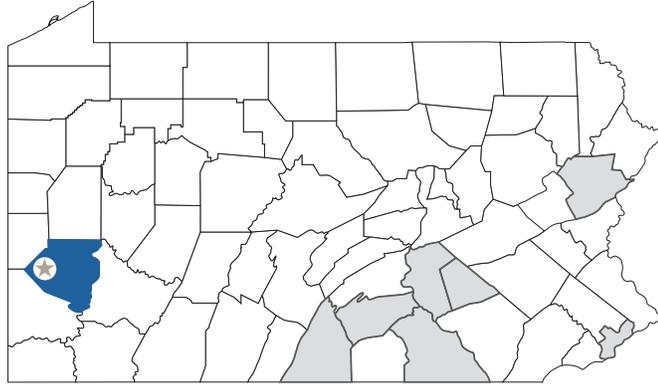


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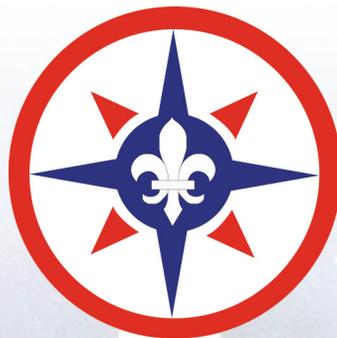
**PENNSYLVANIA MILITARY INSTALLATIONS // IMPACTS**

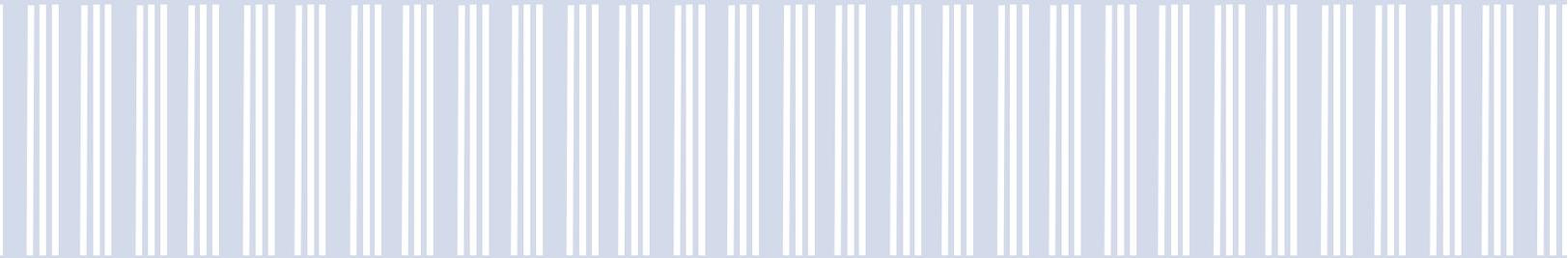
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**316<sup>TH</sup> SUSTAINMENT  
COMMAND (EXPEDITIONARY)**

**CORAOPOLIS, ALLEGHENY COUNTY / ARMY RESERVE**





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**June 2018**

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## 316<sup>TH</sup> SUSTAINMENT COMMAND (EXPEDITIONARY)

This report is part of the Pennsylvania Military Community Enhancement Commission-sponsored study of the economic impacts of Pennsylvania's military and defense installations. The aim of the project is to aid the Commission and the Commonwealth of Pennsylvania in understanding the economic and strategic value of its major military installations regionally and nationally, as well as their ties to surrounding communities and Pennsylvania industry.

