



REGIONAL MILITARY

Regional Military and El Paso



REGIONAL MILITARY AND EL PASO

Table of Contents

EXECUTIVE SUMMARY

2

Defense Growth

3

Power Projection

3

Combined Resource Strength

3

A Partnership for Security and Prosperity

3

REGIONAL MILITARY OVERVIEW

4

Fort Bliss - America's Power Projection Platform

4

White Sands Missile Range

5

Holloman Air Force Base

6

MILITARY GROWTH AREAS

8

GROWTH FOR THE EL PASO METROPOLITAN AREA

10

El Paso Metropolitan Region Overview

10

A PROACTIVE PARTNERSHIP FOR SECURITY AND PROSPERITY

11

The Military & El Paso: A Partnership for Security and Prosperity

13

EXECUTIVE SUMMARY

The El Paso Chamber seeks to increase local employment and economic activity associated with the regional military complex anchored by Fort Bliss, Texas that includes White Sands Missile Range and Holloman Air Force Base. American business and the United States (US) military have a closely entwined relationship. Business drives productivity, wealth creation, and innovation; the taxes from business are used to fund public investments in the military; the military creates an increased demand for workers, advances in technology, and production. Together, business and the military form a virtuous circle.

In 2020, Fort Bliss alone contributed over \$24 billion into the regional economy, making the US Department of Defense (DoD) the largest economic driver in the region. When the DoD grows missions at Fort Bliss and the region's other installations, the regional economy benefits as well.

The Chamber has a strong relationship with Fort Bliss and other regional installations and is committed to creating more job opportunities for veterans, driving economic activity related to the military, and improving quality of life for service members. As an organization, our goal is to make the El Paso metropolitan region a post of choice, both inside and outside of the bases.



We believe El Paso must become more proactive in its support of our regional military presence. There are four key steps for ensuring that the El Paso region is a community of choice for service members and veterans.

1.

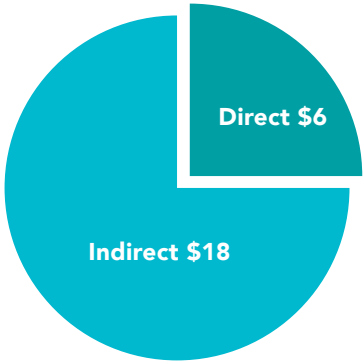
Create, support, and execute quality of life projects that enrich El Paso as a place to live, work, and play.
2.

Drive economic development, particularly through the growth of small and medium enterprises (SMEs) as part of a regional aerospace and defense supply chain.
3.

Develop and push those long-term strategic initiatives
4.

Ensure that there is an advocacy and communications structure in place to advance and measure the progress of strategic goals.

\$24 BILLION IN ECONOMIC IMPACT



DEFENSE GROWTH

United States military services are planning measured growth again. The US military is re-balancing its attention from its primary focus on the long war on terrorism to a broader mission set that includes preparing to defend US interests against global peer or near peer nations. This shift in strategy serves our regional military complex well, as its size is ideally suited to near peer training and operations. According to the DoD, the goal for Fort Bliss is to eventually house seven Brigades or as many as 28,000 soldiers.

POWER PROJECTION

As the United States continues to face new challenges around the world, having the ability to muster and deploy troops at a moment's notice and ensure their training remains the Army's number one priority. Towards this end, Fort Bliss serves as a crucial Power Projection Platform (PPP). Fort Bliss has over 1.12 million acres of land that provide extensive and unique training capabilities to prepare soldiers for deployment, conduct full theater combat operations, and synchronize critical service programs. Joint Task Force North, El Paso Intelligence Center, and Customs and Border Protection conduct activities critical to national security that cannot be replicated at any other installation.

COMBINED RESOURCE STRENGTH

In addition, Fort Bliss has access to resources unique to the DoD and all within a 50-mile radius. Resources such as the largest controlled airspace in the world, high-grade testing facilities, and an Air Force installation that facilitates joint exercises across the DoD. Fort Bliss boasts the largest mobilization and demobilization facilities that are complimented by Biggs Airfield, which provides the largest runway in the Department of the Army. The resources located at Fort Bliss and the many more resources that have yet to be fully employed have transformed the installation into the most valuable PPP for the Army.

