

## 2020 Illinois State of the Bases Report



**From the Military Economic Development Committee Chaired by Illinois Lieutenant Governor Juliana Stratton**

**Letter from Lt. Governor Stratton**

*“The military is a place of discipline, technical proficiency, and personal sacrifice for the greater good. The lessons I learned as an officer, the challenges I’ve faced, and the camaraderie I’ve experienced are at the core of who I am.”*

– Senator Tammy Duckworth

As a young girl, my father’s service in the Navy taught me a great deal. Particularly, fostering greater understanding of service and sacrifice. I am proud to have worked with the Military Economic Development Committee (MEDC) and the military bases of Illinois to host the first-ever Illinois State of the Bases event, shining a light on the many ways that our bases impact the lives of Illinois residents. By supporting military bases, we uplift our courageous service members, their families, partners, and the surrounding communities.

This historic convening brought together Illinois’ base commanders and the commander of the National Guard to highlight their organizations in speeches that were shared with a statewide audience of community leaders, government officials, and military-based non-profit workers. Through this event, we were able to present the work and needs of our bases while displaying the far-reaching impact of the military on our state. The following report displays in written form the work, needs, and impact of each base, according to the commanders at the State of the Bases event.

In Illinois, our three bases—U.S. Army Garrison Rock Island Arsenal, Scott Air Force Base, and Naval Station Great Lakes—as well as the Illinois National Guard, create robust centers of community life and economic hubs. Each base provides contracts to local businesses, hosts public events, and works within the unique fabric of their respective localities to shape their communities. Additionally, our military bases have provided invaluable support to Illinoisans as we face the COVID-19 pandemic and the challenges that come with it. It is because of this tremendous impact that I am honored to lead the Military Economic Development Committee in presenting the first-ever Illinois State of the Bases Report for review.

In addition to presenting the report, I would like to share my deepest appreciation and gratitude for all those who serve, veterans, and their families. Our state and our country are better and safer because of them.

Respectfully,



Juliana Stratton  
Illinois Lieutenant Governor  
Chair, Military Economic Development Committee

## **State of the Bases Overview**

The Illinois State of the Bases event was hosted on October 15<sup>th</sup>, 2020, in partnership between the Office of Lieutenant Governor Juliana Stratton, the Military Economic Development Committee (MEDC), Scott Airforce Base, U.S. Army Garrison Rock Island Arsenal, the Naval Station Great Lakes, and the Illinois National Guard. Attendees included MEDC members, and remarks were delivered by Governor JB Pritzker, Lieutenant Governor Stratton, and U.S. Senator Tammy Duckworth. The report-outs for each base were delivered by: Colonel Todd Allison on behalf of Rock Island Arsenal, Captain Raymond C. Leung on behalf of the Naval Station Great Lakes, Colonel Jeremiah “Scott” Heathman of Scott Air Force Base, and Major General Richard Neely of the Illinois National Guard.

This event was developed to bring together state military officials and relevant stakeholders to create stronger relationships and lines of communication across the military community. The livestreamed event featured Illinois’ base commanders and the National Guard commander, who gave speeches to a diverse audience of stakeholders. This State of the Bases written report documents the updates given by the commanders. By hosting a centralized event with major Illinois bases and military organizations present, and providing this information in written form, this initiative aims to create a more wholistic and accessible narrative around the military’s work in Illinois. Each commander was asked to provide a written analysis about the base or organization that included, but was not limited to:

1. Economic Impact
2. Community Engagement
3. Support Efforts
4. New Projects and Initiatives

The report below reflects the information shared by the bases.

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## **Naval Station Great Lakes Report**

### **Background**

Settled on the North Shore of Illinois in 1911, Naval Station Great Lakes (NSGL) is the Navy's largest training installation and the home of the Navy's only boot camp. Located on more than 1,600 acres of land overlooking Lake Michigan, the installation includes 1,153 buildings with 39 on the National Register of Historic Places.

NSGL supports over 50 tenant commands and elements as well as over 27,000 Sailors, Marines, Soldiers, and Department of Defense (DoD) civilians who live and work on the installation. NSGL's mission is to "enable and sustain Fleet, Family and Fighter by providing superior, integrated Base Operating Support for all tenant commands and elements on the installation." Thanks to the support of the people of Illinois, NSGL continues to be the "Quarterdeck of the Navy."