### INTRODUCTION

**T**he 316<sup>TH</sup> Sustainment Command (Expeditionary) is located at the McGarity Army Reserve Center in Coraopolis, Pennsylvania. The 316th is a Headquarters (HQ) element that crosses multiple states and specializes in logistics support to the warfighter. It has mission command of Army Reserve sustainment logistics units across nine states, from Maine to Pennsylvania. The command describes itself as “the U.S. Army’s first transformation-era modular ESC [Expeditionary Sustainment Command] unit,” responsible for providing command and control of sustainment units for theater commanders. The 316th has mobilized on a regular basis with deployments to Iraq and Kuwait in 2007–08, 2012–13 and 2016–17.<sup>1</sup>

The 316th Sustainment Command “plans, coordinates, synchronizes, monitors and controls operational-level sustainment operations for the Army

service component commander, joint task force or joint force headquarters.”<sup>2</sup> In 2016, 72 full-time staff worked at the McGarity Army Reserve Center. These full-time personnel include a mix of active duty, Active Guard Reserve, and civilian technicians in addition to selected reserve members on other types of active duty orders.<sup>3</sup> Civilian technicians are dual status personnel who are both federal civilian employees and reservists in the same billets. In addition, over 267 selected reserve soldiers (or “traditional reservists”) are assigned to units that are located at McGarity Army Reserve Center. ★

#### STATESIDE MISSION:

To provide mission command of Army Reserve combat service support units (logistics).



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## BACKGROUND & HISTORY

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The McGarity Army Reserve Center opened in October 2001 when the 99th Readiness Division (RD) relocated from the Charles E. Kelly support facility in Oakdale, Pennsylvania. At the time, the 99th RD was a two star command providing support for reserve units across 13 states in the northeastern U.S. The \$30 million McGarity Army Reserve Center was constructed in close proximity to the Pittsburgh International Airport and both the 171st Refueling Wing of the Pennsylvania Air National Guard and the 911th Airlift Wing of the Air Force Reserve.

The 2005 Base Realignment and Closure (BRAC) Commission Report recommended disestablishing the 99th RD, then located at Coraopolis, and consolidating reserve support functions at a new 99th RD at Joint Base McGuire-Dix-Lakehurst in New Jersey. In 2006, the McGarity Army Reserve Center in Coraopolis was designated as the headquarters location for the newly formed 316th Sustainment Command. Also resulting from the 2005 BRAC round, the Charles E. Kelly Support Facility in Oakdale, Pennsylvania, was closed.

*Soldiers from the 316th Expeditionary Sustainment Command prepare their vehicles for a convoy mission. Convoy missions provide essential military supplies for soldiers on the battlefield.*

*Photo courtesy of U.S. Army Reserve*

Army Reserve units remaining in Oakdale were relocated to the McGarity Army Reserve Center and the former support facility was sold by the General Services Administration in 2014. Branches of the Department of Defense (DoD) Commissary System and Army-Air Force Exchange System (AAFES) remained in Oakdale until relocated to Coraopolis, adjacent to the McGarity Army Reserve Center, and celebrated grand openings in 2014.

Currently, the HQ function of the 316th performs mission command and administrative support for over 89 subordinate units located at Army Reserve facilities in nine northeastern states. The 316th is a subordinate unit of the 377th Theater Sustainment Command, which oversees Army Reserve Combat Service Support units across 35 eastern states. Administrative support for the 316th is provided by the new 99th RD in New Jersey. In addition, the McGarity Army Reserve Center in Coraopolis supports staff and operations of the 99th RD, providing service to regional Army Reserve units.



## ECONOMIC IMPACT

This analysis is specific to the impact of the 316th Sustainment Command HQ and assigned units located in Coraopolis. Not included is the impact of subordinate units of the 316th located elsewhere, which includes locations both inside and outside of Pennsylvania. Also excluded are other units or facilities of the Army Reserve, or Army National Guard located elsewhere in Pennsylvania. These other facilities may or may not be impacted by the location of the 316th Sustainment Command HQ in Coraopolis. The activity of the commissary and the exchange were included in the economic impact results presented here.

