

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

DCN 925

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #

950310-8

FROM: MEYER, ROBERT	TO: BORDEN, BENTON
TITLE: DIRECTOR	TITLE: DIRECTOR RJA
ORGANIZATION: BASE CLOSURE, ASD	ORGANIZATION: OBCRC
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject Remarks:

ESTIMATED PERSONNEL IMPACTS, BY STATE, FROM THE 1988, 1991, AND 1993 BASE CLOSURE ROUNDS

Due Date:

Routing Date: 950310

Date Originated: 950308

Mail Date:



ECONOMIC SECURITY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
3300 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3300



8 MAR 1995

Mr. Benton L. Borden  
Defense Base Closure and Realignment Commission  
1700 North Moore Street Suite 1425  
Arlington, Virginia 22209

Please refer to this number  
when responding 950310-8

Dear Mr. Borden:

Please find enclosed the estimated personnel impacts, by state, from the 1988, 1991, and 1993 base closure rounds that we discussed earlier today.

As you review this data, please keep in mind that the Department did not use it in its BRAC 95 decision making processes. The Department's consideration of cumulative economic impact was based on the data in the BRAC 95 Economic Impact Database, which we have already provided to you. While the enclosed data has not been certified to be accurate and complete, it nevertheless represents a reasonable estimate of prior round personnel impacts.

Please call me at (703) 614-5356 if you have any questions.

Sincerely,

Robert L. Meyer  
Director  
Base Closure

Enclosure

cc: Base Closure Reading Room, United States House of Representatives  
Base Closure Reading Room, United States Senate



**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
<b>ALABAMA</b>										
ALABAMA PLANT	AL		88 Close	0	1	0	0	0	(1)	
ANNISTON ARMY DEPOT	AL		88 Receive	0	0	0	0	0	0	
COOSA RIVER	AL		88 Close	0	0	0	0	0	0	
REDSTONE ARSENAL	AL		88 Receive	0	0	0	31	0	31	
ANNISTON ARMY DEPOT	AL		91 Receive	0	0	To Be Determined		0	0	
REDSTONE ARSENAL	AL		91 Receive	0	0	0	1,884	0	1,884	
REDSTONE ARSENAL--ADJUSTMENT	AL		91 Adjust				(1,884)	(1,884)		93 Commission Redirected AMCCOM to Remain at Rock Island. Adjustment takes out "Ins" that never actually relocated.
ANNISTON ARMY DEPOT	AL		93 Realign	0	415	0	0	0	(415)	
NAVAL STATION, MOBILE	AL		93 Close	524	126	0	0	(524)	(126)	
REDSTONE ARSENAL	AL		93 Realign	0	1,245	0	0	0	(1,245)	
REDSTONE ARSENAL--ADJUSTMENT	AL		93 Adjust		(1,245)				1,245	93 Commission Redirected AMCCOM to Remain at Rock Island. Adjustment takes out "Outs" for personnel that never actually relocated.
			Total	524	542	0	31	(524)	(511)	(1,035)
<b>ARKANSAS</b>										
EAKER AFB*	AR		88 Receive	0	0	16	0	16	0	
EAKER AFB--ADJUSTMENT	AR		88 Adjust				(16)	(16)		91 Commission Closed Eaker. Adjustment takes out "Ins" that never relocated.
EAKER AFB	AR		91 Close	2,712	792	0	15	(2,712)	(777)	
Fort Chaffee	AR		91 Realign	2,617	671	0	0	(2,617)	(671)	
			Total	5,329	1,463	0	15	(5,329)	(1,446)	(6,777)
<b>ARIZONA</b>										
DAVIS-MONTHAN AFB	AZ		88 Realign	923	40	440	17	(483)	(23)	
FORT HUACHUCA	AZ		88 Realign	799	1,233	499	917	(300)	(316)	
NAVAJO DEPOT	AZ		88 Close	0	5	0	0	0	(5)	
YUMA PROVING GROUND	AZ		88 Receive	0	0	0	277	0	277	
Davis-Monthan AFB	AZ		91 Receive	0	0	355	41	355	41	
Fort Huachuca	AZ		91 Receive	0	0	9	47	9	47	
Luke AFB	AZ		91 Receive	0	0	1,623	112	1,623	112	
Williams AFB	AZ		91 Close	1,567	781	0	15	(1,567)	(766)	
			Total	3,289	2,059	2,926	1,426	(363)	(633)	(996)
<b>CALIFORNIA</b>										
BEALE AFB	CA		88 Receive	0	0	588	193	588	193	
GEORGE AFB	CA		88 Close	4852	506	0	0	(4,852)	(506)	
HAMILTON AAF	CA		88 Close	26	3	0	0	(26)	(3)	
MARCH AFB	CA		88 Receive	0	0	2,238	1,182	2,238	1,182	
MATHER AFB	CA		88 Close	1,988	1,012	0	0	(1,988)	(1,012)	
McCLELLAN AFB	CA		88 Receive	0	0	22	209	22	209	
NAVAL STATION HUNTERS POINT	CA		88 Close	4,132	93	0	0	(4,132)	(93)	
NAVAL STATION LONG BEACH	CA		88 Receive	0	0	356	5	356	5	
NAVAL STATION SAN DIEGO	CA		88 Receive	0	0	1,473	22	1,473	22	
NORTON AFB	CA		88 Close	4,520	2,133	0	0	(4,520)	(2,133)	
PRESIDIO OF SAN FRANCISCO	CA		88 Close	2,140	3,150	0	0	(2,140)	(3,150)	
SALTON SEA TEST BASE	CA		88 Close	0	0	0	0	0	0	
SAN FRANCISCO AREA FACILITIES	CA		88 Receive	0	0	138	776	138	776	
Castle AFB	CA		91 Close	5,239	1,164	0	15	(5,239)	(1,149)	
Edwards AFB	CA		91 Receive	0	0	742	385	742	385	
Fort Ord	CA		91 Close	13,619	2,835	0	0	(13,619)	(2,835)	
Hunters Point Annex	CA		91 Close	0	0	0	0	0	0	
ICSTF San Diego	CA		91 Close	24	46	0	0	(24)	(46)	
MCAGCC 29 Palms	CA		91 Receive	0	0	4,194	227	4,194	227	
MCAGCC 29 Palms	CA		91 Adjust			(4,194)	(227)	(4,194)	(227)	
MCAS Tustin	CA		91 Close	3,757	348	0	0	(3,757)	(348)	
McClellan AFB	CA		91 Receive	0	0	To Be Determined		0	0	
NAS Alameda*	CA		91 Receive	0	0	215	19	215	19	
NAS ALAMEDA--ADJUSTMENT	CA		91 Adjust			(215)	(19)	(215)	(19)	93 Commission closed NAS Alameda. Adjustment removes "Ins" that either never actually relocated to NAS Alameda or are included in 83 closure "Outs."
NAS Lemoore	CA		91 Receive	0	0	106	58	106	58	
NAS Moffett Field	CA		91 Close	3,359	633	0	0	(3,359)	(633)	
NAVAL STATION SAN DIEGO	CA		91 Receive	0	0	4,380	115	4,380	115	
NAVHOSP Camp Pendleton	CA		91 Receive	0	0	137	78	137	78	
NAVHOSP Oakland	CA		91 Receive	0	0	62	34	62	34	
NAVSTA Long Beach	CA		91 Close	8,123	417	0	0	(8,123)	(417)	

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

3/8/95

State Installation	State	Round	Action	Out		In		Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
NCBC Point Hueneme	CA	91	Receive	0	0	26	44	26	44	
NESEC San Diego	CA	91	Close	6	619	0	0	(6)	(619)	
NESEC Vallejo	CA	91	Close	8	314	0	0	(8)	(314)	
NOSC San Diego	CA	91	Receive	0	0	0	1,140	0	1,140	
NSC Oakland	CA	91	Receive	0	0	936	1	936	1	
NSSA Los Angeles	CA	91	Close	14	28	0	0	(14)	(28)	
NWC China Lake	CA	91	Realign	0	160	0	21	0	(139)	
PMTC Point Mugu	CA	91	Realign	21	190	2	33	(19)	(157)	
Sacramento Army Depot	CA	91	Close	334	3,164	0	0	(334)	(3,164)	
BEALE AFB	CA	93	Receive	0	0	0	243	0	243	
DEF CONTR MGMT DIST, WEST	CA	93	Receive	0	0	0	136	0	136	
DEF DISTRIB. DEPOT, OAKLAND NSC	CA	93	Disestabli	4	270	0	0	(4)	(270)	
MARCH AFB	CA	93	Realign	2,961	997	0	0	(2,961)	(997)	
MARE ISLAND NAVAL SHIPYARD	CA	93	Close	1,963	7,567	0	0	(1,963)	(7,567)	
MCAS 29 PALMS	CA	93	Redirect	3,225	0	0	0	(3,225)	0	93 Commission redirected assets from 29 Palms from NAS Tustin to NAS North Island, NAS Miramar, or MCAS Camp Pendleton. Adjustment removes "Outs" for personnel that never relocated to 29 Palms.
MCAS 29 PALMS	CA	93	Adjust	(3,225)				3,225		
MCAS, CAMP PENDLETON	CA	93	Receive	0	0	941	0	941	0	
MCAS, EL TORO	CA	93	Close	5,689	979	0	0	(5,689)	(979)	
McCLELLAN AFB	CA	93	Redirect	0	243	0	0	0	(243)	93 Commission redirected 940th Air Refueling Group from Mather AFB to Beale AFB vice McClellan. Adjustment removes "Outs" that never actually relocated to McClellan.
McCLELLAN AFB	CA	93	Adjust		(243)				243	
MCLB BARSTOW	CA	93	Realign	0	104	0	0	0	(104)	
NAS LEMOORE	CA	93	Receive	0	0	4,629	317	4,629	317	
NAS, ALAMEDA	CA	93	Close	10,586	556	0	0	(10,586)	(556)	
NAS, MIRAMAR	CA	93	Receive	7,600	1,005	9,329	751	1,729	(254)	
NAS, NORTH ISLAND	CA	93	Receive	0	0	3,982	47	3,982	47	
NASA AMES (NAS MOFFETT)	CA	93	Receive	0	0	110	0	110	0	
NAVAL AVIATION DEPOT, ALAMEDA	CA	93	Close	376	2,672	0	0	(376)	(2,672)	
NAVAL AVIATION DEPOT, N. ISLAND	CA	93	Receive	0	0	3	1,889	3	1,889	
NAVAL HOSPITAL, SAN DIEGO	CA	93	Receive	0	0	622	59	622	59	
NAVAL HOSPITAL, OAKLAND	CA	93	Close	1,472	809	0	0	(1,472)	(809)	
NAVAL PUBLIC WORKS CENTER, SF	CA	93	Disestabli	10	1,834	0	0	(10)	(1,834)	
NAVAL STATION, SAN DIEGO	CA	93	Receive	0	0	3,459	100	3,459	100	
NAVAL STATION, TREASURE IS	CA	93	Close	637	454	0	0	(637)	(454)	
NAVAL TRAINING CENTER, SAN DIEGO	CA	93	Close	5,186	402	0	0	(5,186)	(402)	
NAWC CHINA LAKE	CA	93	Receive	0	0	65	202	65	202	
NCTS SAN DIEGO (DISA)	CA	93	Receive	0	0	0	128	0	128	
PRESIDIO OF MONTEREY	CA	93	Realign	0	300	0	0	0	(300)	
RPC McCLELLAN AFB (DISA)	CA	93	Receive	0	0	0	101	0	101	
TRAVIS AFB	CA	93	Receive	0	0	1,046	59	1,046	59	
		Total		88,646	34,764	35,392	8,343	(53,254)	(26,421)	(79,675)
<b>COLORADO</b>										
BENNETT ANG FACILITY	CO	88	Close	0	0	0	0	0	0	
FORT CARSON	CO	88	Receive	0	0	312	388	312	388	91 Commission closed Lowry. Adjustment removes 88 "Ins" that either never actually relocated to Lowry or are included in 91 "Outs."
LOWRY AFB	CO	88	Adjust			(237)	(149)	(237)	(149)	
LOWRY AFB*	CO	88	Receive	0	0	237	149	237	149	
PUEBLO DEPOT	CO	88	Close	4	542	0	0	(4)	(542)	
Fort Carson	CO	91	Receive	0	0	1,026	56	1,026	56	
Lowry AFB	CO	91	Close	4,052	2,290	0	15	(4,052)	(2,275)	
		Total		4,056	2,832	1,338	459	(2,718)	(2,373)	(5,091)
<b>CONNECTICUT</b>										
NUSCD New London	CT	91	Realign	19	912	0	0	(19)	(912)	
NAVAL SUB BASE, NEW LONDON	CT	93	Receive	0	0	3,542	0	3,542	0	
		Total		19	912	3,542	0	3,523	(912)	2,611
<b>DISTRICT OF COLUMBIA</b>										
Air Force Audit Agency	DC	91	Receive	0	0	0	45	0	45	
MISC. NAVAL ACTIVITIES NCR	DC	93	Realign	231	275	36	485	(195)	210	
NAVAL SECURITY STATION, WASHINGT	DC	93	Realign	510	636	0	0	(510)	(636)	
NCTS WASHINGTON	DC	93	Disestabli	20	301	0	0	(20)	(301)	
		Total		761	1,212	36	530	(725)	(682)	(1,407)
<b>FLORIDA</b>										
CAPE ST GEORGE	FL	88	Close	0	0	0	0	0	0	
NRC MIAMI	FL	88	Close	0	0	0	0	0	0	

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
Eglin AFB	FL	91	Receive	0	0	559	22	559	22	
MacDill AFB	FL	91	Realign	2,773	231	0	0	(2,773)	(231)	
										93 Commission retained Joint Communications Support Element at MacDill vice relocating to Charleston AFB per 91 Commission. Adjustment moves "Ins" to "91 Adjust" vice "93 Receive" as unadjusted to better reflect 93 Commission actions.
MACDILL AFB	FL	91	Adjust	0	0	253	362	253	362	
NAS Jacksonville	FL	91	Receive	0	0	514	25	514	25	
NCSC Panama City	FL	91	Realign	4	284	0	0	(4)	(284)	
DEF DISTRIB. DEPOT, JACKSONVILLE N	FL	93	Receive	0	0	3	256	3	256	
HOMESTEAD AFB	FL	93	Realign	3,860	136	0	0	(3,860)	(136)	
NAS, CECIL FIELD	FL	93	Close	6,833	995	0	0	(6,833)	(995)	
NAS, JACKSONVILLE	FL	93	Receive	0	0	147	77	147	77	
NAS, PENSACOLA	FL	93	Receive	19	150	7,665	670	7,646	520	
NAVAL AVIATION DEPOT, JACKSONVILL	FL	93	Receive	0	0	204	1,683	204	1,683	
NAVAL AVIATION DEPOT, PENSACOLA	FL	93	Close	297	3,390	0	0	(297)	(3,390)	
NAVAL HOSPITAL, JACKSONVILLE	FL	93	Receive	0	0	92	12	92	12	
NAVAL HOSPITAL, ORLANDO	FL	93	Close	759	352	0	0	(759)	(352)	
NAVAL STATION, MAYPORT	FL	93	Receive	0	0	2,138	8	2,138	8	
NAVAL TRAINING CENTER, ORLANDO	FL	93	Close	8,727	753	0	0	(8,727)	(753)	
NCTS PENSACOLA	FL	93	Disestabli	0	184	0	0	0	(184)	
NSWC PANAMA CITY	FL	93	Receive	0	0	7	300	7	300	
		Total		23,272	6,475	11,582	3,415	(11,690)	(3,060)	(14,750)
<b>GEORGIA</b>										
FORT MCPHERSON	GA	88	Realign	4	17	0	0	(4)	(17)	
NAS, ATLANTA	GA	93	Receive	0	0	183	0	183	0	
NAVAL SUBMARINE BASE, KINGS BAY	GA	93	Receive	0	0	1,884	2	1,884	2	
		Total		4	17	2,067	2	2,063	(15)	2,048
<b>HAWAII</b>										
FORT SHAFTER/SCHOEFIELD	HI	88	Receive	0	0	0	0	0	0	
KAPALAMA MIL RESERVATION	HI	88	Close	0	0	0	0	0	0	
NAVAL STATION PEARL HARBOR	HI	88	Receive	0	0	2,267	30	2,267	30	
NAS Barbers Point	HI	91	Receive	0	0	970	36	970	36	
										93 Commission closed NAS Barbers Point. Adjustment removes "Ins" that either never actually relocated to NAS Barbers Point or are included in "Outs" for 93.
NAS BARBERS POINT--ADJUSTMENT	HI	91	Adjust			(970)	(36)	(970)	(36)	
NAVSTA Pearl Harbor	HI	91	Receive	4	0	432	0	428	0	
NOSCD Kaneohe	HI	91	Close	9	171	0	0	(9)	(171)	
NSY Pearl Harbor	HI	91	Receive	0	0	0	14	0	14	
MCAS, KANEHOE BAY	HI	93	Receive	1,681	788	2,648	280	967	(508)	
NAS, BARBERS POINT	HI	93	Close	3,534	618	0	0	(3,534)	(618)	
NAVAL SUBMARINE BASE, PEARL HAR	HI	93	Receive	0	0	147	5	147	5	
		Total		5,228	1,577	5,494	329	266	(1,248)	(982)
<b>IDAHO</b>										
MOUNTAIN HOME AFB	ID	88	Receive	1,102	57	2,961	147	1,859	90	
Mountain Home AFB	ID	91	Receive	1,200	0	To Be Determined		(1,200)	0	
		Total		2,302	57	2,961	147	659	90	749
<b>ILLINOIS</b>										
CHANUTE AFB	IL	88	Close	2,133	1,035	0	0	(2,133)	(1,035)	
CHICAGO LEASED SPACE	IL	88	Receive	0	0	336	79	336	79	
FORT SHERIDAN	IL	88	Close	1,319	1,681	0	0	(1,319)	(1,681)	
NTC Great Lakes	IL	91	Receive	0	0	83	5	83	5	
Rock Island Arsenal	IL	91	Realign	0	1,434	0	738	0	(696)	
ROCK ISLAND ARSENAL--ADJUSTMENT	IL	91	Adjust	0	(1,434)				1,434	93 Commission redirectd AMCCOM to remain in place. Adjustment removes 91 "Outs" that never relocated.
DEF CONTR MGMT DIST, NO CENT	IL	93	Disestabli	6	266	0	0	(6)	(266)	
NAS, GLENVIEW	IL	93	Close	1,833	389	0	0	(1,833)	(389)	
NAVAL HOSPITAL, GREAT LAKES	IL	93	Receive	0	0	632	58	632	58	
NAVAL TRNG CTR, GREAT LAKES	IL	93	Receive	0	0	8,077	251	8,077	251	
O'HARE IAP ARS	IL	93	Close	5	757	0	0	(5)	(757)	
ROCK ISLAND ARSENAL	IL	93	Redirect	15	362	0	1,245	(15)	883	
										93 Commission redirectd AMCCOM to remain in place. Adjustment removes 93 "Ins" for personnel that actually remain in place.
ROCK ISLAND ARSENAL	IL	93	Adjust				(1,245)		(1,245)	
ROCKFORD (OR OTHER LOCATION)	IL	93	Receive	0	0	5	757	5	757	
		Total		5,311	4,490	9,133	1,888	3,822	(2,602)	1,220
<b>INDIANA</b>										

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
FORT BEN HARRISON	IN	88	Receive	27	10	630	716	603	706	91 Commission closed Fort Ben Harrison. Adjustment removes "Ins" and "Outs" and never occurred or were included in 91 "Outs."
FORT BEN HARRISON--ADJUSTMENT	IN	88	Adjust	(27)	(10)	(630)	(716)	(603)	(706)	
INDIANA AMMO	IN	88	Close	0	0	0	0	0	0	
JEFFERSON PROVING GROUND	IN	88	Close	3	387	0	0	(3)	(387)	
DFAS, Indianapolis	IN	91	Receive	0	0	100	2,600	100	2,600	
Fort Ben Harrison	IN	91	Close	3,641	4,240	0	0	(3,641)	(4,240)	
Grissom AFB	IN	91	Close	2,497	807	0	15	(2,497)	(792)	
NAC Indianapolis	IN	91	Realign	0	120	0	0	0	(120)	
NAVWPNSPTCTR Crane	IN	91	Realign	0	167	0	75	0	(92)	
DITSO INDIANAPOLIS IPC	IN	93	Disestabli	1	197	0	0	(1)	(197)	
		Total		6,142	5,918	100	2,890	(6,042)	(3,228)	(9,270)
<b>IOWA</b>										
FORT DES MOINES	IO	88	Partial Cl	0	0	0	0	0	0	
		Total		0	0	0	0	0	0	0
<b>KANSAS</b>										
MCCONNELL AFB	KS	93	Receive	0	0	263	11	263	11	
		Total		0	0	263	11	263	11	274
<b>KENTUCKY</b>										
FORT KNOX	KY	88	Receive	0	0	302	75	302	75	
LEXINGTON DEPOT	KY	88	Close	37	1,131	0	0	(37)	(1,131)	
Fort Knox	KY	91	Receive	0	0	622	428	622	428	
NOS Louisville	KY	91	Realign	1	251	0	51	(1)	(200)	
		Total		38	1,382	924	554	886	(828)	58
<b>LOUISIANA</b>										
NAVAL STATION LAKE CHARLES	LA	88	Close	338	24	0	0	(338)	(24)	
NEW ORLEANS MOT	LA	88	Close	0	6	0	0	0	(6)	
Barksdale AFB	LA	91	Receive	0	0	2,171	116	2,171	116	
England AFB	LA	91	Close	3,042	697	0	15	(3,042)	(682)	
Fort Polk	LA	91	Realign	12,672	1,132	8,885	793	(3,787)	(339)	
BARKSDALE AFB	LA	93	Receive	513	59	1,292	65	779	6	
NAS, NEW ORLEANS	LA	93	Receive	0	0	119	1	119	1	
		Total		16,585	1,918	12,467	990	(4,098)	(928)	(5,026)
<b>MASSACHUSETTS</b>										
AMTL	MA	88	Close	8	540	0	0	(8)	(540)	
FORT DEVENS	MA	88	Realign	1,909	611	1,156	2,784	(753)	2,173	91 Commission directed 88 Commission "Ins" to Fort Devens from Forts Huachuca, Monmouth, and Belvoir and leased space in the NCR to remain in place or to other locations. Adjustment removes "Ins" that never actually relocated to Fort Devens.
FORT DEVENS--ADJUSTMENT	MA	88	Adjust			(1,156)	(2,784)	(1,156)	(2,784)	
Fort Devens	MA	91	Close	1,662	2,178	0	0	(1,662)	(2,178)	Assumes that 91 "Outs" are in addition to 88 realignment "Outs."
Natick R & D Center	MA	91	Receive	0	0	2	62	2	62	
DEF CONTRACT MGMT DIST, NE	MA	93	Receive	0	0	0	183	0	183	
		Total		3,579	3,329	2	245	(3,577)	(3,084)	(6,661)
<b>MARYLAND</b>										
FORT DETRICK	MD	88	Receive	0	0	142	99	142	99	
FORT HOLABIRD	MD	88	Realign	10	52	0	0	(10)	(52)	
FORT MEADE	MD	88	Realign	230	280	0	0	(230)	(280)	
NIKE ABERDEEN	MD	88	Close	0	0	0	0	0	0	
US ARMY RESERVE CENTER	MD	88	Close	0	0	0	0	0	0	
Aberdeen Proving Ground	MD	91	Receive	5	104	20	279	15	175	
DTRC Carderock	MD	91	Receive	0	0	0	351	0	351	
DTRCD Annapolis	MD	91	Realign	5	563	0	0	(5)	(563)	
Fort Detrick	MD	91	Realign	9	30	0	0	(9)	(30)	
Fort Ritchie	MD	91	Receive	0	0	24	155	24	155	
H. Diamond Lab, Adelphi	MD	91	Realign	21	562	14	452	(7)	(110)	
NATC Patuxent River	MD	91	Receive	0	0	143	1,716	143	1,716	
NMRI Bethesda	MD	91	Receive	0	0	17	16	17	16	
NOS Indian Head	MD	91	Realign	0	30	0	0	0	(30)	
NSWCD White Oak	MD	91	Realign	5	1,006	0	0	(5)	(1,006)	
FORT MEADE	MD	93	Receive	0	0	486	160	486	160	
NAF WASHINGTON	MD	93	Receive	0	0	142	27	142	27	
NAWCAD PATUXENT RIVER	MD	93	Receive	9	103	520	1,600	511	1,497	
NESEC, ST. INIGOES	MD	93	Close	33	2,786	0	0	(33)	(2,786)	

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
NSWC INDIAN HEAD	MD	93	Receive	0	11	0	265	0	254	
NSWC WHITE OAK	MD	93	Receive	5	1,332	360	3,439	355	2,107	
		Total		332	6,859	1,868	8,559	1,536	1,700	3,236
<b>MAINE</b>										
Loring AFB	ME	91	Close	2,875	1,326	0	15	(2,875)	(1,311)	
NAS Brunswick	ME	91	Receive	0	0	425	20	425	20	
NAS BRUNSWICK	ME	93	Receive	0	0	10	0	10	0	
		Total		2,875	1,326	435	35	(2,440)	(1,291)	(3,731)
<b>MICHIGAN</b>										
DETROIT ARSENAL	MI	88	Receive	0	0	1	100	1	100	
PONTIAC STORAGE FACILITY	MI	88	Close	0	0	0	0	0	0	
WURTSMITH AFB	MI	88	Receive	0	0	32	0	32	0	
WURTSMITH AFB--ADJUSTMENT	MI	88	Adjust			(32)		(32)		91 Commission directed closure of Wurtsmith. Adjustment removes 88 "Ins" that either never relocated to Wurtsmith or are included in 91 "Outs."
K.I. Sawyer AFB	MI	91	Receive	0	0	2,022	116	2,022	116	
K.I. Sawyer AFB--ADJUSTMENT	MI	91	Adjust			(2,022)	(116)	(2,022)	(116)	93 Commission directed retirement of B-52G aircraft from Castle AFB vice relocation to K.I. Sawyer. Adjustment removes "Ins" that never relocated to K.I. Sawyer.
Wurtsmith AFB	MI	91	Close	2,903	705	0	15	(2,903)	(690)	
DETROIT ARSENAL	MI	93	Receive	0	0	4	162	4	162	
K. I. SAWYER AFB	MI	93	Close	2,354	788	0	0	(2,354)	(788)	
NAF DETROIT	MI	93	Close	523	24	0	0	(523)	(24)	
		Total		5,780	1,517	5	277	(5,775)	(1,240)	(7,015)
<b>MINNESOTA</b>										
NAS, TWIN CITIES	MN	93	Receive	0	0	230	0	230	0	
		Total		0	0	230	0	230	0	230
<b>MISSOURI</b>										
FORT LEONARD WOOD	MO	88	Receive	0	0	300	52	300	52	
NIKE KANSAS	MO	88	Close	0	0	0	0	0	0	
AVSCOM-TROSCOM	MO	91	Realign	0	500	0	0	0	(500)	
Richards-Gebaur ARS	MO	91	Close	199	569	0	15	(199)	(554)	
DITSO KANSAS CITY IPC	MO	93	Disestabli	56	70	0	0	(56)	(70)	
		Total		255	1,139	300	67	45	(1,072)	(1,027)
<b>MISSISSIPPI</b>										
KEESLER AFB	MS	88	Receive	0	0	114	77	114	77	
Keesler AFB	MS	91	Receive	0	0	466	120	466	120	
NAS Meridian	MS	91	Receive	0	0	198	9	198	9	
NCBC Gulfport	MS	91	Receive	0	0	6	20	6	20	
NAVAL STATION, PASCAGOULA	MS	93	Receive	0	0	465	3	465	3	
		Total		0	0	1,249	229	1,249	229	1,478
<b>MONTANA</b>										
Malmstrom AFB	MT	91	Receive	0	0	175	6	175	6	
		Total		0	0	175	6	175	6	181
<b>NEBRASKA</b>										
Offutt AFB	NB	91	Receive	0	0	233	7	233	7	
		Total		0	0	233	7	233	7	240
<b>NORTH CAROLINA</b>										
Pope AFB	NC	91	Receive	0	0	575	22	575	22	
MCAS, CHERRY POINT	NC	93	Receive	0	0	3,350	66	3,350	66	
MCAS, NEW RIVER	NC	93	Receive	0	0	207	0	207	0	
NADP, CHERRY POINT	NC	93	Receive	0	0	314	1,692	314	1,692	
		Total		0	0	4,446	1,780	4,446	1,780	6,226
<b>NORTH DAKOTA</b>										
GRAND FORKS AFB	ND	93	Receive	609	23	929	33	320	10	
MINOT AFB	ND	93	Receive	466	11	680	14	214	3	
		Total		1,075	34	1,609	47	534	13	547
<b>NEW HAMPSHIRE</b>										
PEASE AFB	NH	88	Close	2,250	400	0	0	(2,250)	(400)	
		Total		2,250	400	0	0	(2,250)	(400)	(2,650)
<b>NEW JERSEY</b>										
FORT DIX	NJ	88	Realign	3,140	1,516	0	0	(3,140)	(1,516)	
FORT MONMOUTH	NJ	88	Realign	60	144	0	0	(60)	(144)	
NIKE PHILADELPHIA	NJ	88	Close	0	0	0	0	0	0	
PICATINNY ARSENAL	NJ	88	Receive	0	0	1	135	1	135	
Fort Dix	NJ	91	Realign	309	500	0	0	(309)	(500)	
Fort Monmouth	NJ	91	Realign	1	223	0	0	(1)	(223)	

