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## 11. ACTION ITEMS TO BETTER POSITION THE FORT MCCOY REGION TO SUPPORT AN INCREASED MISSION AT FORT MCCOY

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The primary purpose of this report has been to demonstrate to citizens, Department of Defense officials, the U.S. Congress and the President why the Fort McCoy Region is the best four season region in the Nation to train and care for our Nation's defense personnel and families. To accomplish this challenge, a committee was formed consisting of local elected officials, representatives of elected state and federal officials, concerned citizens and local community leaders. In preparing the report, the committee developed "action items" that, when fully implemented, will further ensure Fort McCoy's military mission and the Fort McCoy Region's status as the best four season region in the Nation to train and care for our Nation's defense personnel and families.

### **ACTION ITEM 1**

***A formal Committee of officials from Fort McCoy, local, state and federal units of government be formed to deal with land use, social and economic issues involving Fort McCoy.***

As discussed throughout this report, the Fort McCoy Military Reservation has not been subject to significant residential encroachment, land use conflicts or noise disturbance complaints primarily because of previous planning and its advantageous rural location. However, to maintain the positive relationships with the neighbors of Fort McCoy it will be in the best long term interest of Fort McCoy and local units of government to continually analyze practices/alternatives to ensure future compatibility. Therefore, a formal committee of officials from Fort McCoy and local units of government should be formed.

The purpose of the committee will be to further strengthen communication between the Fort McCoy Military Reservation, local units of government, and residents. Depending on the issues to be addressed by the committee, it is recommended that the committee consist of representatives from the Fort McCoy Military Reservation, local government representatives from the adjoining cities, villages, towns and counties, state and federal elected

officials, and any additional members the committee determines are necessary. It is recommended that the committee meet a minimum of twice a year to discuss relevant issues impacting Fort McCoy, local governments and the Fort McCoy Region. A more aggressive meeting schedule could be utilized if the committee finds it necessary. It is recommended that this committee discuss, analyze and oversee the implementation of the "action items" in this plan.

### **ACTION ITEM 2**

***The Fort McCoy Committee review and consider future land use decisions based on the Installation's Environmental Noise Management Plan (IENMP).***

Noise generated from military bases is a critical concern of the Department of the Army. One of the greatest concerns over residential encroachment around military bases are the subsequent noise complaints and the disruption of the Army's mission. However, the Department of the Army is being proactive in reducing noise disturbances to landowners and residents adjacent to its military bases. One goal of the Army is "to plan, initiate, and carry out actions and programs designed to minimize adverse impacts upon the quality of the human environment without impairing the Army's mission." As a result of this goal, the Army developed an Environmental Noise Management Program to reduce noise disturbances. The Department of the Army realizes that being sensitive to noise disturbance prior to it becoming a problem is in the best interest of the Army and the military installation. The IENMP for Fort McCoy is an end product of the Environmental Noise Management Program.

The IENMP for Fort McCoy was completed in April of 2003. The report was not complaint driven, but was developed as part of the implementation of the Army's Environmental Noise Management Program. The IENMP evaluates the military base and analyzes where noise is generated and determines the areas that are most severely impacted by noise. The IENMP demonstrated that the majority of noise

disturbance activities are conducted in the northern parts of the military reservation away from any populated areas. Surrounding the Fort McCoy Military Reservation to the north are scattered rural privately owned properties and thousands of acres of state and county forestland. The report also details the varying levels of noise disturbance and identifies the small areas outside the limits of the military reservation that are impacted by the higher noise levels. This amount of detailed analysis will allow Fort McCoy to either modify its military operations or work with surrounding neighbors and local units of government to purchase or restrict residential development on properties that are impacted by the higher levels of noise.

The IENMP makes recommendations that if followed will reduce noise disturbance. The recommendations primarily focus on information/education of local neighbors and military personnel, working cooperatively with local governments on land use planning, and ensuring Fort McCoy is a responsible neighbor by proper management. The executive summary of the IENMP highlights the recommendations of the plan and is attached as appendix C.

It will be beneficial for Fort McCoy, local governments and residents to begin the implementation of the IENMP. As the area grows and military operations change future conflicts could arise if preventative precautions are not initiated.