Top Five Tenants by Population (Military and Civilian) as of 03 Apr 2020

- Recruit Training Command (Staff and Recruits) (MIL 7,082/CIV 51)
- Training Support Center (Staff and Students) (MIL 4,969/CIV 126)
- Captain James A. Lovell Federal Health Care Center (MIL 853/CIV 27)
- Marine Air Control Group 48 (MIL 667)
- U.S. Military Entrance Processing Command (MIL 32/CIV 430)

### **Training Commands and Recruitment**

#### **Naval Service Training Command (NSTC)**

The mission of the Naval Service Training Command is to transform volunteers into Naval Service Professionals. They instill and reinforce enduring core values, knowledge, and skills to prepare them for the fleet. NSTC oversees Recruit Training Command, Officer Training Command, Naval Reserve Officers Training Corps (NROTC) and Navy Junior Reserve Officers Training Corps (NJROTC). NSTC is NSGL's sole flag command.

#### **Recruit Training Command (RTC)**

Recruit Training Command (RTC) is the U.S. Navy's only boot camp. The boot camp's mission is reflected in the Recruit Division Commander's Creed: "To transform civilians into smartly disciplined, physically fit, basically trained Sailors who are ready for follow-on training and service to the fleet while instilling in them the highest standards of honor, courage, and commitment." Each year, 40,000 recruits graduate from RTC.

In March 2020, the pandemic hit and preventative measures went into effect to protect people from COVID-19. Leaders from RTC and Captain James A. Lovell Federal Health Care Center worked together to establish a new practice. All new recruits were isolated in hotels during their first two weeks of training. This was done to provide more space for social distancing than was possible inside the barracks. All training, medical support, food, and housekeeping are provided by Navy personnel on-site to eliminate contact with hotel staff.

Also, all recruits were tested for COVID-19 on their 10<sup>th</sup> day of training to determine whether they needed to be transferred to quarantine barracks before being assimilated with the rest of the recruit population at NSGL. This practice has now transitioned from local Lake County hotels to Fort McCoy, an Army base near Tomah, Wisconsin.

Additional COVID-19 protocols have impacted weekly graduations held for recruits. These ceremonies are no longer open to the public, which has resulted in a loss of revenue for area hotels and attractions. On average, before the pandemic, recruit graduations attracted 140,000 visitors per year to Lake County.

#### Training Support Center (TSC) Great Lakes

On average, 33% of graduating recruits remain at Great Lakes for their follow-up training. TSC provides 24-hour supervision, training, and mentorship to over 13,000 new 18-to-25-year-old apprentice-level Sailors each year. TSC also provides functional support to Naval Education and Training Command (NETC) Learning Sites (LS) in Great Lakes, including the Center for Surface Combat Systems, Surface Warfare Engineering School Command, NETC General Skills Training, Center for Explosive Ordnance Disposal and Diving, and Naval Special Warfare Preparatory School.

Sailors in training at Great Lakes are not allowed off-base liberty at this time.

#### Navy Band Great Lakes

As the Navy's Ambassadors to the Midwest, the Navy Band Great Lake performs ceremonies to honor recruits, Sailors, and their families. Navy Band Great Lakes provides musical support for communities of all sizes, as well as support for Navy recruiting missions that span 11-states, stretching from Michigan to North Dakota. Currently, Navy Band Great Lakes is playing all engagements virtually online.

#### COVID-19 Response

Since February 2, 2020, NSGL has been taking active measures to protect the base population against the Coronavirus (COVID-19). NSGL is making use of increased signage to enforce physical distancing and use of cloth face coverings at facilities. All base employees conduct at-home screening prior to their morning commute. Most public base activities have been postponed or canceled unless physical distancing can be strictly enforced. Entry Control Points (ECPs) are following a no-touch ID policy. The Galleys have been enforcing enhanced cleaning standards. Galley staff also undergo additional temperature screenings prior to work. The Public Works Officer (PWO) is limiting on-base staff and responding only to urgent and emergency work orders.

Active-duty staff is prohibited while off-base to go to swimming pools, gyms, fitness facilities, barber shops and salons, theaters, organized sports, dine-in restaurants, nightclubs, sporting events, concerts, parades and celebrations, and non-essential commercial retail establishments. Also, while off-base, they are cautioned to minimize the use of mass transit, auto repair shops, in-home domestic services, banking services, pet care and veterinary services, the post office, laundry and dry-cleaning services, and in-residence social gatherings that include more than ten guests that do not reside in the residence.