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
NAEC Lakehurst	NJ	91	Receive	8	86	10	63	2	(23)	
NAPC Trenton	NJ	91	Realign	0	260	0	0	0	(260)	
Picatinny Arsenal	NJ	91	Realign	0	0	0	30	0	30	
FORT MONMOUTH	NJ	93	Receive	293	52	140	598	(153)	546	
MCGUIRE AFB	NJ	93	Receive	0	0	1,503	121	1,503	121	
NAWCAD TRENTON	NJ	93	Close	8	448	0	0	(8)	(448)	
		Total		3,819	3,229	1,654	947	(2,165)	(2,282)	(4,447)
<b>NEW MEXICO</b>										
CANNON AFB	NM	88	Receive	0	0	1,102	57	1,102	57	
FORT WINGATE	NM	88	Close	2	90	0	0	(2)	(90)	
KIRTLAND AFB	NM	88	Receive	0	0	346	138	346	138	
Cannon AFB	NM	91	Receive	0	0	1,650	450	1,650	450	
NWEF Albuquerque	NM	91	Close	108	108	0	0	(108)	(108)	
White Sands Missile Range	NM	91	Realign	1	127	0	0	(1)	(127)	
		Total		111	325	3,098	645	2,987	320	3,307
<b>NEVADA</b>										
HAWTHORNE AMMO PLANT	NV	88	Receive	0	0	0	34	0	34	
NELLIS AFB	NV	88	Receive	0	0	12	0	12	0	
NAS, FALLON	NV	93	Receive	0	0	194	9	194	9	
		Total		0	0	206	43	206	43	249
<b>NEW YORK</b>										
NAVAL STATION BROOKLYN	NY	88	Close	244	544	0	0	(244)	(544)	93 Commission closed NAVSTA Staten Island. Adjustment removes "Ins" that either never relocated to NAVSTA Staten Island or are included in 93 "Outs."
NAVAL STATION STATEN ISLAND--ADJU	NY	88	Adjust			(244)	(544)	(244)	(544)	
NAVAL STATION STATEN ISLAND	NY	88	Receive			244	544	244	544	
PLATTSBURGH AFB	NY	88	Realign	0	0	101	3	101	3	93 Commission directed closure of Plattsburgh AFB. Adjustment removes "Ins" that either never relocated to Plattsburgh AFB or "Outs" included in 93 action.
PLATTSBURGH AFB--ADJUSTMENT	NY	88	Adjust			(101)	(3)	(101)	(3)	
NAVSTA Staten Island	NY	91	Receive	0	0	316	0	316	0	93 Commission closed NAVSTA Staten Island. Adjustment removes "Ins" that either never relocated to NAVSTA Staten Island or are included in 93 "Outs."
NAVSTA Staten Island--ADJUSTMENT	NY	91	Adjust			(316)		(316)		
GRIFFISS AFB	NY	93	Realign	3,338	1,191	0	0	(3,338)	(1,191)	
NAVAL STATION, STATEN ISLAND	NY	93	Close	1,773	1,001	0	0	(1,773)	(1,001)	
PLATTSBURGH AFB	NY	93	Close	2,095	352	0	0	(2,095)	(352)	
STEWART ANNEX	NY	93	Receive	0	0	396	0	396	0	
		Total		7,450	3,088	396	0	(7,054)	(3,088)	(10,142)
<b>OHIO</b>										
Rickenbacker AGB	OH	91	Close	600	1,129	0	15	(600)	(1,114)	93 Commission directed retention of units at Rickenbacker AGB. Adjustment changes year and action to better reflect 93 Commission action.
RICKENBACKER AGB--ADJUSTMENT	OH	91	Adjust	0	(522)	0	0	0	522	
Wright-Patterson	OH	91	Receive	742	385	189	959	(553)	574	
DEF CONSTRUCTION SUPPLY CTR	OH	93	Receive	0	0	93	2,500	93	2,500	
DEF ELECTRONIC SUPPLY CTR	OH	93	Close	93	2,804	0	0	(93)	(2,804)	
NEWARK AFB	OH	93	Close	92	1,760	0	0	(92)	(1,760)	
RMBA CLEVELAND	OH	93	Disestabli	0	197	0	0	0	(197)	
RPC WRIGHT-PATTERSON (DISA)	OH	93	Receive	0	0	0	204	0	204	
WRIGHT-PATTERSON AFB	OH	93	Receive	0	522	54	560	54	38	
		Total		1,527	6,275	336	4,238	(1,191)	(2,037)	(3,228)
<b>OKLAHOMA</b>										
ALTUS AFB	OK	93	Receive	0	0	668	38	668	38	
		Total		0	0	668	38	668	38	706
<b>OREGON</b>										
UMATILLA DEPOT	OR	88	Realign	3	161	0	0	(3)	(161)	
		Total		3	161	0	0	(3)	(161)	(164)
<b>PENNSYLVANIA</b>										
LETTERKENNY ARMY DEPOT	PA	88	Receive	0	0	8	528	8	528	
NAVAL HOSPITAL PHILADELPHIA	PA	88	Close	474	126	0	0	(474)	(126)	
TACONY WAREHOUSE	PA	88	Close	0	0	0	0	0	0	
TOBYHANNA DEPOT	PA	88	Receive	0	0	24	410	24	410	
NADC Warminster	PA	91	Realign	237	1,979	0	0	(237)	(1,979)	
NASO Philadelphia	PA	91	Receive	0	0	5	135	5	135	
NAVSES Philadelphia	PA	91	Receive	0	0	0	102	0	102	



**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
NAVSTA Philadelphia	PA	91	Close	2,151	1,199	0	0	(2,151)	(1,199)	
NSPCC Mechanicsburg	PA	91	Receive	0	0	2	63	2	63	
NSY Philadelphia	PA	91	Close	89	6,894	0	100	(89)	(6,794)	
Tobyhanna Army Depot	PA	91	Receive	0	34	To Be Determined		0	(34)	
AIPC CHAMBERSBURGH (DISA)	PA	93	Receive	0	0	0	139	0	139	
ASO PHILADELPHIA (DISA)	PA	93	Disestabi	0	136	0	0	0	(136)	
CLOTHING FACTORY DEFENSE	PA	93	Close	2	1,235	0	0	(2)	(1,235)	
DEFENSE CONTRACT MGMT DIST	PA	93	Disestabi	3	231	0	0	(3)	(231)	
DEFENSE PERSONNEL SUPPORT CENT	PA	93	Realign	0	250	0	0	0	(250)	
IPC PHILADELPHIA (DISA)	PA	93	Disestabi	0	143	0	0	0	(143)	
LETTERKENNY ARMY DEPOT	PA	93	Realign	0	1,245	0	911	0	(334)	
LETTERKENNY ARMY DEPOT	PA	93	Redirect	0	0	15	362	15	362	
NAS, WILLOW GROVE	PA	93	Receive	0	0	157	1	157	1	
PHILADELPHIA NSY (PERA)	PA	93	Disestabi	4	187	0	0	(4)	(187)	
SHIPS PARTS CONTROL CENTER	PA	93	Receive	2	10	62	296	60	286	
SPCC MECHANICSBURG (DISA)	PA	93	Receive	0	0	0	177	0	177	
TOBYHANNA ARMY DEPOT	PA	93	Receive	0	20	69	50	69	30	
<b>Total</b>				<b>2,962</b>	<b>13,689</b>	<b>342</b>	<b>3,274</b>	<b>(2,620)</b>	<b>(10,415)</b>	<b>(13,035)</b>
<b>RHODE ISLAND</b>										
CBC Center Davisville	RI	91	Close	8	125	0	0	(8)	(125)	
NUSC Newport	RI	91	Receive	0	0	22	985	22	985	
TCCSMA Newport	RI	91	Realign	18	178	0	0	(18)	(178)	
NAVAL EDUCATION & TRAINING CTR	RI	93	Realign	830	3	20	305	(810)	302	
NAVAL UNDERSEA WARFARE CTR	RI	93	Receive	0	0	2	504	2	504	
<b>Total</b>				<b>856</b>	<b>306</b>	<b>44</b>	<b>1,794</b>	<b>(812)</b>	<b>1,488</b>	<b>676</b>
<b>SOUTH CAROLINA</b>										
FORT JACKSON	SC	88	Receive	0	0	661	126	661	126	
Charleston AFB	SC	91	Receive	0	0	253	37	253	37	
										93 Commission directed retention of Joint Communication Support Element at MacDill AFB vice moving to Charleston AFB. Adjustment removes "Ins" from Charleston AFB that never actually arrived.
CHARLESTON AFB--ADJUSTMENT	SC	91	Adjust			(253)	(37)	(253)	(37)	
Fort Jackson	SC	91	Receive	0	0	2,993	589	2,993	589	
Myrtle Beach AFB	SC	91	Close	3,193	799	0	15	(3,193)	(784)	
Shaw AFB	SC	91	Receive	0	0	722	27	722	27	
CHARLESTON NAVAL SHIPYARD	SC	93	Close	74	4,837	0	0	(74)	(4,837)	
DEF DISTRIB. DEPOT, CHARLESTON	SC	93	Disestabi	5	202	0	0	(5)	(202)	
FORT JACKSON	SC	93	Receive	0	0	293	52	293	52	
MCAS, BEAUFORT	SC	93	Receive	0	0	111	0	111	0	
NAVAL HOSPITAL, BEAUFORT	SC	93	Receive	0	0	465	83	465	83	
NAVAL STATION, CHARLESTON	SC	93	Close	8,634	1,194	0	0	(8,634)	(1,194)	
NAVAL SUPPLY CENTER, CHARLESTON	SC	93	Realign	9	39	0	0	(9)	(39)	
NESEC CHARLESTON	SC	93	Receive	0	0	74	4,377	74	4,377	
SHAW AFB	SC	93	Receive	0	0	258	5	258	5	
<b>Total</b>				<b>11,915</b>	<b>7,071</b>	<b>5,577</b>	<b>5,274</b>	<b>(6,338)</b>	<b>(1,797)</b>	<b>(8,135)</b>
<b>SOUTH DAKOTA</b>										
ELLSWORTH AFB	SD	93	Receive	263	11	503	10	240	(1)	
<b>Total</b>				<b>263</b>	<b>11</b>	<b>503</b>	<b>10</b>	<b>240</b>	<b>(1)</b>	<b>239</b>
<b>TENNESSEE</b>										
NAS, MEMPHIS	TN	93	Realign	8,041	1,376	1,331	1,126	(6,710)	(250)	
<b>Total</b>				<b>8,041</b>	<b>1,376</b>	<b>1,331</b>	<b>1,126</b>	<b>(6,710)</b>	<b>(250)</b>	<b>(6,960)</b>
<b>TEXAS</b>										
BERGSTROM AFB	TX	88	Receive	0	0	923	40	923	40	
										91 Commission directed closure of Bergstrom AFB. Adjustment removes "Ins" that either never actually relocated or are included in 91 "Outs."
BERGSTROM AFB--ADJUSTMENT	TX	88	Adjust			(923)	(40)	(923)	(40)	
CARSWELL AFB	TX	88	Receive	0	0	32	0	32	0	
										91 Commission directed closure of Carswell AFB. Adjustment removes "Ins" that either never relocated to Carswell AFB or are included in 91 "Outs."
CARSWELL AFB--ADJUSTMENT	TX	88	Adjust			(32)		(32)		
FORT BLISS	TX	88	Realign	238	83	0	0	(238)	(83)	
GOODFELLOW AFB	TX	88	Receive	0	0	132	85	132	85	
NAVAL STATION GALVESTON	TX	88	Close	492	45	0	0	(492)	(45)	
NAVAL STATION INGLESIDE	TX	88	Receive	0	0	830	46	830	46	
RED RIVER DEPOT	TX	88	Receive	0	0	0	63	0	63	
SHEPPARD AFB	TX	88	Receive	0	0	528	337	528	337	
Bergstrom AFB	TX	91	Close	3,940	942	0	15	(3,940)	(927)	
Brooks AFB	TX	91	Receive	0	0	11	30	11	30	
Carswell AFB	TX	91	Close	4,659	884	3	15	(4,656)	(869)	
Corpus Christi Army Depot	TX	91	Receive	0	0	To Be Determined		0	0	
Dyess AFB	TX	91	Receive	0	0	168	14	168	14	
Fort Hood	TX	91	Receive	0	0	12,672	868	12,672	868	
Fort Sam Houston	TX	91	Receive	0	0	29	8	29	8	
Lackland AFB	TX	91	Receive	0	0	416	104	416	104	

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

State Installation	State	Round	Action	Out		In		3/8/95 Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
Laughlin AFB	TX	91	Receive	0	0	79	46	79	46	
NAS Chase Field	TX	91	Close	855	956	0	0	(855)	(956)	
NAS Kingsville	TX	91	Receive	0	0	327	34	327	34	
Randolph AFB	TX	91	Receive	0	0	288	178	288	178	
Red River Army Depot	TX	91	Receive	0	0	To Be Determined		0	0	
Sheppard AFB	TX	91	Receive	0	0	663	207	663	207	
93 Commission directed relocation of various training to NAS Memphis vice Sheppard AFB per 91 commission. Adjustment removes "ins" that never relocated to Sheppard AFB.										
SHEPPARD AFB--ADJUSTMENT	TX	91	Adjust			(135)	(15)	(135)	(15)	
CARSWELL AFB	TX	93	Receive	0	0	1,657	275	1,657	275	
DEF DISTRIB. DEPOT, RED RIVER ARMY	TX	93	Receive	0	0	2	240	2	240	
LACKLAND AFB	TX	93	Receive	0	0	129	22	129	22	
NAS, CORPUS CHRISTI	TX	93	Receive	0	0	176	19	176	19	
NAS, DALLAS	TX	93	Close	1,374	268	0	0	(1,374)	(268)	
NAVAL STATION, INGLESIDE	TX	93	Receive	0	0	396	7	396	7	
RED RIVER ARMY DEPOT	TX	93	Receive	0	174	0	653	0	479	
<b>Total</b>				<b>11,558</b>	<b>3,352</b>	<b>18,371</b>	<b>3,251</b>	<b>6,813</b>	<b>(101)</b>	<b>6,712</b>
<b>UTAH</b>										
FORT DOUGLAS	UT	88	Close	174	235	0	0	(174)	(235)	
SALT LAKE CITY AREA	UT	88	Receive	0	0	148	76	148	76	
TOOELE DEPOT	UT	88	Receive	0	0	0	82	0	82	
DEF. DIST. DEPOT TOOELE	UT	93	Disestabli	1	230	0	0	(1)	(230)	
IPC OGDEN (DISA)	UT	93	Disestabli	1	114	0	0	(1)	(114)	
OGDEN AIR LOGISTICS CENTER	UT	93	Realign	0	116	0	0	0	(116)	
TOOELE ARMY DEPOT	UT	93	Realign	16	1,942	0	0	(16)	(1,942)	
<b>Total</b>				<b>192</b>	<b>2,637</b>	<b>148</b>	<b>158</b>	<b>(44)</b>	<b>(2,479)</b>	<b>(2,523)</b>
<b>VIRGINIA</b>										
CAMERON STATION	VA	88	Close	337	4,355	0	0	(337)	(4,355)	
DMA HERNDON	VA	88	Close	0	12	0	0	0	(12)	
FORT BELVOIR	VA	88	Receive	293	1,390	578	4,711	285	3,321	
FORT LEE	VA	88	Receive	0	0	198	48	198	48	
ARI, Alexandria	VA	91	Realign	3	54	0	0	(3)	(54)	
DTRC Det Norfolk	VA	91	Receive	0	0	0	60	0	60	
FCSSA Dam Neck	VA	91	Receive	0	0	10	374	10	374	
Fort Belvoir	VA	91	Realign	17	147	0	0	(17)	(147)	
H. Diamond Lab, Woodbridge	VA	91	Close	0	90	0	0	0	(90)	
NAVHOSP Portsmouth	VA	91	Receive	0	0	119	40	119	40	
NAVSTA Norfolk	VA	91	Receive	0	0	698	20	698	20	
NMWEA Yorktown	VA	91	Close	12	204	0	0	(12)	(204)	
NSCSES Norfolk	VA	91	Realign	1	280	0	0	(1)	(280)	
NSWC Dahlgren	VA	91	Receive	0	0	1	1,002	1	1,002	
NSY Norfolk	VA	91	Receive	0	0	5	257	5	257	
7TH COMMUNICATIONS GROUP	VA	93	Disestabli	108	41	0	0	(108)	(41)	
BUREAU OF PERSONNEL	VA	93	Relocate	1,070	924	0	0	(1,070)	(924)	
FLEET COMBAT TRAINING CTR, LANT	VA	93	Receive	22	73	970	199	948	126	
FORT BELVOIR	VA	93	Realign	4	455	28	28	24	(427)	
IPC RICHMOND (DISA)	VA	93	Disestabli	0	261	0	0	0	(261)	
NAS, NORFOLK	VA	93	Receive	0	0	49	423	49	423	
NAS, OCEANA	VA	93	Receive	0	0	2,597	42	2,597	42	
NAV SEC GRU ACT (NAVMASSO)	VA	93	Relocate	221	431	0	0	(221)	(431)	
NAVAL AIR SYSTEMS COMMAND	VA	93	Relocate	543	3,128	0	0	(543)	(3,128)	
NAVAL AMPHIB BASE, LITTLE CREEK	VA	93	Receive	0	0	262	4	262	4	
NAVAL AVIATION DEPOT, NORFOLK	VA	93	Close	104	4,295	0	0	(104)	(4,295)	
NAVAL FACILITIES ENGINEERING CMD	VA	93	Relocate	36	485	0	0	(36)	(485)	
NAVAL HOSPITAL, PORTSMOUTH	VA	93	Receive	0	0	603	59	603	59	
NAVAL SEA SYSTEMS COMMAND	VA	93	Relocate	360	3,439	0	0	(360)	(3,439)	
NAVAL STATION, NORFOLK	VA	93	Receive	0	14	4,364	90	4,364	76	
NAVAL SUPPLY SYSTEMS COMMAND	VA	93	Relocate	89	291	0	0	(89)	(291)	
NAVAL SURFACE WARFARE CENTER	VA	93	Receive	0	0	5	175	5	175	
NAVAL WEAPONS STATION, YORKTOW	VA	93	Realign	7	205	0	0	(7)	(205)	
NAVMAC	VA	93	Disestabli	96	108	0	0	(96)	(108)	
NAVSEACYSENGST (NUWC)	VA	93	Disestabli	4	1,407	0	0	(4)	(1,407)	
NCTS NORFOLK (DISA)	VA	93	Disestabli	0	122	0	0	0	(122)	
NESEC PORTSMOUTH, VA	VA	93	Realign	5	1,410	0	0	(5)	(1,410)	
NORFOLK NAVAL SHIPYARD	VA	93	Receive	0	16	228	1,139	228	1,123	
NSC NORFOLK (DISA)	VA	93	Disestabli	0	125	0	0	0	(125)	
SUPSHIP PORTSMOUTH	VA	93	Receive	0	0	5	340	5	340	
VINT HILL FARMS STATION	VA	93	Close	407	1,472	0	0	(407)	(1,472)	
<b>Total</b>				<b>3,739</b>	<b>25,234</b>	<b>10,720</b>	<b>9,011</b>	<b>6,981</b>	<b>(16,223)</b>	<b>(9,242)</b>
<b>WASHINGTON</b>										
FAIRCHILD AFB	WA	88	Receive	0	0	138	0	138	0	
FORT LEWIS	WA	88	Receive	0	0	138	7	138	7	
MCCHORD AFB	WA	88	Receive	0	0	618	137	618	137	
NAVSTA PUGET SOUND (EVERETT)	WA	88	Receive	0	0	345	331	345	331	
NAVSTA PUGET SOUND (SAND POINT)	WA	88	Realign	345	331	0	0	(345)	(331)	
Fairchild AFB	WA	91	Receive	0	0	1,401	122	1,401	122	

**Estimated BRAC 88, 91, and 93 Personnel Impacts by State--Adjusted**

(Military includes average student load; civilian includes BOS contractor personnel)

3/8/95

State Installation	State	Round	Action	Out		In		Net Gain/(Loss)		Comment
				Mil	Civ	Mil	Civ	Mil	Civ	
										93 Commission redirected B-52 and KC-135 training to Barksdale AFB and Altus AFB vice Fairchild AFB per 91 Commission. Adjustment removes "Ins" that never relocated to Fairchild.
FAIRCHILD AFB--ADJUSTMENT	WA	91	Adjust	0	0	(1,401)	(122)	(1,401)	(122)	
Fort Lewis	WA	91	Receive	3,903	234	12,177	885	8,274	651	
McChord AFB	WA	91	Receive	0	0	658	28	658	28	
Naval Sub Base Bangor	WA	91	Receive	0	0	94	15	94	15	
NAVHOSP Bremerton	WA	91	Receive	0	0	96	36	96	36	
NAVSTA Everett	WA	91	Receive	0	0	1,361	97	1,361	97	
NAVSTA Sand Pt. (Puget Snd)	WA	91	Close	557	423	0	0	(557)	(423)	
NUWES Keyport	WA	91	Realign	0	10	0	0	0	(10)	
										93 Commission redirected B-52 and KC-135 training to Barksdale AFB and Altus AFB vice Fairchild AFB per 91 Commission. Adjustment removes "Outs" that never relocated to Fairchild.
FAIR CHILD AFB--ADJUSTMENT	WA	93	Adjust	(1,181)	(98)	0	0	1,181	98	
FAIRCHILD AFB	WA	93	Redirect	1,181	98	0	0	(1,181)	(98)	
NAS, WHIDBEY ISLAND	WA	93	Receive	0	0	1,026	13	1,026	13	
NAVAL HOSPITAL, BREMERTON	WA	93	Receive	0	0	154	31	154	31	
NAVAL SUBMARINE BASE, BANGOR	WA	93	Receive	0	0	400	660	400	660	
PUGET SOUND NAVAL SHIPYARD	WA	93	Receive	1	173	3,301	0	3,300	(173)	
				4,806	1,171	20,506	2,240	15,700	1,069	16,769
<b>WEST VIRGINIA</b>										
NAVAL AIR FACILITY, MARTINSBURG	WV	93	Close	0	0	0	0	0	0	
		Total		0	0	0	0	0	0	0
<b>MIDWAY ISLAND</b>										
Naval Air Facility Midway	ZA	91	Realign	0	230	0	0	0	(230)	
NAF MIDWAY	ZA	93	Close	7	160	0	0	(7)	(160)	
		Total		7	390	0	0	(7)	(390)	(397)
<b>GUAM</b>										
ANDERSEN AFB	ZAB	93	Receive	0	0	1,920	321	1,920	321	
NAS AGANA	ZAB	93	Close	1,936	339	0	0	(1,936)	(339)	
		Total		1,936	339	1,920	321	(16)	(18)	(34)

# Document Separator

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-1

FROM: DIXON	TO: DALTON, JOHN
TITLE: CHAIRMAN	TITLE: SEC OF THE NAVY
ORGANIZATION: OBCRC	ORGANIZATION: DEPT OF THE NAVY
INSTALLATION (S) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
DIR./CONGRESSIONAL LIAISON	✓			ABLES			
DIR./COMMUNICATIONS	✓			ELE			
EXECUTIVE SECRETARIAT				ANALYSIS			
DIRECTOR OF ADMINISTRATION					✓		
CHIEF FINANCIAL OFFICER					✓		
DIRECTOR OF TRAVEL				DER			
DIR./INFORMATION SERVICES				LEADER	✓		
				M LEADER			

*Thank you!*  
*SEN*

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

QUESTIONS TO BE ANSWERED FOR THE RECORD FROM THE MARCH 6 HEARING.

Due Date: \_\_\_\_\_ Routing Date: 950313 Date Originated: 950310 Mail Date: 950310



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 10, 1995

Please refer to this number  
when responding 950313-1

The Honorable John H. Dalton  
Secretary of the Navy  
1000 Navy Pentagon  
Washington, DC 20350-1000

Dear Secretary Dalton:

I would like to thank you for your recent testimony before the Commission concerning the Department of the Navy's 1995 base closure and realignment recommendations.

As I mentioned at the conclusion of your testimony, attached are a number of additional questions that I would like answered for the record. I would appreciate your response to these questions by March 24, 1995 in order that the Commission can consider them early in our deliberative process.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Alan J. Dixon  
Chairman

## NAVY QUESTIONS FOR THE RECORD RESULTING FROM THE 06 MARCH NAVY HEARINGS

1. Has the Navy provided to the Commission all of the information used in its decision-making process?

If not, please provide it within the next five days.

2. Secretary Gotbaum described the method used by the Services to create a military value ranking for each base in a category which was used to determine closure or realignment choices.

Are there any circumstances where the Navy closed or realigned bases which ranked higher than bases not included on the Navy list?

If so, please explain the reason for not following the military value rankings.

3. Some communities have expressed concern about inconsistent levels of cooperation from base commanders in preparing their rebuttals to the DoD proposals.

What guidance did the Navy give its base commanders regarding cooperation with local communities during the BRAC process?

4. Will the Navy have excess capacity in any major categories or installation groupings if the Secretary of Defense's recommendations are accepted by this Commission? Please elaborate.

5. The Navy recommendations include a long list of redirects.

What is the value of the military construction costs eliminated by the redirects?

Are these costs based on the 1993 COBRA analyses or on the more detailed assessments performed during implementation planning?

6. Have the Navy and the Air Force agreed to a fully integrated Undergraduate Pilot Training program?

How did this affect the Navy's recommendations to close or realign pilot training bases?

7. The Navy has requested significant changes in the plan for basing aircraft that resulted from the 1993 decision to close Marine Corps Air Station El Toro in California and Naval Air Station Cecil Field in Florida.

Please explain what has changed since 1993 that caused the Navy to require such a dramatic change?

8. When considering the redirect involving Marine Corps Air Stations Tustin and El Toro, did the Navy consider redirecting any aviation assets to March AFB, California?

If so, why wasn't the option to use excess capacity at March acceptable to the Navy?

9. It appears that the Navy ran a consolidated Cost of Base Realignment Action, or COBRA, on Naval Air Warfare Center Indianapolis and Naval Surface Warfare Center Louisville.

Were closure decisions based on the combined COBRA and not on individual assessments?

What are the specific costs to close and the twenty year Net Present Value for the separate recommendations affecting Indianapolis and Louisville?

Please provide separated COBRA information for any other consolidated COBRA analyses.

10. Did the 60%-40% depot workload split between public and private facilities required under current law have any effect on the Navy's recommendations?

At the present time what are the Navy's public-private depot workload percentages?



11. Minutes from the Navy's Base Structure Evaluation Committee deliberations during the 1993 round state that the Committee was "concerned that there was insufficient capacity on the West Coast for dry-docking carriers and other large ships." Therefore, they agreed not to consider Long Beach Naval Shipyard for closure."

What has changed since 1993 that allows you to recommend the shipyard for closure?

12. According to the Navy's COBRA analysis, the closure of Portsmouth Naval Shipyard results in an immediate return on investment and a 20 year Net Present Value of more than \$2 billion and ongoing savings of \$150 million per year.

Was this level of savings compared to the projected costs of improving the 688-class submarine work capabilities at other shipyards?

What is the capability of the private sector submarine builders to do non-refueling submarine overhaul work? Did you consider the use of this capacity in your analysis?

13. Based on our staff's preliminary review of the Navy's information, it appears that nuclear shipyard capacity is approximately 40% in excess of needs, yet the Navy is only closing the only shipyard with no nuclear capacity.

Please explain why this excess capacity is being carried?

14. Did the Navy consider the alternative of moving Naval Air Warfare Center Point Mugu test and evaluation missions to Naval Air Warfare Center China Lake or Eglin Air Force Base as suggested by the Test and Evaluation Joint Cross-Service Group?

15. The Director of Defense Research and Engineering, in a 13 February 1995 memo, stated, "The laboratories retain significant duplication and excess capacity..." To reduce this excess, the Joint Cross-Service Group recommended the consolidation of C-41 acquisition and R&D to Fort Monmouth and explosives to Picatinny Arsenal and the Naval Air Warfare Center China Lake. The Navy did not accept these alternatives and decided to move C-41 to San Diego and to maintain explosives at Indian Head.

Why did the Navy not adopt the alternatives recommended by the Joint Cross-Service Group?

16. Regarding the Navy's decision not to close the Aviation Supply Office (ASO), Philadelphia, the Navy's report states: "the gap between attributed costs and savings was most likely to narrow under the realities of implementation, resulting in an even narrower benefit between costs and savings." This implies an inaccuracy in the data.

Please explain this comment.

17. The Defense Logistics Agency plans to move some of the Defense Industrial Supply Center's mission out of Philadelphia.

Did the Navy's analysis relative to the two inventory control points in Philadelphia and Mechanicsburg consider the DLA recommendation and the excess office space that it will make available in Philadelphia?

18. With regard to closing the facilities on Guam, please explain how operational commanders in the Pacific provided input and participated in the decision?

19. The Navy's Detailed Analysis states that the Navy intends to retain the waterfront assets on Guam for contingencies and to support the afloat tender.

If the Navy were guaranteed access to necessary facilities in the event of hostilities, would it consider allowing the Government of Guam access to the waterfront?

What Navy property on Guam will be disposed of after implementation of the recommendations?

20. The Navy's justification for recommending the closure of the Naval Air Facility, Adak in Alaska is that the Navy's anti-submarine warfare surveillance mission no longer requires the facility to base or support its aircraft. According to documents submitted to the Commission, the air facility at Adak has already been undergoing a drawdown to meet Congressionally-mandated budget reductions and the Navy's overall downsizing initiatives.

Does this mean that there has been a decrease in the threat since 1993, or has the mission of anti-submarine warfare that was carried out at Adak been transferred elsewhere?

21. As the Navy made its closure and realignment decisions, what role did environmental compliance play in its analysis? For example, did the fact that a base's expansion potential is limited by environmental restrictions play a major role in the analysis?

Were bases in Clean Air Act or other non-attainment areas viewed differently from those in attainment areas?

22. How many installations recommended for closure in this or prior rounds are expected to have substantial portions of land placed into caretaker status due to unique contamination problems?

## **QUESTIONS FOR THE RECORD FROM MEMBERS OF CONGRESS:**

Senator Christopher J. Dodd (Connecticut)  
Senator Wendell Ford (Kentucky)  
Senator Rick Santorum (Pennsylvania)  
Representative Robert A. Borski (Pennsylvania)  
Representative Stephen Horn (California)  
Representative Sonny Montgomery (Mississippi)  
Representative Robert Underwood (Guam)  
Senator Paul Sarbanes (Maryland)  
Senator Barbara Mikulski (Maryland)  
Representative Steny Hoyer (Maryland)  
Representative Albert R. Wynn (Maryland)  
Representative Constance Morella (Maryland)  
Representative Wayne T. Gilchrest (Maryland)

## QUESTIONS FROM MEMBERS OF CONGRESS

### Senator Christopher J. Dodd (Connecticut)

With respect to the Navy recommendation to relocate the Nuclear Training Commands (NTC) from Orlando to Charleston:

1. How will BRACC Appropriations already committed and spent for planned relocation of NTC at New London, be recouped in this redirection action?
2. How have savings promised in 1993 been recouped in the 1995 recommendations to redirect the NTCs? Are these savings lost permanently?
3. If the proposed savings and return on investment (ROI) from the redirect of the NTCs are so substantial as to require the 1995 BRACC to overturn the 1993 BRACC decision:
  - a. Why were the savings not recognized in 1993?
  - b. Was Charleston considered for relocation in 1993?
4. What methodology was applied to identify Charleston as the new location of the NTCs?
  - a. What other sites were examined?
  - b. What were the associated military values and cost?
5. What are the specific flaws in the 1993 BRACC decision that require the proposed redirection at this time?

With respect to the Navy decision to close the Naval Underwater Warfare Center (NUWC) in New London, Connecticut:

1. Total estimated costs for BRACC implementation:
  - a. A detailed (by line item) of cost expenditures to date comparing:

1.) costs spend or obligated to date vs.

2.) costs to complete the redirection as proposed.

2. A complete accounting of billets and actual personnel transferred from Norfolk, VA to Newport, RI as of this date.

3. A complete accounting of billets and actual personnel transferred from New London, CT to Newport, RI as of this date.

4. Savings in personnel and operating costs achieved per year to date at New London.

5. What would be the impact upon laboratory military value and cost analysis to co-locate all Navy acoustic research and development and system engineering at New London, Connecticut?

**Senator Wendell Ford (Kentucky)**

1. In regard to Naval Surface Warfare Center, Louisville, Kentucky would you comment on the data used by the Base Structure Executive Committee to make the decision to place that facility on the list? I have heard the data call information forwarded to the Department of the Navy, by Crane Division and NAVSEA, indicated the cost of moving the Phalanx work, currently being done at Louisville, to Crane, Indiana would be less than officials originally determined. I also understand the discrepancies in those figures were brought to the attention of the Inspector General who conducted an audit and verified that indeed the figures submitted were not correct, and the cost of moving the work to Crane, Indiana would be higher than the figures given to the Navy's Base Structure Executive Committee. Please comment on this information. I request that a copy of the Inspector General's audit be provided to this commission.

2. Also in the case of Naval Surface Warfare Center, Louisville, how do you evaluate and justify splintering the current work being done by the Louisville workforce of engineers and machinists - those places being Norfolk, Virginia, Port Hueneme, California, and Crane, Indiana? Was not it the determination of an early BRAC Commission to not close the Louisville facility in order to keep the Navy's 5-inch gun work, and now Phalanx work, consolidated and centrally located to ship ports on both coasts of the United States?

**Senator Rick Santorum (Pennsylvania)**

1. Machinery systems engineering has been migrating to the Naval Surface Warfare Center (NSWC)-Philadelphia for several decades. The BRAC 95 proposal to continue this migration by moving all machinery Research and Development to NSWC-Philadelphia consolidates a majority of machinery systems responsibility in Philadelphia (approx. 2000 people and \$800 M worth of machinery facilities) and is a logical progression in reducing infrastructure and improving overall machinery development and performance. In order to provide further reduction in infrastructure, have you considered consolidating the entire function of machinery systems in NSWC-Phila, some of which is still being performed in NAVSEA headquarters?

2. BRAC 93 decisions included moving the Naval Sea Systems Command from Crystal City to White Oak. The BRAC 95 proposes closing White Oak and moving NAVSEA to the Washington Navy Yard. Was there any consideration given to relocating NAVSEA to the Philadelphia Naval Base?