**ACTION ITEM 3**

***The Fort McCoy Committee investigate participation in the Department of Defense Joint Land Use Study Program.***

As mentioned previously, if residential encroachment becomes an issue and it becomes necessary to address the problem, local governments are willing to cooperate with Fort McCoy on land use encroachment issues. The Department of Defense Office of Economic Adjustment administers a grant program for "Joint Land Use Studies" if the Secretary of Defense determines that encroachment of a community on a military base will likely disrupt the continued operation of the military base. The purpose of the study is to ensure that future public and private investment around a military base is compatible with

the development plans of local communities and do not interfere with the mission of the military facility. The grant program has the expectation that participants in the study adopt and implement the study recommendations. Appendix B contains the resolutions that governmental jurisdictions adjacent to Fort McCoy have adopted supporting the training activities at Fort McCoy.

**ACTION ITEM 4**

***The Fort McCoy Committee investigate state legislative actions that would benefit Fort McCoy's operations.***

The Committee of Fort McCoy Military Officials and Local Government Officials should pursue working with the region's state government representatives to pass a state law that would restrict development around existing military reservations. This option should be reviewed and considered carefully by the committee and local governments as it could result in diminished local control with regard to land use decisions.

**ACTION ITEM 5**

***The Fort McCoy Committee investigate the concepts of land acquisition, property exchange, and purchase of development rights to accommodate Fort McCoy's existing and future operations.***

Additional land around the Fort McCoy Military Reservation could be acquired or secured by purchase, property exchange or the purchase of development rights. Fort McCoy is at an advantage in this regard, as one of the most critical decisions would be to determine which properties to acquire. Since Fort McCoy completed the "Installation Environmental Noise Management Plan" in April of 2003, for the most part the determination has been completed. The report details properties adjacent to the military reservation that are adversely affected by noise. Those properties that are privately owned would be the most logical to attempt to acquire. Several methods could be utilized to purchase or secure the additional targeted land around the Fort McCoy Military Reservation.

Funding - The Department of the Army, Fort McCoy, or a local government could request funding from the state or federal government. Funding could come from existing federal programs aimed at land conservancy. State funds could come from a new or

existing state grant program or a dedicated state tax program. Local governments could attempt to fund such land acquisitions through local bonding authority, a local tax program or partnering with conservation/conservancy groups to assist with funding. All of the funding alternatives will require the Committee of Fort McCoy Military Officials and Local Government Officials to utilize their political influence.

Acquisition Options - Once funding is secured it can be utilized in several different ways. Targeted land could be purchased outright. It must be made clear that all these options would involve the cooperation of voluntary land owners (willing sellers), eminent domain or forced land acquisition methods would not be used. A property exchange program could be developed in which property is purchased in other parts of the Fort McCoy Region and then exchanged for the targeted properties. Finally, funds could be used to purchase the development rights of targeted properties. With this option the properties would remain under the ownership of the existing property owner or a conservancy group, but could never be developed.

**ACTION ITEM 6**

***The Fort McCoy Committee assist local units of government in adopting or amending land use plans and zoning ordinances.***

Probably the most readily accomplished and accepted method of reducing future encroachment on the Fort McCoy Military Reservation would be through the actions of local governments through land use planning and zoning. Local governments and residents can work in cooperation with Fort McCoy in developing locally accepted and adopted land management ordinances. In the planning process, the areas identified in the IENMP as being adversely affected by noise could be designated as noise zones or safety zones in which new development would be limited.

In order to manage future growth and ensure the long term viability of Fort McCoy, it is imperative that towns immediately adjacent Fort McCoy have zoning and land use controls in place. Currently, the Town's of Manchester, Millston, Adrian, and New Lyme immediately adjacent to Fort McCoy have zoning controls implemented. The Town's of Grant, Greenfield, LaFayette, and Angelo adjacent to Fort

McCoy do not have zoning or land use controls adopted. It will be necessary for the local governments that are adjacent to Fort McCoy (Towns of Manchester, Millston, New Lyme, Grant, La Fayette, Greenfield, Angelo, and Adrian) to develop Smart Growth plans consistent with Wisconsin State Law by the year 2010. Funding to accomplish the Smart Growth Plans could come from the State of Wisconsin Smart Growth Grant Program which rewards selected municipalities by funding up to 50% of the cost of plan preparation. The grant program looks favorably on multi-jurisdictional applications, so it could be possible for the eight towns to submit a joint application. An additional funding source would be the Department of Defenses Joint Land Use Study Program.