A PARTNERSHIP FOR SECURITY AND PROSPERITY

The El Paso Chamber would like to see Fort Bliss on a growth trajectory commensurate with its growing national security value. We advocate for more missions and more missions of consequence. This means better, more cost-effective training for our military as well as more direct and indirect investment in the El Paso metropolitan area.



REGIONAL MILITARY OVERVIEW

FORT BLISS

Since 2005, the DoD has invested over \$6 billion in Fort Bliss. Fort Bliss is comprised of 1.12 million acres of land with over 965,000 acres dedicated and developed. The post is considered a premier asset to the nation. The installation's airspace is one of only two places the Army can perform high altitude training. The National Guard Bureau chose Fort Bliss as their primary mobilization location because of its strategic resources.

Fort Bliss also possesses the unique capability to fully deploy electronic warfare and jamming systems, which allow expeditionary signal battalions to conduct full theatre exercises. Due to its abundant training space, Fort Bliss provides the most realistic and effective testing grounds in the nation, providing the DoD the flexibility and space to fire all of the weapons in its arsenal.

In addition to DoD and Army activities, Fort Bliss hosts activities from other US government agencies because its landmass is contiguous with White Sands Missile Range WSMR.



Fort Bliss is composed of 1.12 million acres of land, with over 965,000 acres dedicated and developed



FORT BLISS IS HOME TO:

- US Army Forces Command units (FORSCOM)
 - 1st Armored Division
 - Portion of 32nd Army Air and Missile Defense Command (AAMDC)
 - 31st Combat Support Hospital
 - Military Police battalion
 - 5th Armor Brigade
 - Continental US Replacement Center (CRONUS)
- US Army Training and Doctrine Command (TRADOC)
 - Joint Modernization Command (JMC)
 - US Army Sergeants Major Academy (USAMA)
- US Army Network Command (NETCOM)
 - 106th Signal Brigade
- US Army Medical Command (MEDCOM)
 - William Beaumont Army Medical Center
- 407th Army Field Support Battalion
- Marine Corps Detachment
- Mountain Desert Civilian Personnel Advisory Center (DoD)
- US Northern Command's Joint Task Force North (DoD)
- DoD Brigades
 - Aviation Brigade
 - Fires Brigade
 - Sustainment Bridge Brigade

Fort Bliss also contains Biggs Army Airfield (Biggs AAF). Together with Fort Bliss's proximity to major rail lines, Biggs AAF provides an anchor for the Solider Resilience and Readiness Center, the US Army's premier mobilization center. Biggs AAF features the Army's longest runway, and its ramp space is unequalled. El Paso International Airport is located adjacent to Biggs AAF, and the two regularly share air traffic control tower coverage.

A geographically strategic location, abundant maneuver training land, and modern range facilities—as well as mobilization and transportation resources—make Fort Bliss the US Army's most important PPP.



Holloman Air Force Base is located adjacent to Alamogordo, New Mexico, continuous with and to the east of White Sands Missile Range

WHITE SANDS MISSILE RANGE

White Sands Missile Range (WSMR) is the DoD's largest, fully instrumented open-air range. It provides US armed forces, coalition partners, and defense technology innovators with the world's premiere research, development, test, and evaluation (RDT&E), experimentation, and training facilities to ensure our nation's defense readiness.

WSMR is comprised of 2.051 million acres of land and is contiguous with Fort Bliss to the south and Holloman Air Force Base to the east. When necessary, additional adjacent land is made temporarily available for test support; however, these call-up areas are not owned by the DoD. WSMR's airspace is controlled by the DoD from ground level all the way up to space.

Launch Complex 96 is a remote target launch facility located on Ft. Wingate near Gallup, New Mexico.

The facility includes administrative offices, a missile assembly building, a launch control shelter, and a launch pad with retractable environmental shroud. The launch site was designed to launch long-range, high-altitude targets to simulate more realistic, ballistic threat trajectories for intercept over WSMR.

The facility has been used since 1996 to launch single-stage STORM targets and two-stage Hera targets in support of the Terminal High Altitude Aerial Defense (THAAD) and Patriot missile development programs.