**Representative Robert A. Borski (Pennsylvania)**

1. In your proposal to close and relocate the Naval Air Technical Services Facility (NATSF) to North Island, CA, you appear to achieve most of your savings by eliminating 52 positions.

How is this more cost effective than keeping NATSF in Philadelphia and eliminating those same positions?

2. In 1993, the Base Closure Commission overturned your recommendation to close and relocate NATSF. In its report, the Commission “found compelling the potential cost savings and reduction in workload” of establishing a central DoD technical publications organization under the auspices of NATSF.

To what extent did the Navy work with other services to explore this possibility.

Why did the Navy choose not to recommend this idea in its 1995 BRAC recommendations?

## **Representative Stephen Horn (California)**

1. The purpose of the base closure process is to reduce as much excess capacity as possible and to save the greatest amount of money. However, the recommended closure of the Long Beach Naval Shipyard closes the least amount of excess capacity, and does nothing to reduce capacity in the nuclear category, where the excess is greatest. Moreover, according to the COBRA data, closure of Long Beach would save less money over the next 20 years than, for example, Portsmouth. Why has the Navy targeted the one shipyard for closure whose closure would do the least in meeting the goals of the BRAC process?
2. In 1991 and 1993, the Long Beach Naval Shipyard was the third highest ranked naval shipyard, behind only Puget Sound and Norfolk. Curiously, the Navy's new military value matrix now ranks Long Beach as below Pearl Harbor in military value and only slightly above the Portsmouth Naval Shipyard. Why has this ranking changed from the two previous base closure rounds?
3. From an examination of the Navy's base closure deliberations minutes, it seems as if the Navy only really considered closing two shipyards -- Portsmouth or Long Beach -- and decided to not recommend Portsmouth for closure because of a desire to retain nuclear repair capability. Were other scenarios actively considered? For instance, was a closure option for Norfolk Naval Shipyard considered, and scenarios run? If not, why not? Was Pearl Harbor considered for closure, or considered for realignment along with Long Beach?

**Representative G. V. (Sonny) Montgomery (Mississippi)**

I am concerned about how the Navy determines such factors as the pilot training rate (PTR). The certified data which the commission will receive appears to be, quite frankly, a compilation of conclusions rather than a trail of hard facts leading to a conclusion. Is the Navy going to give the Commissioners and the communities access to the critical data used to determine such conclusions as the daytime operations necessary to generate one new pilot?

Moreover, will commissioners and communities have access to base operational data?

I hope you will provide any requested data directly to Commissioners and affected communities.

## **Representative Robert Underwood (Guam)**

### **Naval Base Guam, Fleet Ind. Supply Center and Ship Repair Facility**

1. Mr. Secretary, in your recommendations for BRAC 95, you recommend closing the Ship Repair Facility and disestablishing the Fleet Industrial Supply Center and you recommend reducing and the "mothballing" the waterfront activities of the Naval Base. This eliminates a large source of income for the citizens of Guam, but it does not allow these valuable industrial and port facilities to be used as economic recovery tools for Guam to help replace their lost revenues.

Isn't it true that these facilities could be turned over to the Government of Guam for economic development with the proviso that they could be used for military contingency operations at the request of the Federal Government?

### **NAS Agana**

2. Mr. Secretary, last year this Commission recommended that the Navy consolidate the air operations at NAS Agana with the Air Force operations 10 miles away at Anderson AFB. During the last two years, however, you have disestablished one of the three fixed wing squadrons on Guam and moved the other two to bases on the West Coast. In spite of the Navy's rhetoric two years ago, you have also agreed to return all of the enlisted administrative buildings and the officer housing on a piece of land that is essential for the development of an expanded international aviation complex on Guam. You are also in the process of building 300 brand new family housing units.

Isn't it true that with all of these reductions this year you should have quite a bit of excess Navy housing? Isn't it also true that the retention of this one isolated section of family housing has more to do with the view than the need for military housing island-wide?

### **Fena Reservoir**

3. Mr. Secretary, in your report, you did not mention the large watershed and reservoir at Fena that currently sits outside the Naval Magazine on Guam. It is no

longer needed as a "buffer" for Naval Magazine, Guam, and the magazine no longer contains special weapons.

In view of the economic hardships these closures will impose of the citizens of Guam, why couldn't this watershed be returned to the Government of Guam for use in its water system and as a "low environmental impact" recreation area?

### **Navy Water System on Guam**

4. Mr. Secretary, I am amazed to hear that the Navy maintains an island-wide water distribution system on Guam that duplicates one maintained by GovGuam. With the disestablishment of most of the Navy activities on Guam, it seems inefficient and expensive for the Navy to maintain a separate system.

Are there any other locations in the United States or its Territories where the Navy does not procure water from the local government and maintains its own water system?

In light of the huge reductions in the Navy presence and the dichotomy this issue seems to raise, doesn't it make more sense for the Navy to turn its water system over to the Public Utility Agency on Guam, assist Guam financially in consolidating the two systems, and then satisfy its water needs from the Public Utility Agency, as it does in most other locations?

### **Island-wide Navy Housing on Guam**

5. Mr. Secretary, as can be seen from the above points, most of the current Navy activities on Guam that remain from previous closures or reductions are recommended for closure, disestablishment or realignment. No mention is made, however, of the disposal of the large amounts of housing that served those units.

Guam has always had a deficit of housing for its civilian population and this housing could be used to provide housing for the citizens of Guam, provide an income stream for GovGuam through lease payments, and provide the Navy with a source of properly maintained military housing in the event of a Western Pacific military contingency.

Wouldn't it seem reasonable to seek the transfer to GovGuam of all Navy housing that does not serve the needs of the few remaining Navy activities?

Doesn't it also make economic sense to then combine the remaining Navy housing and the existing Air Force housing under one Federal/DoD housing authority and maintain the transferred Navy housing under rules that permit it to be leased back to the Navy during extended military contingencies?

### **Navy Command Structure**

6. Mr. Secretary, with the disappearance of most Navy facilities on Guam, there does not seem to be a great need for a Navy Admiral command on Guam.

Could you not move the remaining overall island-wide Navy Commander and his staff to joint spaces at Anderson AFB on the northern end of Guam and then transfer all the remaining command assets, including the housing area on Nimitz Hill to GovGuam for their economic development?

### **Long-term Economic Impact (Section 30 of the Guam Organic Act)**

7. Mr. Secretary, Guam receives quite a bit of funding under section 30 of the Guam Organic Act.

Have you included those revenues in your economic impact studies?

### **Other Potential Consolidations/Ongoing Construction**

8. Mr. Secretary, in light of the closings, realignments and reductions on Guam that you are recommending, there seem to be services that could be provided more efficiently to the remaining Navy personnel and the Air Force through more consolidated activities, now that both are essentially in a caretaker status.

Could you not provide some of these services more efficiently by combining such activities as Recreation, Public Works, Housing Management, Medical and Dental?

**Senators Paul Sarbanes and Barbara Mikulski and Representatives Steny Hoyer, Albert R. Wynn, Constance Morella, and Wayne T. Gilchrest**

**NSWC-White Oak:**

1. DoD's justification for redirecting NAVSEA from White Oak to "...the Washington Navy Yard, Washington, D.C. or other government-owned property in the metropolitan Washington, D.C. area" cites reductions of personnel in administrative activities as the rationale for no longer needing the capability at the White Oak facility. Yet that same report indicates no reductions in civilian or military personnel from redirecting NAVSEA from White Oak to the Washington area sites. How do you explain this discrepancy?

2. What specifically is the "other government-owned property in the metropolitan Washington, D.C. area?" Why weren't the Navy Yard and/or these other sites considered as a potential location for the NAVSEA move during the 1993 Base Closure and Realignment process? How many NAVSEA employees would be relocated to the Navy Yard and how many would be relocated to this unspecified other government-owned property?

3. Will the recommended redirection of NAVSEA from White Oak to the Navy Yard or other government-owned sites require NAVSEA to remain in leased space in Crystal City longer than planned for the White Oak move?

4. Please provide the estimated costs of moving NAVSEA to White Oak vs. moving to the Navy Yard and/or any other facilities under consideration including:

Costs of new construction renovation

Renovation "swing space" requirements

Costs of any associated utility or water and sewer upgrades

Costs of any associated transportation infrastructure improvement

Sunk costs previously spent to move NAVSEA to White Oak

Costs of security and parking

5. Have you value engineered the plans for the NAVSEA headquarters facility at White Oak to determine whether NAVSEA could be accommodated more efficiently or in a less costly manner?

6. What is the cost of reconstructing the hyper-velocity windtunnel, the hydroballistics tank, the magnetic silencing facility or nuclear weapons effects facility located at White Oak? Were the costs of these facilities considered and assessed in the Department's decision to redirect NAVSEA from White Oak to the Navy Yard and other Washington area-government owned property?

7. Part 1. NSWC-White Oak. In testimony before the BRAC Commission on March 1, the Chairman of the Joint Chiefs of Staff, John Shalikashvili, raised concerns about the proposed closure of the Naval Surface Weapons Center at White Oak, Maryland and specifically stated that "...the loss of the hyper-velocity windtunnel at that facility could eliminate a unique national capability, a capability that serves military research and development needs and that is used, as well, by other agencies, such as NASA." Since it is clear that the need to preserve this unique military capability was overlooked by DoD in recommending the closure of White Oak, isn't it possible that you might have overlooked or failed to adequately assess the military value and costs associated with the other vital military capabilities at White Oak such as the Reentry Systems capability, the nuclear weapons radiation effects simulator, the hydroballistics tank or the magnetic silencing facility?

Part 2. The Base Closure and Realignment Commission of 1993, like General Shalikashvili and other senior military officials, recognized the value of these unique facilities. To ensure that these unique capabilities are maintained, the BRAC made a second decision -- to move NAVSEA from leased space in Crystal City, Virginia to underutilized government owned facilities at White Oak. Since the military needs to maintain these unique capabilities, why would the Navy now recommend overturning the second part of the 1993 BRAC decision?

8. In 1993, the BRAC Commission unanimously reversed The Department of Defense's Recommendation to disestablish NSWC-Annapolis based on the DoD's "overstated potential cost savings" and "a substantial deviation from criteria 4 and 5."

What has changed in the two years since to invoke the DoD to recommend a full closure of NSWC-Annapolis?



## **NSWC-Annapolis**

9. Which specific staff and facilities are proposed for relocation under the \$25 million one-time move cost estimate?
10. Which specific staff and facilities would be moved to Carderock? Which would be moved to Philadelphia, the Naval Research Lab or other locations?
11. What is the specific breakdown of the \$25 million one-time cost for relocation?
12. Which of the Annapolis Detachment's capabilities and facilities would be eliminated entirely?
13. What is the Annapolis Detachment's specific excess capacity?
14. What is the specific breakdown of the Department of Defense's \$36.7 million savings estimate and \$14.5 million annual recurring savings estimate for closing NSWC-Annapolis?

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-2

FROM: DIXON	TO: FARRELL, LAWRENCE, P.
TITLE: CHAIRMAN	TITLE: MAJ GEN., PRINCIPAL DEP. DIR
ORGANIZATION: DBCRC	ORGANIZATION: DEFENSE LOGISTICS AGENCY
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS	✓			REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

QUESTIONS TO BE ANSWERED FOR THE RECORD FROM THE MARCH 7 HEARING.

Due Date: _____	Routing Date: 950313	Date Originated: 950310	Mail Date: 950310
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950313-2

March 10, 1995

Major General Lawrence P. Farrell, USAF  
Principal Deputy Director  
Defense Logistics Agency  
Cameron Station  
Alexandria, VA 22304-6100

Dear General Farrell:

I would like to thank you for your recent testimony before the Commission concerning the Department of Defense's 1995 base closure and realignment recommendations.

As I mentioned during the hearing, I would like any questions not asked by the Commission to be answered for the record. The questions are attached. I would appreciate your response to these questions by March 22, 1995 in order that the Commission can consider them early in our deliberative process.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan J. Dixon".

Alan J. Dixon  
Chairman

Encl.

## **Defense Logistics Agency**

### **GENERAL**

1. Given the limitations on the base closure process by current Title 10 restrictions and the fact that excess capacity will more than likely remain after this last and final round under the current base closure law, what method would you recommend for consideration in future base closure efforts?
2. Have you provided to the Commission all of the information that you used in your decision-making process? If not, would you please provide it within the next five days?

### **PROCESS**

3. How much of your decisions were dependent upon the Services' decisions? Were there any Service concerns which were raised which caused you some difficulty? If so, what were they and how were they resolved?
4. If all of the recommended closures and realignments are completed, what is the decrease in Defense Logistics Agency personnel by number and cost? What percentage reduction does this represent?
5. Do any of your recommendations result in construction cost avoidances for construction or modifications authorized by the 1991 Commission? What are those costs and which installations are affected?

## DISTRIBUTION DEPOTS

6. Capacity
  - a. What percentage of your overall distribution depot capacity will be reduced by the recommended closures/realignments?
  - b. Will there be enough capacity in the remaining distribution depot system to accommodate the inventories that need to be moved from the proposed closed depots during the transition period?
  - c. Does this leave you with enough depot capacity to meet any unforeseen future operational needs?
  
7. A recent U. S. General Accounting Office report on inventory reduction indicates that the Department of Defense has about 130 million items cube of material that should be excessed. Could you have closed more depots in this round of closures if those inventory reductions were to occur?
  
8. If the excess capacity available to the Defense Logistics Agency through the Services was considered, and all the Defense Logistics Agency closure and realignment recommendations are completed, what effect will there be on your capacity requirements if the Commission adds other service maintenance depots to the closure list?
  
9. To what extent did you consider privatizing Defense Logistic Agency functions and/or activities?
  
10. What percentage of DLA's facilities are leased? Which facilities are leased?

11. Defense Distribution Depot Memphis (DDMT)
  - a. What went into the military value analysis decision to close the Defense Distribution Depots at Memphis, Tennessee and Ogden, Utah?
  - b. What economic factors were considered?
  - c. What other options were considered, and why were these options rejected?
  - d. What will your total capacity reduction be as a result of closing these two depots?
  - e. What percentage of your total capacity does this represent?
  - f. How will the present mission requirements of these depots be handled?
  
12. In your decision to close the Memphis Defense Distribution Depot, what weight was given to its central location and excellent access to all types of transportation?
  
13. The Memphis community has stated that the Defense Logistics Agency has been transferring workload from Memphis to other Defense Depots.
  - a. Is this contention accurate?
  - b. If so, was the Memphis Depot adversely affected in the military value calculation?

#### **INVENTORY CONTROL POINTS**

14. You are recommending a major change in operations at your Inventory Control Points.
  - a. Why did you decide to realign your workload by troop and general support and weapon system items?
  - b. Why are you proposing only two weapon system inventory control points?

15. You are recommending disestablishing one Inventory Control Point, the Defense Industrial Supply Center (DISC) in Philadelphia, and distributing the management of its weapon system-related items to the Inventory Control Points at Richmond (Defense General Supply Center [DGSC]) and Columbus (Defense Construction Supply Center [DCSC]).

- a. Why was the Defense Industrial Supply Center chosen as the Inventory Control Point to be disestablished as opposed to the Defense General Supply Center or the Defense Construction Supply Center?
- b. What military value analysis was done?
- c. What is your risk to having only two weapon system-related items Inventory Control Points?

16. The Navy contends that significant synergy exists between the Naval Aviation Supply Office and the Defense Industrial Supply Center and that these two organizations should remain co-located.

- a. Did you evaluate the lost synergy between these two organizations?
- b. What economic factors were considered?
- c. What other realignment options were considered, and why were those options rejected?

17. In 1993 you wanted to move two Inventory Control Points--Defense Personnel Support Center and Defense Industrial Supply Center--out of Philadelphia and relocate them into new construction in New Cumberland, PA. The 1993 Commission decision resulted in both organizations remaining in Philadelphia. In 1995 you want to split the two organizations. What changed between 1993 and 1995 to alter the Defense Logistic Agency recommendation?

18. According to your data, your decision to disestablish the Defense Industrial Supply Center will result in a direct loss of only 385 jobs. Currently, there are approximately 1800 civilian employees in this organization.

- a. Will the remaining 1400 jobs be absorbed into the Defense Personnel Support Center (DPSC), which will remain in Philadelphia?
- b. If so, will the increase in the number of line items to be handled at the Defense Personnel Support Center (DPSC) require an increase in the current workforce by 1400 employees?
- c. If not, what will happen to these 1400 employees?
- d. If these jobs are scheduled to be eliminated, why are they not included in your economic impact analysis?

19. How can an increase of only 335 jobs at the Defense General Supply Center in Richmond, VA and no increase in jobs at the Defense Construction Supply Center in Columbus, OH accommodate the relocation of the workload currently being done at the Defense Industrial Supply Center?

20. An additional 200,000 to 400,000 consumable items are scheduled to be transferred to the Defense Logistics Agency from the Services in 1995.

- a. What is the mix of these items between weapon system and troop and general support?
- b. Are more item transfers planned in the coming years?
- c. With your planned reduction in inventory control points, will you have enough capacity to handle the additional workload? If so, how?
- d. If not, did you consider keeping the Defense Industrial Supply Center open to accommodate the increased workload?



21. During BRAC 1993, to accommodate the additional personnel (approximately 3,000) coming to the Aviation Supply Office compound from the Defense Personnel Support Center, it was estimated that there would be approximately \$46 million in renovation costs.

- a. Do you still plan to accommodate approximately the same number of employees at this installation?
- b. If so, are building renovations still needed? What are these costs?
- c. If not, why are building renovations not needed?
- d. If total renovation will not be necessary is there a construction cost avoidance if this recommendation is approved?
- e. Did you delay making any extensive renovations at the Aviation Supply Office compound and delay moving the Defense Personnel Support Center to the compound in order to make your current recommendation and thus avoid construction costs?

## **CONTRACT MANAGEMENT DISTRICTS**

22. The Department of Defense report which addresses the Defense Logistics Agency recommendations states that having only two Defense Contract Management District offices presents only 'a moderate risk'. What do you mean by 'a moderate risk'?

23. The Department of Defense report also states that as a result of the drawdown, you expect a decline in the number of Area Operations Offices and Plant Representative Offices.

- a. About how many offices do you expect to be eliminated in the future?
- b. How does this breakdown under your current structure of 3 regions and your projected structure of 2 regions?

24. What are the number and value of contracts, and Area Operations Offices and Plant Representative Offices under your current and projected structure?

25. Could the remaining two Defense Contract Management District offices handle a further increase in workload should the military system go through a build up without a substantial increase in personnel?

a. If so, how would this be handled?

b. If not, how many people would have to be hired at these two locations, and would the additional personnel require the need to obtain additional workspace?

26. Can the Defense Contract Management District West (DCMDW) be adequately housed anywhere on the West Coast (i.e. San Francisco area)? Please comment.

#### **ECONOMIC/ENVIRONMENTAL IMPACTS**

27. Are there any environmental concerns or hazards at any DLA location recommended for closure or realignment. If so, what are they, and what is the cost of resolving them?

## QUESTIONS SUBMITTED BY SENATOR DAVID PRYOR OF ARKANSAS

1. The Department of the Army was requested to consider the cost of moving the DLA activity at the Red River Army Depot in its analysis of total closure costs. The community has estimated the cost to be in excess of \$300 million for such a move. Is this estimate consistent with the costs calculated by the Department of Defense?
2. It is my understanding that the Red River Army Depot was recently awarded the 1995 President's Prototype Award in support of the Administration's National Performance Review initiatives. Were such awards for quality and efficiency considered by the Department of Defense in this base closure process?
3. Could you detail the reasoning behind the Department of the Army's recommendation to completely close one of its primary depots and realign another when the other military services appear to have chosen realignment initiatives through "downsizing in place" at their maintenance facilities?

## QUESTIONS SUBMITTED BY CONGRESSMAN JIM CHAPMAN OF TEXAS

1. Why does data reflected in the COBRA model drastically deviate from data submitted by the installation, specifically the costs associated with movement of wholesale/retail assets in storage at the Defense Distribution Depot Red River to the Defense Distribution depots at Anniston and San Joaquin and to depot "X"?

2. DLA's basis for analysis for co-located depots was "when a military service determined that a maintenance depot was surplus to their needs, DLA would consider closing co-located distribution functions." The logic was two fold:

First, the maintenance depot is by far the biggest customer and primary reason for DLA presence. Question: Since Defense Distribution Depot Red River supports the maintenance function at Red River Army Depot and Fort Hood at equal percentages of overall workload, how does DLA justify categorizing support to Red River maintenance as being by far Defense Distribution Depot Red River's biggest customer when eighty percent of the customers are off base?

Second, complete closure of the facilities infrastructure generates the best economic return to Department of Defense. Question: Since Army recommends leaving the ammunition mission School of Engineering and Logistics, and rubber products facility open at Red River and since the operation will require base operations support, Red River maintenance, sewage, water plant maintenance, rail crew support, and power station maintenance, how does just changing the command to Lone Star Army Ammunition Plant reduce the infrastructure costs for Department of Defense?

3. Was the combined military value and cost of closure of the co-located facilities of Red River Army Depot, Lone Star Army Ammunition Plant, DLA Distribution Depot Red River (DDRT), and their tenants considered in the overall evaluation as requested of the Army, DLA and Department of Defense by the community?

## QUESTIONS SUBMITTED BY CONGRESSMAN HAROLD FORD OF TENNESSEE

1. After Desert Storm, the DLA undertook a study of its depots' performance, "An Assessment of Container and Rail Handling Capabilities at DLA Depots", 30 January 1991. What were the results of that report, and were they used in the evaluation process? Why was this report not taken into account?
2. Was the impact a base closure would have on economically disadvantaged communities considered by DLA when they assessed the economic impact of their recommendations? Did DLA compare the overall unemployment rate of the community in relation to the unemployment rate of the rest of the state and surrounding areas? Do you believe the Commission should use this comparison as a criteria in its decision making process?
3. Did the logistic planners for each branch of the service do their own evaluation of DLA's concept of support, or merely accept DLA's recommendations?
4. How will the DLA's recommendations impact the premium service project at DDMT with Federal Express? What was behind the project if it was felt the location of DDMT was a detriment to supply support instead of an asset?
5. Did the SAILS model take into account the increasing wage bases in each industrial area in which the Depots are located? Does it assess the impact on a federal installation's ability to attract and retain quality workforce in the future? Does it assess the surrounding community's industrial wage base to project future hiring trends? Which year's labor rates were used in the SAILS model?

	Memphis	Harrisburg, PA*
1991	10.41	10.67
1992	10.42	11.18
1993	10.55	11.52
1994	10.88	11.92

\*US Department of Labor, State and Area Employment. Annual averages.

6. Strategic Logistics Doctrine\* emphasizes the importance of the nation's industrial base to the support of our armed forces abroad. Yet, the capacity of the surrounding industrial community to support surge requirements in the area of warehousing, personnel, equipment support (Memphis was able to hire 1000 additional skilled material handlers within three weeks for Desert Storm) has not been factored in. Have interruptions due to weather, strikes, transportation bottlenecks been taken into account? How many days in the last three years have operations been impaired by adverse weather?

\*Army Field Manual 100-5, 1993

7. Supply support for contingency operations by doctrine\* depend upon strategic airlift. Where is the assessment of strategic airlift capability in this analysis? Is it given the appropriate amount of weight compared to administrative criteria?

\*Army Field Manual FM 100-5 Chapter 12

8. The DLA ranked stand-alone depots for military value. Both the DoD and BRAC use military value as the most important selection criteria. Among stand-alone depots, DDMT was ranked third in military value and recommended for closure. However, DLA chose to maintain Richmond and Columbus, which ranked 5th and 6th. If military value is regarded so highly, why did DLA completely disregard it with respect to stand-alone depots?

9. Defense Distribution Depot Memphis (DDMT) ranked third behind Defense Distribution Depot San Joaquin (DDJC) and Defense Distribution Depot Susquehanna (DDSP). Both DDJC and DDSP are not single entities as DDMT is. DDJC includes two depots (Tracy, CA and the Sharpe Army Depot). DDSP includes the DLA Mechanicsburg Depot and the New Cumberland Army Depot. In fact the Mechanicsburg Depot and the New Cumberland Depots are 11 miles apart. For what reasons were they lumped together, and how did this effect their individual military value scores?

10. DDMT has far superior access to transportation systems (highways, rail systems, airports, etc.). Despite this superiority, DDMT only scored third in the mission suitability section of the military value test. How much weight does this crucial distribution factor carry in the test?

11. DDMT has far superior access to commercial transportation modes and the Department of Defense has recently contracted with the Federal Express Corporation for a premium transportation service where "critical" material can be delivered at maximum speed. Were these factors taken into consideration when rating DDMT?

12. "Direct vendor delivery" was used in the DLA Detailed Analysis as a reason DDMT (and other depots) would see a decline in the need for warehousing and distributing materials. The bulk of DDMT's distribution materials are food supplies, clothing and medical supplies. How much will "direct vendor delivery" have on these particular materials?

DDMT specializes in the assembly of B-rations so that field commanders receive one containerized shipment which includes all necessary materials for a meal (food, salt, water, utensils, etc.) for their particular size force. Will "direct vendor deliveries" replace this system?

13. Why was the Defense Industrial Plant Equipment Center, DDMT's only major tenant activity, moved from Memphis just prior to BRAC 1995? The lack of a major tenant activity hurt DDMT's score on the military value test.

14. Major General Lawrence P. Farrell, Jr., USAF wrote to Congressman Harold Ford that "When we coupled the results of the statutorily prescribed BRAC analysis with the military judgment of our most senior logistics management experts, we determined it is in the best interests of the Department of Defense that DDMT be disestablished. And again, "You and your constituents can be assured that this call was based upon a fair, objective, and well documented review of the facts coupled with our best military judgment regarding the overall status of the United States' military logistics system."

Who are the senior logistics management experts and what did they base their judgments upon?

15. How many days per year are the Mechanicsburg and New Cumberland Depots closed due to weather conditions? How many days per year is DDMT closed due to weather conditions? (DDMT did not close due to weather conditions in 1994)

16. How many days or hours per year is the Harrisburg airport closed per year? How many days or hours per year is the Memphis International Airport closed per year? (Memphis International Airport is closed for an average of less than four hours per year)

17. How far are the Mechanicsburg and the New Cumberland Depots from a major airport?

18. How far are the Mechanicsburg and New Cumberland Depots from a major interstate highway? How many lanes does the road which accesses the highway have?

19. What activities in the last three years, have been withdrawn from Memphis that would have been of value to them, when assessment for military value was done? (Examples, Defense Industrial Plant Equipment Center (DIPEC) and Defense Distribution Region Central both were tenant activities at DDMT moved within this time frame.)

20. Why was the Central Region moved from Memphis to New Cumberland? What prompted this move as it relates to military value?

21. Why was Defense Industrial Plant Equipment Center (DIPEC) moved from Memphis to Richmond, VA?

22. Since the purpose of assessing military value within the DLA BRAC analysis was to assess value added for military purposes, then why was an organization that consisted of a non-military function given points under this system?

23. It has been stated that 124 jobs would be made available in New Cumberland and positions that are moving into the area from other locations was given consideration. However, was any consideration given the fact that the majority of the persons which would be affected are blue collar workers as opposed to the white collar workforce that is moving into the area?

24. It has been stated that DDMT was one of the most efficient organizations within DLA for on time processing of Material Release Orders (MRO's) and their capability to mobilize a large temporary workforce on short notice (i.e. Desert Storm/Shield, Somalia, etc.). If this is a true statement, then what consideration was given to this under your BRAC analysis, if any?

25. In a military environment, why is New Cumberland and Tracy given debarkation value for moving troops, equipment and supplies by water, when today's wars are of a short duration (a few days or weeks)? Airlift is the only means of meeting these timetables as was the situation with Desert Storm and Somalia.

26. What consideration was given to large airlift capabilities by the Tennessee Air National Guard located 2 miles from DDMT? This resource was used in Desert Storm, Somalia support and Panama.

27. Coastal Depots only provide limited jump-off points to Europe and Asia. What about more likely contingencies in South America, where the USA must provide support without allied help? Doesn't a military depot in the center of the country (DDMT) make more sense for logistical support.



## QUESTIONS SUBMITTED BY CONGRESSMAN JAMES V. HANSEN OF UTAH

1. The DLA claims to have such overcapacity in warehouses that it is necessary to close Ogden. Yet, DLA has submitted in its FY 1996 military construction budget a \$15 million dollar project to construct a **new warehouse** at Tracy, California. If DLA has such overcapacity, why is it building new warehouses?
2. DLA commissioned a "Peat-Marwick" study dated December 1993 which clearly shows that Ogden is, by far, the single most cost-effective depot in the DLA system. How did cost of operations factor into your decision when, to the casual observer, it appears that you are closing DLA's most efficient depot?
3. What are DLA's plans with Ogden's Deployable Medical Unit (DEPMEDS) workload? Where will this work be accomplished?

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-3

FROM: <u>LYLES, DAVID</u>	TO: <u>BAYER, ROBERT</u>
TITLE: <u>STAFF DIRECTOR</u>	TITLE: <u>BEP. ASST. SEC OF DEFENSE</u>
ORGANIZATION: <u>DBCRC</u>	ORGANIZATION: <u>DEPT OF DEFENSE</u>
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS	✓			REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

Subject/Remarks:

FORWARDING COPIES OF QUESTIONS SUBMITTED TO SEC'S OF THE NAVY, AIR FORCE, ARMY AND MR JOHN DONNELLY AND MAJ GEN. LAWRENCE P. FARRELL.

Due Date:	Routing Date:	Date Originated:	Mail Date:
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950313-3

March 10, 1995

Mr. Robert E. Bayer  
Deputy Assistant Secretary of Defense (Installations)  
3300 Defense Pentagon  
Room 3E813  
Washington, DC, 20301-3300

Dear Bob:

Attached please find a copy of our follow-up questions submitted to the Secretaries of the Navy, Air Force and Army from our recent Investigative Hearings held on March 6 and 7, 1995. I have also included a copy of our follow-up questions to the Mr. John Donnelly, the Director of Investigative Services and to Major General Lawrence P. Farrell, Jr., USAF, the Principal Deputy Director of the Defense Logistics Agency.

Thank you for your assistance and please call me with any questions.

Sincerely,

David S. Lyles  
Staff Director

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-4

FROM: <b>BROWN, ED</b>	TO: <b>JONES, MICHAEL G.</b>
TITLE: <b>ARMY TEAM LEADER</b>	TITLE: <b>DIRECTOR</b>
ORGANIZATION: <b>OBCRC</b>	ORGANIZATION: <b>THE ARMY BASING STUDY</b>
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

Subject/Remarks:  
**FORWARDING INFORMATION CONCERNING REIO RIVER ARMY DEPOT.**

Due Date: _____	Routing Date: <b>950313</b>	Date Originated: <b>950310</b>	Mail Date: <b>950313</b>
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 10, 1995

Please refer to this number  
when responding 950313-4

Colonel Michael G. Jones  
Director, The Army Basing Study  
200 Army Pentagon  
Washington, D.C. 20310-0200

Dear Colonel Jones:

On March 9, 1995, representatives of the Red River Defense Fund Steering Committee (RRDFSC), accompanied by representatives of Senators Gramm and Hutchinson of Texas, Senators Bumpers and Pryor of Arkansas, and Representatives Chapman of Texas and Dickey of Arkansas, presented a briefing on Red River Army Depot and Defense Distribution Depot Red River. In addition, they presented a letter from Under Secretary of the Army Reeder. Copies of these documents are attached.

I would appreciate the Army's position on both documents and their implications on your recommendation to close Red River Army Depot by March 27, 1995.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward A. Brown III".

Edward A. Brown III  
Army Team Leader

EB/rmm  
encl.