**ACTION ITEM 7**

***The Fort McCoy Committee stress strongly to members of Congress, Pentagon officials and the President the low concentration of military installations in the Midwest compared to other regions in the Nation.***

Only 3.4% of Military personnel are located in the Midwest while 18.6% of the Nation's population reside in the Midwest.

**ACTION ITEM 8**

***The Fort McCoy Committee stress strongly to members of Congress, Pentagon officials and the President the disproportionate per capita federal spending and defense spending to the State of Wisconsin versus the other 49 states.***

The State of Wisconsin has been the recipient of the 49th lowest per capita federal spending and defense spending in the Nation.

**ACTION ITEM 9**

***The Fort McCoy Committee perform an evaluation of the existing machinery, equipment and metal product producers and manufacturers in the region to determine if there is any assistance or service this industry cluster and its related public institutions can provide Fort McCoy with its current and future activities.***

The primary purpose of the investigation would be to match existing companies and education institutions in the region to the present and future needs of the base. Efficiencies in operations that have not been recognized in the past potentially could be discovered during such an analysis.

**ACTION ITEM 10**

***The Fort McCoy Committee evaluate the existing transportation network that serves Fort McCoy.***

The committee should review the existing transportation network and identify future transportation needs of the Fort McCoy Military Reservation. For example, some possible considerations could be whether an additional/modified Interstate 90 exit is required or whether another rail spur is needed to accommodate future missions at the base? Or, is an improved highway/Interstate 94 access to the northern part of the military reservation needed?

**ACTION ITEM 11**

***The Fort McCoy Committee evaluate the future housing needs of Fort McCoy in the event of a mission increase.***

This report has demonstrated that housing expansion opportunities exist in the Fort McCoy Region. However, it would be important for the committee to evaluate the location, type of housing (single-family, multi-family, rental), size of housing, and income level of future residents. This information could be shared with local governments, developers, and realtors to ensure that the framework is in place to adequately meet future housing needs.

**ACTION ITEM 12**

***The Fort McCoy Committee should research and evaluate the various high quality healthcare resources in the region that could assist Fort McCoy with fulfilling its mission.***

Healthcare resources are a strength of the Fort McCoy Region. Numerous medical clinics and six hospitals in the three county region provide excellent service. The healthcare providers and educational institutions in the area have formed the La Crosse Medical Health Science Consortium that combines healthcare resources and focuses on interactive healthcare programs that will benefit the people, business and public institutions in the region. Logistics Health Incorporated (LHI) is headquartered in La Crosse and is the leading provider of medical readiness for the U.S. military reserve components as well as the leading provider of clinical information for the Department of Defense and Center For Disease Control. Such healthcare resources in the region are a valuable asset to Fort McCoy and the Department of Defense for medical education, training and research.

**ACTION ITEM 13**

***The Fort McCoy Committee should review the Fort McCoy tenant activities to determine if the resources in the area would further benefit the tenants and the mission of Fort McCoy.***

In Chapter 2, a tenant list was developed identifying tenant activities at Fort McCoy (Table 2.2, pg. 2-4). An entire evaluation of the tenant list and the resources of the region could potentially reveal opportunities that would assist Fort McCoy in fulfilling its mission. Such an evaluation would also identify additional ways that Fort McCoy benefits the region. To assist in this effort, Table 11.1 is a partial listing of Fort McCoy tenants and potential opportunities for the sharing of resources.

**ACTION ITEM 14**

***Investigate the need for additional joint disaster response drills.***

It is recommended that the Fort McCoy Committee investigate the concept of additional joint exercises for disaster response training in the region. In August of 2004, a disaster drill was conducted in West Salem, Wisconsin in La Crosse County. The drill was named "Operation Heartland Defense". The exercise drew an estimated 600 people from over 70 public, private and military groups including Fort McCoy. Organizers called the drill one of the largest ever conducted in the United States. A representative with the federal Health Resources and Services Administration said the exercise was one of the first of its kind in the Nation where the military has come out and practiced a disaster drill with civilians and civilian agencies.