## **Community Impact and Support Efforts**

### Schooling

Great Lakes base housing falls within the boundaries of the North Chicago Community Unit School District 187 (NCCUSD 187). The district is operating under a construction provision to receive Heavy Impact Aid. Once the construction provision is removed, the district will need to reach 20% military-connected students to continue receiving Heavy Impact Aid.

In the 2019/2020 school year, 14% of the students in the district were connected to the military. LEARN 6, a charter school, is housed in the former Naval Hospital Corps School building at NSGL. In FY16, LEARN 6 reached capacity by enrolling 500 students in grades K-thru-8, with 33% of the students being connected to the military. This is in part due to legislation setting aside up to 33% of available seating for military-connected dependents, and military preference given to fill seats that are vacated in the middle of the year when a family moves. In FY17, LEARN opened a second charter school called LEARN 10. In FY19, LEARN 10 included 250 students (grades K-5) with 50% of those slots reserved for military-connected dependents. By FY20, LEARN 10 will grow to 300 students (grades K-8) with 50% of those slots reserved for military-connected students.

Fort Sheridan and Glenview PPV Housing are located off installation in Highland Park and Glenview, IL. School districts servicing those locations provide adequate schooling.

### Sailor Support

NSGL continues to focus on decreasing the destructive behavior of some Sailors by marketing and discussing the safety, outreach, and support (S.O.S) campaign for suicide, domestic violence and sexual assault awareness and prevention. Due to COVID-19, clinical staff is contacting all Sailors in the quarantine barracks for check-ins and support.

The Sexual Assault Prevention and Response (SAPR) Program provides a unique opportunity to influence junior Sailors who are just starting out in the Navy. These young men and women are learning about Navy core values, which in some cases conflict with their prior experiences and familiar media imagery. During their time here, Sailors receive SAPR training in many different forms, at various stages of their training both at Recruit Training Command (RTC) and Training Support Center (TSC). This training includes "Not On My Watch," SAPR indoctrination briefings, Intervention, Pure Praxis, and many others. SAPR and Clinical staff attend many of these briefings to provide supportive services to Sailors who struggle with the content of these events due to past histories of trauma. Due to COVID-19, the SAPR staff established a DoD Safe Helpline support group for TSC students, which is offered weekly.

## **Economic Impact**

NSGL operations, along with area military retirees and educational aid payments, increased Illinois' gross domestic product by \$1.03 billion in FY18.

### Military Construction Project

The Bachelor Enlisted Quarters Replacement (Project 714) will provide 616 new beds for TSC students and is expected to cost \$74 million. **Completion date is October 2020.**

### Housing

Hunt Companies manage Public Private Venture (PPV) housing for Naval Station Great Lakes. Housing inventory is 1,769 units (1,466 active and 303 unused pending demo or disposition). This housing is located in seven neighborhoods: Mainside Central and Mainside South nestled on-installation; Forrestal, Halsey and Nimitz Villages located off-installation in North Chicago, IL; Fort Sheridan Village located off-installation in Highland Park, IL; and Glenview Village located off-installation in Glenview, IL.



## **Rock Island Arsenal (RIA) Report**

### **Background**

Established in 1862, Rock Island Arsenal (RIA) is the only full-service Army installation in Illinois. The installation supports more than 54,000 Active, Reserve, and Retired military, civilian employees, and family members in a 150-mile radius. The Arsenal is home to more than 60 Department of Defense organizations and private companies that provide a global impact for the department. RIA competed for, and was recently named, an Installation Management Command Best Garrison for 2019. Only five of the Army's 75 installations received this coveted title, one under each of the five Installation Management Command Directorates.

The Arsenal provides direct employment to 4,911 civilian employees, 573 civilian contractors, 717 Active component Soldiers and 576 Reserve component Soldiers. Fifty-two percent of the workforce lives in Illinois, and 48% lives in Iowa. A significant amount of the workforce is college educated; 48% have an associate degree, 54% have a bachelor's degree, and 19% hold a master's degree. Veterans make up 42% of RIA's workforce. Arsenal employees' average length of service is 17 years, and the average income earned by a civilian employee for the Department of the Army is \$75,989.

