paper developed by the Tillinghast and Reinsurance businesses of Towers Perrin, Katrina will replace the September 11th terrorist attacks as the single most expensive insured occurrence in the United States with an estimated \$40 to \$55 billion in losses. On the heels of Katrina, came hurricane Rita which also did an additional \$2 billion in damage. Thousands of people displaced from their homes and complete communities destroyed – a bleak situation at best. However, even through the most difficult of times there are beacons of hope.

A massive relief effort was launched – everyone from the U.S. Department of Homeland Security’s Federal Emergency Management Agency (FEMA) to the American Red Cross to concerned citizens has pitched in to help the Gulf Coast and the affected areas. Secure staging areas were needed for this unprecedented effort and two Army ammunition plants – Mississippi (MSAAP) and Lone Star (LSAAP) were



Mississippi AAP, Stennis Space Center - Over a dozen relief and government agencies set up operations at Camp Buzz during the initial phase of relief efforts.

called into service.

Lone Star was selected by FEMA as a storage-distribution point for approximately 25,000 mobile homes that will provide temporary housing for hurricane evacuees in Texas and Louisiana, according to Kent Weather, public information officer for FEMA Region VI.

Lone Star was chosen because of its close proximity to an interstate and two major highways; its immediate availability of the acreage needed for storage and its security. Minor preparation was needed to accommodate the delivery of the mobile homes,

which included equipment movement, bulldozing and putting down a gravel-base.

“Lone Star is proud to assist FEMA during this national emergency and is providing about 500 acres for FEMA to store and distribute mobile homes,” said Lieutenant Colonel Patrick Harris, commander of LSAAP.

Day and Zimmerman, Inc. is the Army’s Facilities Use Contractor for LSAAP and provided contractual support for the security and preparation of the storage sites as well as any additional tasks that were required, according to Elaine

Kennedy, D&Z spokesperson.

Lone Star was utilized for roughly 4 weeks as a storage-distribution point and then all activities were moved to Red River Army Depot.

The MSAAP at the Stennis Space Center was called into action beginning August 30 and was designated “Camp Buzz” – one of three staging areas established by FEMA to provide Hurricane Katrina relief. MSAAP was a perfect choice due to its central location and convenient access to the hardest hit counties in southern Mississippi. Mason Technologies Inc., the Army’s Facilities Use Contractor at MSAAP, worked closely with NASA and FEMA to coordinate use of facilities and provide related support to expedite assistance to local communities.

“I arrived in Hancock County, Mississippi on Sunday, August 28th (day before landfall) and began working with local officials on plans for the immediate response efforts,” said Eric Gentry, FEMA Operations Specialist. “As the largest employer in Hancock County, the Stennis Space

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Texarkana, TX September 7, 2005 - The first group of anticipated 25,000 mobile homes were delivered to Lone Star Army Ammunition Plant (LSAAP). Of their 15,700 acres, LSAAP is providing 500 acres to store the mobile homes and recreational vehicles that will be delivered throughout Texas and Louisiana as temporary housing for Hurricane Katrina evacuees. (U.S. Army photo by Mark Hughes)





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Center and MSAAP offered any assistance needed to help the surrounding jurisdictions. The facilities they provided were instrumental in the response and recovery efforts in southern Mississippi”.

Camp Buzz also served as the warehousing operation for the Blue Roof program.



Mississippi AAP, Stennis Space Center - Every nook and cranny was filled with tents as relief workers and volunteers set up operations at Camp Buzz in MSAAP.

The Blue Roof program is funded by FEMA and gives homeowners free, temporary roof protection from further rainwater damage. The U.S. Army Corps of Engineers (USACE) administers the program, hiring contractors to install heavy duty sheeting to patch damage. The USACE Mississippi Valley Division has currently overseen the installation of 47,051 blue roofs. This is equivalent to almost 5 square miles of the blue sheeting material. The application phase of the program

has ended but contractors are still at work installing the remaining homeowners on the list, which tops out at 48,450 applications.