**ACTION ITEM 15**

***The Fort McCoy Committee should review and evaluate all the "action items" discussed. The committee should prioritize the "action items" and develop an implementation schedule.***

**Action Items to Better Position the Fort McCoy Region to Support an Increased Mission at Fort McCoy, Chapter 11**

**Table 11.1 - Fort McCoy Tenants and Potential Regional Opportunities**

Tenants	Services Provided	Fort McCoy Regional Opportunities/Benefits
788th Ordnance Company (Explosive Ordnance Disposal)	Provides routine and emergency EOD support to military installations, operations and exercises. Support is also provided to civilian, state and federal authorities within a six state area.	Important to homeland security as assistance is provided to law enforcement agencies throughout the Midwest
B Company, 6th/52nd Aviation Regiment	Provides theatre wide aviation support to DOD/government personnel, top-level military commanders, and designated staff members.	Important to homeland security in the Midwest Region. Volk Field and La Crosse Municipal Airport have facilities capable of landing large Aircraft.
Detachment 1, 6015th Garrison Support Unit	Conducts premobilization training, participates in mobilization exercises, assist Fort McCoy Staff during mobilization, provide Command and Control for mobilizing units and personnel, conduct strategic mobility operations, and process mobilized units, personnel and equipment for deployment and redeployment	The Fort McCoy Region's transportation network (Class 1 railroad access, two interstate highways, local airports connected by rail and highway, barge service connected by rail and interstate) is valuable to a unit that assists in mobilization efforts.
Army Reserve Civilian Personnel Advisory Center	Provides Human Resource Management for the installation. Processes recruitment actions, posts job announcements, assists writing job descriptions, and labor relations.	Local and state business centers identified in Chapter 3 could potentially provide additional assistance to the advisory center.
Installation Contracting Office, Army Contracting Agency (ACA)	Provide efficient and effective contracting support to Army installations, information technology users, and warfighters deployed in contingency environments.	Area high tech business could be analyzed to determine if contracting or subcontracting would be a viable option.
RTS- Maintenance	Provides hands-on maintenance training for personnel in the U. S. Army, U.S. Army Reserve, Army National Guard and Department of the Army civilian workforce.	Local technical training centers could provide additional hands on maintenance training.
RTS-Medical	Provides military medical personnel with training and training support. It also provides medical maintenance training support and tests and evaluates new equipment produced at government labs.	The regions excellent healthcare facilities and medical institutions could provide added training opportunities as well as medical personnel for training purposes. Research facilities at the U.W. La Crosse's Health Science Center merit investigation.
Equipment Concentration Site 67	Receives, stores, maintains and issues U.S. Army Reserve equipment that either is considered beyond the owning units capability to store or is not necessary.	The regions excellent transportation network is beneficial to shipping or receiving equipment. Transportation infrastructure providers could be contacted to analyze transportation improvements that could benefit Fort McCoy.
Defense Automated Printing Service (DAPS)	Responsible for document automation and printing with the Department of Defense and the Federal Executive Branch Agencies, encompassing electronic conversion, retrieval, output and distribution of digital and hardcopy information.	The regions technical training capabilities offered through the regions advanced educational centers and the areas high tech businesses could potentially assist the service.
Naval Mobile Construction Battalion-25	Provides and maintains a trained, ready and immediately available reserve-component force capable of responding in the event of war, national emergency, or otherwise.	The Mississippi River and Lake Wazee (350 feet deep) provide possible training opportunities. The battalion is also important to homeland security.
TMDE Support Center	Test, Measurement and Diagnostic Equipment Support Center calibrates various pieces of equipment that is used on the installation to include minor repair.	The Fort McCoy Region's machinery, equipment and metal products cluster could provide contracting alternatives to the TMDES.
Wisconsin National Guard Maneuver Area Training Equipment Site	Receives, stores and maintains equipment at one location so all units have the best equipment to train. The warehouse stores approximately \$300 million worth of equipment and parts and approximately 700 pieces of combat equipment is positioned at the facility.	The regions excellent transportation network is beneficial to warehousing of training equipment. Also the region's machinery, equipment and metal products cluster could provide contracting maintenance, etc.
Wisconsin National Guard Challenge Academy	A remedial program, that targets young adults between the ages of 16 to 18 years of age, who are unemployed, drug free and law free high school dropouts.	Outreach programs and employment opportunities could be initiated with the local business clusters to assist academy graduates establish productive careers.
Wisconsin State Patrol Academy	Provides diverse training for State Patrol recruits, federal and local law enforcement officers and state employees.	Key to homeland security and the safety of residents in the state.
Troop Medical Clinic	The Troop Medical Clinic provides medical support to the military members assigned and training at Fort McCoy.	The local healthcare system could be evaluated to determine if some medical support services could be shared. The research and education facilities at U.W. La Crosse's Health Science Center should be investigated.