The IMPLAN model was used to estimate the total economic impact of the 316th HQ element within Pennsylvania. The IMPLAN model estimates the direct, indirect, and induced impacts that accrue within Pennsylvania because of activity generated by the 316th in Coraopolis. Direct impacts are the employment and spending associated with the 316th itself, while indirect impacts, sometimes called intermediate

impacts, are generated by the supply chain requirements and linkages of the activity being analyzed. Induced economic impacts derive from the spending patterns of employees and service members. Staff of the 316th provided economic data for the 2015–16 federal fiscal year; results reflect economic impact over that period. Adjustments were made to account for employment and commuting patterns of both full-time staff in Coraopolis and assigned drilling reservists.

Table 1 is a summary of economic impacts for the 316th Sustainment Command broken down by direct, indirect, and induced sources.

- Overall, the 316th HQ generated 271 (full-time equivalent) jobs and \$51 million in overall economic output. These jobs produce over \$19 million in labor income annually within Pennsylvania.
- The 316th HQ generated an estimated \$39 million in Gross Regional Product (GRP), or value added production, to the economy of Pennsylvania.

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TABLE 1

### ECONOMIC IMPACT SUMMARY – 316th SUSTAINMENT COMMAND (HQ), CORAOPOLIS, PA

IMPACT TYPE	EMPLOYMENT	LABOR INCOME	VALUE ADDED	OUTPUT
<b>Direct Effect</b>	126*	\$ 11,220,864	\$ 26,696,539	\$ 28,993,473
<b>Indirect Effect</b>	65	\$ 4,023,295	\$ 5,799,554	\$ 10,713,304
<b>Induced Effect</b>	80	\$ 4,163,189	\$ 7,000,698	\$ 11,624,960
<b>Total Effect</b>	271	\$ 19,407,348	\$ 39,496,791	\$ 51,331,739

\*Represents full-time equivalent employment including civilian employees and active duty service members, and an adjustment for the part-time service of traditional reservists/Guard members. Source: University of Pittsburgh Center for Social and Urban Research, 2018

**TABLE 2**

**TOP 10 INDUSTRIES AFFECTED – 316th SUSTAINMENT COMMAND (HQ), CORAOPOLIS, PA**

SECTOR	DESCRIPTION	EMPLOYMENT	LABOR INCOME	VALUE ADDED	OUTPUT
536	<b>Federal government, military</b>	55	\$ 6,843,514	\$ 20,178,948	\$ 20,178,950
400	<b>Retail - Food and beverage stores</b>	46	\$ 2,359,512	\$ 3,115,046	\$ 4,756,943
535	<b>Federal government, non-military</b>	28	\$ 2,860,000	\$ 4,263,408	\$ 4,263,408
62	<b>Maintenance and repair construction of nonresidential structures</b>	22	\$ 1,311,603	\$ 1,631,397	\$ 3,512,845
473	<b>Junior colleges, colleges, universities, professional schools</b>	11	\$ 706,449	\$ 789,321	\$ 1,261,709
463	<b>Facilities support services</b>	7	\$ 298,529	\$ 491,560	\$ 1,096,744
482	<b>Hospitals</b>	6	\$ 447,058	\$ 494,741	\$ 862,688
440	<b>Real estate</b>	6	\$ 152,038	\$ 1,057,740	\$ 1,349,577
501	<b>Full-service restaurants</b>	5	\$ 113,021	\$ 126,995	\$ 245,361
502	<b>Limited-service restaurants</b>	4	\$ 78,594	\$ 193,877	\$ 336,827

*Sector reflects IMPLAN industry category*

*Source: University of Pittsburgh Center for Social and Urban Research, 2018*

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The direct, indirect and induced economic impacts are spread across industries. Table 2 highlights the top 10 industries impacted by activity at the 316th, as estimated by the IMPLAN model.

As Table 2 shows, in addition to the federal government and retail sectors, significant impacts are generated within the educational sector. This is a result of tuition assistance and post-9/11 GI Bill benefits used by many currently serving active duty and reserve soldiers. Educational expenditures are generally presumed to be beyond the normal consumption pattern of a typ-

ical workforce and have been included as distinct inputs in this analysis. Thus, the 316th HQ has a significant economic impact on local educational institutions, primarily institutions of higher education. Such induced impacts within the educational sector are both unusual and highly desirable.