### **Training Commands and Recruitment**

#### **Emergency Service Response**

The RIA Fire Department (FD) conducted 655 fire and emergency medical responses in FY19. Three hundred and seventy-eight responses—or 58%—supported five surrounding communities. Two hundred and seventy-seven responses—or 42%—supported the Arsenal. The FD conducts monthly training with our regional district of the Illinois Mutual Aid Box Alarm System Division. This training includes hazardous materials response, technical rescue, incident command, and live fire exercise training. In April 2019, the Arsenal hosted a two-day regional Mutual Alarm Box Aid System Rapid Resource Response (RRR) drill. Through the livestreaming of data and video, the RRR exercised the interoperability of several neighboring county emergency management agencies. The FD also invites neighboring communities to train individually and jointly at the Arsenal's Fire Training Center.

#### **Recruiting the Next Generation of DA Civilian Employees**

USAG-RIA is working closely with the Civilian Personnel Advisory Center, and other RIA Commands and tenant organizations, to enlarge the pool of future candidates available for all RIA organizations to recruit from. In FY19, the Arsenal communicated our critical requirements through local school superintendent and educator visits. RIA also participated in local hiring events within the community.

## **Community Impact and Support Efforts**

### Education

In FY19, 130 students from military families residing on RIA participated in the “One Community, Many Choices” educational program. This program recognizes the challenges faced by military families that move often by providing educational options not offered in the school district they would normally attend. It allows military families to make an informed decision to attend a school in one of six neighboring school districts in Iowa and Illinois that best meets the unique needs of their elementary, junior high or high school-aged student. USAG-RIA also works with universities and colleges to establish a memorandum of understanding (MOU). In FY19, two memorandums of agreement that provide reduced tuition and a non-traditional educational track for service members, family members, and DoD civilian employees were established with Western Illinois University and Iowa Wesleyan College.

### Intergovernmental Support Agreements (IGSA)

In FY19, the Garrison conducted two community partnership workshops resulting in the creation and approval of two IGSA's with two neighboring government agencies. Although cost neutral, one IGSA added needed reuse and recycle removal services for the new Army Family Housing areas at no extra cost to the Army. Both efforts demonstrated the benefits of communities partnering with the Army and sharing resources.

### Community Events and Observances

The Garrison demonstrated strong support for nearby communities by hosting a number of events in FY19, including: The Quad Cities Symphony Riverfront Pops Concert (8,000 participants), Quad City Marathon (3,000 runners and 100 volunteers), Fourth of July “Boom on the Rock” (3,500 participants), Run the Rock 5K/10K (818 runners), 2019 America's Kids Run (110 runners), and the Army Birthday 5K (150 runners).

In FY19, senior leaders from all of the Commands supported the National Veterans Affairs Cemetery and represented the Army at 18 Memorial Day events and 36 Veterans Day events in observances in both Illinois and Iowa. RIA is a strong advocate and supporter of veterans, and the sacrifices and service our citizens have provided to the nation.

### Public and Special Event Access

Rock Island Arsenal welcomes the community to our installation. 106,486 non-DoD affiliated individuals visited RIA in FY19. The visitor passes allowed the community to access the installation to visit historic venues, participate in events and services, and enjoy the recreational opportunities.

The Garrison ensured unfettered access for the families who interred 807 family members at the RIA VA National Cemetery in FY19. The Garrison supported the access of 2,225 community residents, service members, Arsenal Families and DoD civilians to participate in the Memorial Day and Veterans Day Ceremonies, Vietnam War Commemoration, and the Korean War Armistice Commemoration. The Garrison also

supported the cemetery's 18 historic tours for various school groups, and two volunteer events to assist with cemetery beautification.

The Garrison hosted the city of Davenport's 1,100-student 8th grade class for a weeklong series of installation tours. These visits permitted the students to study Arsenal history with a focus on the Civil War.

In FY19, the Garrison Commander approved Special Event status for 204 one-time-only special events, which permitted 32,421 non-Department-of-Defense-affiliated community members to attend functions on the installation. These special events allowed access for large groups without the need for an installation pass. These events were conducted without incident as a result of detailed planning and special compensatory security measures coordinated between the Directorate of Plans, Training, Mobilization & Security and the Directorate of Emergency Services.

### Installation Security

The Visitor Control Center (VCC) issued 32,711 annual visitor passes in FY19 to non-DoD patrons after completing the comprehensive background screening and vetting process.