To support its test and training missions, WSMR offers diverse terrain, controlled airspace, and electromagnetic spectrum frequency management. Facilities include runways, tunnel complexes, urban environments, environmental test chambers, nuclear effects testing ranges, full range electro magnetic effects testing capability, and highly instrumented ground and air test ranges.

The WSMR Test Center capabilities are extraordinary and include artillery, missiles, unmanned systems, space systems, Naval weapons and sensors, US Air Force weapons and sensors, space and atmospheric science missions, distributed testing, GPS testing and jamming, countermeasures testing, materials testing, dynamic air and ground target support, deep penetration weapons and Counter - WMD testing, directed energy testing, and border security and search and rescue training support.

UNITS ASSIGNED TO WHITE SANDS MISSILE RANGE:

- WSMR Test Center
- Army Research Laboratory
- TRADOC Analysis Center
- Center for Countermeasures (DoD)
- Area Frequency Coordinator (DoD)
- Defense Threat Reduction Agency



PROJECTS & MISSIONS HOUSED AT WHITE SANDS MISSILE RANGE	DESCRIPTION
DIRECTORATES OF ARMY RESEARCH LABORATORIES	Computational and Information Sciences Directorate (CISD): Focuses on battlefield communications and networks, data fusion and knowledge management, battlespace weather and environmental effects, as well as computational science and engineering. Provides the Army with the necessary advances in information technology. Survivability & Lethality Analysis Directorate (SLAD): Develops and conducts vulnerability and lethality assessments of Army technologies and systems in order to provide recommendations and technical expertise to reduce and/or eliminate vulnerabilities and improve effectiveness.
HIGH ENERGY LASER SYSTEMS TEST FACILITY (HELSTF)	Operates the nation's most powerful laser in support of DoD laser research, development, test, and evaluation. HELSTF remains the only site capable of supporting a broad spectrum of directed energy technologies for the DoD, other government agencies, industry, and academia.
LAUNCH COMPLEX 96	Includes administrative offices, a missile assembly building, a launch control shelter, and a launch pad with retractable environmental shroud. Designed to launch long-range, high-altitude targets to simulate more realistic, ballistic threat trajectories for intercept over WSMR. Since 1996, used to launch single-stage STORM targets and two-stage Hera targets in support of the Terminal High Altitude Aerial Defense (THAAD) and Patriot missile development programs.
NASA'S JOHNSON SPACE CENTER WHITE SANDS TEST FACILITY	Tests and analyzes potentially hazardous materials, components and systems (including composite pressure systems), Critical Systems and Materials Flight Acceptance testing, hyper-velocity impacts, oxygen systems, propellants and aerospace fluids, and propulsion systems. The NASA Launch Abort Flight Test Complex for Orion, as well as a NASA ground station, are also on the installation.
NATIONAL GEOSPATIAL INTELLIGENCE AGENCY	Provides astro-geodetic deflections, geoid heights, gravity values, precise distances, true azimuths, astronomic positions, as well as azimuths and geodetic control to accuracies of one part per million. Increased accuracies are achieved using state-of-the-art equipment and techniques to precisely locate the impact points of missile components and other test debris for flight safety, recovery, and post-test analysis.
NAVAL SURFACE WARFARE CENTER, PORT HUENEME DIVISION & WHITE SANDS DETACHMENT	Responsible for Navy land-based weapons system testing, directed energy weapons testing, and research rocket launch support.
US AIRFORCE'S 46TH TEST GROUP	Responsible for test and evaluation of GPS, user equipment and integrated GPS-based guidance and navigation systems. And operation of the National Radar Cross Section (RCS) Test Facility (NRTF), the premier DoD facility for RCS testing.
WHITE SANDS MISSILE RANGE TEST CENTER	The WSMR Test Center's capabilities include artillery, missiles, unmanned systems, space systems, Naval weapons and sensors, US Air Force weapons and sensors, space and atmospheric science missions, distributed testing, GPS testing and jamming, countermeasures testing, materials testing, dynamic air and ground target support, deep penetration weapons and counter-WMD testing, directed energy testing, border security, and search and rescue training support.
WHITE SANDS MISSILE RANGE TRADOC ANALYSIS CENTER	Creates and maintains scenarios that underpin Army concepts and requirements. Develops, configuration matches, and applies verified and validates models and simulations. Researches, develops, and shares analytic methods and modeling. Part of the Federal Laboratory for Technology Transfer.