Additional impact due to the mobilization of traditional reservists is not directly included in this analysis. For many decades, reservists were deployed on an irregular basis. Today, they are a core part of America's overseas military presence. The Army Reserve has

maintained a high operations tempo since September 2001, resulting in the mobilization of most serving traditional reservists to active duty on a recurring cycle. During these deployments, families and dependents of mobilized reservists remain in place and continue to spend money in the local economy. The spending of this active duty income within Pennsylvania during those periods of mobilization generates additional in-

duced economic impacts. The 316th has been mobilized in a recurring cycle over the last decade with overseas deployments to Iraq and Kuwait in 2007–08, 2012–13 and again in 2016–17. When traditional reservists are mobilized — either as individuals or as unit-scale mobilizations — the economic impact of spending by Pennsylvania-resident dependents are in addition to the impacts quantified here. ★

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## COMPETITIVE ASSESSMENT

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**T**he sections that follow originate from an analysis of strengths, weaknesses, opportunities, and threats (SWOT) at the 316th. Strengths and weaknesses include attributes, assets, or factors that are internal to the installation. Threats are external factors that are harmful to, or create vulnerabilities for, the installation. Opportunities offer ways to mitigate threats and weaknesses and/or reinforce and expand on the installation's strengths. The SWOT analysis is summarized in Table 3 and aspects of the analysis are described throughout the following sections.

The 316th Sustainment Command (Expeditionary) benefits from updated facilities and an advantageous location. The McGarity facility was constructed at a cost of \$30 million and opened in October 2001 upon the relocation of the 99th RD from Oakdale, Pennsylvania. The current facilities in Coraopolis are some of the most modern Army Reserve facilities in Western Pennsylvania. In addition to providing space for the HQ elements of the 316th ESC, the facilities include staff and operations of the 99th RD providing support to regional Army Reserve units.

One such facility provides simulation training for small arms weapons systems. Further, a new fence will soon run the perimeter of the installation, which will improve security and reduce thru-traffic. Currently, the 316th is not a limited access installation and the public can freely enter or drive through.

The 316th is ideally located within the Pittsburgh metropolitan area. With 2.3 million people, the Pittsburgh region is the nation's 23rd largest metropolitan area and the 316th is currently the largest Army unit in the region, a region without any other operating forces of the U.S. Army. Unit leadership reports that there are minimal recruiting shortfalls in Western Pennsylvania.

Located in close proximity to the Pittsburgh International Airport, the 316th and the McGarity facility is well positioned for collaborative efforts with both the 911th Airlift Wing of the Air Force Reserve and the 171st Refueling Wing of the Pennsylvania Air National Guard. All three units — along with the Navy Operational Support Center — are collocated with, or adjacent to, the airport. Given this proximity, these units are well suited to support joint missions, including

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TABLE 3

**SWOT THEMES** – 316th SUSTAINMENT COMMAND (HQ), CORAOPOLIS, PA

**STRENGTHS**

- Updated Facilities
- Advantageous Location

**WEAKNESSES**

- Force Protection
- Small Footprint

**OPPORTUNITIES**

- Expansion of Training Capabilities and Units
- Nearby Partnership Opportunities

**THREATS**

- Minimal Threat of Additional Army Reserve Reorganization
- Competition for Limited MILCON Funding

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designated national security events in Western Pennsylvania or elsewhere. National security events are major federal government or public policy events that are considered nationally significant and may be designated by the President or his representative — the Secretary of Defense for Homeland Security.<sup>4</sup> National security events, such as the 2009 G-20 Summit hosted in Pittsburgh, can require interagency and joint efforts across military services. Combined with the transportation access available at the airport, the joint military assets located in Pittsburgh can be made readily available to other regions on short notice.