**DEFENSE BASE CLOSURE & REALIGNMENT COMMISSION**  
**1700 NORTH MOORE STREET, SUITE 1425**  
**ARLINGTON, VIRGINIA 22209**  
**(703) 696-0504**

**MEMORANDUM OF MEETING**

**DATE:** March 9, 1995

**TIME:** 2:00

**MEETING WITH:** Cong. Jim Chapman and Red River Defense Fund Steering Committee  
(RRDFSC)

**SUBJECT:** Red River Army Depot and Defense Distribution Depot Red River

**PARTICIPANTS:**

*Name/Title/Phone Number:*

**Phillip DuVall; RRDFSC**  
**Dennis Lewis; RRDFSC**  
**Fred Milton; RRDFSC**  
**Charles Cheatham; RRDFSC**  
**Pat Devlin; Cong. Jim Chapman's Office**  
**Billy Moore; Cong. Jim Chapman's Office**  
**Steve Ronnel; Sen. David Pryor's Office**  
**Mike Champness; Sen. Phil Gramm's Office**  
**Brian Moran; Sen. Dale Bumpers' Office**  
**Dave Davis; Sen. Kay Bailey Hutchison's Office**  
**Bob Brooks; Cong. Jay Dickey's Office**  
**Tim Rupli; Consultant**  
**J.R. Reskovic; Consultant**

*Commission Staff:*

**The Honorable Al Cornella, Commissioner**  
**David Lyles, Staff Director**  
**Charles Smith, Executive Director/Special Assistant**  
**Madelyn Creedon, General Counsel**  
**Wade Nelson, Director of Communications**  
**Cece Carman, Director of Congressional and Intergovernmental Affairs**  
**Chip Walgren, Manager, State and Local Liaison**  
**Jim Schufreider, Manager, House Liaison**

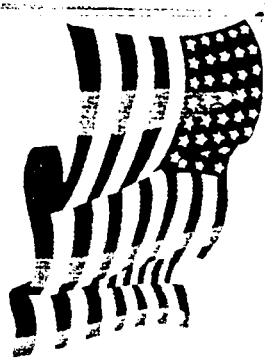
**Ben Borden, Director, Review & Analysis**  
**Ed Brown, Army Team Leader**  
**Bob Cook, Interagency Issues Team Leader**  
**Jim Owsley, Cross-Service Team Leader**  
**Bob Miller, Army Team Analyst**

**MEETING PURPOSE:** Representatives of RRDFSC presented data in support of retention of Red River Army Depot. Some of the data appears to conflict with Army data. In addition, RRDFSC presented a copy of a letter from Under Secretary of the Army Reeder, subject: Joint Cross-Service Group for Depot Maintenance (JCSG-DM) BRAC-95 Alternatives. Copies of these documents are attached. Additional copies have been forwarded to The Army Basing Study office for comment.

# Red River Army Depot

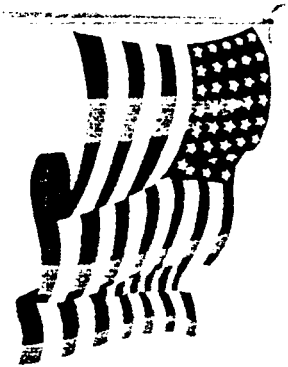






# **Red River Army Depot's Industrial Complex**

- **Red River Army Depot (RRAD)**
- **Defense Logistics Agency, Defense Distribution Depot Red River (DDRT)**
- **Lone Star Army Ammunition Plant (LSAAP)**
- **Eight tenants**

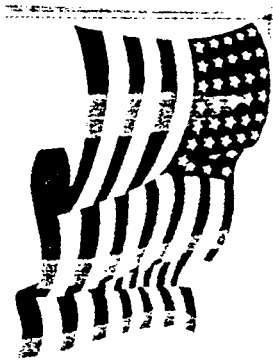


# **Military Value**

## **Mission Requirements**

- **Red River FY95 maintenance workload = 75% Core**
- **Army Audit Agency ranked Red River higher than Anniston and Letterkenny in military value maintenance attributes in 1993\***
- **80% of distribution mission in support of external customers**

\*Memorandum SR 93-7-19, 14 May 93 From Auditor General  
SUBJECT: BRAC93 depot maintenance realignment recommendations



# **Proven Requirements**

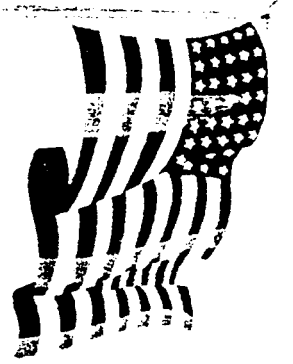
- Depot level maintenance for:
  - Light tracks -- Bradley, MLRS, M113 Family
  - Heavy tracks -- M48A3, M103 Marine Corps, M88
  - Missile systems -- Chaparral, Bradley TOW
  - Artillery -- M109, M110, M578
  - Tactical wheeled vehicles -- 5-Ton and 10-Ton trucks
  - Components -- engines, transmissions, accessories



# Force Requirements

Red River Support's 75%  
of Army's Combat Vehicles

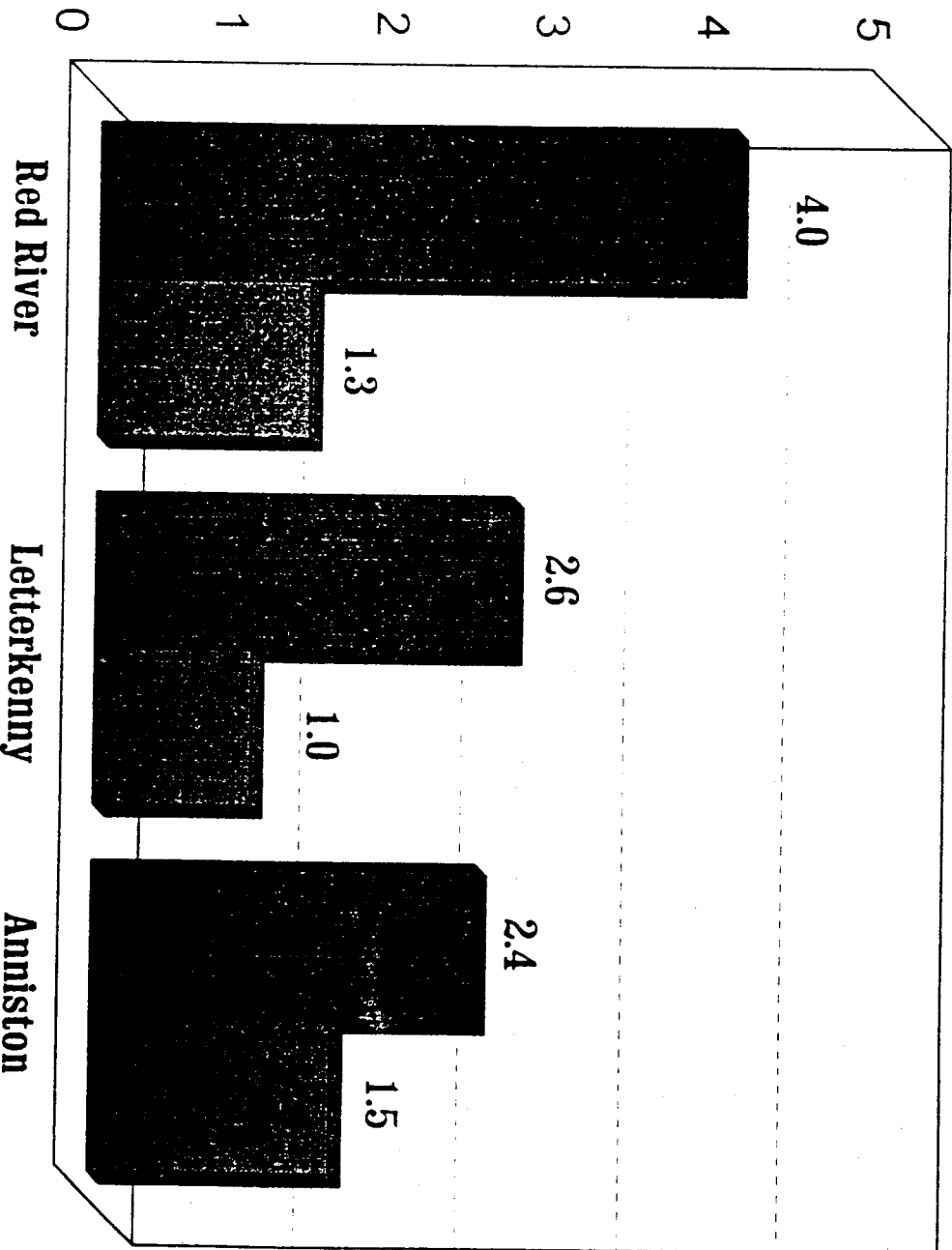
<u>Depot</u>	<u>Weapon System</u>	<u>Quantity</u>	<u>%</u>
Red River	M2/M3 Bradley	255	
Red River	M113 Family	690	> 75
Anniston	M1 Abrams	311	25
<b>TOTAL</b>		<b>1256</b>	<b>100</b>



# AMC Core Workload

Direct Labor Hours

Millions

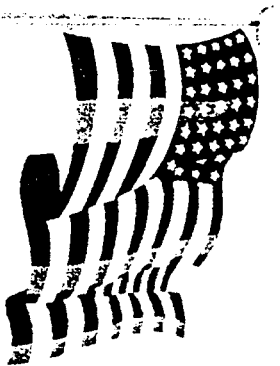




# **Military Value**

## **Land and Facilities**

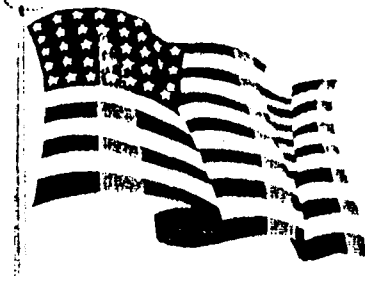
- **Central location -- closest proximity to majority of Army Divisions**
- **Provides over 50% CONUS installations with supply support**
- **Modern facilities:**
  - **Tracked Vehicle Complex, \$50M**
  - **Distribution Operation Center, \$60M**
- **Modernized, responsive depot with expansion capability**
- **Anniston Army Depot has limited physical expansion capability**



# Military Value

## Cost and Manpower

- Direct labor rate -- \$13.18
  - \$0.90 less than Anniston
  - \$1.07 less than Letterkenny
- Overhead rate -- \$21.72\*
  - \$4.98 less than Anniston
  - \$19.93 less than Letterkenny
- Exceeded planned profitability by \$14.8M in FY94

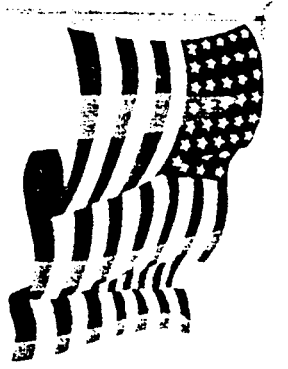


# Profitability

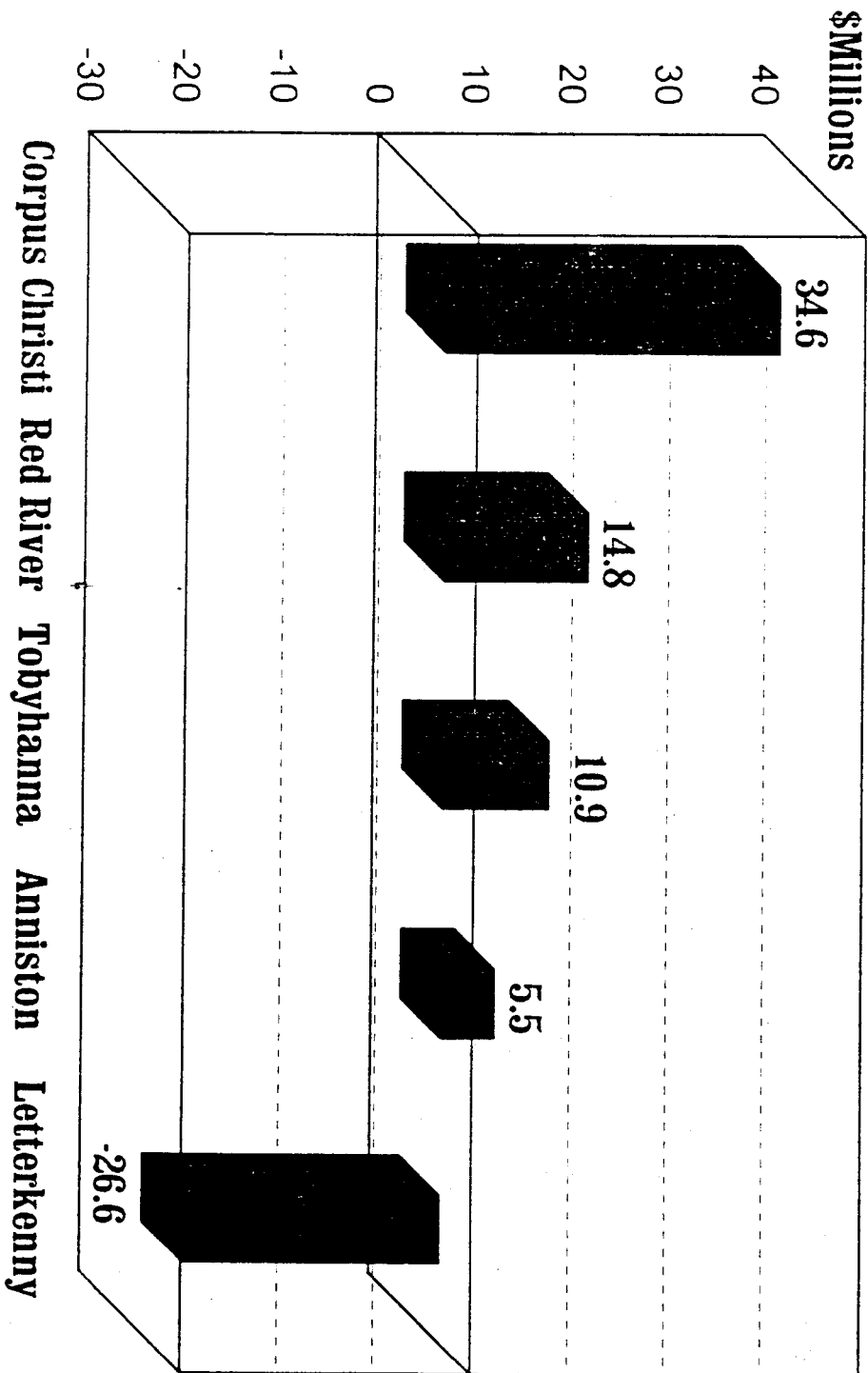
**"I consider the planned annual net operating result (NOR) as the primary depot performance measure, therefore we should reward positive variances from the planned NOR."\***

**DENNIS L. BENCHOFF  
Major General, USA  
Commanding, 20 Jan 94**





# FY94 Profitability



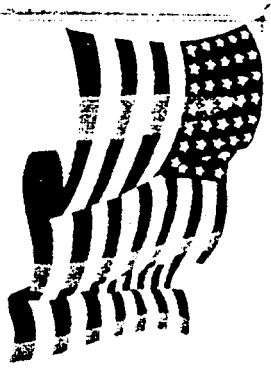
Note: Profitability = Revenue - Expenses



# **Military Value**

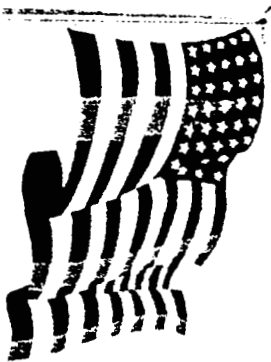
## **Contingency & Mobilization Requirements (Surge)**

- **Capability to accept additional workload immediately**
- **Capacity to accommodate**
  - **Mobilization / surge**
  - **Future total force requirements**
- **2,139 acres available for unrestricted development**
- **No encroachment by neighboring communities**



# **Return on Investment**

- **Army savings overstated by amount attributed to workload reductions**
- **Army failed to consider one-time costs for movement of DLA stock and relocation of tenants**
- **Total combined costs of closure of Red River and disestablishment of Defense Distribution Depot Red River drives return on investment far beyond the 20 years established by DoD**



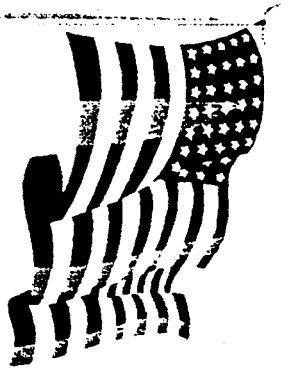
# Essential for Readiness

**"Closure of Red River alone forces us to accept a substantial shortfall of combat vehicle capacity against our forces wartime requirement."\***

**JOE R. REEDER**  
Under Secretary of the Army  
16 Dec 94

\*Memorandum for DUSD (Logistics)  
SUBJECT: JCSG for Depot Maintenance (JCSG-DM) BRAC95 Alternatives

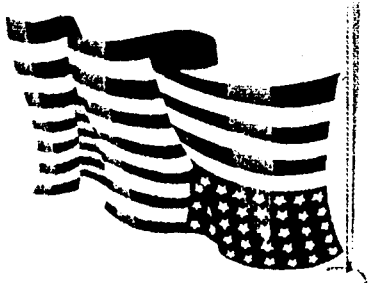
13  
(3/9/95)



# The Challenge

- **DOD excess capacity for vehicles = 1.25 depots (FY99)\***
- **DOD must maintain the capability to meet surge requirements**
  - **Core organic maintenance and skill base**
  - **Industrial base**

\* DOD Defense Depot Maintenance Council  
Joint Program Report -- FY 95-99



## **DOD Sacrifices Depot Readiness**

- The Army funded requirement is 1.75 vehicle maintenance depots\*
- Closure of Red River will not support that requirement



DEPARTMENT OF THE ARMY  
OFFICE OF THE UNDER SECRETARY  
WASHINGTON, D.C. 20310-0102

16 DEC 1994

MEMORANDUM FOR DEPUTY UNDER SECRETARY OF DEFENSE  
(LOGISTICS)

SUBJECT: Joint Cross-Service group for Depot  
Maintenance (JCSG-DM) BRAC-95 Alternatives

Your November 22 memorandum seeks a "quick look" analysis of the JCSG-DM initial depot maintenance analysis. Among other things, JCSG-DM recommends depot maintenance closure at Red River and Letterkenny Army Depots.

As part of the Army's own BRAC-95 analysis of five Army depots, these two activities were identified as study candidates for potential closure. Although we have reached no final decisions, analysis thus far suggests that Red River as a closure candidate is much more feasible than Letterkenny. The following, in no particular order, conveys some of our current thinking:

- The Army's operational blueprint which guides our BRAC analysis requires that sufficient depot capacity be retained to meet our CORE capability requirements, centered by commodity group--aircraft, communications-electronics, ground combat vehicles, and missiles. This scheme also provides an alignment, synergy and life cycle linkage with the four major AMC commodity commands. Closure of Red River alone forces us to accept a substantial shortfall of combat vehicle capacity against our full wartime requirement. In this commodity area, alone, additional closure of Letterkenny compounds the CORE shortfall, commodity area, possibly requiring further expansion of Anniston's capabilities. It also breaks our desired alignment with the commodity commands (MICOM).

- Both depots are multi-mission and include major ammunition storage capabilities which we must retain. The two depots differ substantially in their physical configurations. Red River is contiguous to Lone Star Army Ammunition Plant; therefore, the maintenance portion can be closed and its ammunition storage and other tenants can be accommodated by becoming part of



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
200 ARMY PENTAGON  
WASHINGTON DC 20310-0200



REPLY TO  
ATTENTION OF

March 28, 1995

Mr. Edward A. Brown III  
Army Team Leader  
Defense Base Closure and Realignment Commission  
1700 North Moore Street Suite 1425  
Arlington, VA 22209

Dear Mr. Brown:

This is in response to your letter, dated March 10, 1995, concerning the visit by the Red River Defense Fund Steering Committee to the Defense Base Closure and Realignment Commission on March 9, 1995.

The information provided to the Defense Base Closure and Realignment Commission was both informative and basically consistent with the data that was used by the Army during its evaluation process.

Three issues deserve comment:

Return on Investment ( Slide 12 )

The Army fully recognized the value of the Defense Logistics Agency (DLA), Defense Distribution Depot Red River ( DDRT ). Our preliminary review of the Red River - Lone Star complex suggested that the DDRT ( along with the rubber production facility ) should remain as an enclave, supported by the Lone Star Army Ammunition Plant. The Army's rationale for enclaving DDRT was based upon its regional mission, economical shipping rates, and high cost of relocating both combat vehicles and assorted component stocks. Nevertheless, the ultimate responsibility for the development of a BRAC recommendation on DDRT rested with DLA. Their analysis indicated that substantial saving and operational efficiencies could be achieved through closure of DDRT.

Memorandum, Under Secretary of the Army, dated 16 December 1995 ( Slide 13 )

The Under Secretary's memorandum represents, as indicated, our initial impression of the Depot Joint Cross-Service Group recommendations to close both Red River and Letterkenny Army Depots. With our analysis now behind us, we have relooked the points made in the memorandum and added some additional comments.

(1) "Red River as a closure candidate is much more feasible than Letterkenny. (Correct. As you know, the Army ultimately recommended closure of Red River and realignment of Letterkenny.)



(2) "Closure of Red River alone forces us to accept a substantial shortfall of combat vehicle capacity against our full wartime requirement". (Correct. However, the Army believes full wartime requirements, as apposed to CORE requirements, can be met through other strategies, including civilian industry and internal prioritization.)

(3) "Closing Letterkenny would significantly complicate on-going consolidation of virtually all tactical missile workload directed by BRAC 93." (After exhaustive review and analysis, the Army developed a cost effective recommendation which downsizes Letterkenny but supports the intent of missile maintenance consolidation).

Depot Capacity ( Slides 14&15 )

Both the Joint Cross-Service Group for Depot Maintenance and the Army estimated excess maintenance capacity at approximately 40%. The Army Stationing Strategy established requirements that retain only core capabilities sized to support sustainment needs of the force. Additionally, the Army is to maintain the capability to support reconstitution of Army forces in transition from one theater of operations to another, or following two near-simultaneous major regional conflicts.

The Army BRAC 95 recommendations are consistent with the stationing strategy requirements by workloading the remaining Army maintenance depots to approximately 80% of their core capacity. The remaining capacity is available for surge workloading in the event of a national emergency or potential readiness problems with a particular weapons system. If, the Army workloaded its remaining maintenance depots with all above core work, the depots would in fact be at their maximum capacities for certain weapons systems and the ability to surge would be limited. However, considering the requirement to workload to core capacity only, the risks associated with the "total" workload are acceptable to Army leadership, considering the extensive commercial capabilities that exist in civilian industry.

The Army is comfortable with a single depot for ground maintenance and does not believe there are significant readiness risks associated with reductions in workload at Letterkenny and Red River Army Depots. For example, Anniston can meet the consolidated ground combat vehicle requirements with a single shift, 8 hour day, 5 days a week with only 4% overtime in *peacetime*. With a second shift, 8 hour day, 5 days a week, plus 7% overtime, the mission can be accomplished during mobilization/wartime. This will provide low risk (acceptable), timely transition and significantly improve readiness and efficiencies.



MICHAEL G. JONES  
Colonel, U.S. Army  
Director, The Army Basing Study



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
200 ARMY PENTAGON  
WASHINGTON DC 20310-0200



REPLY TO  
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March 28, 1995

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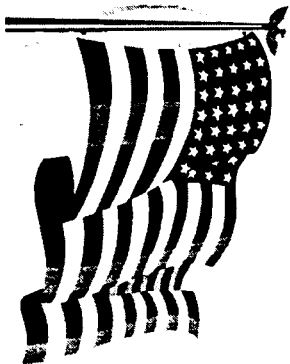
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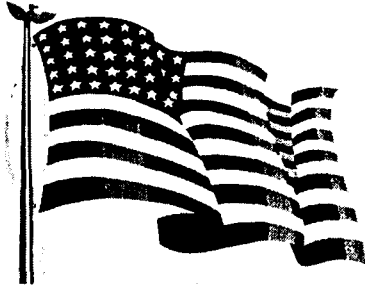
# Red River Army Depot





# **Red River Army Depot's Industrial Complex**

- **Red River Army Depot (RRAD)**
- **Defense Logistics Agency, Defense Distribution Depot Red River (DDRT)**
- **Lone Star Army Ammunition Plant (LSAAP)**
- **Eight tenants**



# Military Value

## Mission Requirements

- Red River FY95 maintenance workload = 75% Core

*Core work on systems*

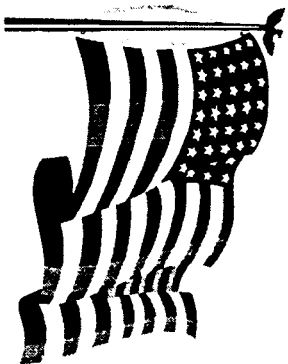
*up to 96<sup>th</sup> next year*

- Army Audit Agency ranked Red River higher than Anniston and Letterkenny in military value maintenance attributes in 1993\*

- 80% of distribution mission in support of external customers

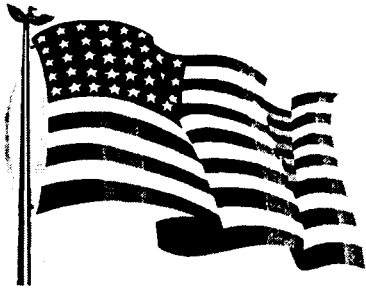
\*Memorandum SR 93-719, 14 May 93 From Auditor General  
SUBJECT: BRAC93 depot maintenance realignment recommendations

3  
(3/9/95)



# **Proven Requirements**

- Depot level maintenance for:
  - Light tracks -- Bradley, MLRS, M113 Family
  - Heavy tracks -- M48A3, M103 Marine Corps, M88
  - Missile systems -- Chaparral, Bradley TOW
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  - Tactical wheeled vehicles -- 5-Ton and 10-Ton trucks
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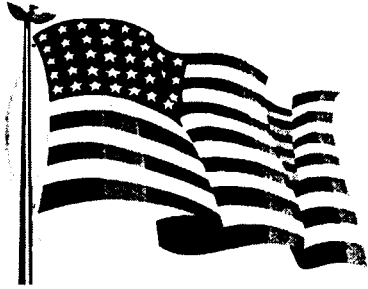
# Force Requirements

Red River Support's 75%  
of Army's Combat Vehicles

*Force - 576 Total  
So 613 total*

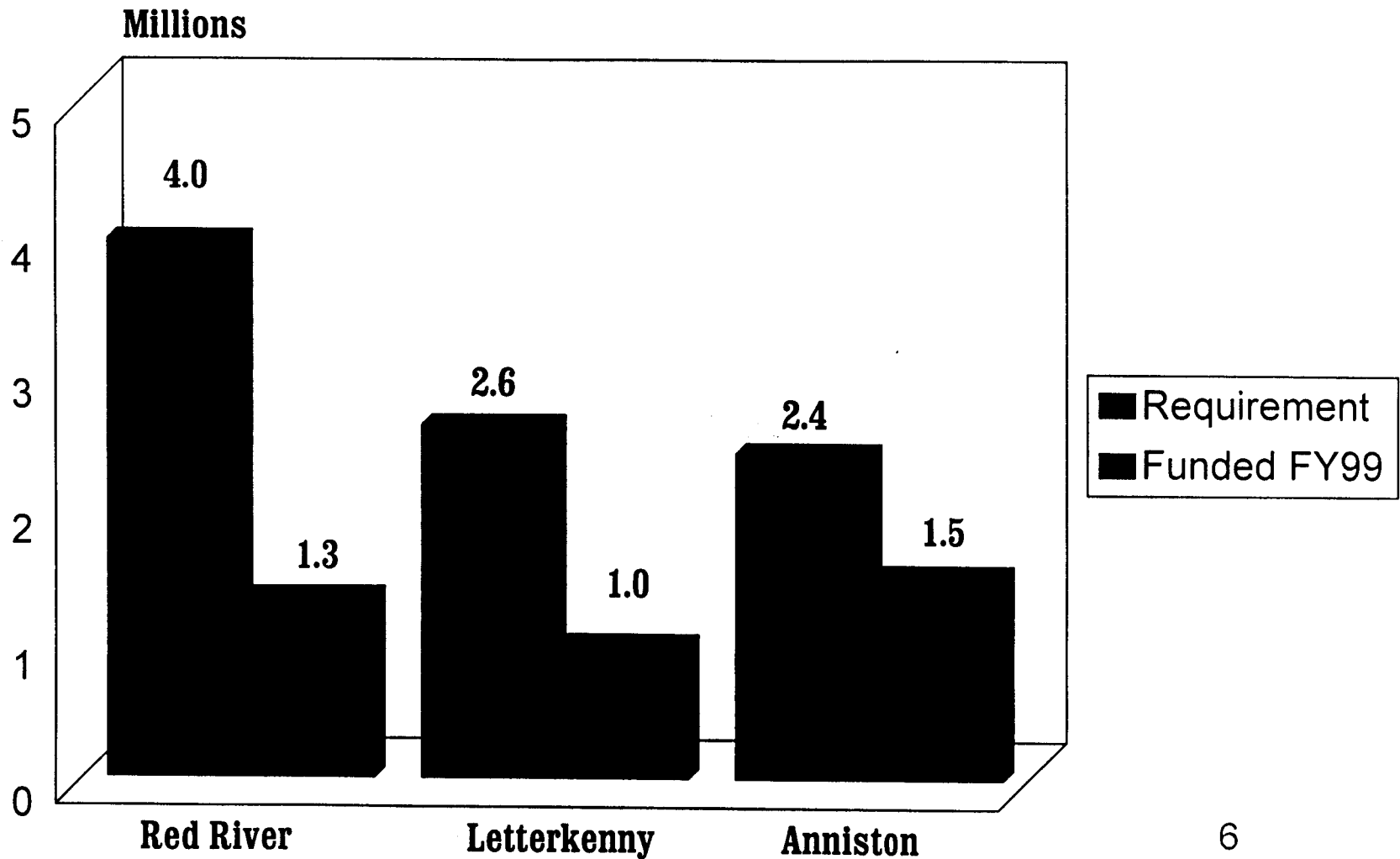
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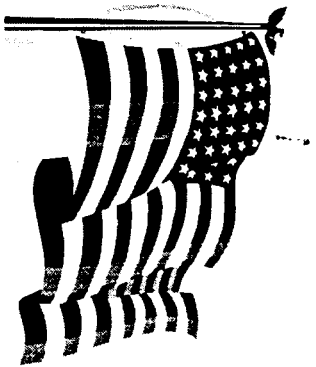




# AMC Core Workload

## Direct Labor Hours

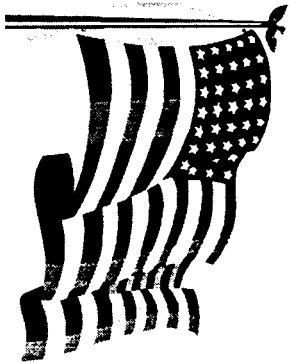




# **Military Value**

## **Land and Facilities**

- **Central location -- closest proximity to majority of Army Divisions**
- **Provides over 50% CONUS installations with supply support**
- **Modern facilities:**
  - **Tracked Vehicle Complex, \$50M**
  - **Distribution Operation Center, \$60M**
- **Modernized, responsive depot with expansion capability**
- **Anniston Army Depot has limited physical expansion capability**

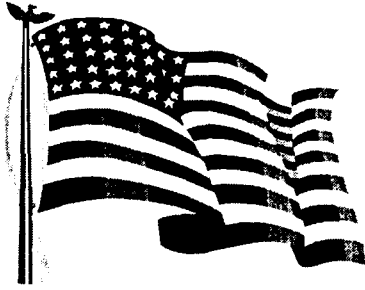


# **Military Value**

## **Cost and Manpower**

- **Direct labor rate -- \$13.18**
  - \$0.90 less than Anniston
  - \$1.07 less than Letterkenny
  
- **Overhead rate -- \$21.72\***
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  - \$19.93 less than Letterkenny
  