In addition to the Blue Roof program, MSAAP was also home to many relief workers and agencies. The U.S. Department of Agriculture (Natural Resources Conservation Service, U.S. Forest Service), U.S. Department of Interior (Bureau of Indian Affairs, Bureau of Land Management, Fish & Wildlife Service, National Park Service), the American Red Cross, Environmental Protection Agency, Federal Aviation Agency, Federal Emergency Management Administration, Florida Division of Forestry, Mississippi Department of Transportation, Salvation Army, U.S. Corps of Engineers, U.S. Department of Transportation, Fairfax County Fire & Rescue Department and the Kentucky Department of Health all called Camp Buzz home during the initial blitz of relief. Approximately 128 thousand sq. ft. of space was utilized for warehousing, command posts, sleeping quarters, administrative offices and catering services. An additional 579 thousand sq. ft. of parking lots were used for tractor trailer parking, refueling stations, medical facilities, mess tents, portable



Biloxi, MS, September 12, 2005 - A construction crew from San Antonio, TX installs tarps as part of the USACE Blue Roof program. Hurricane Katrina damaged countless roofs throughout Mississippi.

showers, etc. Existing guard posts were used for staging tractor trailers for dispatch and establishing security and dispatch activities.

“The eye of the hurricane passed right over the plant,” said Wayne Gouguet, Director of Marketing and Business Development at MSAAP. “We were right in the heart of all the relief efforts. We had relief workers living on-site in what could be described as a ‘tent city’; these were the folks that were on the front line dealing with the aftermath. It was amazing to see it all in action. The amount of supplies distributed and the number of trucks it took was quite

impressive.”

MSAAP helped process 3,850 semi tractor trailers which delivered over 41 million pounds of ice, over 7.65 million gallons of water and over 3.5 million boxed meals.

Katrina and Rita dished out their worst, but in the end a spirit of perseverance and hope endures as people begin rebuilding what was lost. It has been and will continue to be a mighty undertaking. All of the staff and personnel at the participating ARMS AAP’s were proud to be a part of this historic relief effort and remain ready to help when it is most needed.

Texarkana, TX September 7, 2005 - Day and Zimmermann, Inc. workers at Lone Star Army Ammunition Plant prepare the grounds to receive an estimated 25,000 mobile homes and recreational vehicles which will be sent throughout Texas and Louisiana as temporary housing for victims of Hurricane Katrina. In the background are two of several mobile homes already at the ammunition plant. Day and Zimmermann, Inc. is the contract operator of LSAAP located in Texarkana. (U.S. Army photo by Mark Hughes)





Safe and Secure

Security – what does it mean to your business? Do you need to protect retail goods, safely store sensitive information and data or protect the valuable assets your business has acquired over the years? Security can mean different things to different businesses, but the bottom line is that all businesses – big and small – need to take steps to secure assets and information.

According to the U.S. Department of Homeland Security, all businesses need to have an emergency preparedness plan which includes a continuity of operations plan (COOP) on what you will do if your building, plant or store is not accessible. How quickly your company can get back to business after a terrorist attack or tornado, a fire or flood often depends on emergency planning done today. When you also consider that the number of declared major disasters nearly doubled in the 1990's compared to the previous decade, preparedness becomes an even more critical issue.

In addition to natural and man-made disasters, simple concerns about protecting business assets such as retail goods and sensitive data from theft are at the forefront of many businesses' security needs.

The Army Ammunition Plants are in a unique position to offer businesses safe, secure storage and be a part of many businesses' security and emergency preparedness plans. The storage space can be defined as safe which provides controlled access. Entry is controlled by a guard or other means to limit access. Secure storage means that all the conditions of safe storage are met plus the storage area is impervious to severe weather such as tornados, hurricanes and flooding. Thus the AAP's contain a combination of safe and secure storage.