HOLLOMAN AIR FORCE BASE

Holloman Air Force Base is located adjacent to Alamogordo, NM, contiguous and to the east of WSMR. The base is comprised of 59.6 thousand acres and has a wide mission set that includes training, test, logistics support, and operational units. It is an Air Combat Command affiliated base.

The 49th Wing is the host unit responsible for training Remote Piloted Aircraft (RPA) operators and maintainers as well as providing combat-ready and mission support-ready RPA assets to combatant commanders. The 49th Wing is assigned to the 12th Air Force.

The 54th Fighter Group trains F-16 pilots and ground personnel. Three operation fighter squadrons and three support squadrons are assigned to the Group.



The 96th Test Group supports Air Force operations on White Sands Missile Range and also operates the Holloman High Speed Test Track, the world's longest (50,188 feet - almost 10 miles/16 km) and fastest (approaching 10,000 feet per second (3,050 m/s, Mach 9) rocket sled test track.

The Air Force maintains Air Transportable Medical Clinic and BEAR (Base Expeditionary Airfield Resources) Base assets at Holloman and deploys them globally from the base.

The 4th Space Control Squadron provides-combat space superiority effects to Combatant Commanders. Under Air Force Materiel Command, the Air Force Research Laboratory balloon operations branch conducts approx. 10 balloon systems tests each year. Holloman Solar Observatory is Detachment 4 of the Air Force Weather Agency (AFWA). The observatory was established April 1, 1977 and is the lead observatory in the Air Force's worldwide Solar Electro-Optical Network.

The base previously supported coalition training for partners from Germany.





MILITARY GROWTH AREAS

The DoD will continue to evolve over time in response to threats to national security and new technologies. Less effective capabilities will be shed to make room for more effective capabilities. While it is difficult to accurately predict the future, one constant we can depend upon is 'change.' National politics have a large influence on defense - related investment decisions and spending levels.

The enemy gets a vote; adversaries are likely to closely study our capabilities, look for weaknesses or vulnerabilities, and seek to exploit those. The advance of knowledge will allow us to adapt emerging technologies to defense applications.

In 2018 the Army articulated six modernization priorities. The regional military complex is well - positioned to support RDTE efforts on five of

the six priorities: long - range precision fires; air and missile defense; Future Vertical Lift; Assured Position Navigation and Timing (PNT); and Command and Control networks (C2).

The complex will allow instrumented testing of extended range artillery systems and air and missile defense systems. Resident test capability is eminently equipped and qualified to assess Assured PNT technologies. NIE related activities already demonstrated the capability to test and assess network technologies at operationally relevant distances in open air. The NRCS and countermeasures capabilities are relevant for Future Vertical Lift testing.

We need to take care in our targeted pursuits to avoid chasing the latest fad or shiny object. We should try to concentrate our efforts on more enduring trends that are less likely to be negatively impacted by changes in administration, adversary initiatives, or scientific hype.



Cyber Warfare

Historically, warfare has focused on disrupting lines of communication and impacting commerce. Today, we live in a hyper connected world and have become reliant on digital technology. Almost everything soldiers, Marines, sailors, airmen, and the Coast Guard use contains software or requires software to be manufactured. This situation is unlikely to change any time soon. The nation has a challenge manufacturing trusted micro-electronics for use in military equipment.

Software is vulnerable to corruption. Cyberattacks against critical infrastructures and information networks might permit antagonists to impose costs directly on rivals from a distance, bypassing superior enemy military forces. Electronic Warfare (EW) is a subset of Cyber Warfare, and US forces will need to train in a complex EW environment.

Urban Warfare

The US Military will require a capability to operate on the fringe of or in densely populated 'megacities' (urban areas the blend into one another and have more than 10 million inhabitants). In 2015, 27 regions worldwide fit the definition of megacity. Projections by the National Intelligence Council suggest that over the next fifteen years, urban growth will result in increase of at least twelve more megacities, many of which are expected to be located in Africa and Asia. According to forecasts, by 2030 there will be 662 cities around the world with at least one million inhabitants (compared to 512 today), and 60% of the world's population will live in cities. The potential for operations in dense urban areas will rise correspondingly.