- **Exceeded planned profitability by \$14.8M in FY94**

\*Data obtained from BRAC95 TABS study



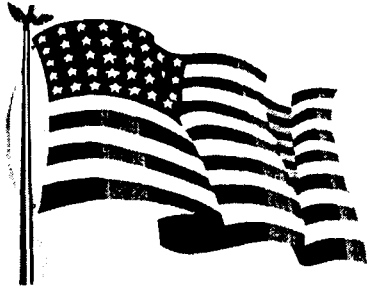
# **Profitability**

**"I consider the planned annual net operating result (NOR) as the primary depot performance measure, therefore we should reward positive variances from the planned NOR."\***

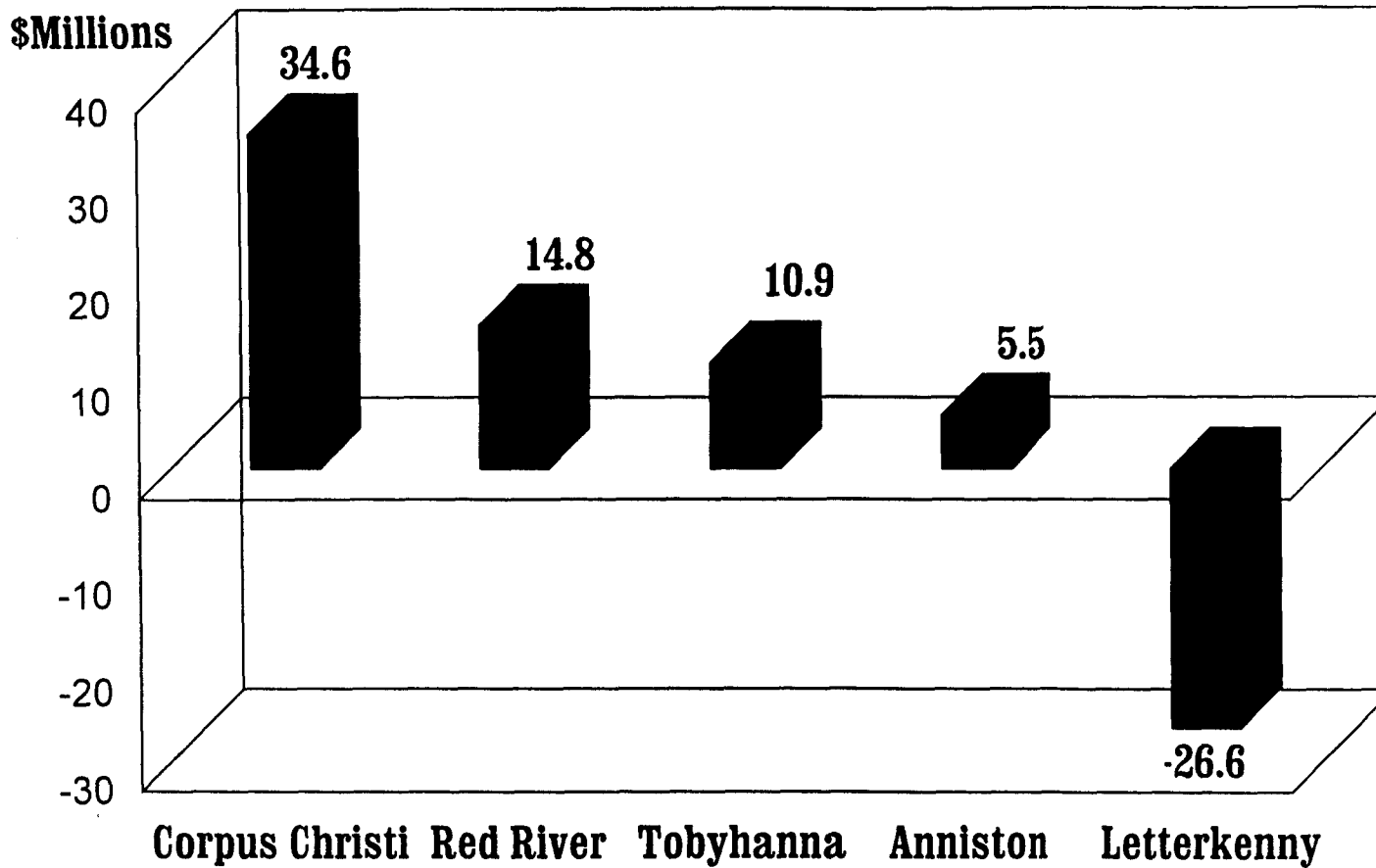
**DENNIS L. BENCHOFF  
Major General, USA  
Commanding, 20 Jan 94**

**\*Memorandum AMSDS-SP  
SUBJECT: Rewarding the Workforce**

**9  
(3/9/95)**



# FY94 Profitability



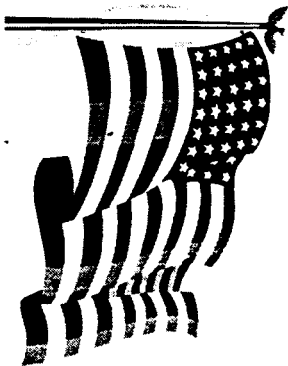
Note: Profitability = Revenue - Expenses



# **Military Value**

## **Contingency & Mobilization Requirements (Surge)**

- **Capability to accept additional workload immediately**
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  - **Future total force requirements**
- **2,139 acres available for unrestricted development**
- **No encroachment by neighboring communities**



# **Return on Investment**

*NOT ACH-1*

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# **Essential for Readiness**

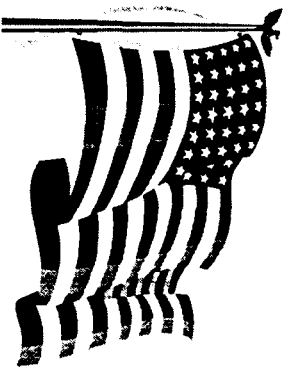
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**JOE R. REEDER  
Under Secretary of the Army  
16 Dec 94**

**\*Memorandum for DUSD (Logistics)  
SUBJECT: JCSG for Depot Maintenance (JCSG-DM) BRAC95 Alternatives**

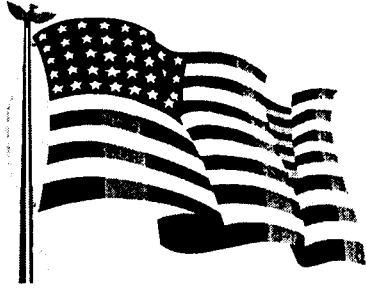
**13  
(3/9/95)**





# The Challenge

- **DOD excess capacity for vehicles = 1.25 depots (FY99)\***
- **DOD must maintain the capability to meet surge requirements**
  - **Core organic maintenance and skill base**
  - **Industrial base**



# **DoD Sacrifices Depot Readiness**

- **The Army funded requirement is 1.75 vehicle maintenance depots\***
- **Closure of Red River will not support that requirement**



DEPARTMENT OF THE ARMY  
OFFICE OF THE UNDER SECRETARY  
WASHINGTON, D.C. 20310-0102

16 DEC 1994

MEMORANDUM FOR DEPUTY UNDER SECRETARY OF DEFENSE  
(LOGISTICS)

SUBJECT: Joint Cross-Service group for Depot  
Maintenance (JCSG-DM) BRAC-95 Alternatives

Your November 22 memorandum seeks a "quick look" analysis of the JCSG-DM initial depot maintenance analysis. Among other things, JCSG-DM recommends depot maintenance closure at Red River and Letterkenny Army Depots.

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SEE CHART  
12

Lone Star. Letterkenny, however, is a "stand-alone" installation. Closure of the maintenance facilities will still require 18,100 acres of ammunition storage and the associated staffing to be retained.

- Finally, closing Letterkenny would significantly complicate ongoing consolidation of virtually all tactical missile workload directed by BRAC-93. As you know, this consolidation was directed after DoD submitted its plan to close Letterkenny. Apart from the missile consolidation, arguments for closure today do not seem to be any more compelling than those previously rejected; and in fact, DoD would lose the synergy and efficiencies we hoped to gain by consolidating missile maintenance workload and missile storage. We have examined scenarios which would retain and "enclave" this missile maintenance at Letterkenny while closing the remainder, but these do not appear promising at this point in time.

We will continue our COBRA analysis of these two depots.

Joe K. Reeder

For our discussion, Jim.



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
200 ARMY PENTAGON  
WASHINGTON DC 20310-0200



REPLY TO  
ATTENTION OF

March 28, 1995

Mr. Edward A. Brown III  
Army Team Leader  
Defense Base Closure and Realignment Commission  
1700 North Moore Street Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950313-421

Dear Mr. Brown:

This is in response to your letter, dated March 10, 1995, concerning the visit by the Red River Defense Fund Steering Committee to the Defense Base Closure and Realignment Commission on March 9, 1995.

The information provided to the Defense Base Closure and Realignment Commission was both informative and basically consistent with the data that was used by the Army during its evaluation process.

Three issues deserve comment:

Return on Investment ( Slide 12 )

The Army fully recognized the value of the Defense Logistics Agency (DLA), Defense Distribution Depot Red River ( DDRT ). Our preliminary review of the Red River - Lone Star complex suggested that the DDRT ( along with the rubber production facility ) should remain as an enclave, supported by the Lone Star Army Ammunition Plant. The Army's rationale for enclaving DDRT was based upon its regional mission, economical shipping rates, and high cost of relocating both combat vehicles and assorted component stocks. Nevertheless, the ultimate responsibility for the development of a BRAC recommendation on DDRT rested with DLA. Their analysis indicated that substantial saving and operational efficiencies could be achieved through closure of DDRT.

Memorandum, Under Secretary of the Army, dated 16 December 1995 ( Slide 13 )

The Under Secretary's memorandum represents, as indicated, our initial impression of the Depot Joint Cross-Service Group recommendations to close both Red River and Letterkenny Army Depots. With our analysis now behind us, we have relooked the points made in the memorandum and added some additional comments.

(1) "Red River as a closure candidate is much more feasible than Letterkenny. (Correct. As you know, the Army ultimately recommended closure of Red River and realignment of Letterkenny.)

(2) "Closure of Red River alone forces us to accept a substantial shortfall of combat vehicle capacity against our full wartime requirement". (Correct. However, the Army believes full wartime requirements, as apposed to CORE requirements, can be met through other strategies, including civilian industry and internal prioritization.)

(3) "Closing Letterkenny would significantly complicate on-going consolidation of virtually all tactical missile workload directed by BRAC 93." (After exhaustive review and analysis, the Army developed a cost effective recommendation which downsizes Letterkenny but supports the intent of missile maintenance consolidation).

Depot Capacity ( Slides 14&15 )

Both the Joint Cross-Service Group for Depot Maintenance and the Army estimated excess maintenance capacity at approximately 40%. The Army Stationing Strategy established requirements that retain only core capabilities sized to support sustainment needs of the force. Additionally, the Army is to maintain the capability to support reconstitution of Army forces in transition from one theater of operations to another, or following two near-simultaneous major regional conflicts.

The Army BRAC 95 recommendations are consistent with the stationing strategy requirements by workloading the remaining Army maintenance depots to approximately 80% of their core capacity. The remaining capacity is available for surge workloading in the event of a national emergency or potential readiness problems with a particular weapons system. If, the Army workloaded its remaining maintenance depots with all above core work, the depots would in fact be at their maximum capacities for certain weapons systems and the ability to surge would be limited. However, considering the requirement to workload to core capacity only, the risks associated with the "total" workload are acceptable to Army leadership, considering the extensive commercial capabilities that exist in civilian industry.

The Army is comfortable with a single depot for ground maintenance and does not believe there are significant readiness risks associated with reductions in workload at Letterkenny and Red River Army Depots. For example, Anniston can meet the consolidated ground combat vehicle requirements with a single shift, 8 hour day, 5 days a week with only 4% overtime in *peacetime*. With a second shift, 8 hour day, 5 days a week, plus 7% overtime, the mission can be accomplished during mobilization/wartime. This will provide low risk (acceptable), timely transition and significantly improve readiness and efficiencies.



MICHAEL G. JONES  
Colonel, U.S. Army  
Director, The Army Basing Study

RRAD

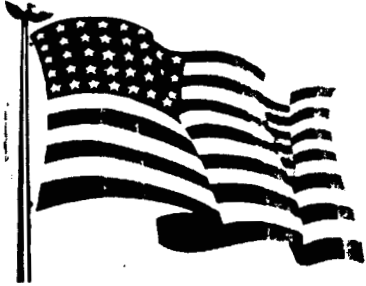
BRIEF





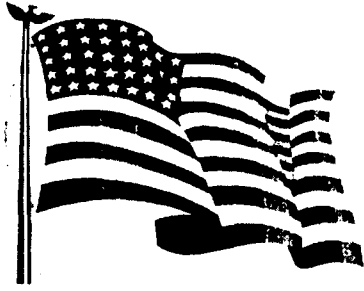
# Red River Army Depot





# **Red River Army Depot's Industrial Complex**

- **Red River Army Depot (RRAD)**
- **Defense Logistics Agency, Defense Distribution Depot Red River (DDRT)**
- **Lone Star Army Ammunition Plant (LSAAP)**
- **Eight tenants**



# Military Value

## Mission Requirements

- Red River FY95 maintenance workload = 75% Core

*Core warfighting systems*

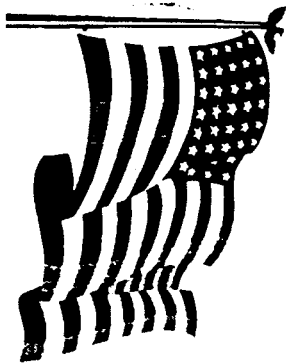
*up to 96<sup>th</sup> next year*

- Army Audit Agency ranked Red River higher than Anniston and Letterkenny in military value maintenance attributes in 1993\*

- 80% of distribution mission in support of external customers

\*Memorandum SR 93-719, 14 May 93 From Auditor General  
SUBJECT: BRAC93 depot maintenance realignment recommendations

3  
(3/9/95)



# Proven Requirements

- Depot level maintenance for:
  - Light tracks -- Bradley, MLRS, M113 Family
  - Heavy tracks -- M48A3, M103 Marine Corps, M88
  - Missile systems -- Chaparral, Bradley TOW
  - Artillery -- M109, M110, M578
  - Tactical wheeled vehicles -- 5-Ton and 10-Ton trucks
  - Components -- engines, transmissions, accessories

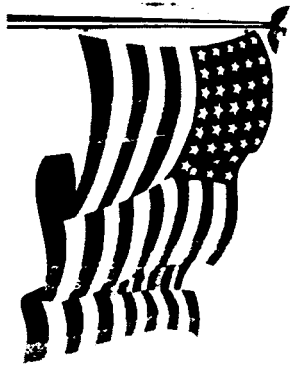


# Force Requirements

Red River Support's 75%  
of Army's Combat Vehicles

*Force State Title  
0.140*

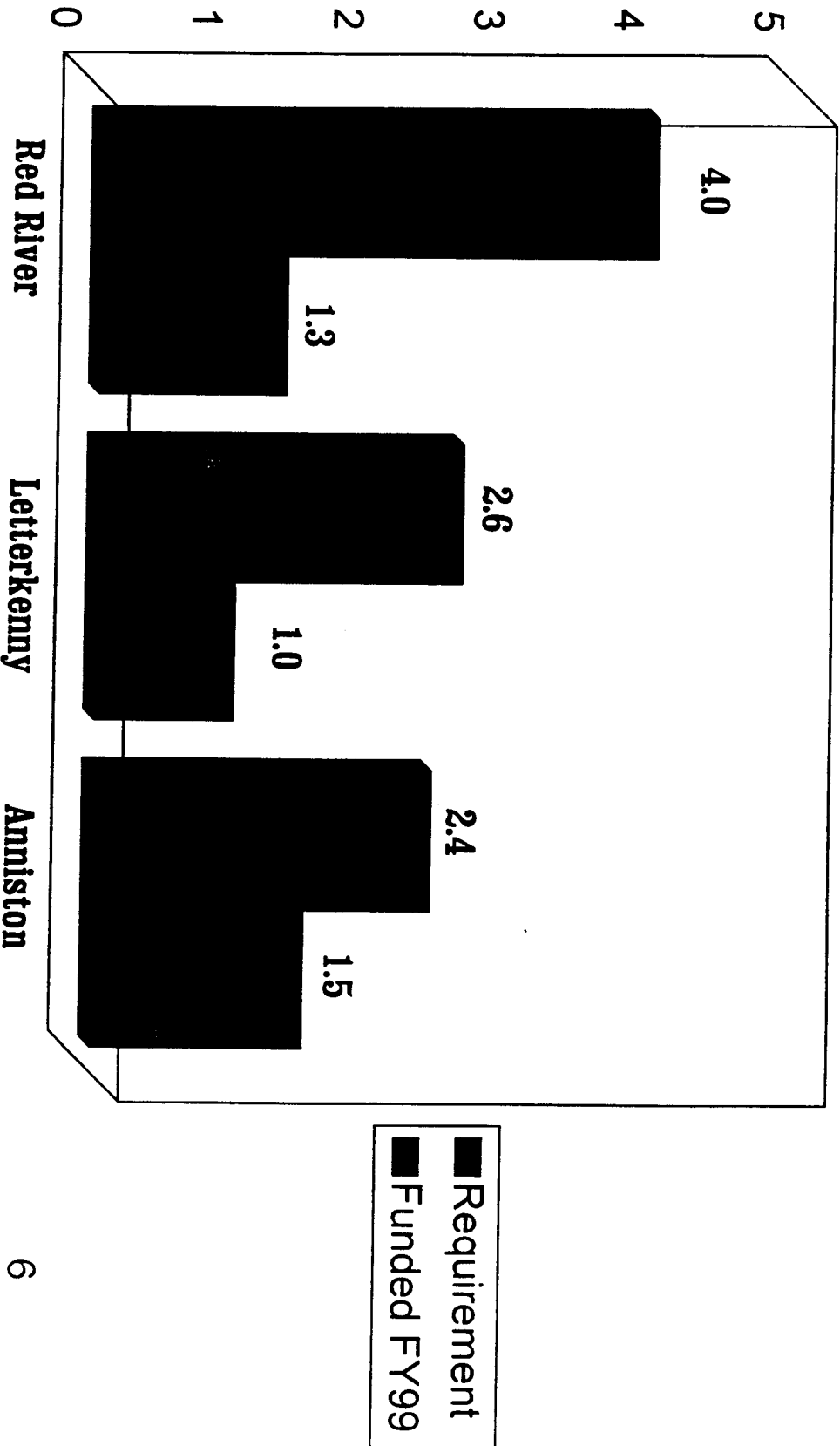
<u>Depot</u>	<u>Weapon System</u>	<u>Quantity</u>	<u>%</u>
Red River	M2/M3 Bradley	255	>
Red River	M113 Family	690	75
Anniston	M1 Abrams	311	25
<b>TOTAL</b>		<b>1256</b>	<b>100</b>

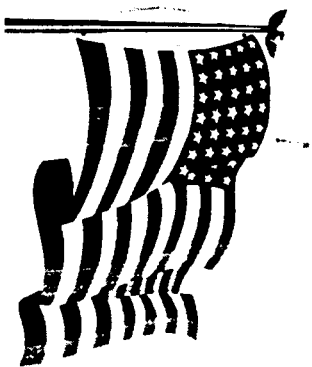


# AMIG GORE Workload

## Direct Labor Hours

Millions

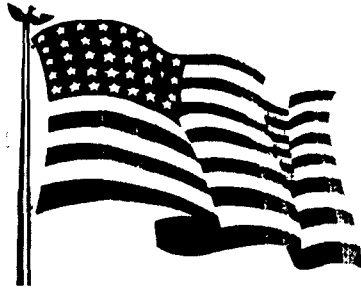




# **Military Value**

## **Land and Facilities**

- **Central location -- closest proximity to majority of Army Divisions**
- **Provides over 50% CONUS installations with supply support**
- **Modern facilities:**
  - **Tracked Vehicle Complex, \$50M**
  - **Distribution Operation Center, \$60M**
- **Modernized, responsive depot with expansion capability**
- **Anniston Army Depot has limited physical expansion capability**

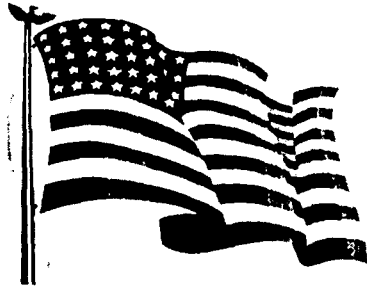


# **Military Value**

## **Cost and Manpower**

- **Direct labor rate -- \$13.18**
  - \$0.90 less than Anniston
  - \$1.07 less than Letterkenny
- **Overhead rate -- \$21.72\***
  - \$4.98 less than Anniston
  - \$19.93 less than Letterkenny
- **Exceeded planned profitability by \$14.8M in FY94**





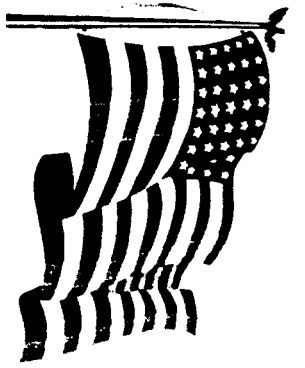
# **Profitability**

**"I consider the planned annual net operating result (NOR) as the primary depot performance measure, therefore we should reward positive variances from the planned NOR."\***

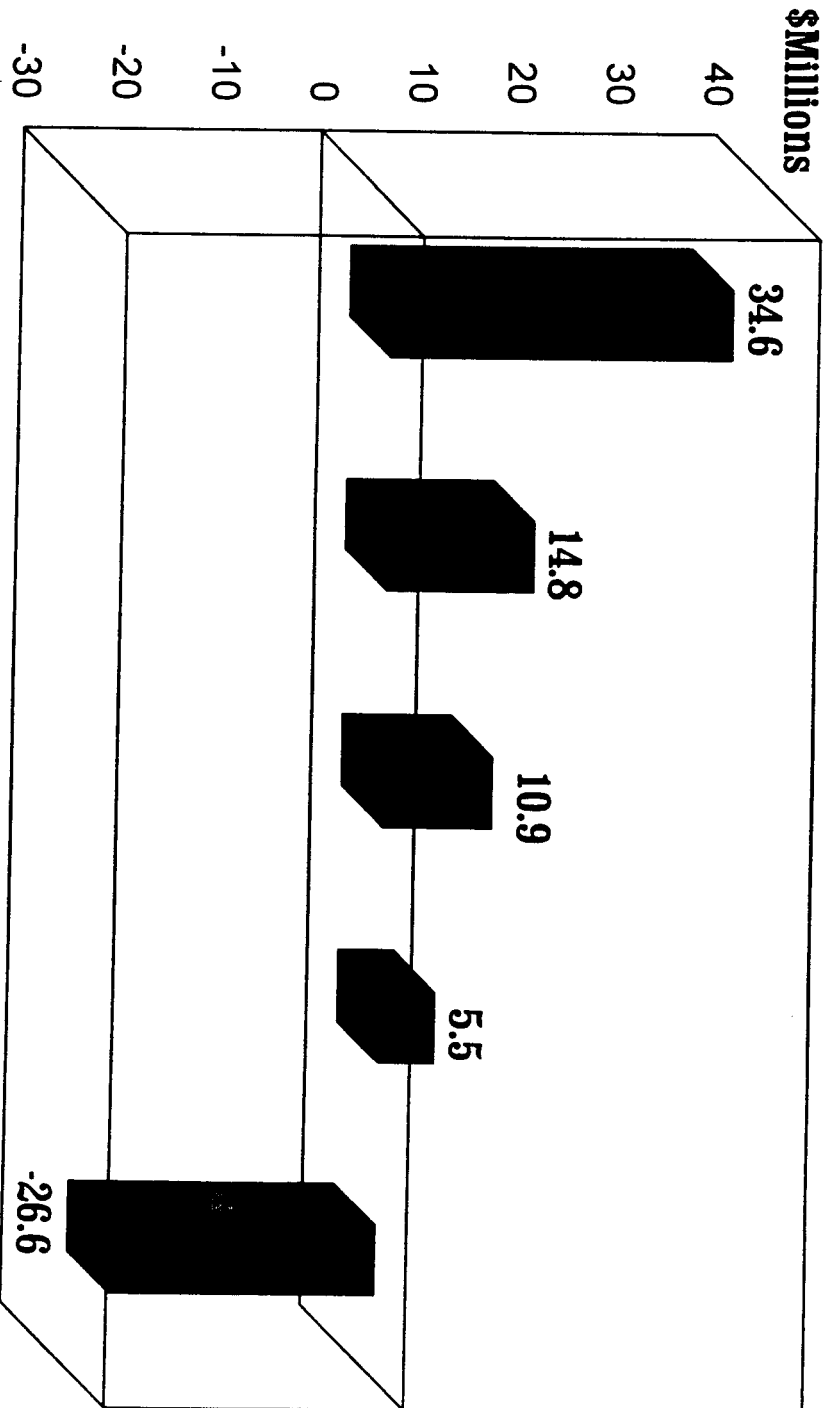
**DENNIS L. BENCHOFF  
Major General, USA  
Commanding, 20 Jan 94**

**\*Memorandum AMSDS-SP  
SUBJECT: Rewarding the Workforce**

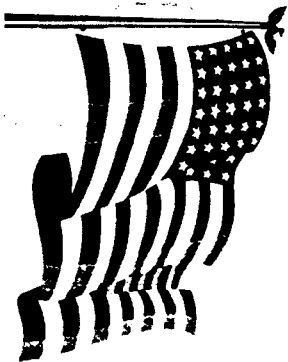
**9  
(3/9/95)**



# FY94 Profitability



Note: Profitability = Revenue - Expenses

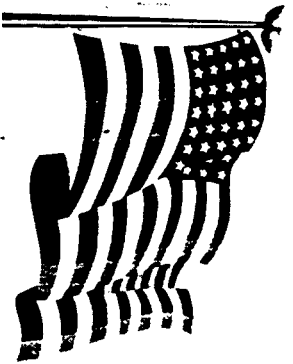


# **Military Value**

**Contingency & Mobilization**

**Requirements (Surge)**

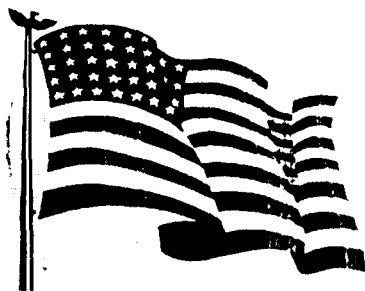
- **Capability to accept additional workload immediately**
- **Capacity to accommodate**
  - **Mobilization / surge**
  - **Future total force requirements**
- **2,139 acres available for unrestricted development**
- **No encroachment by neighboring communities**



# **Return on Investment**

*POST APPROVAL*

- **Army savings overstated by amount attributed to workload reductions**
- **Army failed to consider one-time costs for movement of DLA stock and relocation of tenants**
- **Total combined costs of closure of Red River and disestablishment of Defense Distribution Depot Red River drives return on investment far beyond the 20 years established by DOD**



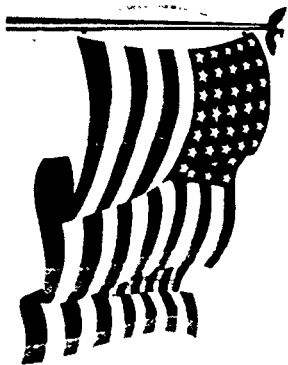
# **Essential for Readiness**

**"Closure of Red River alone forces us to accept a substantial shortfall of combat vehicle capacity against our forces wartime requirement."\***

**JOE R. REEDER  
Under Secretary of the Army  
16 Dec 94**

**\*Memorandum for DUSD (Logistics)  
SUBJECT: JCSG for Depot Maintenance (JCSG-DM) BRAC95 Alternatives**

**13  
(3/9/95)**



# The Challenge

- **DOD excess capacity for vehicles = 1.25 depots (FY99)\***
- **DOD must maintain the capability to meet surge requirements**
  - **Core organic maintenance and skill base**
  - **Industrial base**



# **DOD Sacrifices Depot Readiness**

- **The Army funded requirement is 1.75 vehicle maintenance depots\***
- **Closure of Red River will not support that requirement**

US OF A

MEMO





DEPARTMENT OF THE ARMY  
OFFICE OF THE UNDER SECRETARY  
WASHINGTON, D.C. 20310-0102

16 DEC 1994

MEMORANDUM FOR DEPUTY UNDER SECRETARY OF DEFENSE  
(LOGISTICS)

SUBJECT: Joint Cross-Service group for Depot  
Maintenance (JCSG-DM) BRAC-95 Alternatives

Your November 22 memorandum seeks a "quick look" analysis of the JCSG-DM initial depot maintenance analysis. Among other things, JCSG-DM recommends depot maintenance closure at Red River and Letterkenny Army Depots.

As part of the Army's own BRAC-95 analysis of five Army depots, these two activities were identified as study candidates for potential closure. Although we have reached no final decisions, analysis thus far suggests that Red River as a closure candidate is much more feasible than Letterkenny. The following, in no particular order, conveys some of our current thinking:

- The Army's operational blueprint which guides our BRAC analysis requires that sufficient depot capacity be retained to meet our CORE capability requirements, centered by commodity group--aircraft, communications-electronics, ground combat vehicles, and missiles. This scheme also provides an alignment, synergy and life cycle linkage with the four major AMC commodity commands. Closure of Red River alone forces us to accept a substantial shortfall of combat vehicle capacity against our full wartime requirement. In this commodity area, alone, additional closure of Letterkenny compounds the CORE shortfall, commodity area, possibly requiring further expansion of Anniston's capabilities. It also breaks our desired alignment with the commodity commands (MICOM).

- Both depots are multi-mission and include major ammunition storage capabilities which we must retain. The two depots differ substantially in their physical configurations. Red River is contiguous to Lone Star Army Ammunition Plant; therefore, the maintenance portion can be closed and its ammunition storage and other tenants can be accommodated by becoming part of

*See Annex 13*

Lone Star. Letterkenny, however, is a "stand-alone" installation. Closure of the maintenance facilities will still require 18,100 acres of ammunition storage and the associated staffing to be retained.

- Finally, closing Letterkenny would significantly complicate ongoing consolidation of virtually all tactical missile workload directed by BRAC-93. As you know, this consolidation was directed after DoD submitted its plan to close Letterkenny. Apart from the missile consolidation, arguments for closure today do not seem to be any more compelling than those previously rejected; and in fact, DoD would lose the synergy and efficiencies we hoped to gain by consolidating missile maintenance workload and missile storage. We have examined scenarios which would retain and "enclave" this missile maintenance at Letterkenny while closing the remainder, but these do not appear promising at this point in time.

We will continue our COBRA analysis of these two depots.

Joe R. Beeder

Per our discussion, Jim.

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-5

FROM: <u>BROWN, EID</u>	TO: <u>JONES, MICHAEL</u>
TITLE: <u>ARMY TEAM LEADER</u>	TITLE: <u>DIRECTOR</u>
ORGANIZATION: <u>DBCRCL</u>	ORGANIZATION: <u>ARMY BASING STUDY</u>
INSTALLATION (S) DISCUSSED: <u>FORT McCLELLAN</u>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

QUESTIONS CONCERNING FORT McCLELLAN, ALABAMA.

Due Date: \_\_\_\_\_ Routing Date: 950313 Date Originated: 950310 Mail Date: 950310



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 10, 1995

Please refer to file number  
when respond to 950313-5

Colonel Michael G. Jones  
Director, The Army Basing Study  
200 Army Pentagon  
Washington, D.C. 20310-0200

Dear Colonel Jones:

The Army Team has completed its initial review of data relating to the proposed closure of Fort McClellan, Alabama. I would appreciate your answers to the following questions arising from this review:

1. At what point was the move of basic training from Fort Leonard Wood to Forts Sill, Knox, and Jackson determined to be discretionary and removed from the recommendation?
2. If the basic training move is discretionary, why were its effects included as part of the COBRA runs submitted to the Commission? Why are figures for affected personnel shown as realignments instead of force structure changes?
3. Why did the scenario move only a portion of basic training from Fort Leonard Wood? How was the size of that portion determined?
4. Why were the basic trainees moving from Fort Leonard Wood divided evenly among the three receiving locations? Have capacity or throughput studies been done to determine how many additional trainees Forts Sill, Knox, and Jackson can actually handle? If so, please provide them.
5. What activity goes from Fort McClellan to Base X requiring 40 civilian new hires?
6. The facilities review indicates that several buildings at Fort McClellan will need to be renovated or replaced within three years. Why was this not considered a construction cost avoidance in the proposed move? Was a value assigned to this renovation/reconstruction?