"There is a great need lately to provide safe and secure storage of data files and personal information files," said Kathy Winn, Director of



Commercial Development at Milan AAP. "You can't get more secure than an Army ammunition plant – it's our business to take security seriously. Private off-site storage providers give you just a basic level of security. We have an elevated level of security with guarded facilities with controlled access, there's a big difference in the level of security that we can provide."

The past hurricane season exposed a common business security breach. Many businesses still rely solely on paper records and these records can be easily destroyed if not stored offsite in secure facilities. Whether business records are paper or electronic, a plan needs to be in place to secure this information. A current survey conducted among Information Technology (IT) professionals by the Emmes Group showed that although the majority recognized the threats to stored data, less than half employ storage-centric mitigation processes and more than a third do not feel that the threats, risks or protection policies are well understood by their organization.

A recently completed secured storage study validated the suitability of the AAP's to accomplish a variety of secure storage functions. Solicitations reviewed further validate the need for this type storage and range from vehicles and equipment to patent files for the United States Patent Office.

Recently two of the ARMS sites were pressed into emergency service to provide secure storage to help support relief efforts associated with hurricane Katrina. The sites; Mississippi and Lone Star

demonstrated the ability to move quickly and provide secure storage as well as a base of operation for FEMA efforts. The recently completed study clearly validated that most of the sites have some form of secure and/or safe storage to offer. Three basic categories were identified and promoted.

Open Storage - Grass, graveled or paved areas either separated fenced or just within the perimeter fence.

Warehouse Storage - Warehouses located within a perimeter fence or within a separately fenced area.

Underground/Magazine Storage - Earth covered igloos or bunkers that are impervious to severe weather with special security provisions.

The task at hand now is to think differently about how to promote and market these assets. Prospective users need to be made aware of the presence and availability of these facilities and the inherent advantages they offer.

"While the facilities have been available since the inception of the ARMS Program, the promotion of the facilities to a specific target market can be intensified. The secure space is not a new product, rather the offering of the product in a different package to a new market" states Jim Burgin of Pendulum Management Company.

Recent marketing efforts include a brochure that was developed to promote use of the sites to fulfill this market. The openterprise.com website was modified to include the "secure storage" category and to allow each plant administrative ability

to customize their own offerings. A data base was created to match potential users within 150 miles of each site and a mailing of the brochure was made to approximately 850 possible users.

"The ARMS program is all about thinking about something in a different way," said Winn. "Promoting the secure storage capabilities of the AAPs is just another way to highlight the many benefits of the facilities and try to capitalize on a growing market. Our prices are more reasonable than people assume and we already have the infrastructure to meet their secure storage needs."

ARMS Secure Storage Facilities

- 1) The sites are typically well guarded/secured facilities.
- 2) Open space is normally abundant - some is separately fenced.
- 3) Igloos or magazines offer storage that is both secure and safe.
- 4) While access is controlled - entry is normally available on a 24/7 basis.
- 5) The sites have experience in working with both government and commercial tenants.
- 6) The sites are generally a bit off the beaten path, but have excellent road ingress/egress to facilitate logistics.
- 7) Pricing can be both flexible and very competitive.
- 8) Security is already present and can be passed along at a nominal cost.
- 9) Start up costs are reduced through use of existing structures.



ARMS Sponsors Community Partnership Workshop



Facilities Use Presentation

Providing a blueprint for community partnership success, the Armament Retooling and Manufacturing Support Program (ARMS) in collaboration with The Defense Transformation Institute (DTI) and the City of San Antonio, hosted a community partnership workshop October 18-19, 2005 in San Antonio at the Crowne Plaza Riverwalk.

"San Antonio has led the nation in privatization at its military bases, and the Defense Transformation Institute wants that to continue", said Ed Davis, Interim Assistant Director of Economic Development for the City of San Antonio. "The city has three active military bases, a privatized base known as Brooks City-Base, and KellyUSA, now a business park with 70 tenants."