Joint Combined Arms Maneuver Warfare

While the US has been largely focused on a counterinsurgency fight in Afghanistan, Iraq, and Syria, the Russian incursion into Ukraine and their annexation of Crimea highlighted the need to rebuild and improve our combined arms maneuver capabilities. The 1st Armored Division and its associated Brigade Combat Teams, along with other supporting brigades, were designed for this mission.

Considering the combined arms and air defense capabilities, combat aviation brigade assets, US Airforce Remotely Piloted Aircraft, F-16 assets, land available for maneuvers, and DoD controlled airspace located on Fort Bliss, WSMR, and Holloman, our regional military complex offers unparalleled opportunities. These include the opportunity to train in a complex environment as well develop new doctrines, tactics, techniques, and procedures related to airspace integration and de-confliction. This combination of assets also makes the complex an ideal place to evaluate the integration of new technologies and systems into the existing force structure.

Future Growth Areas

Looking farther into the future we should consider pursuing areas where there is broad agreement on trends. DoD and the Intelligence Community periodically publish assessments and recommendations on investment areas.

The United States Intelligence Community's 2017 assessment of threats to US national security identifies the following emerging and disruptive technologies: Artificial Intelligence, Genome Editing, Internet of Things, and Next Generation Semi-Conductors.



The advance of knowledge will allow us to adapt emerging technologies to defense applications.