### Rock Island Arsenal Museum

RIA proudly serves as the home of the US Army's second oldest museum. Between FY17 and FY19, the museum increased engagement with the Quad Cities community by 50 percent as attendance increased from 9,493 to 14,270. Educational programs, lectures and events increased from a handful in FY17 to more than two dozen during FY19. The museum also increased school-aged student attendance by 297%. The number rose from 529 in FY18 to 2,102 in FY19 as school groups from across the Quad Cities and beyond visited the museum to explore the rich history of the Arsenal and the US Army.

## **Economic Impact**

### Energy and Water Conservation

RIA is a wise steward of our natural resources and cognizant of our impact on our surrounding communities. During FY19, the installation used 81.3 MBTU/KSF (millions of BTU per thousand square foot of conditioned space) of energy, which was 15% below our FY19 target of 95.7 MBTU/KSF. The FY19 utilization rate represents a 24% reduction from 106.4 MBTU/KSF used in FY15. Rock Island Arsenal will meet or exceed its 2025 energy reduction goal of 79.8 MBTU/KSF in FY20. USAG RIA operates the only hydroelectric plant in the United States military, used specifically for military purposes.

In FY19, the hydroelectric plant saved USAG RIA \$161,000 in electrical utility costs. Although savings were hampered by historic flooding, which closed the plant for almost three months, the facility still produced 19% of our electrical requirements. That represents 9% of RIA's total annual energy needs. USAG RIA produced 23% of our electrical demand, which was 10% of our total energy demand. RIA saves approximately \$295,000 annually due to hydroelectric power generation. USAG RIA participates in an energy rebate

program offered by our energy provider. Through peak demand reduction and energy efficiency efforts, this program saved USAG RIA \$8,000 in FY19 and \$484,000 since its inception in FY16.

An Energy Savings Performance Contract project at the RIA Joint Manufacturing and Technology Center completed in 2018 has a projected annual water use savings of 2.4 million gallons, with an annual savings in water cost of \$25,000. The Centralized Heating Plant closure resulted in savings of 12.53 million gallons of water, which permitted RIA to exceed our FY17 water reduction goal, a savings we continued to realize in FY19.

## **Scott Air Force Base Report**

### **Background**

Located in Illinois' Metro East area and established in 1917, Scott Air Force Base (Scott AFB) is the fourth oldest, continuously operating installation in the Air Force. The installation is a global mobility and transportation hub for the Department of Defense (DoD). The base is also home to several command-and-control elements that represent logistics for the United States military in the air, over land and across the sea in a true joint environment that brings together the Army, Navy, Air Force, Marines and Coast Guard members (active-duty Guard and Reserve). Scott AFB partners are collectively responsible not only for managing the global mobility missions around the world, but also aeromedical evacuation, senior leader airlift, and aerial refueling capabilities for the Air Force and DoD.

Over 100 years ago, the community came together to advocate to the War Department to establish Scott AFB in southwestern Illinois. Scott AFB's success is born from the outstanding support it continues to receive from the state of Illinois and the greater St. Louis-Metro East region. This support was recently recognized by the Association of Defense Communities, as St. Clair County was named one of its 2020 Great American Defense Communities. We cannot thank the community enough for all their support. We are proud to defend this nation and we will continue to maintain our reputation as The Showcase Wing of Air Mobility Command.

The 375<sup>th</sup> Air Mobility Wing (AMW) is focused on four priorities:

- Airmen Growth and Development
- Battle Ready for the Fight Tonight
- Caring for Self, Family, and Others
- Driving a Culture of Innovation

### **Training Commands and Recruitment**

Scott AFB hosts some of the nation's most important organizations including:

- U.S. Transportation Command, one of 11 combatant commands in the DoD
- U.S. Army's Military Surface Deployment Distribution Command
- U.S. Air Force's Air Mobility Command
- 18th Air Force
- 618th Air Operations Center
- Defense Information Systems Agency Global
- Cyberspace Capabilities Center
- 635th Supply Chain Operations Wing
- Air National Guard's 126th Air Refueling Wing
- Air Force Reserve's 932nd Airlift Wing

The host unit for the installation is the 375<sup>th</sup> AMW. The 375<sup>th</sup> AMW executes and manages the daily operations of the installation, providing administrative, logistical, and

infrastructure support to 36 total mission partners located on base and nearly 140 geographical separated units across several states.

The 375<sup>th</sup> AMW is organized into four groups and several wing staff agencies. Within this organizational structure, the 375<sup>th</sup> AMW organizes, trains, and equips for its military missions.