Any required clarification concerning these questions can be given by Mr. J. J. Gertler, the Army Team analyst.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Edward A. Brown III  
Army Team Leader

EB/jjg



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
200 ARMY PENTAGON  
WASHINGTON DC 20310-0200



REPLY TO  
ATTENTION OF

Mr. Edward A. Brown III  
Defense Base Closure and Realignment Commission  
1700 North Moore Street Suite 1425  
Arlington, VA 22209

24 MAR 1995

Please refer to this number  
when responding 950313-5R1

Dear Mr. Brown:

Enclosed are answers in response to questions dated March 10, 1995 forwarded after your initial review of data relating to the closure of Fort McClellan, Alabama. Answers have been coordinated with Training and Doctrine Command (TRADOC).

If we may be of further assistance, please contact Major Hollis, The Army Basing Study TRADOC analyst at (703) 695-1375.

Sincerely,

MICHAEL G. JONES  
COL, GS  
Director, TABS

## **FORT McCLELLAN COBRA QUESTIONS**

**1. At what point was the move of basic training from Fort Leonard Wood to Forts Sill, Knox, and Jackson determined to be discretionary and removed from the recommendation?**

The Army considers adjustments to basic training loads at Forts Leonard Wood, Sill, Knox, and Jackson to be discretionary. They were never "removed" from the recommendation.

**2. If the basic training move is discretionary, why were its effects included as part of the COBRA runs submitted to the Commission? Why are figures for affected personnel shown as realignments instead of force structure changes?**

The effect of moving basic training was included in the COBRA submitted to the Commission because we believe that it provides a more complete and accurate picture of the cost of executing this option. Personnel figures in this scenario relating to basic training do not represent changes in force structure but simply a redistribution of student loads. Therefore, the Army does not relocate students.

**3. Why did the scenario move only a portion of basic training from Fort Leonard Wood? How was the size of that portion determined?**

This scenario moved portions of basic training from Fort Leonard Wood in order to maximize on available capacities at other basic training sites and decrease construction costs at Fort Leonard Wood. The Army determined the size of that portion by assessing available space at each location and coordinating with Training and Doctrine Command.

**4. Why were the basic trainees moving from Fort Leonard Wood divided evenly among the three receiving locations? Have capacity or throughput studies been done to determine how many additional trainees Forts Sill, Knox, and Jackson can handle? If so please provide them.**

Basic trainees moving from Fort Leonard Wood were divided based upon capacities at gaining locations. TRADOC experts researched current basic training support structures at gaining locations and determined the number of students which could be supported. Students were divided evenly simply because the support structure at gaining basic training sites allowed it. No formal study was done to determine the number of students to move. Throughput was determined simply by weighing the current size of companies and available facilities against the number of students needing to move. Since the Army considers adjustments to training load to be discretionary, the actual loads will be determined at a later date.

**5. What activity goes from Fort McClellan to Base X requiring 40 new civilian hires?**

There is no activity moving to Base X which requires 40 civilian new hires. Because we sent more than 100 personnel to Base X, COBRA compensated for personnel not willing to move (using DoD standard factors). Thus, COBRA allotted for new hires at the new location.

**6. The facilities review indicates that several buildings at Fort McClellan will be renovated or replaced within three years. Why was this not considered a construction cost avoidance in the proposed move? Was a value assigned to this renovation/reconstruction?**

The Army only includes cost avoidances for congressionally approved construction projects. There were no construction cost avoidances for the close Fort McClellan scenario. This question, per phoncon with Mr. J. J. Gertler on 13 March 95, concerns information from the Reserve Components data call which mentions the need to renovate several structures within three years. The Reserve Components will be part of the enclave left at Fort McClellan and any planned construction for that activity will not be affected. No value was assigned to the renovation because it is not a congressionally approved construction project.



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 10, 1995

Please refer to this number  
when responding 95033-5

Colonel Michael G. Jones  
Director, The Army Basing Study  
200 Army Pentagon  
Washington, D.C. 20310-0200

Dear Colonel Jones:

The Army Team has completed its initial review of data relating to the proposed closure of Fort McClellan, Alabama. I would appreciate your answers to the following questions arising from this review:

1. At what point was the move of basic training from Fort Leonard Wood to Forts Sill, Knox, and Jackson determined to be discretionary and removed from the recommendation?
2. If the basic training move is discretionary, why were its effects included as part of the COBRA runs submitted to the Commission? Why are figures for affected personnel shown as realignments instead of force structure changes?
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Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Edward A. Brown III  
Army Team Leader

EB/jjg



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-6

FROM: COCHRAN, THOMAS	TO: DIXON
TITLE: EXECUTIVE DIRECTOR	TITLE: CHAIRMAN
ORGANIZATION: U.S. CONFERENCE OF MAYORS	ORGANIZATION: OBCRC
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Ⓢ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

SENDING A COPY OF "A NATIONAL ACTION PLAN ON MILITARY BASE CLOSINGS," A REPORT WHICH GIVES THE MAYORS' RECOMMENDATION ON BASE CLOSURE ISSUES.

\* COPY OF REPORT IN FILE. \*

Due Date: 950320	Routing Date: 950313	Date Originated: 950227	Mail Date:
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# THE UNITED STATES CONFERENCE OF MAYORS

1620 EYE STREET, NORTHWEST  
WASHINGTON, D.C. 20006  
TELEPHONE (202) 293-7330  
FAX (202) 293-2352  
TDD (202) 293-9445

February 27, 1995

**President:**

VICTOR ASHE  
Mayor of Knoxville

**Vice President:**

NORMAN RICE  
Mayor of Seattle

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MEYERA E. OBERNDORF  
Mayor of Virginia Beach

DONALD PLUSQUELLIC  
Mayor of Akron

SAUL RAMIREZ, JR.  
Mayor of Laredo

SHARON SAYLES BELTON  
Mayor of Minneapolis

KURT SCHMOKE  
Mayor of Baltimore

PAUL SOGLIN  
Mayor of Madison

BRUCE TODD  
Mayor of Austin

WELLINGTON WEBB  
Mayor of Denver

**Executive Director:**

J. THOMAS COCHRAN

Sen. Alan Dixon, Chairman  
BRAC Commission  
1700 North Moore St., Suite 1425  
Rosslyn, VA 20301

Please refer to this number  
when responding 950313-6

Dear Senator Dixon:

I am attaching copies of "A National Action Plan on Military Base Closings," a report containing the mayors' recommendations for streamlining the base closure process and improving the "conversion" of military bases to productive civilian use.

As you will notice from the press release attached, mayors from throughout the country will be holding press conferences today to release this report -- one day prior to the scheduled release of the 1995 BRAC list expected tomorrow.

If you have questions or would like additional copies of this report, please contact Michael Kaiser at the Conference of Mayors: (202) 293-7330.

Sincerely,

J. Thomas Cochran  
Executive Director

enclosure

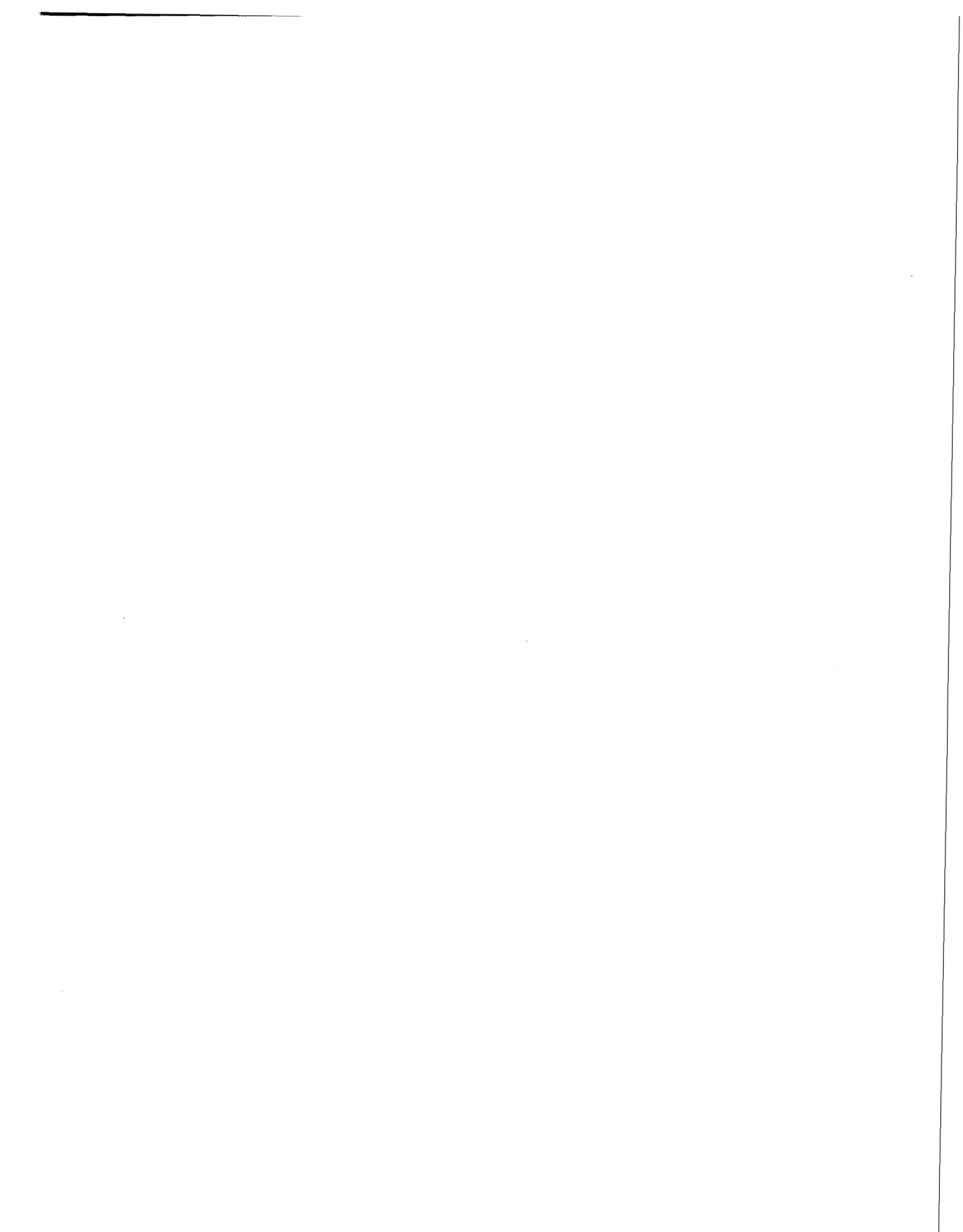
# **A NATIONAL ACTION PLAN ON MILITARY BASE CLOSINGS**

**Recommendations from the Mayors' Task Force on  
Military Base Closings & Economic Adjustments  
to the President of the United States and the 104th Congress**

**February 27, 1995**



**The United States Conference of Mayors  
1620 Eye Street, NW  
Washington, DC 20006  
Telephone: (202) 293-7330 Fax: (202) 293-2352**



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# The United States Conference of Mayors

Victor Ashe  
Mayor of Knoxville  
**PRESIDENT**

J. Thomas Cochran  
**EXECUTIVE DIRECTOR**

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# THE UNITED STATES CONFERENCE OF MAYORS

1620 EYE STREET, NORTHWEST  
WASHINGTON, D.C. 20006  
TELEPHONE (202) 293-7330  
FAX (202) 293-2352

February 27, 1995

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Mayor of Austin

WELLINGTON WEBB  
Mayor of Denver

**Executive Director:**

J. THOMAS COCHRAN

The Honorable William J. Clinton  
President of the United States  
The White House  
Washington, DC 20500

Dear Mr. President:

With the pending BRAC 1995 process, meeting the challenge of defense conversion is a high priority for the nation. While we recognize the Administration's need to downsize the Department of Defense's base structure, arming cities with the tools they need to combat the negative impact of this downsizing is equally important.

In 1993, you announced a five-point plan to ease the impact of military base closings on local communities. Following your announcement, the United States Conference of Mayors began a series of steps to assist communities responding to the challenges of a military base closure. These steps included appointing a Mayors' Task Force on Military Base Closure and Economic Adjustments, and holding two national meetings to help solicit ideas to improve the process and ease the difficult transition following a military base closing.

Copies of our recommendations are being delivered today to the BRAC Commission, to all members of your Cabinet, and to the leadership in both the House and Senate. These recommendations are being released today to coincide with the list of base closings which is expected to be released tomorrow.

As co-chairs of the Mayors' Military Base Closing and Economic Adjustments Task Force, which represents all Mayors of cities that are currently trying to convert former defense facilities to private uses, we would like to demonstrate that defense conversion can happen. However, in the

absence of the reforms we have proposed, we are concerned that successful conversion will never truly be achieved. It is our hope that you will actively support these recommendations, which are necessary to ensure that "defense conversion" is no longer a buzz word, but a reality.

Respectfully,



Susan Golding, Mayor  
San Diego  
Task Force Co-chair



Edward Rendell, Mayor  
Philadelphia  
Task Force Co-chair



# Foreword

At the U.S. Conference of Mayors annual meeting in Portland, Oregon, June 11, 1995, the Conference adopted two resolutions regarding military base closures. Following our Annual Meeting, Conference of Mayors President, Knoxville Mayor Victor Ashe, appointed a Task Force for Military Base Closings and Economic Adjustments. Mayors Susan Golding of San Diego and Edward Rendell of Philadelphia were appointed co-chairs of this Task Force.

With the help of a grant from the Economic Development Administration of the U.S. Department of Commerce, the Conference of Mayors held two meetings to assist Mayors in preparing for the next round of base closings scheduled to be announced in February 1995. Approximately 150 communities were represented at the two meetings. The first was held in San Diego on December 8-9, 1994 and the second was held in Washington on January 24, 1995 in conjunction with the mayor's winter meeting.

The attached recommendations are an outgrowth of those meetings, as are the quotes that appear in the margins.

On behalf of our officers, members and staff, we thank those Mayors and city representatives who attended the two meetings, and especially appreciate the tremendous assistance given to us by the Economic Development Administration and the Office of Economic Adjustment at the U.S. Department of Defense. Without their help this historic Conference initiative would not have gone forward.

In addition, I would like to thank our co-chairs, Mayors Golding and Rendell, for their outstanding leadership on the task force.

We also recognize Mayor Jerry Abramson of Louisville, Past President of the Conference of Mayors, for making this issue of base closings a priority for the Mayors last year, as well as current President Victor Ashe who recognized the importance of this issue and kept military base closings a top priority for the Mayors, even though he had no military bases in his community.

Michael Kaiser, our Conference Staff Director, deserves special thanks for his determination and hard work in following through to make our first post-Cold War initiative on base closing and economic adjustments a success for our members as we confront the challenges of economic conversion in the year ahead.



J. Thomas Cochran  
Executive Director

The United States Conference of Mayors

## Resolution on Base Closings

Adopted at the 63rd Winter Meeting  
January 25-27, 1995  
Washington, DC

**WHEREAS**, The United States Conference of Mayors has formed a military base closing and economic adjustment task force, and

**WHEREAS**, this task force has held two meetings in San Diego, California and Washington, DC to help Mayors effectively deal with the consequences of military base closings, and

**WHEREAS**, Mayors attended these two task force meetings in San Diego December 8-9, 1994 and in Washington January 24, 1995 in conjunction with the Conference of Mayors Winter Meeting,

**NOW, THEREFORE, BE IT RESOLVED**, Mayors call for several actions necessary to ease the impact of base closings on various communities to return the land to economically productive civilian use, including:

- providing and continuing federal funding for communities affected by defense downsizing, including, but not limited to, the support of the Economic Development Administration (EDA) and the Office of Economic Adjustment (OEA);
- streamlining the process for transfer and clean-up of military facilities scheduled for closure; and
- securing local control of decision-making relating to infrastructure and resources;

**BE IT FURTHER RESOLVED**, The United States Conference of Mayors will issue a formal report to the White House and Congress prior to the next round of base closings scheduled to begin March 1st to address these actions.

# Recommendations from the Mayors' Task Force on Military Base Closings & Economic Adjustments

## Funding for Affected Communities

Mayors ask that the federal government respond to a base closing as they would to any *natural* disaster. Mayors call for federal agencies to respond as quickly as *FEMA* (Federal Emergency Management Agency) to assist communities affected by base closings. Financial and technical support should be given immediately upon designation of a base closing. This *impact aid* should be awarded without excessive paperwork or time delays.

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***"We need immediate funding for communities without all the hoops and applications and time that we have to wait now..."***

---

## Requirement of Local Compliance with the Base Closure Community Redevelopment and Homeless Assistance Act (i.e., the Base Closure Community Redevelopment and Homeless Assistance Act of 1994)

Under the Base Closure Community Redevelopment and Homeless Assistance Act, cities must work with homeless assistance providers and local redevelopment authorities to develop a local reuse plan for surplus federal properties. The Department of Housing and Urban Development (HUD) must then approve the plan, and the Department of Defense (DOD) then acts in accordance with HUD approval. Mayors believe that the requirements of this statute, particularly the requirement of HUD approval, essentially represents another unfunded federal mandate. *How* facilities are reused should be entirely a local decision.

## Transferring Title and Control of Surplus Properties to Local Governments

As a result of the President's five-point plan and emphasis on community input, there have been tremendous improvements in the property transfer process. However, much more needs to be done.

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**"One federal agency can jump in and muck it up for everyone else... We need someone — an Ombudsman — who can step in and facilitate federal agencies..."**

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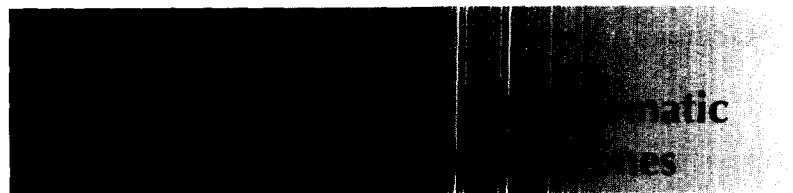
Because existing efforts have not been effective, Mayors call for the President to appoint an official *Ombudsman* at the National Economic Council in the White House, who can respond in a timely fashion, improve coordination and communications between federal agencies, and cut the red tape to facilitate property transfer and economic development of military bases.

Additionally, Mayors call for a *revision clause* for properties considered for public benefit. In many cases, the property was given freely by the local community to the federal government when the bases were first built. This property therefore should be given back to the local community, not sold back.



There are different points of view among federal agencies about what constitutes a reuse plan. For example, current law requires that a reuse plan be completed within nine months. But this time is not sufficient if the definition of a reuse plan includes environmental impact studies and relating documentation.

The law must also recognize the variety and differences among military bases. A standard nine month period may be appropriate for smaller bases, but it is not enough time for larger bases where multiple jurisdictions are involved or where environmental contaminants are more difficult to identify. A range therefore of 6-12 months should be considered rather than a standard nine months for all bases.



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**"DOD should not be telling us that our reuse plans are adequate... We should be telling them..."**

---

If bases were automatically designated as "*Enterprise Zones*," it would give cities many advantages to undertake economic development projects. For example, special enterprise zone designation for military bases would allow communities to use tax credits for hiring out-of-work federal employees.

## Military Base Conversions and Federal Environmental

Mayors call for better coordination between state and federal governments to eliminate the needless duplication of efforts required for environmental compliance. The cost and time involved in trying to comply with both federal and state regulations are enormous. Many of these regulations are duplicative. The federal government should agree to find compliance with state regulations that are substantially equivalent, provided that the state agrees to meet federal timetables and provide a "single point" of contact.

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***"The local reuse plan is our responsibility... Cleaning up the mess that was made is their [federal] responsibility..."***

---

## Indian Participation

The law remains unclear regarding which entities of the federal government have the authority to make claims on behalf of Native American Tribes. Some communities have spent months on reuse plans, only to have them stopped at the last minute by claims from the Department of Interior. Mayors call for better coordination among the armed services and the Interior Department's Bureau of Indian Affairs (BIA) to clarify the rights of Native Americans with regard to military bases.

## **Building Codes, Americans With Disabilities**

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***“The military should not be allowed to take air emission credits out of the local community; otherwise, you may find that you do everything else right, but still can’t do anything on the base.”***

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Although all Mayors feel compliance with federal and local laws is important, immediate compliance with many federal building codes is simply impossible. Most military properties are not up to code. Unless the federal government is willing to pay to bring these properties up to code, Mayors ask that the time for compliance be lengthened, or that compliance be left to the discretion of local governments, which are responsible for enforcing these codes.

## **Air Emission Credits Base**

All air emission credits should be classified as a local asset under the law especially in those cities where strict air emission limits exist. The federal government should provide for prompt transfer of any credits formerly used by the military in connection with base property.

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***“We should not be penalized for having a military base in our community.”***

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## **Cost to Pay for the Economically Areas on Closed**

As noted in Recommendation #8, many buildings on military bases do not meet building codes. In many cases it would cost more to fix up these buildings than it would to tear them down. Mayors ask that the federal government provide the funding to remove all obsolete structures and fixtures from closed military bases. Further, that these anticipated costs be considered among the criteria used by the Base Realignment and Closure (BRAC) Commission to determine whether or not a particular base should be closed.

## of Bases

Although the law makes reference to dual use capability (i.e., military and civilian use of base properties simultaneously), the reality is that dual use is largely left to the discretion of the local base commander. Mayors call for clarification and consistency from the Department of Defense to permit dual use activities on all military bases and that a prescribed method be established for communities to actively present a dual use plan for those facilities considered to be surplus by the military.

## Regarding Surplus Base

There is a deep lack of understanding among bond raters and insurers with regard to the impact of base closings on local communities. Although this is not a federal concern, the Mayors would like the federal government to be aware that they will send a delegation to Wall Street to meet with bond raters and insurers to help reduce the misunderstandings that result in lower bond ratings and difficulties for cities to obtain the necessary insurance coverage following a base closing.

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***"If you can't  
bond, or if you  
can't insure, you  
can't develop."***

---

Many communities have had the experience of not knowing *how* the federal appraisal of base properties was made, and have had no chance to react to it, challenge it, or offer an appraisal of their own. Since the property appraisal process has a tremendous impact on the local community, this process needs to include more local involvement. More importantly, this process needs to emphasize the exchange of properties for local conversion to promote private sector participation (i.e., provided that the local government retains ownership and then leases these properties to the private sector).

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***"This [BRAC] is not an adversarial process... I think the people in the administration are working hard and have the same goal that we do... We all want economic conversion to be a success."***

---

Mayors unanimously support the involvement of the Economic Development Administration (EDA) at the U.S. Department of Commerce and the Office of Economic Adjustment (OEA) at the U.S. Department of Defense in assisting those communities affected by military base closings and defense industry downsizing. The Mayors call for the continued support of these agencies and for increased funding, commensurate with the impact of the 1995 BRAC round, and any subsequent rounds.

Additionally, Mayors call for special consideration to be given to those communities hard hit by previous BRAC rounds and ask that the 1995 BRAC decisions take into account the cumulative economic impact on these communities. Whenever possible, the federal government should consider relocating other federal agencies/programs to these affected communities.

## **Military Bases**

Military bases should be clearly defined under the law (i.e., what constitutes a military reservation for the purposes of BRAC). In addition, Mayors ask that GOCO (Government Owned Contract Operated) and munitions facilities be considered for inclusion under the BRAC law, should the BRAC law be extended beyond 1995. (NOTE: Currently these properties are evaluated under GSA and other federal rules and regulations.)



## the Pryor Amendments

The local reuse authority should have the right to reserve – prior to any non-Department of Defense screening – all or part of a base for an economic development conveyance application. This application could occur prior to or during the planning process, but should not have to wait until the plan is completed.

## Cleanup of Bases

There is no question that the federal government is responsible and liable for cleanup of military bases. However, it is clear that the federal government greatly underestimated the cost of cleanup. Since communities cannot develop sites until they are cleaned up, it is recommended that the federal government either allocate more money for cleanup or change the regulations for military bases. The federal government must adhere to a timetable for clean up, just as it imposes timetables on local governments and private contractors. Furthermore, communities in *all* states should be allowed to separate clean parcels of land from dirty parcels to allow economic development plans to move forward.

## Job Creation

Many of the jobs created by a base closure are in the area of environmental cleanup, base security, utility improvements and the demolition of buildings. Priority should be given to local residents for these jobs/contracts. Also, special job training should be made available locally to ensure that federal employees who served the nation so well for so many years receive every possible opportunity we can give them, especially since many of these people are just a few years away from receiving retirement benefits.

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***“It may be prudent from a federal point of view to say, Well, we don’t have to clean up the bases all at once... But, then, who is to decide which bases get cleaned up...? Will it be your base, or my base...? And what happens to us in the meantime...?”***

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***“If we can’t use it until it’s cleaned up, and we can’t find the money to clean it up, we’re in trouble.”***

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***When the federal government closes a base, no mayor expects the federal government to police or maintain the base. But once the base is closed... It's ours to guard... It's ours to police... And it is ours to maintain."***

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Every piece of property should be considered for Public Benefit Transfer/Economic Development Conveyance (EDC) before the federal government begins selling to the highest bidder. As soon as a piece of property is identified for an EDC, a community should be allowed to approach local financial lending institutions to give interested parties quick access to these properties.



### **Federal Property**

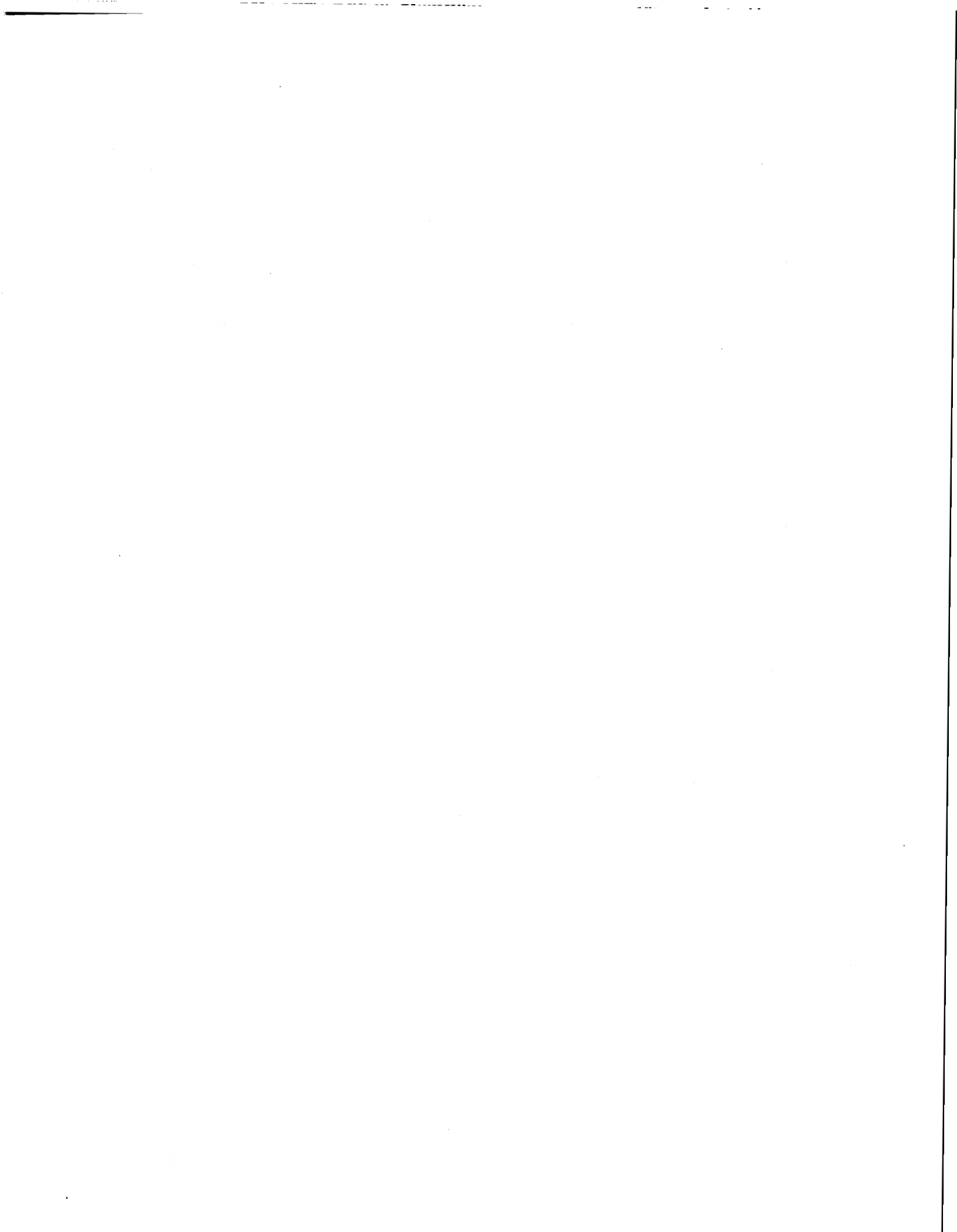
Mayors recommend that the federal government provide title insurance for all federal properties. Given the hazards and unknowns about federal properties, particularly from an environmental point of view, it is not going to do a city any good to have title to these properties, and then attempt to turn around and convey them – whether that be to a non-profit or private outfit – only to find out that they cannot get the title insured.



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**The United States Conference of Mayors**  
**1620 Eye Street, NW**  
**Washington, DC 20006**  
**Telephone: (202) 293-7330 Fax: (202) 293-2352**

# Document Separator



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:  
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GEN J. B. DAVIS, USAF (RET)  
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RADM BENJAMIN F. MONTROYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 21, 1995

Mr. J. Thomas Cochran  
Executive Director  
The United States Conference of Mayors  
1620 Eye Street, N.W.  
Washington, D.C. 20006

Please refer to this number  
when responding 950313-62

Dear Tom:

Thank you for sending me copies of "A National Action Plan on Military Base Closings," the Conference of Mayors' recommendations on reuse activities at closed military installations.

As you may know, during one of the Commission's hearing on March 16, 1995, I asked Senator David Pryor if he would be kind enough to enter the Conference of Mayors' report in the Congressional Record so that others may be aware of the recommendations.

I appreciate the Conference of Mayors' efforts in this area, and look forward to working with you.

Kindest personal regards.

Sincerely,

Alan J. Dixon  
Chairman



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-7

FROM: ELLIS, SCOTT	TO: COURTER, Jim
TITLE: COUNTY COMMISSIONER	TITLE: CHAIRMAN
ORGANIZATION: BREWARD COUNTY	ORGANIZATION: DBCRC
INSTALLATION (S) DISCUSSED: PATRICK AIR FORCE BASE	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓟ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

✓	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

THANK YOU FOR KEEPING 301ST RESCUE SQUADRON AT PATRICK AFB.

Due Date: 950320	Routing Date: 950313	Date Originated: 950303	Mail Date:
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**BREVARD** County  
BOARD OF COUNTY COMMISSIONERS

FLORIDA'S SPACE COAST

SCOTT ELLIS, Commissioner, District 5  
1515 Sarno Road, Building B, Melbourne, FL 32935

Telephone: (407) 253-6611  
FAX: (407) 253-6620



March 3, 1995

Please refer to this number  
when responding 950313-7

The Honorable Jim Courter  
Chairman, Base Closure and Realignment Commissioner  
1700 N. Moore Street, Suite 1425  
Arlington, VA 22209

Subject: **The 301st Rescue Squadron**

Dear Chairman Courter:

I would like to personally take this opportunity to thank you for your decision to retain the 301st Rescue Squadron at Patrick Air Force Base in Brevard County.

This decision is fiscally sound especially when compared to returning this Rescue Unit back to Hurricane Andrew ravaged Homestead Air Force Base. The relocation of families would also have been a great burden, since Squadron members and their families have become an integral part of our community.