Though HQ elements of the 316th have a relatively small footprint, the space available at the

McGarity site benefits Army Reserve units across Pennsylvania. The 316th HQ is the only Army Equipment Concentration Site in Southwestern Pennsylvania. Equipment Concentration Sites provide an important service of storing and maintaining excess equipment. Beyond Pittsburgh, the nearest Equipment Concentration Sites are located at Conneaut Lake — about 80 miles north of Pittsburgh and Fort Indiantown Gap — nearly 250 miles to the east. In 2017, the 99th RD created a new Maintenance Sustainment and Readiness Program at Equipment Concentration Sites to enhance training opportunities and capabilities of assigned soldiers. ⚙

*The Tech. Sgt. Vernon McGarity U.S. Army Reserve Center, which houses the headquarters for the 316th Sustainment Command (Expeditionary).*

*Photo by Sabina Deitrick*



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## 316th & THE PITTSBURGH REGION

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**T**he 316th Sustainment Command engages with its surrounding community in a variety of ways. Events and outreach programs ensure regular interaction with veterans, retirees, and survivors. Those include parades, Veterans Day events, and an annual Armed Forces Day event that brings veterans organizations, families of 316th personnel, and the public onto the installation. Outreach takes a number of forms: veteran services, such as funerals; a survivor outreach service; and the Private-Public Partnership Office (P30) that works with surrounding communities and employers to assist soldiers (all services) with finding employment.

The 316th, along with the other major military installations in the Pittsburgh region, have benefited from sustained and long-term support by community leaders, especially the Military Affairs Council of Western Pennsylvania (MACWPA), the Local Defense Group partner of the Pennsylvania Military Community Enhancement Commission. MACWPA was founded in 1995 and was a strong force behind the retention of the Pittsburgh branches of the DoD commissary and AAFES Exchange, both of which operated at the Kelly Support Center in Oakdale. These facilities were slated for permanent closure when the Kelly Support Facility was closed, as recommended in the 2005 BRAC round.

Though initially set to close in 2009, the commissary and exchange remained open until 2011. The Pittsburgh region had an estimated 170,000 active duty, guard, reserve, retired and military personnel in the region, but there were no immediate plans for

opening a new commissary in the Pittsburgh region. In 2009, DoD announced final approval to construct a new commissary and exchange for Southwestern Pennsylvania, which opened in 2014. The project was coordinated through local governments and economic development agencies, which contributed funding and support. The commissary and exchange are located adjacent to the McGarity Army Reserve Center in Moon Township and, more than just a place to shop, it provides community integration opportunities with veterans/retired members.

MACWPA and other organizations tried to coordinate assets of the 316th, 911th, and 171st to form the basis of a potential new Regional Joint Readiness Center, a concept that arose from the 2005 BRAC process.<sup>5</sup> The center would provide military-civilian operations, homeland security, and community-based medical support to the DoD and the Department of Homeland Security National Incident Management Plan and the National Response Plan.<sup>6</sup> During the 2005–06 period, MACWPA sponsored the Joint Readiness Center Task Force, a public-private partnership that included a number of Western Pennsylvania organizations, universities, and government agencies. The task force began to develop the concept and identify the activities and functions of the Joint Readiness Center for the DoD and Department of Homeland Security. Despite strength in organizing and community support for the task force, the Joint Readiness Center was not funded. The Pittsburgh International Airport continues to maintain land for the center. ★

Army Reserve Soldiers from the 316th Expeditionary Sustainment Command conduct base defense drills during a simulated attack.

Photo courtesy of U.S. Army Reserve



## LOOKING FORWARD

The 316th Sustainment Command HQ would benefit from expanding its training capabilities and taking full advantage of partnership opportunities stemming from proximity to nearby military assets and the airport.