### 375<sup>th</sup> Operations Group (OG)

The 375<sup>th</sup> Operations Group's primary missions are to provide aeromedical evacuation, executive air transportation, flight inspection, evaluation of new aviation technologies, and aerial refueling.

The 375<sup>th</sup> OG is comprised of:

- 458<sup>th</sup> Airlift Squadron, the only C-21 flying training unit in the Air Force.
  - There are a total of 14 C-21 aircraft stationed at Scott AFB.
- 375<sup>th</sup> Aeromedical Evacuation Squadron, one of four active-duty AE squadrons in the Air Force.
  - The 375<sup>th</sup> Aeromedical Evacuation Training School is located at Wright-Patterson AFB in Dayton, Ohio and is the only active-duty aeromedical evacuation training squadron in the Air Force.
- Detachment 1
  - One of two AF combat flight inspection units, located in Oklahoma City, Oklahoma.
- 54<sup>th</sup> Airlift Squadron, a Total Force Association C-40 flying unit.
  - This unit is attached to the 932<sup>nd</sup> Airlift Wing (U.S. Air Force Reserves).
- 906<sup>th</sup> Air Refueling Wing, a Total Force Association KC-135 flying unit.
  - This unit is attached to the 126<sup>th</sup> Air Refueling Wing (Illinois Air National Guard).
- 375<sup>th</sup> Operations Support Squadron, which manages the Joint Use Agreement with Scott AFB/Mid-America-St. Louis Airport.
  - Military and civilian runways are connected via a shared taxiway. Flight operations are monitored by a single air traffic control tower with active-duty Airmen and civilians.

### 375<sup>th</sup> Communications Group

The 375<sup>th</sup> Communications Group, one of five such groups in the Air Force, operates and secures a cyberspace hub supporting systems and infrastructure for the DoD at over 200 sites around the world.

The 375<sup>th</sup> Communications Group also:

- Develops mission-specific software to enhance mobility operations
- Monitors and maintains joint command and control systems
- Manages resources valued in excess of \$2 billion

### 375<sup>th</sup> Mission Support Group

The 375<sup>th</sup> Mission Support Group provides base support services and is divided into five squadrons: 375<sup>th</sup> Security Forces Squadron, 375<sup>th</sup> Logistics Readiness Squadron, 375<sup>th</sup>

Contracting Squadron, 375<sup>th</sup> Civil Engineer Squadron, and the 375<sup>th</sup> Force Support Squadron. The 375<sup>th</sup> Force Support Squadron oversees the Scott Honor Guard, which provides military funeral honors in a six-state area—the second-largest coverage area in the Air Force.

### 375th Medical Group

The 375<sup>th</sup> Medical Group provides health care to more than 60,000 beneficiaries. It executes a unique military-civilian Family Medicine Residency, a one-year Advanced Education in General Dentistry Residence, and two-Phase II enlisted training programs in Medical Laboratory and Diagnostic Ultrasound. Its Medical Equipment Repair Center supports 38 DoD sites over a 12-state region.

## **Community Impact and Support Efforts**

### Education

Scott AFB's relationships with the surrounding schools is overall positive. The schools and the caliber of academic instruction they provide are of high quality. There is an open line of communication between school administrators, the base school liaison officer, and base leadership to discuss issues like the transfer of credits, advanced course offerings, and weighted credit. Our most recent meeting on September 2, 2020, focused on stress as it relates to COVID and virtual classes, and unique challenges military families face managing their schedules and their military responsibilities.

One potential improvement to consider is the structure of Illinois' Educational Opportunity for Military Children Act, which places the state's implementation of the Interstate Compact under the oversight of Illinois' P-20 Council. By moving management from under the P-20 Council to an appointment by the state governor of a compact commissioner from the State Council, there may be greater efficiencies in addressing the unique educational needs of Illinois' military-connected children.

Another opportunity for improvement is to modify the time requirement for the state's Prioritization for Urgency of Needs for Services. Military assignments generally range from two to four years. Under the current process, adult-aged military children with special needs are placed on waitlists for state services and often must relocate long before they are permitted to use these state resources. For military families with special needs children, the inability to access resources in a timely manner creates hardships and, in some cases, negatively impacts the careers of military spouses.