GROWTH FOR THE EL PASO METROPOLITAN AREA

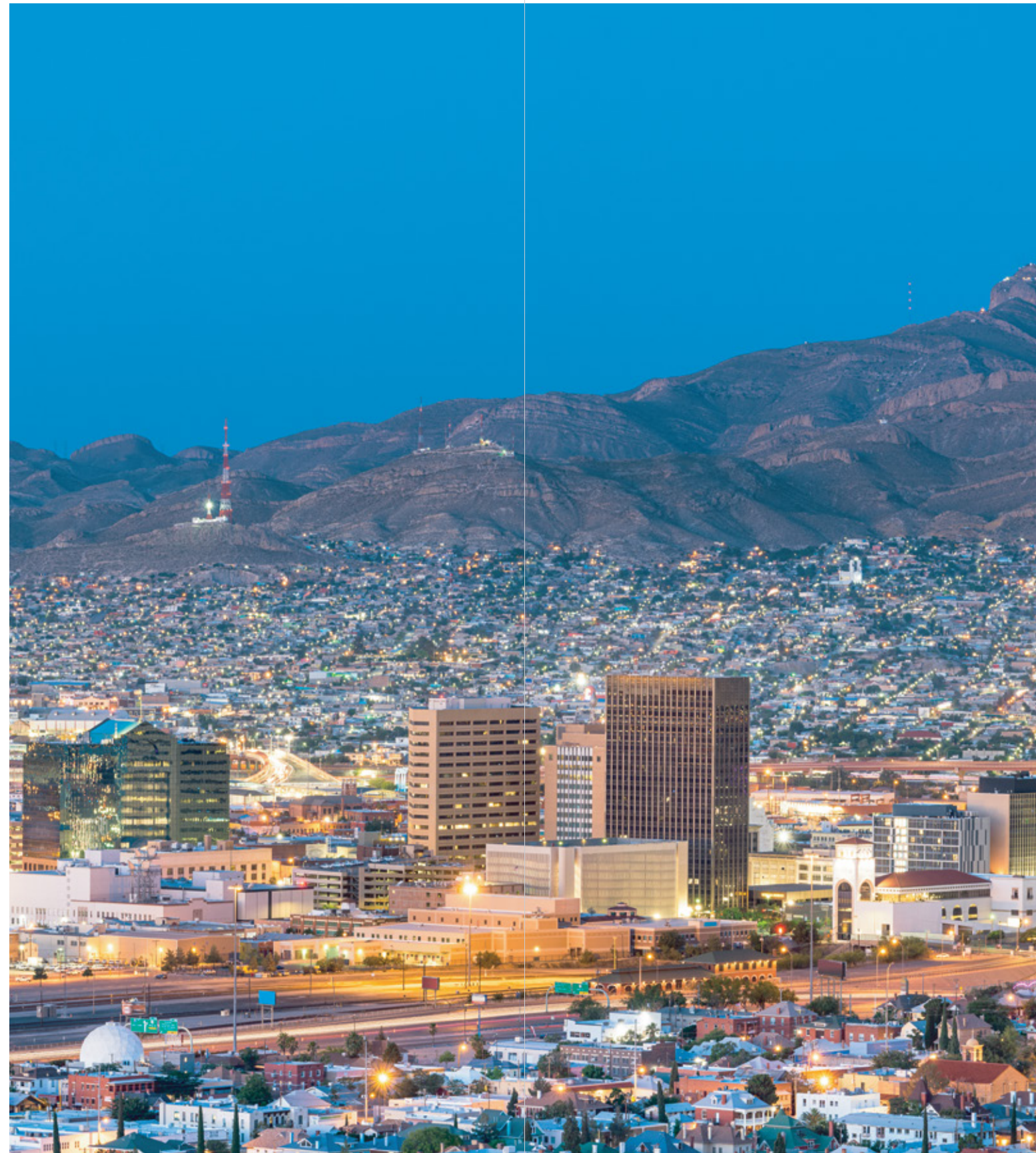
EL PASO METROPOLITAN REGION OVERVIEW

El Paso is the 22nd largest city in the United States. El Paso is a dynamic growing inland port city that sits on North America's oldest and most used trade and commerce routes. Together with Ciudad Juárez, it ranks among the largest manufacturing centers in North America. In terms of transportation, El Paso features an international airport, interstate highways, and rail lines. Located on the border with our largest trading partner and the world's 15th largest economy, it is a gateway to the Americas for Mexican and global trade. Interstate 10 provides the only year-round all-weather major freight route crossing across the Rocky Mountains, and connection the US's East and West Coasts. Interstate 10 also connects El Paso with seaports in San Diego and Corpus Christie.

The Union Pacific main line traverses the city and a BNSF rail line provides connectivity to the Central United States. Major fiber optic communications transmission lines cross through El Paso as well. The citizens of El Paso are among the youngest, on average, in the US and are well educated and hardworking.

The City's quality of life is outstanding. Homes and restaurants are affordable. Theaters, museums, entertainment, outdoor sports and our professional soccer and baseball teams are just some examples of all there is to do and see.

El Paso is committed to our regional military and is very focused on how to grow the DoD's presence in our region. To help determine where to stay and invest, the DoD uses several criteria in which we think El Paso and the region are especially strong:



Workforce Availability Competitive labor rates and jobs for transitioning service members and their spouses
Education Center Great schools for service members, their spouses, and their children
Exceptional quality of life for our troops and their families
Transportation Center

All these areas are targeted, aerospace/defense-related investment, especially as it pertains to supplier development for Small and Medium Enterprises (SMEs).

Considered collectively, our three contiguous military installations and their associated controlled airspace have a higher military value than they would have if considered individually.

While there are other examples of joint installations around the US, like the Joint Base McChord/Fort Lewis, none have the size of maneuver area, DoD controlled airspace, DoD controlled electromagnetic spectrum use, and diversity of assigned missions that the El Paso region has. Our regional military complex features operational training, research, testing, logistics support, medical, and mobilization missions. All have associated opportunities for contractors in our targeted growth areas.

A PROACTIVE PARTNERSHIP FOR SECURITY AND PROSPERITY

The El Paso Chamber, through its Military and Veterans Affairs Committee (MVAC), has developed a strategic plan that ensures the Chamber continues to serve as a partner and facilitator for both Fort Bliss and El Paso. The Chamber is aware that base realignment and closure is an ever-present concern, and we want to ensure that the Chamber and El Paso work together to promote Fort Bliss, WSMR, and Holloman Air Force Base to the DoD, the Army, Congress, the Texas State legislature, and our local government.

The Chamber will continue to enhance and refine its strategic efforts to ensure that El Paso business and Fort Bliss have a robust and sustained advocate for growth.