On behalf of myself and the 301st Rescue Squadron I would like to thank you again for your decision.

Sincerely,

Scott Ellis  
County Commissioner  
District V

SE:ca



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Please refer to this number  
when responding 950813-721

The Honorable Scott Ellis  
County Commissioner, District V  
Brevard County Board of County Commissioners  
1515 Sarno Road, Building B  
Melbourne, Florida 32935

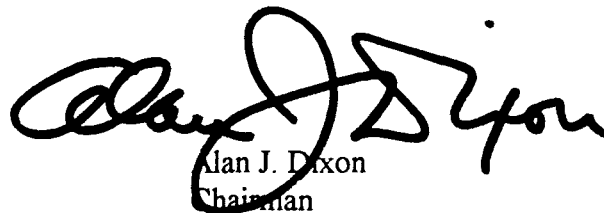
Dear Commissioner Ellis:

Thank you for your letter to the Commission supporting the Secretary of Defense's recommendation to retain the 301st Rescue Squadron at Patrick Air Force Base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that the information you have provided has been distributed accordingly for use in the review and analysis process.

I appreciate your interest in the base closure and realignment process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-8

FROM: <u>WARD, MIKE</u>	TO: <u>DIXON</u>
TITLE: <u>REP. (KY)</u>	TITLE: <u>CHAIRMAN</u>
ORGANIZATION: <u>U. S. CONGRESS</u>	ORGANIZATION: <u>DBCRC</u>
INSTALLATION (S) DISCUSSED: <u>NAVAL SURFACE WARFARE CENTER/RAND DIVISION</u>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

THANK YOU FOR FORWARDING QUESTIONS TO SEC DALTON;  
ALSO FOR CONSIDERING ALTERNATIVE PLAN TO CLOSING  
THE LOUISVILLE SITE.

\*COPIES SENT TO ALL COMMISSIONERS\*

Due Date:	Routing Date: <u>950313</u>	Date Originated: <u>950309</u>	Mail Date:
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HOUSE OF REPRESENTATIVES  
WASHINGTON, D.C. 20515

MIKE WARD  
THIRD DISTRICT, KENTUCKY

Please refer to this number  
when responding 950313-8

March 8, 1995

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Ste. 1425  
Arlington, VA 22209

Dear Mr. Chairman:

It was a pleasure to meet you at the Commission's hearing on Monday.

Your willingness to inquire of Secretary Dalton concerning the Naval Surface Warfare Center Crane Division Louisville Site is greatly appreciated. I look forward to receiving his responses to each of the questions.

In closing, thank you for all your consideration of the alternative plan to closing the Louisville Site which has been proposed. I would be happy to answer any questions.

Sincerely,

MIKE WARD  
Member of Congress

MDW:mll

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950313-9

<b>FROM:</b> FEINSTEIN, DIANNE	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR, (CA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U. S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

LETTER REGARDING AFFECT BASE CLOSURES HAVE HAD ON CALIFORNIA'S ECONOMY. (CHARTS PROVIDED)

Due Date: 950315	Routing Date: 950313	Date Originated: 950308	Mail Date:
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# United States Senate

WASHINGTON, DC 20510-0504

March 8, 1995

Please refer to this number  
when responding 950313-9

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street  
Suite 1425  
Arlington, Virginia 22209

Dear Mr. Chairman:

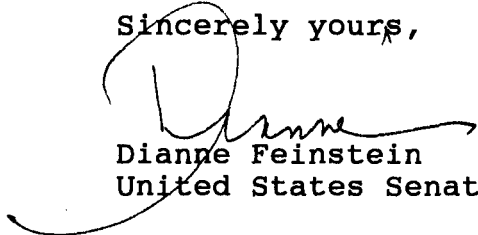
I understand that there has been some discussion at Commission hearings concerning the economic impact of base closures in California.

Simply put, California has been hit disproportionately hard by military base closures. Since 1988, 25 major bases (including three in BRAC 95) have been slated for closure or realignment in California -- more than double any other state. While California is home to only 15 percent of all Defense Department personnel, the State has suffered the net loss of more than 88,000 direct military and civilian personnel. By comparison, the entire nation has only suffered a net loss of less than 150,000 personnel.

The impact of base closures on California's economy has been, and continues to be, tremendous. All total, more than 200,000 jobs and \$7 billion in annual economic activity will be lost as a result of base closure alone. Clearly, base closures have contributed to California's economic recession and continue to plague the economic recovery of the largest state in the union.

For your further review, I have enclosed a map and chart which detail base closures in California. I hope that this information is useful and assists the Commission during its deliberations.

Sincerely yours,



Dianne Feinstein  
United States Senator

DF:ram  
Enclosures

**NET IMPACT OF MILITARY BASE CLOSURES  
BRAC I, II, III & IV  
DIRECT MILITARY AND CIVILIAN JOBS LOSSES**

CALIFORNIA

NATION

	MIL	CIV	TOTAL	MIL	CIV	TOTAL
<b>BRAC 88</b>	12843	4510	17353	12889	7718	20607
<b>BRAC 91</b>	23704	7748	31452	30202	30221	60423
<b>BRAC 93<sup>1</sup></b>	26167	10357	36524	10542	27465	38007
<b>BRAC 95</b>	+602	3988	3386	+4397	34219	29822
<b>TOTAL</b>	62112	26603	88715	49236	99623	148859

<sup>1</sup> Includes NAS Lemoore and other "re-directs" from BRAC 95 (-3163 MIL/-39 CIV/-3202 TOTAL).



# Major California Military Base Closures and Realignments



## ROUND 1

**George Air Force Base**  
Victorville (San Bernardino County) **1**  
4,852 (M) 506 (C) *Closed*

**Hamilton Army Air Field**  
Novato (Marin County) **2**  
5 (M) 20 (C) *Close: June 1995*  
*Air Field Parcel*

**Mather Air Force Base**  
Sacramento (Sacramento County) **3**  
1,988 (M) 1,012 (C) *Closed*

**Norton Air Force Base**  
San Bernardino (San Bernardino County) **4**  
4,520 (M) 2,133 (C) *Closed*

**Presidio Army Base**  
San Francisco **5**  
2,140 (M) 3,150 (C) *Transferred*

**Salton Sea Navy Base**  
Imperial County **6**  
0 (M) 0 (C) *Closed*

## ROUND 2

**Castle Air Force Base**  
Merced/Atwater (Merced County) **7**  
5,239 (M) 1,164 (C) *Close: Sept 1995*

**Fort Ord**  
Marina/Seaside (Monterey County) **8**  
13,619 (M) 2,835 (C) *Closed*

**Hunter's Point Annex**  
San Francisco **9**  
5 (M) 63 (C) *Closed*

**Long Beach Naval Station**  
Long Beach (Los Angeles County) **10**  
9,519 (M) 833 (C) *Closed*

**Marine Corps Air Station**  
Tustin (Orange County) **11**  
4,105 (M) 348 (C) *Close: July 1997*

**Naval Air Station, Moffett Field**  
Santa Clara County **12**  
3,359 (M) 633 (C) *Transferred*

**Sacramento Army Depot**  
Sacramento County **13**  
334 (M) 3,164 (C) *Close: Sept 1995*

## ROUND 3

**El Toro Marine Corps Air Station**  
Irvine (Orange County) **14**  
5,689 (M) 979 (C) *Close: by Sept 1999*

**March Air Force Base**  
Riverside (Riverside County) **15\***  
2,961 (M) 997 (C) *Realign: March 1996*

**Mare Island Naval Shipyard**  
Vallejo (Solano County) **16**  
1,963 (M) 7,567 (C) *Close: by April 1996*

**Naval Air Station**  
Alameda (Alameda County) **17**  
10,586 (M) 556 (C) *Close: by Sept 1999*

**Naval Aviation Depot**  
Alameda (Alameda County) **18**  
376 (M) 2,672 (C) *Close: by Sept 1999*

**Naval Hospital**  
Oakland (Alameda County) **19**  
1,472 (M) 809 (C) *Close: by Sept 1999*

**Naval Public Works Center**  
Alameda (Alameda County) **20**  
10 (M) 1,834 (C) *Close: by Sept 1999*

**Naval Training Center**  
San Diego (San Diego County) **21**  
5,186 (M) 402 (C) *Close: by Sept 1999*

**Treasure Island Naval Station**  
San Francisco **22**  
637 (M) 454 (C) *Close: by Sept 1999*

**KEY:**  
(M) Military personnel  
(C) Civilian personnel  
\* Major Realignment

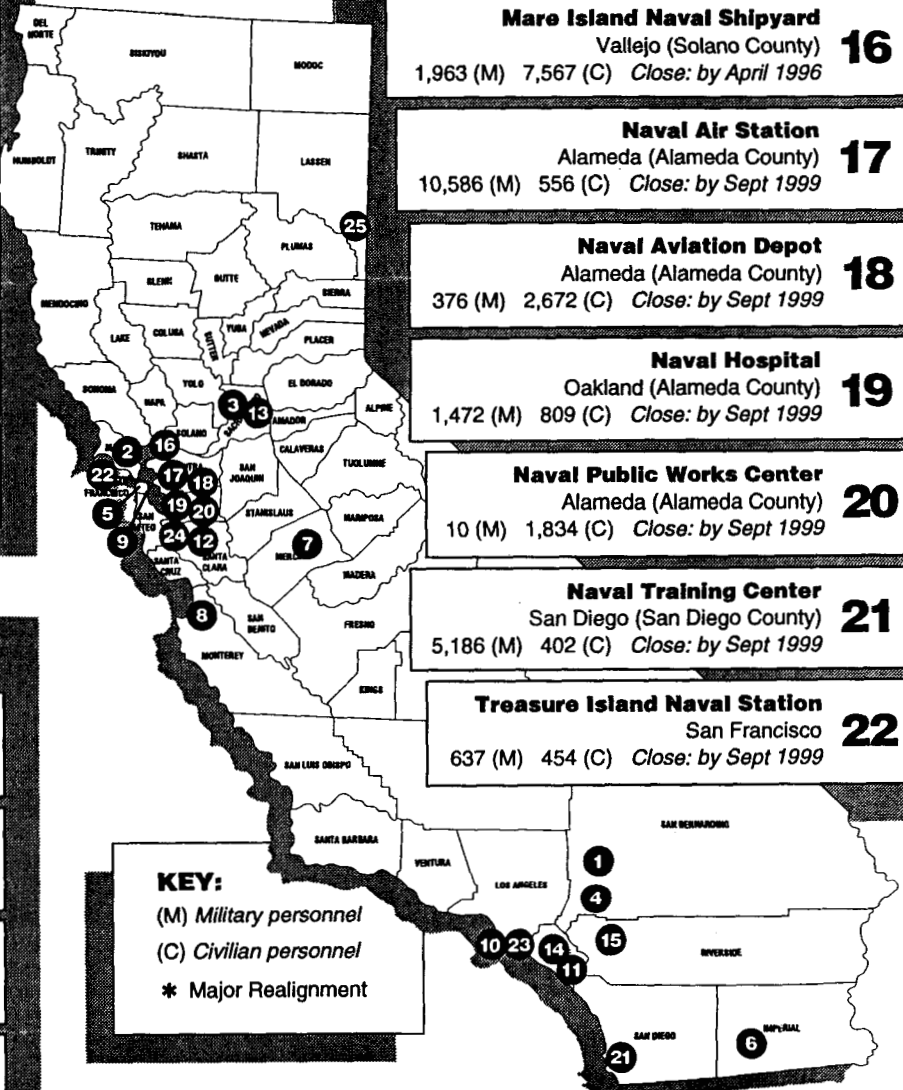
## ROUND 4

(DoD Recommendations)

**Long Beach Naval Shipyard**  
Long Beach (Los Angeles County) **23**  
263 (M) 3,766 (C) *Close: Decision by Oct 1995*

**Onizuka Air Force Base**  
Sunnyvale (Santa Clara County) **24\***  
673 (M) 1,202 (C) *Realign: Decision by Oct 1995*

**Sierra Army Depot**  
Herlong (Lassen County) **25\***  
53 (M) 539 (C) *Realign: Decision by Oct 1995*





**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:  
AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Dianne Feinstein  
United States Senate  
Washington, D.C. 20510

Please refer to this number  
when responding 950313-921


Dear Dianne:

Thank you for your letter to the Defense Base Closure and Realignment Commission providing copies of the charts indicating the total jobs lost in California by previous and current base closures and realignments.

I understand your concern about the impact on California of the Department of Defense's recommendations of bases to be closed and realigned. As you know, those criteria which relate to military value are the primary factors for Commissioners' consideration. However, all Commissioners are very sensitive to the economic impacts of closures and realignments on individual communities. You may be certain that the Commission will thoroughly review the data used by the Department when making its recommendations. I can assure you that the information you have provided will be used in our review and analysis process.

Again, thank you for providing the Commission with this information. Please do not hesitate to contact me if I can be of assistance as we go through this difficult and challenging process.

Sincerely,

  
Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950313-10

FROM: BAUCUS, MAX	TO: LYLES, DAVID
TITLE: SENATOR (MT)	TITLE: STAFF DIRECTOR
ORGANIZATION: U.S. CONGRESS	ORGANIZATION: D3C3C
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

REQUESTING THAT BRAC VISIT SCHEDULED FOR GREAT FALLS ON WED, MARCH 29, BE MOVED TO FRIDAY, MARCH 31 BECAUSE OF SENATE SCHEDULE.

\*HANDLED PHONE CONVERSATION - DAVID LYLES\*

Due Date: 950315	Routing Date: 950313	Date Originated: 950308	Mail Date: 950313
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# United States Senate

WASHINGTON, DC 20510-2602

March 8, 1995

Please refer to this number  
when responding 950313-10

Mr. David Lyles  
Defense Base Closure and  
Realignment Commission  
1700 North Moore Street, #1425  
Arlington, Virginia 22209

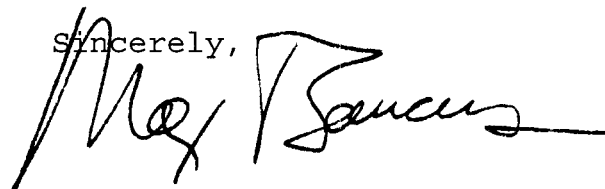
Dear David:

This letter is a follow-up to a conversation I just had with Chairman Dixon regarding the scheduled BRAC visit to Great Falls on Wednesday, March 29. Due to a full voting calendar, it is extremely important that the BRAC visit be rescheduled, preferably on Friday, March 31. Chairman Dixon understood my concerns and promised to pursue this matter. Your prompt attention to this matter is very appreciated. Again, I stress the importance of this matter to me and the other personal members of the Montana Delegation.

Thank you for your consideration. Please call Mark Smith or Tim Roe in my office if you have any questions or concerns.

With best personal regards, I am

Sincerely,



MSB/tgr



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 13, 1995

Please refer to this number  
when responding 950313-10R1

Honorable Max Baucus  
United States Senate  
Washington, D.C. 20510-2602

Dear Senator Baucus:

Thank you for your recent letter concerning the scheduling of a base visit and a regional hearing by the Defense Base Closure and Realignment Commission to consider the recommendation by the Secretary of Defense to realign Malmstrom Air Force Base.

I am enclosing a copy of the schedule for the Commission's regional hearings. Under this schedule, the Commission will be holding a regional hearing in Great Falls, Montana on March 31.

I hope this information is helpful. Please do not hesitate to contact me if I can be of any assistance in the coming months.

Sincerely,

A handwritten signature in cursive script that reads "David S. Lyles".

David S. Lyles  
Staff Director



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

**For Immediate Release**

Contact: Wade Nelson  
Chuck Pizer  
John Earnhardt

**BASE CLOSURE COMMISSION ANNOUNCES REGIONAL HEARING SCHEDULE**

Eleven regional hearings to be held between March 29 and May 5

WASHINGTON, DC, March 10, 1995 -- The Defense Base Closure and Realignment Commission is announcing its schedule of 11 regional hearings to be held around the country. The purpose of these Regional Hearings is to receive testimony from communities affected by the Secretary of Defense's recommendations to close or realign domestic military installations.

Today's announcement includes the dates and the cities the hearings will be held. Specific times and locations will be announced shortly.

The list of hearings:

March 29	Guam
March 30	Grand Forks, North Dakota
March 31	Great Falls, Montana
April 4	Birmingham, Alabama
April 12	Chicago, Illinois
April 19	Dallas, Texas
April 20	Albuquerque, New Mexico
April 24	Delta Junction, Alaska
April 28-29	San Francisco, California
May 4	Baltimore, Maryland
May 5	New York City

Here is the list of which installations fall under which regional hearing:

March 29 (Location: Territory of Guam)

Regional hearing regarding the following installations:

Fleet and Industrial Supply Center Guam

Naval Air Station Agana Guam

Naval Activities Guam

Ship Repair Facility Guam

March 30 (Location: Grand Forks ND)

Regional hearing regarding the following installations:

Grand Forks Air Force Base ND

Minot Air Force Base ND

March 31 (Location: Great Falls MT)

Regional hearing regarding the following installations:

Fort Missoula MT

Malmstrom Air Force Base MT

April 4 (Location: Birmingham AL)

Regional hearing regarding the following installations:

Anniston Army Depot AL

Fort McClellan AL

Reserve Center Huntsville AL

Big Coppet Key FL

Eglin Air Force Base FL

Homestead Air Force Base FL

MacDill Air Force Base FL

Naval Air Station Cecil Field FL

Naval Air Station Key West FL

Naval Aviation Depot Pensacola FL

Naval Research Lab & Naval Underwater Sound Reference Detachment FL

Naval Training Center Orlando FL

Nuclear Power Propulsion Training Center Orlando FL

Defense Contract Management District South Marietta GA

Robins Air Force Base GA

Naval Biodynamics Lab New Orleans LA

Reserve Center New Orleans (Region 10) LA

Naval Technical Training Center Meridian MS

Naval Air Station Meridian MS

Fort Buchanan Puerto Rico

Fleet and Industrial Supply Center Charleston SC

Reserve Center Charlestown (Region 7) SC

Defense Distribution Depot Memphis TN

April 12 (Location: Chicago IL)

Regional hearing regarding the following installations:

Charles Melvin Price Support Center IL  
Savanna Army Depot Activity IL  
Naval Air Warfare Center Aircraft Division Indianapolis IN  
Reserve Center Olathe KS  
Naval Surface Warfare Center Crane Division Detachment Louisville KY  
Detroit Arsenal MI  
Naval Air Facility Detroit MI  
Reserve Center Cadillac MI  
Selfridge Army Garrison MI  
Aviation-Troop Command (ATCOM) MO  
Defense Contract Management Command International OH  
Defense Distribution Depot Columbus OH  
Springfield-Beckley Municipal Airport Air Guard Station OH  
Reserve Center Sheboygan WI

April 19 (Location: Dallas TX)

Regional hearing regarding the following installations:

Fort Chaffee AR  
Tinker Air Force Base OK  
Bergstrom Air Reserve Base TX  
Brooks Air Force Base TX  
Defense Distribution Depot Red River TX  
Electronic Warfare Evaluation Simulator Activity Fort Worth TX  
Kelly Air Force Base TX  
Naval Air Station Corpus Christi TX  
Red River Army Depot TX  
Reese Air Force Base TX  
Reserve Center Laredo TX

April 20 (Location: Albuquerque NM)

Regional hearing regarding the following installations:

Williams Air Force Base AZ  
Fitzsimons Army Medical Center CO  
Lowry Air Force Base CO  
Kirtland Air Force Base NM  
Defense Distribution Depot Ogden UT  
Dugway Proving Ground UT  
Hill Air Force Base UT

April 24 (Location: Delta Junction AK)

Regional hearing regarding the following installations:

Fort Greely AK  
Naval Air Facility Adak AK



April 28-29 (Location: San Francisco CA)

Regional hearing regarding the following installations:

Branch U.S. Disciplinary Barracks CA  
Camp Bonneville WA  
Defense Contract Management District West El Segundo CA  
East Fort Baker CA  
Fort Hunter Liggett CA  
Marine Corps Air Station El Toro CA  
Marine Corps Air Station Tustin CA  
McClellan Air Force Base CA  
Moffett Federal Airfield Air Guard Station CA  
Naval Command Control and Ocean Surveillance Center San Diego CA  
Naval Health Research Center San Diego CA  
Naval Personnel Research & Development Center San Diego CA  
Naval Recruiting District San Diego CA  
Naval Ship Yard Long Beach CA  
Naval Training Center San Diego CA  
North Highlands Air Guard Station CA  
Onizuka Air Station CA  
Ontario International Airport Air Guard Station CA  
Reserve Center Pomona CA  
Reserve Center Santa Ana Irvine CA  
Reserve Center Stockton CA  
Rio Vista Army Reserve Center CA  
Sierra Army Depot CA  
Supervisor of Shipbuilding Conversion and Repair Long Beach CA  
Naval Air Station Barbers Point HI  
Naval Undersea Warfare Center Keyport WA

May 4 (Location: Baltimore MD)

Regional hearing regarding the following installations:

Naval Recruiting Command DC  
Naval Security Group Command Detachment Potomac DC  
Army Bio-Medical Research Lab, Fort Detrick MD  
Concepts Analysis Agency MD  
Fort Meade MD  
Fort Ritchie MD  
Investigations Control and Automation Directorate Fort Holabird MD  
Naval Medical Research Institute Bethesda MD  
Naval Surface Warfare Center Carderock Division Detachment Annapolis MD  
Naval Surface Warfare Center Dahlgren Division Detachment White Oak MD  
Publications Distribution Center Baltimore MD  
Recreation Center #2 NC  
Charles E. Kelly Support Center PA  
Defense Distribution Depot Letterkenny PA  
Defense Industrial Supply Center Philadelphia PA  
Fort Indiantown Gap PA

Greater Pittsburgh International Airport Air Reserve Station PA  
Naval Command Control and Ocean Surveillance Center Warminster PA  
Naval Aviation Engineering Support Unit Philadelphia PA  
Naval Air Technical Services Facility Philadelphia PA  
Letterkenny Army Depot PA  
Naval Air Warfare Center Aircraft Div Open Water Test Facility Oreland PA  
Naval Shipyard Norfolk Detachment Philadelphia PA  
Fort Lee VA  
Fort Pickett VA  
Information Systems Software Command (ISSC) VA  
Naval Command Control and Ocean Surveillance Center In-Service Engineering  
East Coast Detachment Norfolk VA  
Naval Information Systems Management Center Arlington VA  
Naval Management Systems Support Office Chesapeake VA  
Naval Sea Systems Command Arlington VA  
Office of Naval Research Arlington VA  
Space and Naval Warfare Systems Command Arlington VA  
Valley Grove Area Maintenance Support Activity WV

May 5 (Location: New York City)

Regional hearing regarding the following installations:

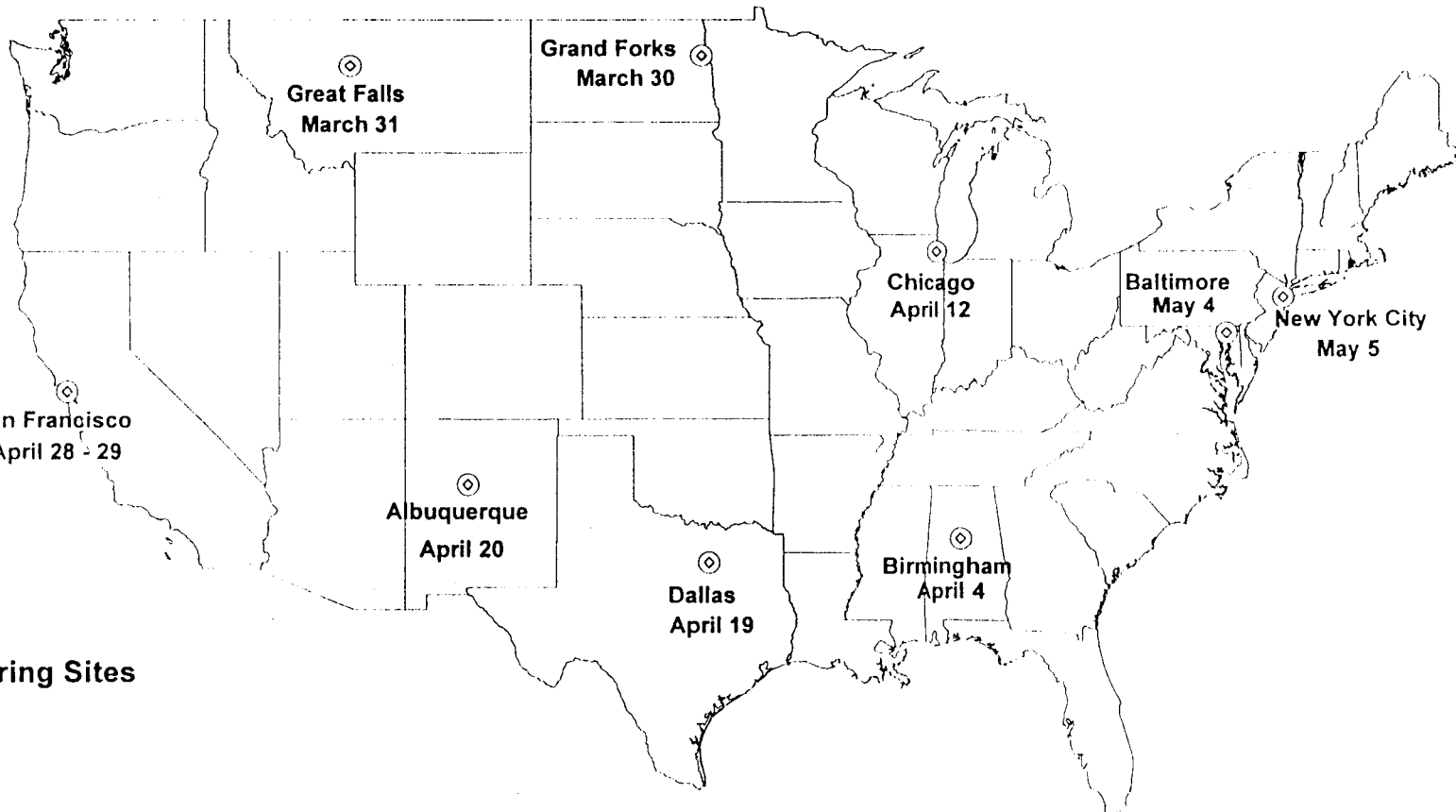
Naval Undersea Warfare Center Newport Division New London CT  
Hingham Cohasset MA  
Naval Air Station South Weymouth MA  
Bayonne Military Ocean Terminal NJ  
Bellmore Logistics Activity NJ  
Camp Kilmer NJ  
Camp Pedricktown NJ  
Caven Point Reserve Center NJ  
Fort Dix NJ  
Naval Air Warfare Center Aircraft Division Lakehurst NJ  
Fort Hamilton NY  
Fort Totten NY  
Griffiss Air Force Base NY  
Real-Time Digitally Controlled Analyzer Processor Activity Buffalo NY  
Reserve Center Staten Island NY  
Rome Laboratory NY  
Roslyn Air Guard Station NY  
Seneca Army Depot NY  
Stratford Army Engine Plant CT  
Sudbury Training Annex NY

SUPPLEMENTAL INFORMATION: Please call the Commission to confirm dates, times, and locations prior to each event. Individuals needing special assistance should contact the Commission in advance of each event to facilitate their requirements.

###

# Defense Base Closure and Realignment Commission Regional Hearing Locations March 29 - May 5, 1995

⊙  
Delta Junction, AK  
April 24



11 Regional Hearing Sites

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950313-11

FROM: <b>DAVIS, GEN J. B.</b>	TO: <b>LYLES, DAVID</b>
TITLE: <b>COMMISSIONER</b>	TITLE: <b>STAFF DIRECTOR</b>
ORGANIZATION: <b>DBCRC</b>	ORGANIZATION: <b>DBCRC</b>
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	•			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

**INFORMATION REGARDING NAVAL AVIATION DEPTS PROVIDED TO GEN DAVIS BY CONGRESSWOMAN FOWLER AT MARCH 8 MEETING.**

Due Date: _____	Routing Date: <b>950313</b>	Date Originated: <b>950308</b>	Mail Date: _____
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**Subject:** THE CASE FOR NAVAL AVIATION DEPOTS

Please refer to this number  
when responding 050313-11

**Background:** In response to declining force structure and budget allocations, the Navy has taken the drastic step of closing fully half of its aviation depot capacity. The Air Force, in contrast, has not made similar reductions in its aviation depot infrastructure, causing its available capacity to exceed workload requirements by a wide margin. The Air Force has argued for consolidation of all fixed wing aviation depot repair within its Air Logistics Centers, basing its position on the superior size, modernity and putative efficiency of those facilities.

**Discussion:** The Navy needs its Naval Aviation Depots (NADEPs) for these important reasons:

a. Through 10 USC 2464, the Congress holds SECDEF responsible and accountable for the success of the Services' missions. In order to satisfy the unique mission requirements of Naval aviation, which are different than the Air Force's, SECNAV needs the unique capabilities of NADEPs to be available as a "ready and controlled source of technical competence and resources."

b. The Navy's logistics support strategy for carrier aviation is built around a self-sufficient, rapidly deployable Carrier Battle Group that does not depend on large spares inventories and airlift capability to operate successfully. The foundation of that self-sufficiency is the highly mobile aviation maintenance capability within the Battle Group (intermediate level). The NADEPs are integrated with the intermediate level by providing fleet skills training, in-service engineering support, emergency crash/battle damage repair services, and material failure analysis. This role, unique among DoD depots, is an essential ingredient in the Battle Group's ability to support itself in combat.

c. The Navy's aviation maintenance philosophy is different from the Air Force's. The Air Force uses a two-level approach, supported by considerable airlift capacity and spares inventories, where their depots perform all repairs that cannot be done by the squadrons at planeside. The Navy uses a three-level approach, which relies on a robust intermediate level maintenance capability that deploys with the Battle Group. The NADEPs are focused on developing preventive maintenance strategies that will permit the intermediate level to do the vast majority of required maintenance locally, without having to return aircraft and components to the depot. If the NADEPs are removed from the structure, the intermediate level's degree of self-sufficiency will decline. That is an untenable situation, because the Navy does not have the spares pipeline and airlift capacity to compensate for the loss of self-sufficiency.

d. The Navy's aviation operating environment is different from the Air Force's. The environmental conditions of at-sea operations, coupled with the other physical demands of carrier launch and recovery, place unique stresses on Navy tactical carrier aircraft. In their role as the "designers" of preventive maintenance strategies for Naval aviation systems, the NADEPs

provide a vital link to the acquisition officials responsible for procuring new weapon systems. The lessons learned from observing the material condition of in-service equipment, developing techniques to prevent degraded material conditions caused by the operating environment, and designing modifications to improve functionality and reliability, permit the Navy to be a "smart buyer" in future weapons acquisitions.

Given that the Navy has concrete reasons for needing its own aviation depots, the Navy has taken the necessary steps to size its aviation depot capacity to meet minimum core capability consistent with 10 USC 2464. By proposing closure of three NADEPs in the 1993 BRAC round, the Navy has begun the process of reducing its aviation depot capacity by 50%.

After the BRAC 93 closures are completed, the Navy will have one fixed wing tactical aircraft depot on each coast (Jacksonville and North Island) and one rotary wing/VSTOL aircraft depot (Cherry Point). These three NADEPs will be operating at near full capacity. Further NADEP closures will have the following effects:

- a. Any further NADEP closures would reduce Navy depot capacity below the minimum core capacity required to provide ready and controlled support of mission-critical aircraft and systems. That situation would deprive SECNAV of the ability to guarantee readiness of Naval warfighting assets.
- b. Execution of the BRAC 93 NADEP closures on schedule is contingent on timely transition of mission-critical workload to the remaining three NADEPs. Any additional closures would seriously disrupt the closure schedules, thereby delaying the infrastructure savings inherent in those closures.

**Conclusion:** The Navy needs to have its own aviation depots to meet contingency demands and prosecute its national defense mission successfully. As a result of BRAC 93 decisions, the Navy has sized its aviation depot capacity properly to meet force structure demands through the foreseeable future. Any further reduction in NADEPs will compromise SECNAV's ability to meet statutory responsibilities.