### Infrastructure Recapitalization and Modernization

Several major construction projects, in different phases of development and completion, currently provide or will provide significant direct and indirect economic impact to the greater St. Louis metropolitan region. These include:

- U.S. Transportation Command's Joint Operations Mission Planning Center - \$100 million
- Headquarters Air Mobility Command Renovation - \$137 million

- Conversion of the Huyser House [lodging] to a secure facility [SCIF] - \$6.5 million
- Expanded/Refurbished Consolidated Communications Facility - \$41 million
- Airfield Lighting Project - \$16.5 million
- Modular Swing Space Facility - \$20 million (includes 5-year lease)
- Conversion of Building 3189 to temporarily house the 618th AOC - \$7 million
- Renovation of Building P40 - \$3.1 million

### Airmen Growth and Development

From targeted professional development opportunities to training and talent management, there are many ways we continue to develop and grow our Airmen. Priority No. 1 is to prepare our Airmen not just for the mission of the day, but for the challenges they will face tomorrow and into the future. Equipping our Airmen, base personnel, and families with personal and professional development is essential toward achieving success across all other priorities. Key to their development is building the workforce/family, encouraging connectedness, practicing inclusivity, and celebrating diversity.

### Caring for Self, Family and Others

In addition to our responsibilities as a base, we focus on having and maintaining a high level of self-awareness to better understand our strengths and weaknesses before we can effectively support others. Equipped with self-awareness and a focus on self-care, we can then shift toward caring for one another, both at work and at home. We will find ways to bake caring and connectedness into our wing culture, and units strive to support activities and opportunities that bring us together. Additionally, service members and their families must have the support and resources they need to be able to adapt to the unique challenges of the military life, from frequent separations due to deployments to reassignments every two to four years.

### Battle Ready for the Fight Tonight

Being “Battle Ready” is about Comprehensive Airmen Fitness. Are you mentally, physically, socially, and spiritually fit? We continuously ask ourselves if we are organized, trained and equipped to head out the door tonight. Our nation is counting on us being “Battle Ready” and ensuring we can win our nation’s wars. We seek out, head-on, opportunities to improve our personal and professional readiness. Scott’s service members must be ready to go anywhere and at any time the nation calls. In 2019, Scott Air Force Base deployed more than 570 service members across the globe.

In February 2018, the military’s three service secretaries signed a letter to the National Governors Association highlighting two particular areas critical to military recruitment and retention: license reciprocity for military spouses and quality education for military children.

Illinois passed license reciprocity for educators in 2018 and, in 2019, passed legislation for expedited licensure for military spouses and service members to include Coast Guardsmen. The 2019 legislation also created a military liaison role within the Illinois



Department of Financial and Professional Regulation to provide military members and spouses with direct access to the department to navigate the administrative process. To continue to improve employment opportunities for military spouses, further measures for consideration may include full license reciprocity and participation in interstate professional compacts in career fields of high interest.

### Infrastructure Resiliency

Scott Air Force Base is 103 years old. The construction projects listed above help to address some of the base's aging and costly infrastructure by providing new, modern workspaces. Additionally, these construction projects will improve the base's vast communications and cyber networks by incorporating current technologies to meet today's environmental standards for construction.

In addition to the anticipated new construction, the 375<sup>th</sup> AMW is looking to the future to expand on further energy resilience projects and upgrades.

In March 2019, the base hosted its first Energy Day to discuss its importance in the base's ability to carry out its global military missions and to identify new opportunities to collaborate in preserving available energy resources. Representatives included: the Office of Energy Assurance, Air Mobility Command, Air Force Installation and Mission Support Center, St. Clair County and municipal leaders, research universities, and utility providers.

We continue to partner with the Office of Energy Assurance on technical analysis and search for available design and construction funding for additional redundant interconnect projects to power the base. Also, we are working on an energy savings performance contract to assist us in finding technologies to further conserve power across the installation, identify cost savings and finalize our installation energy plan. We continue to explore new areas where renewables can best serve the installation such as solar arrays and micro-gridding solutions. These discussions are ongoing, and the base continues to search for opportunities to enhance and fortify the base's energy capabilities and redundancy.

Over the years, and in partnership with many community partners, Scott AFB has researched, invested, and continues to improve conditions to prevent local flooding and better manage storm water. Partnering with St. Clair County, Heartlands Conservancy, and local municipalities, the 375<sup>th</sup> Air Mobility Wing signed a Memorandum of Understanding in 2019 to manage the development of the Lower Silver Creek Watershed Plan, which in part is designed to reduce flooding and mitigate flood damage.