CONNECTING

The El Paso Chamber supports and continues to facilitate economic investment in the city, recognizing this is fundamental for Fort Bliss's growth. Our efforts to connect business with post-related ventures remains strong as do our efforts to champion specific projects and collaborations. The El Paso community has invested approximately \$6.8 billion over the last fifteen years, and many of these projects directly and indirectly affect the military presence here:

- \$1.5 billion in local school bonds and expanded educational opportunities
- \$1.5 billion in healthcare expansion
- \$700 million in quality of life projects
- \$2 billion in transportation and infrastructure
- Expansion of housing (nearly 15,000 single family homes and 8,000 apartment units)

The Chamber maintains regular channels of communication with the military community through its monthly MVAC meetings as well as its annual State of the Military conference. Members of MVAC include military liaisons, leaders from local government, regional chambers, and the business community. The monthly committee meetings offer a forum for business, government, and the military to discuss collaboration and new ideas. Though the State of the Military happens only once a year, it is an important opportunity for the Fort Bliss Commanding General to update the El Paso community directly. The State of the Military is routinely attended by 500+ El Paso business representatives and government leaders and sets the tone for a broader perspective of work.

COACHING

The Chamber's strategy and workplan for 2021 puts special emphasis on the area of job readiness for service members and their families. In 2020, we inventoried regional entities in the area of job readiness. This effort identified almost 30 entities and permitted us to clearly



enumerate who these groups are and what they do. In 2021, we have made these groups freely available on our website and will continue to build information out about how best to leverage this resource.

In addition, the Chamber provides online and in-person coaching on business, including service member owned businesses. In 2021, we will continue to augment these efforts with additional mentoring and funding.

ADVOCATING

The Chamber has the most robust, flexible, non-governmental advocacy strategy team in El Paso. The Chamber regularly visits Austin, TX and Washington, D.C. as well as other key cities. Each of these trips always has a focus on advocating for support for Fort Bliss, WSMR, and Holloman. We also advocate for adjacent issues like transportation, which impacts our regional military footprint.

The Chamber is keeping close ties to the leadership at the major service command level within service headquarters and within the Combatant Commands, Joint Staff, and DoD. The Chamber has a strong, engaged relationship with all federal, state, and local elected officials in the El Paso and Southern New Mexico region.

Our advocacy strategy is predicated on educating elected officials on the needs of the post as well as working with newly elected officials to contextualize the relationship between our military and the business community.

We have also hired a lobbyist that is reaching Austin, TX and Washington, D.C. and who we manage in conjunction with the City of El Paso. Our support in Washington ensures that our voice is heard in all areas of public policy. In addition to our advocacy support, we have outstanding relationships with the US Chamber of Commerce and with key think tanks like the American Enterprise Institute and the Woodrow Wilson Center's Mexican Institute.



In 2021, we are focusing on developing and expanding Service Agreements between local governments and our military. These types of agreements demonstrate a strong local commitment to the military and supporting local business.

INNOVATION

The Chamber believes that new projects and enhancement of the community serve the citizens of El Paso as well as the personnel at Fort Bliss. Additions of innovative and diverse quality of life projects, like the Multi-Purpose Arena or the Children's Museum, are crucial to all El Paso groups but are also relevant to the DoD's criteria for growing their presence in a given region.

The Chamber is a steadfast champion of these enhancements and the growth of new projects. The Chamber continues to work with and encourages support of existing quality of life elements such as the El Paso Chihuahuas Baseball team, the Locomotive Soccer team, Top Golf, Dave and Buster's, the Alamo Drafthouse as well as the City's History, Art, and soon to be open Children's Museum.

This year we are also creating a mobile app for our troops to be able to easily search for all the outstanding quality of life opportunities in El Paso. This app is being refined just for our service members, putting all El Paso has to offer in the palm of your hand. The app will also permit us to push announcements on jobs and education.

THE MILITARY & EL PASO: A PARTNERSHIP FOR SECURITY AND PROSPERITY

The Chamber's purpose is to transform business and improve lives in the El Paso metropolitan region. We continue to connect, coach, advocate, and innovate on behalf of its members, the El Paso community, and Fort Bliss. The development of strategy and planning in this area requires staff, staff development, and a constantly evolving base of knowledge. Leadership and financial support from our local businesses has set the foundation for excellence. To continue this important work, we need continued support to ensure that our regional military footprint remains strong and growing. Join us and help us make a difference.





EL PASO
CHAMBER

Visit elpaso.org
EPC © 2021 All rights reserved.