The goal of the workshop was to share detailed information and lessons-learned on how to form public-private and public-public partnerships among military and community organizations. With this knowledge, practitioners are better equipped to accelerate Defense goals and community economic development simultaneously. Sixty attendees learned about defense transformation in Texas, a variety of military-community partnerships case studies, mechanisms for forming partnerships, facilities-

use agreements, utilities partnering successes, housing privatization opportunities and enhanced-use techniques.

Dr. Harold Timboe of the University of Texas Health Science Center - San Antonio (UTHSC-SA) and President of the DTI Board, chaired the meeting and explained the DTI's mission, goals and organizational make-up.

"The Defense Transformation Institute is a not-for-profit and serves as the primary intermediary for leveraging military assets (i.e., people, land, facilities, laboratories, research, training) to create value for the community and the military and to help the military reduce installation support costs" stated Timboe. "DTI seeks to become a nationally recognized authority in developing innovative and successful public-private and public-public partnership models between the military and the community."

Advanced partnering models and tools are used increasingly to transform military assets. At the same time, military assets are leveraged through community and private partnerships for increasing commercial and economic development values. An overview of advanced techniques included a discussion of enhanced-use leases, facilities -use agreements, cooperative R&D partnerships and partnership intermediary agreements. There is strong expectation that these agreement tools will be used with increasing frequency.

The session on enhanced-use leasing highlighted perspectives from both the commercial side (Brooks City Base) and the military side (Fort Leonard Wood). It also contrasted a base-by-base approach with the top-down, service-wide approach practiced by the Air Force.

Examples and techniques were presented for encouraging private industry to manage and operate utilities on military facilities.

One such example was Orion Partners who won a contract at Fort Sam Houston to re-develop 430,000 square feet at the old Brooke Army Medical Center and two other buildings known as the North and South Beach Pavilions. It was also one of the first projects of its kind in the country.

Orion and its partner, Weston Solutions, invested \$40 million in the venture.

"The project was a big risk because of the buildings' condition and no guaranteed tenants, but it has worked out well", said Thomas H. Chandler, president of Orion. "It has leased the North Beach Pavilion and the old hospital back primarily to the military and Department of Defense contractors, and Orion has begun work rehabilitating the South Beach Pavilion."

An ARMS presentation included the "nuts and bolts" of using the facilities-use mechanism, the ARMS program at Army Ammunition Plants and the values of using these techniques in other instances. A second presentation covered ways that commercial entities are using facilities-use agreements to access resources at Army arsenals, such as the Rock Island Arsenal. Most attendees expressed their interest by picking up literature describing ARMS projects and the ARMS program.

A panel discussed how the quality and quantity of military housing are rapidly improving through close partnering of military installations with private developers.

Ian Smith with the Air Force housing privatization program explained that the city's active military bases have pioneered private development onsite. In the first project of its kind in the country, Randolph AFB has 420 privately developed homes. Now the Air Force has 16 projects on 15 bases nationwide with 14,615 privately built homes. Its goal is to have 45,600 private homes within two years, he said.

Bill Ehrie, Chairman of the Texas Military Preparedness Commission, provided the current status of major military installations throughout Texas.

Steve Bonner from the U.S. Park Service, demonstrated how conservation groups can help protect military installations from encroachment by preserving the surrounding land.

The workshop was also used to help launch a new publication, entitled "Defense Transformation," published by Latitude3 Media Group, LLC. The first issue featured articles on base transformation, Brooks City-Base, Fort Sam Houston, Kelly Air Force Base, partnerships in the medical area, San Antonio innovation, enhanced-use leasing, housing privatization, Randolph Air Force Base and more.

This workshop was the inaugural meeting for DTI. Future workshops and conferences are being planned that respond to additional needs related to defense transformation. For more information, see www.defensetransform.org or call 800-797-7483.

Future goals for DTI

- 1) Enhance the military value of local missions
- 2) Reduce the military's cost for infrastructure and operational support
- 3) Accelerate the construction of new facilities for military missions
- 4) Facilitate economic development
- 5) Leverage assets and capabilities through enhanced community partnerships
- 6) Lower the community's cost for installation redevelopment.