- The 316th has the capacity to expand its training capabilities and the number of units that it houses. Although the 316th HQ faces competition for MILCON funds, its leadership continues to look for ways to purchase new property.
- The 316th is strategically located near the 911th Airlift Wing, the 171st Air Refueling Wing, and the Pittsburgh Inter-

national Airport. Their combined capacities for airlift, refueling, logistics support, and aircraft landing and storage make for a critical mass of backup and support assets in Western Pennsylvania. Working with these partners, the 316th could capitalize on its strengths as a logistics command to realize joint efforts such as the Regional Joint Readiness Center.

- MACWPA can continue to engage stakeholders, elected officials, and regional organizations to speak in one voice for the installations in Western Pennsylvania, as well as reach out to Pennsylvania's Congressional delegation and others about the value and strength of these installations. ☆

### Notes

<sup>1</sup> "About Us," U.S. Army Reserve Official Website, accessed January 12, 2018, [usar.army.mil/Commands/OperationalFunctional/377thTSC.aspx](http://usar.army.mil/Commands/OperationalFunctional/377thTSC.aspx)

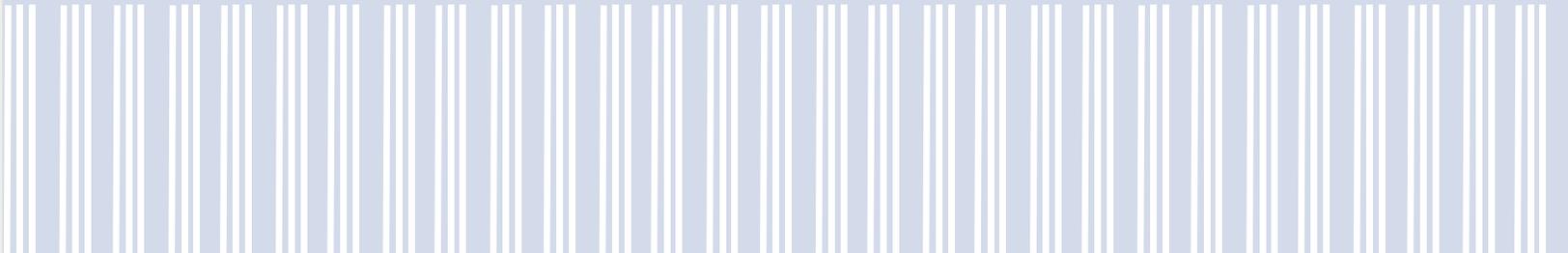
<sup>2</sup> Pennsylvania Military Community Enhancement Commission, "Pennsylvania Military Community Enhancement Commission 2016 Annual Report," accessed December 8, 2017, [dced.pa.gov/programs/pennsylvania-military-community-enhancement-commission](http://dced.pa.gov/programs/pennsylvania-military-community-enhancement-commission)

<sup>3</sup> These include Active Duty for Training (ADT) and Active Duty for Special Work (ADSW) orders

<sup>4</sup> Shawn Reese, "National Special Security Events: Fact Sheet," Congressional Research Service, January 25, 2017

<sup>5</sup> Defense Base Closure and Realignment Commission, "2005 Defense Base Closure and Realignment Commission Report," vol. 1, 2005

<sup>6</sup> The Dupuy Institute, "Regional Joint Readiness Center: A Value-Added Regional Resource," May 2005. See also "About the JRC," Joint Readiness Center Task Force, accessed January 17, 2018, [sciencengines.com/jrc/About.htm](http://sciencengines.com/jrc/About.htm)



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**This report is part of a larger study of the economic and community impacts of Pennsylvania's military and defense installations. Visit the Pennsylvania Military Community Enhancement Commission's website at [www.dced.pa.gov/pmcec](http://www.dced.pa.gov/pmcec) to see other installation-specific reports and a statewide report.**

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PENNSYLVANIA  
Working Together.

# 316<sup>TH</sup> SUSTAINMENT COMMAND (EXPEDITIONARY)

PENNSYLVANIA MILITARY INSTALLATIONS // IMPACTS