On Aug. 12, 2020, 5.5 inches of rain fell in two hours on base, damaging personal vehicles, base homes, and numerous base facilities. Overall, 137 homes and roughly 50 base facilities were impacted by the heavy rainwater. This included Hangar 3 that houses C-21 aircraft maintenance, the flight training school, and Aircrew Flight Equipment offices and storage. Additionally, several key mission partner facilities and headquarters took on water in their lower floors (below ground), displacing several members of Team Scott. Additionally, county and state roads were severely flooded to the north and south of

the base, essentially cutting off one of our housing areas from the main base and preventing many from getting home.

Despite the level of water across the entire base and outside the gates, the flood waters receded quickly due to the work that has been done both on- and off-base over the years. Still, more needs to be done to mitigate this future threat. Over the next month, Team Scott will host a meeting with community partners to discuss the after-action findings of the flood. We will also identify areas—plus mitigation efforts—where the county and state should take action to prevent future flooding of Scott AFB, ensure roadways around the base remain open, and allow families to reach their homes safely.

## **Economic Impact**

As a Total Force and joint installation with nearly 13,000 service members and civil servants, Scott Air Force Base is the largest employer in southwestern Illinois and the seventh largest in the greater St. Louis metropolitan region. Scott AFB's economic impact to the region for FY19 was \$2.4 billion.

### Developing a culture of Innovation

Developing a culture of innovation is ripe for a high return on investment. In order to meet America's challenging and ever-evolving national defense requirements, the U.S. Armed Forces must continue to tap into the expertise, capabilities, brainpower, and enterprising spirit of its workforce. Today's security environment necessitates our uniformed service members and DoD civilians re-look at the way we do business by capitalizing on technology to identify ways not only to create efficiencies but also to generate greater lethality.

Elev-8 Scott, the innovation hub for the 375 AMW, helps grow and develop a culture that embraces and encourages innovation. They are currently implementing a multi-phased approach to this process that is being benchmarked across the Air Force as a model for others to follow, with numerous other Air Force innovation hubs seeking advice from our team. Elev-8 Scott has a small but capable makerspace/collaboration area used to incubate and scale Airmen's ideas, and it has been very successful at implementing large- and small-scale innovative solutions.

Elev-8 Scott partnered with the National Innovation Security Network to redesign an emergency oxygen bottle harness our Aeromedical Evacuation Squadrons require, which will increase the comfort and safety of medical technicians and patients. Current efforts are underway to partner with Air Force Research Labs JFWROX organization to scale the designs, as well as incorporate O2 sensors which will adaptively adjust the oxygen flow to the wearer. This system will increase the time the wearer can safely breathe during an emergency cabin depressurization.

Our team was awarded 3<sup>rd</sup> place and \$300,000 in an Air Force Installation and Mission Support Center innovation competition to research and develop an autonomous

mower concept. Once complete, these mowers will autonomously manage the airfield lawn maintenance during after-hours, which will reduce aircraft-bird airstrike hazards.

Elev-8 Scott also coached a design concept to recapture wind energy expended during aircraft engine testing by placing a wind tubing above the exhaust port of engine Air Force test cells. This concept is currently a finalist in Air Mobility Command's annual innovation completion and has support from multiple agencies across the Air Force.

Additionally, the 375<sup>th</sup> AMW is 'Driving a Culture of Innovation' by empowering every member to combine their professional skills with creativity to achieve the wing's missions and improve capabilities. In line with this effort, the installation is exploring the creation of a Midwest Center for Innovation and the Arts to house both a premier innovation hub and the U.S. Air Force's Band of Mid-America in a combined facility. Having the Center immediately outside the gates and easily accessible to the community and to Scott AFB personnel would not only create a new, base-community shared venue but may also lead to greater base-community collaboration on projects of mutual interest.

While the facility would provide the Air Force band a much-needed, safer, and modernized space to practice and operate, it would also provide a separate space for civilian and military members to meet (formally and informally), share ideas, problem solve, design solutions, build prototypes, and connect with mentors.

The collaboration between Scott AFB military members and civilians from local innovation hubs and academia institutions has limitless potential in the creation and advancement of new technologies, continuous process improvements both on and off base, education and certificate awarding options, increasing awareness and hands on experience with local K-12 schools, as well as the potential to create jobs and increase human capital for the region.

### **Acknowledgements**

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