## DIRECT CONTRIBUTIONS TO FLEET READINESS

Naval Aviation Depot (NADEP) Jacksonville FL

☆ On 16 August 94, the Navy grounded the T-2C fleet because of cracking in elevator trim actuator jackscrews. All jackscrews in service required inspection, and 99% of those inspected needed to be replaced. Commercial sources for the jackscrews quoted a lead time of 11 weeks to manufacture replacements. NADEP Jax personnel determined the root cause of the failures, redesigned the jackscrews and tested the new design. NADEP Jax then manufactured replacements in 2 weeks, reassembled and shipped the first batch of repaired actuators in 17 days, and completely replaced all jackscrews in less than 6 weeks. **Impact:** NADEP Jax capabilities permitted the T-2C fleet to resume pilot training in less than half the time required by relying on commercial sources.

☆ Ten USMC F/A-18s deployed in support of NATO operations in the Bosnian theater lacked laser weapons guidance capability, rendering those aircraft of limited use in Bosnian air operations. In late January 1994, NADEP Jax dispatched a field team to Aviano, Italy to install an airframe change upgrading the aircraft's laser targeting systems. The team installed the change in the ten aircraft in less than 12 days. **Impact:** USMC F/A-18s were made available for strike missions in minimal time.

☆ In June 1994, USMC aviation units delivering air strikes in the Bosnian theater reported accuracy problems in putting ordnance on target. The problem was traced to alignment of on-site electro-optics test equipment. At short notice, NADEP Jax deployed two calibration lab technicians to Aviano to realign the test sets. After aligning the test sets, these technicians also realigned the airborne FLIR systems installed in the aircraft. **Impact:** USMC sources reported subsequent air strikes were on target.

☆ In April 1994 during a Mediterranean deployment, USS Saratoga lost the use of three of the four arresting gear engines, severely curtailing flight operations. NADEP Jax personnel were en route to Saratoga within hours of a request for assistance. In less than seven days, the three arresting gear engines were repaired. **Impact:** Saratoga Battle Group readiness returned to normal in minimal time.

☆ The F/A-18 aircraft mounted accessory drive (AMAD) gearbox was a chronic readiness degrader over the past four years. NADEP Jax participated in an engineering/quality investigation that identified component part quality deficiencies attributable to the original manufacturer, Lucas Areospace. (Lucas was assessed a fine of \$18.5M in January 1995 based on these deficiencies.) NADEP Jax developed component part repair methods and accelerated production of AMAD gearboxes, to the point where the gearbox was no longer a F/A-18 readiness degrader by the spring of 1994. NADEP Jax also provided AMAD gearboxes as government-furnished equipment for the F/A-18 production line at McDonnell Douglas. **Impact:** NADEP Jax capabilities contributed to overcoming commercial quality deficiencies and eliminating a significant readiness degrader in the F/A-18 community.

☆ In December 1990-January 1991, both USS Saratoga and USS Kennedy experienced failures of critical radar test equipment to support deployed aircraft. NADEP Jax dispatched field teams to both ships (on station in the Persian Gulf) to repair the test sets. The field teams completed repairs expeditiously, performing so well that the Battle Group commander opted to retain these

personnel on board for several weeks thereafter to repair/maintain equipment during combat operations. **Impact:** NADEP Jax field team personnel made *direct contributions to fleet readiness during combat operations* in the Persian Gulf theater.

☆ The Trident Refit Facility at NSB Kings Bay had a requirement to recondition the inner bores of large hydraulic accumulators for Trident submarines. Commercial sources for this repair quoted extended turn-around times to chrome plate and grind the inner bores. At TRF's request, NADEP Jax developed the capability to perform this work at *substantially reduced turn-around times*. These repairs have now been performed at NADEP Jax for the past 18 months. **Impact:** Reduced turn-around time yields *improved spares availability*, thereby increasing readiness.

☆ In the summer of 1992, the manufacturer of the F404-400 engine (General Electric) substantially reduced the fatigue life limits for high-pressure blades and cooling plates. This action drove a requirement to replace numerous F404 HP turbine rotors installed in F/A-18 aircraft. In response to the life limit change, NADEP Jax increased its HP turbine rotor output from 35/quarter to 240 in the fourth quarter of FY-92. **Impact:** The production surge ameliorated what would have been a *drastic impact on F/A-18 readiness* due to engine availability.

☆ On 1 December 1993, USS Saratoga returned to Mayport from a pre-deployment cruise with three catapults, an arresting gear engine and two jet blast deflectors inoperative. In response to this requirement, NADEP Jax personnel (in partnership with ship's company personnel) *worked through the Christmas holiday period* to overhaul the equipment. The repairs were completed in time for Saratoga to depart for *deployment on schedule* on 12 January 1994. **Impact:** NADEP maintenance capabilities enabled USS Saratoga to *overcome unscheduled maintenance problems and meet deployment commitments*.

☆ In late 1989/early 1990, the F/A-18 community suffered several aircraft losses caused by F404 engine fires. The engine fires were caused by uncontained compressor blade failures. To address the problem, NADEP Jax instituted an emergency program to apply a Viton coating to the inner surface of the high pressure compressor bypass duct. The duct coating was installed in all operating F/A-18s over a period of several months, effectively *eliminating the incidence of in-flight engine fires*. **Impact:** Improved readiness of F/A-18 squadrons by reducing in-flight fire risk in *minimal time*.

☆ In late 1990, F/A-18 readiness was degraded by a shortage of F404 combustion modules. The combustion modules were experiencing cracking in outer combustion liners; there were no approved repairs for the liners. The engine manufacturer (GE) estimated a lead time of *two years* to replace the cracked liners. NADEP Jax initially attempted a liner replacement using GE tooling, which was unsuccessful. NADEP Jax then designed and built its own tooling to remove, weld and finish machine replacement liners in combustion modules. A successful liner replacement was prototyped within *two months*. Upon completing a successful prototype, NADEP Jax went into rate production of repaired combustion liners, and has since developed a replacement procedure for inner liners as well. **Impact:** NADEP Jax production of repaired combustion modules began to *improve F/A-18 readiness more than 20 months sooner* than GE's original estimate. Inner liner replacement eliminates a periodic requirement to inspect combustion liners in installed engines, *reducing aircraft down time* in operating squadrons.



**Subject:** THE THREE-NADEP SUPPORT STRUCTURE

**Background:** The Navy received approval for its recommendation to close half of its NADEP capacity in the BRAC 93 round. The Navy made this recommendation to the BCRC as the right thing to do based on these considerations:

- Difficult but necessary decision to shed excess capacity
- After executing the closures, NADEP infrastructure would match force structure requirements for aviation depot maintenance in FY-99 and beyond
- Depot capacity reductions would outstrip aircraft inventory reductions to achieve minimum, "rightsized" depot structure
- Sized to do only readiness-critical (i.e., core) workload, with the remainder available to sustain the commercial industrial base
- Reflected Navy requirement for a minimum of one NADEP on each coast, specifically one fixed wing tactical aviation depot on each coast and one rotary wing/vertical flight depot
- Preserved SECNAV ability to control aviation readiness consistent with Title 10 responsibilities, by retaining control of core systems critical to Navy's ability to execute its warfighting mission.

**Discussion:** The BRAC 93 process ratified the Navy's decision to execute this approach. Since the approval, NAVAIR has developed comprehensive transition plans for relocating readiness-critical workload from closing NADEPs to remaining NADEPs, which at the same time achieves a balance of tactical aircraft workload at the two NADEPs designated as tactical aircraft depots. Those transition plans are in progress: people are relocating to remaining NADEPs, and equipment/tooling is being moved to remaining NADEPs as workload migrates.

**Conclusion:** The Navy and NAVAIR have adopted a sound position regarding a right-sized aviation depot infrastructure. That position is based on the belief that SECNAV must have control of readiness-critical workload in his own depots in order to accomplish the Navy mission, and that readiness hinges on Service-controlled fixed wing tactical aviation depots located on each coast. Transition of depot maintenance workload from technical centers to NADEPs further utilizes the capacity resident in those three sites, while permitting closure of excess technical center capacity in BRAC 95. Adoption of a different solution may well undermine the long-term ability of the Navy to support its tactical aviation elements adequately.

**Subject:** Proposed Reversal of NADEP Norfolk BRAC-93 Closure Decision

**Background:** NADEP Norfolk was one of three NADEPs closed in the BRAC-93 round. On 1 March 95, DoD announced recommended closures and realignments for the BRAC-95 round. One of the BRAC-95 redirects will, if accepted, send F/A-18 squadrons to NAS Oceana vice MCAS Cherry Point. In addition, all F-14 squadrons are to be based at Oceana. According to published reports,<sup>1</sup> Sen. Robb of Virginia seeks to reverse the closure of NADEP Norfolk because of the additional squadrons being based at Oceana, citing "logic and efficiency" as justification.

**Discussion:** Sen. Robb's argument to revive NADEP Norfolk rests solely on the geographical proximity of NADEP Norfolk and NAS Oceana. This argument has little merit because:

1. Aircraft being sent to depots for overhaul still have to be *flown* to the depot. The cost differential between a short flight and a longer flight is insignificant compared to the recurring savings from closing a depot. The Navy determined ferry costs to be inconsequential when making the decision to single-site depot repair of airframes in the late 1980s (e.g., F/A-18 single-sited at North Island).
2. A great deal of depot-level work performed on those aircraft is done by depot field teams who work at NAS Oceana. The home base of the depot field teams (which represent less than 1% of the work force) is geographically irrelevant. What is relevant is the skills background of the personnel assigned to the field team. NADEP Jax presently does F/A-18 field team work at several sites, and will be hiring experienced F-14 field team personnel from Norfolk to perform F-14 work. In addition, Jax is developing a skills base for the F-14 as the F-14 SDLM/mod workload transitions from Norfolk.
3. Component support is not dependent on depot location. The Navy supply system provides spare component support to operating sites, in conjunction with intermediate level maintenance capability for many components used at the site. Regardless of where depot support of components may reside, the supply system acts as the intermediary.
4. The closure of NADEP Norfolk is already underway, and the negative effects of that process (as skilled personnel depart for other employment) has hurt efficiency considerably. To date, the Navy has spent millions to relocate equipment and personnel from Norfolk to gaining depots. There would be considerable cost involved in reconstituting the Norfolk facility and work force to pre-BRAC-93 staffing and efficiency levels.

**Recommendation:** Proceed with NADEP Norfolk closure decision as originally specified.

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<sup>1</sup> Hampton Roads VA Daily Press, 2 March 95

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-12

FROM: RABIDEAU, CLYDE M.	TO: DIXON
TITLE: MAYOR	TITLE: CHAIRMAN
ORGANIZATION: CITY OF PLATTSBURGH, NY	ORGANIZATION: OBCRC
INSTALLATION (s) DISCUSSED: PLATTSBURGH AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

✓	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

REQUESTING THAT OBCRC HOLD HEARING TO CONSIDER RE-DIRECTING 1993 DECISION TO CLOSE BASE.

Due Date: 950315	Routing Date: 950313	Date Originated: 950310	Mail Date:
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# Plattsburgh, New York

Clyde M. Rabideau, Jr.  
Mayor

Office of the Mayor  
City Hall  
Plattsburgh, New York 12901  
518-563-7701

March 10, 1995

Please refer to this number  
when responding 950313-12

The Honorable Allan Dixon  
Chairman  
Defense Base Closure & Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear Mr. Chairman:

As you know, in 1993 the Defense Base Closure and Realignment Commission (BRAC) recommended that Plattsburgh Air Force Base, New York be added to the list of bases recommended for realignment or closure by the Department of Defense. This action was taken by the Commission as an alternative to the realignment of McGuire AFB.

The recommendation of the Department of Defense, however, was to realign McGuire AFB and transfer 36 C-141s to Plattsburgh AFB as the northeast air mobility wing base. In fact, General Ronald Fogleman, then Commander, Air Mobility Command, in testifying before the BRAC urged that Plattsburgh AFB be removed from the base closure list issued by the Commission. The vision of the Air Force was to consolidate its air mobility assets on the minimum number of installations to optimize its capability. There would be three or four air mobility wings where tankers and airlifters would be collocated under one commander, two or three core airlift wings and two or three core tanker wings.

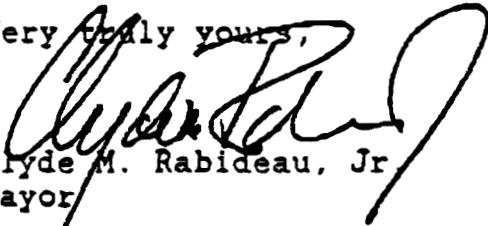
The air mobility wing structure offers improved rapid deployment capability, with immediate, focused response to short-notice mobility mission tasks; improved alignment of force structure, base capacities utilization, and the baseline for future mobility operations; improved training and cohesion.

Final candidates for air mobility wings were based on several factors: capacity for large numbers of large aircraft to conduct high-volume operations from or through the bases; long-term airspace and airfield environment viability; and flexibility to expand/contract to meet dynamic mobility mission needs. The Air Force identified a need to locate a core capability in the Northeastern United States. Out of that need both Plattsburgh AFB and McGuire AFB emerged as potential players along with Griffiss AFB with Plattsburgh being chosen as the final selection. The Air Force concluded that Plattsburgh AFB had the airspace, environment, and excess facilities to accommodate a significant increase in aircraft and/or new missions.

In light of these facts, and the fact that this is supposedly the last Base Closure Commission, Plattsburgh wants to take its last entitled legal opportunity. We thereby request that the Commission recommend holding a hearing on our request for a re-direct and that Plattsburgh AFB remain open as the northeastern air mobility command or other viable USAF mission.

We will be happy to provide any other information you may need.

Very truly yours,



Clyde M. Rabideau, Jr.  
Mayor

CMR/bc

cc: Congressman John McHugh  
Senator Alfonse D'Amato  
Senator Daniel Moynihan  
Clinton County Legislature  
Town of Plattsburgh  
Broydrick & Broydrick



# Plattsburgh, New York

Clyde M. Rabideau, Jr.  
Mayor

Office of the Mayor  
City Hall  
Plattsburgh, New York 12901  
518-563-7701

March 10, 1995

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Chairman  
Defense Base Closure & Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

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The air mobility wing structure offers improved rapid deployment capability, with immediate, focused response to short-notice mobility mission tasks; improved alignment of force structure, base capacities utilization, and the baseline for future mobility operations; improved training and cohesion.

Final candidates for air mobility wings were based on several factors: capacity for large numbers of large aircraft to conduct high-volume operations from or through the bases; long-term airspace and airfield environment viability; and flexibility to expand/contract to meet dynamic mobility mission needs. The Air Force identified a need to locate a core capability in the Northeastern United States. Out of that need both Plattsburgh AFB and McGuire AFB emerged as potential players along with Griffiss AFB with Plattsburgh being chosen as the final selection. The Air Force concluded that Plattsburgh AFB had the airspace, environment, and excess facilities to accommodate a significant increase in aircraft and/or new missions.



# Plattsburgh, New York

Keith A. Herkalo  
City Clerk

Office of the City Clerk  
City Hall  
Plattsburgh, New York 12901  
518-563-7702

March 13, 1995

At a Regular Meeting of the Common Council of the City of Plattsburgh, New York held March 9, 1995, the following resolution was adopted:

By Councilors G. Rotella, J. Stewart, Berman, C. Rotella, D. Stewart;

Seconded by Councilors G. Rotella, J. Stewart, Berman, C. Rotella, D. Stewart;

**RESOLVED:** That the Mayor is hereby authorized to sign and post a letter (copy attached to Allan Dixon, Chairman, Defense Base Closure & Realignment Commission.

On roll call, Councilors G. Rotella, J. Stewart, Berman, C. Rotella and D. Stewart voted in the affirmative; no one in the negative; Councilor LaPier absent. **CARRIED.**

CERTIFIED A TRUE COPY

  
CITY CLERK



BROYDRICK  
BROYDRICK  
AND  
DACEY

Public Affairs

Please refer to this number  
when responding: 950313-12

**MEMORANDUM**

**TO:** Chip Walgren  
**FROM:** James Kameen *James*  
**DATE:** March 14, 1995  
**RE:** Plattsburgh Request for BRAC Hearing

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I am taking the opportunity to forward to you a copy of a resolution passed by the Common Council of the City of Plattsburgh, New York and a letter sent by the City to the Defense Base Closure and Realignment Commission requesting a public hearing regarding a possible re-direct for the Plattsburgh AFB. You should receive a hard copy in the mail.

Similar resolutions will follow from Clinton County and the Town of Plattsburgh.

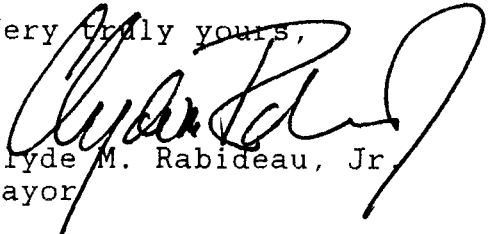
Thanks for your help!



In light of these facts, and the fact that this is supposedly the last Base Closure Commission, Plattsburgh wants to take its last entitled legal opportunity. We thereby request that the Commission recommend holding a hearing on our request for a re-direct and that Plattsburgh AFB remain open as the northeastern air mobility command or other viable USAF mission.

We will be happy to provide any other information you may need.

Very truly yours,



Clyde M. Rabideau, Jr.  
Mayor

CMR/bc

cc: Congressman John McHugh  
Senator Alfonse D'Amato  
Senator Daniel Moynihan  
Clinton County Legislature  
Town of Plattsburgh  
Broydrick & Broydrick



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:  
AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Clyde M. Rabideau, Jr.  
Mayor, City of Plattsburgh  
City Hall  
Plattsburgh, NY 12901

Please refer to this number  
when responding 950313-12R

Dear Mayor Rabideau:


Thank you for your letter urging the Commission to reconsider the 1993 decision to close Plattsburgh Air Force Base in Plattsburgh, New York. You may be assured that I will share your thoughts with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-13

FROM: CHAVEZ, MARTIN J.	TO: DIXON
TITLE: MAYOR	TITLE: CHAIRMAN
ORGANIZATION: ALBUQUERQUE, NM	ORGANIZATION: DBCRC
INSTALLATION (S) DISCUSSED: KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Ⓢ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:  
 LETTER REQUESTING THAT A REGIONAL HEARING BE HELD IN ALBUQUERQUE. ALSO, LETTER OF SUPPORT FOR KIRTLAND AFB.

Due Date: 950315	Routing Date: 950313	Date Originated: 950307	Mail Date:
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# **City of Albuquerque**

P.O. BOX 1293 ALBUQUERQUE, NEW MEXICO 87103

**Martin J. Chavez**  
**Mayor**

March 7, 1995

Please refer to this number  
when responding 950313-13

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 N. Moore St. Suite 1425  
Arlington, VA 22209

Dear Chairman Dixon:

I respectfully request that the Defense Base Closure and Realignment Commission (BRAC) conduct a regional hearing in Albuquerque, New Mexico, prior to its first deliberations on the recommendation to realign Kirtland Air Force Base.

Kirtland Air Force Base is the second largest installation on the Secretary of Defense's list for base realignment and closure. I continue to believe that Kirtland Air Force Base is a unique base because of the synergy between the Air Force, the Department of Energy, and other agencies, and therefore, should be considered to host a BRAC hearing. In addition, Albuquerque is centrally located in the mountain states, thereby enabling the BRAC Commission to hear testimony about other affected bases in surrounding states.

Kirtland is a keystone in the nation's nuclear deterrence. The KAFB complex with its storage, maintenance and records facilities provides a unique environment for the DOE, Sandia National Laboratories, and the DOD. The infrastructure support provided by the Air Force at KAFB is critical to the success of the missions of the agencies it serves. Diffusion of the existing resources would have a marked impact on their efficiency and interaction.

Equally important, because of this inter-agency working relationship, removing Air Force support will not save money. It will only shift costs to other federal budgets.

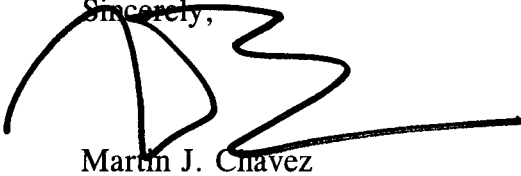
I believe that it is critical for the BRAC Commission to have the opportunity to visit Kirtland Air Force Base to see first-hand the inter-relationship between the base tenants, DOE, DOD and the Air Force. It would be impossible, in my opinion, to understand the military impact of realigning KAFB and the lost opportunities for synergy between the Departments of Defense and Energy without up-close knowledge of its workings.

Once again, with Kirtland Air Force Base the second largest installation targeted for realignment, I feel that it is imperative for the BRAC Commission to schedule a hearing in Albuquerque, to allow the Commissioners to visit the base and take input from the community.

The Honorable Allan J. Dixon  
Page 2 March 7, 1995

I appreciate your consideration in this matter. We will welcome you and your staff to our city and provide you with our best Southwestern hospitality as you review this matter so crucial to our future.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin J. Chavez". The signature is stylized with a large, sweeping initial "M" and a long horizontal stroke extending to the right.

Martin J. Chavez

MJC:jbb

cc: Secretary of Defense  
Secretary of the Air Force



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Please refer to this number  
when responding 950313-13R1

The Honorable Martin J. Chavez  
Mayor  
City of Albuquerque  
P.O. Box 1293  
Albuquerque, New Mexico 87103

Dear Mayor Chavez:

Thank you for your letter requesting a regional hearing of the Defense Base Closure and Realignment Commission in Albuquerque.

As you may know, the Commission is scheduled to hold a regional hearing in Albuquerque on April 20, 1995. The Commission looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendation during the regional hearings.

Further, I can assure you that the information you have provided to me concerning Kirtland Air Force Base will be utilized in our review and analysis process.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950313-14

<b>FROM:</b> HOLMES, DAVID	<b>TO:</b> THOMPSON, SYLVIA
<b>TITLE:</b> CEO	<b>TITLE:</b> REUSE LIAISON
<b>ORGANIZATION:</b> PLATTSBURGH IOC	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (S) DISCUSSED:</b> PLATTSBURGH AFB.	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES				SYLVIA THOMPSON		Ⓢ	

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature		<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	Ⓢ	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	✓	<input type="checkbox"/> FYI

**Subject/Remarks:**

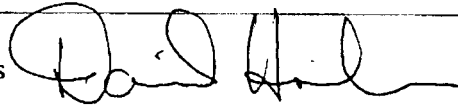
REGARDING PROBLEMS THEY HAVE FACED CONCERNING REUSE ISSUES.

Due Date: <u>950315</u>	Routing Date: <u>950313</u>	Date Originated: <u>950313</u>	Mail Date:
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**To:** Sylvia Davis Thompson

**Fax:** (703) 696-0550

**From:** David L. Holmes



**Date:** March 13, 1995

**Pages:** 1, including cover sheet.

# fax

This is to follow-up on my phone conversation with you last week and the one I just had today with Cece Carmen of your office. As I mentioned to both of you, my directors' primary interest and the purpose of my call relate to a continuing Air Force mission here and some meetings that they thought had been scheduled on that topic for this week. However, you both indicated that "redirects" are handled by entirely different procedures for which we are free to avail ourselves. On the other hand, you both also indicated that the meetings scheduled for this week relate to "reuse issues", and that our input to same might be of some value to the Commission's deliberations.

The issues that I mentioned to you that are posing problems for us are: 1) the Air Force's requirement that a tenant on an "interim lease" at this base be prepared to vacate on 30 days written notice [this is a tough condition for tenants who have to make tenant improvements -- we've lost one Fortune 100 Company already]; 2) the Air Force's lack of clear resolve to support the LRA rather than an unsolicited takeover bid for the base from a consortium consisting of a native American tribe whose reservation is more than 75 miles distant and a group of private real estate entrepreneurs [among many problems of ambiguity flowing from this remarkable ambivalence -- which party does a prospective tenant deal with?]; and 3) that we will not know if we are successful applicants for an "Economic Development Conveyance" until after both the ROD and initial tenancy on the base [and therefore how can we "do deals" without knowing how much we have to pay for how many of the assets that presently comprise the base?].

From the desk of...

David L. Holmes  
Chief Executive Officer  
Plattsburgh Intermunicipal Development  
Council  
324 U.S. Oval  
Plattsburgh AFB, NY 12903

(518) 561-0232  
Fax: (518) 561-0686

Please let me know if there's anything more I can provide you on all of this. Thanks again for your interest.





**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 21, 1995

Mr. David L. Holmes  
Chief Executive Officer  
Plattsburgh Intermunicipal Development Council  
324 U.S. Oval  
Plattsburg AFB, New York 12903

Please refer to this number  
when responding: 950313-14R1

Dear Mr. Holmes:

Thank you for the March 13, 1995 fax regarding the issue of reuse.  
I appreciate your concern in this matter and welcome your comments.

I have taken the liberty of forwarding a copy of your correspondence to  
Mr. Mark Wagner, Special Assistant to the Assistant Secretary of Defense for Economic  
Security. I have asked that he review your concerns and respond directly to you on this matter.

Should you need additional assistance, please do not hesitate to contact me.

Sincerely,

David Lyles  
Staff Director



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

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WENDI LOUISE STEELE

March 21, 1995

Mr. Mark Wagner  
Special Assistant  
Assistant Secretary of Defense (Economic Security)  
3310 Defense Pentagon  
Washington, D.C. 20301-1000

Please refer to this number  
when responding 950313-1421

Dear Mr. Wagner:

Enclosed is the copy of a fax which was sent to the Commission from Mr. David L. Holmes, Chief Executive Officer for the Plattsburgh Intermunicipal Development Council in Plattsburgh, New York.

I would appreciate your reviewing the attached correspondence and contacting Mr. Holmes directly with a response to his concerns. I would also appreciate your providing a copy of your response to the Commission.

Thank you in advance for your attention to this matter.

Sincerely,

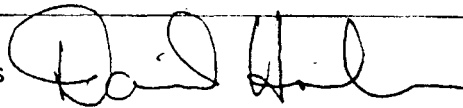
David Lyles  
Staff Director

Enclosure

**To:** Sylvia Davis Thompson

**Fax:** (703) 696-0550

**From:** David L. Holmes



**Date:** March 13, 1995

**Pages:** 1, including cover sheet.

# fax

This is to follow-up on my phone conversation with you last week and the one I just had today with Cece Carmen of your office. As I mentioned to both of you, my directors' primary interest and the purpose of my call relate to a continuing Air Force mission here and some meetings that they thought had been scheduled on that topic for this week. However, you both indicated that "redirects" are handled by entirely different procedures for which we are free to avail ourselves. On the other hand, you both also indicated that the meetings scheduled for this week relate to "reuse issues", and that our input to same might be of some value to the Commission's deliberations.

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From the desk of...

David L. Holmes  
Chief Executive Officer  
Plattsburgh Intermunicipal Development  
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324 U.S. Oval  
Plattsburgh AFB, NY 12903

(518) 561-0232  
Fax: (518) 561-0686

Please let me know if there's anything more I can provide you on all of this. Thanks again for your interest.



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
 3300 DEFENSE PENTAGON  
 WASHINGTON, DC 20301-3300



ECONOMIC SECURITY

June 16, 1995

Mr. David Lyles  
 Defense Base Closure and Realignment Commission  
 1700 N. Moore St.  
 Arlington, VA 22209

Handwritten note: Please refer to this number 950313-14R1

Dear Mr. Lyles:

Thank you for forwarding the concerns of Mr. David Holmes of the Plattsburgh Intermunicipal Development Council (PIDC) regarding the closure of Plattsburgh Air Force Base. We continue to work closely with Mr. Holmes and the PIDC to resolve the issues mentioned in his fax. Most recently he met with my staff on May 26, 1995, here in Washington, DC.

First, the issues raised by Mr. Holmes vary in status. The 30 day notice for termination of interim leases will be significantly relaxed in our new leasing procedures, which will be issued in the next few weeks. This should prevent future problems similar to those experienced at Plattsburgh AFB.

Second, the Air Force has made it clear that Native American interests at Plattsburgh must be worked out with the PIDC. These discussions are ongoing and, while they can be difficult, local consensus is the key to achieving an implementable plan.

Third, we are working closely to help the PIDC with their Economic Development Conveyance (EDC) application and, in fact, our most recent meeting discussed details of their reorganization to be able to receive such conveyances. The Department is eager to transfer property to regenerate jobs in the local community and will continue to help the local redevelopment groups reach that end. Mr. Holmes and the PIDC are working hard to assemble their plan to support an EDC.

Thank you for your interest and let me know if you need any other information.

Sincerely,

Mark Wagner  
 Special Assistant to ASD (ES)

cc: David L. Holmes



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950313-15

FROM: SWENSON, RAYMOND	TO: THOMPSON, SYLVIA
TITLE: LT. COL, USAF (RET.)	TITLE: REUSE LIAISON
ORGANIZATION: BALLARD, SPAHR ANDREWS & INGERSOLL	ORGANIZATION: OBCRC
INSTALLATION (S) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
				SYLVIA THOMPSON		⊙	
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature	⊙	Prepare Direct Response
	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

ARTICLES AUTHORED BY MR. SWENSON REGARDING REUSE ISSUES.

\* COPY IN FILE. \*

Due Date: 950320	Routing Date: 950313	Date Originated: 950309	Mail Date:
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LAW OFFICES  
**BALLARD SPAHR ANDREWS & INGERSOLL**  
201 SOUTH MAIN STREET, SUITE 1200  
SALT LAKE CITY, UT 84111-2215  
801-531-3000  
FAX: 801-531-3001

PHILADELPHIA, PA  
BALTIMORE, MD  
CAMDEN, NJ  
DENVER, CO  
WASHINGTON, DC

RAYMOND TAKASHI SWENSON  
DIRECT DIAL 801-531-3024

Please refer to this number  
when responding 950313-15

March 9, 1995

Sylvia Thompson  
Base Closure Commission  
1700 No. Moore St., Suite 1425  
Arlington, VA 22209

Dear Ms. Thompson:

This letter follows up on our telephone conversation yesterday. I understand that you have been tasked with gathering and analyzing information on the effectiveness of current federal policies on military base redevelopment after closure. I hope the enclosed information is helpful.

The enclosed articles were authored by me and have been published over the last two years. They include:


1. Draft Testimony for Appearance by BENS before the Base Closure Commission.
2. "Three New Developments in Base Closure Law and Regulation," to be published in the Spring 1995 issue of the Federal Facilities Environmental Journal.
3. "Restoration Advisory Boards: Potential conflict with Reuse Planning," Base Reuse Report, February, 1995.
4. "Military Base Closures: Remediation and Compliance Issues Are Major Challenges to Civilian Redevelopment," Journal of Environmental Law & Practice, January, 1995.
5. "Investing in Tooele Army Depot and Other Military Real Estate," The Enterprise (Salt Lake City), July 4 & 11, 1994.
6. "The Impact of New Base Closure Legislation," Federal Facilities Environmental Journal, Spring 1994.
7. "Air Attack," The Recorder Environmental Law Magazine (Fall 1993, San

Francisco).

8. "Blinded by the Light," The Recorder (San Francisco), July 13, 1993.

I have also taken the liberty of enclosing a CV which summarizes my background in military real property and environmental law practice, and in teaching and lecturing about base redevelopment. My firm currently represents the cities of Vallejo, CA, Alameda, CA, and Tooele, UT, in their efforts to rehabilitate and redevelop Mare Island Naval Shipyard, Alameda Naval Air Station, and Tooele Army Depot, respectively. If we can be of any further assistance to you in your important task, please call with any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Raymond Takashi Swenson".

Raymond Takashi Swenson  
Lt. Colonel, USAF (Ret.)

Enclosures

**RAYMOND TAKASHI SWENSON**  
**Salt Lake City**

Raymond Takashi Swenson, Lt. Colonel, USAF (Retired) is Of Counsel in the Salt Lake City office. He advises clients on environmental regulatory and liability matters under laws governing hazardous waste and remedial action, air and water pollution, endangered species and environmental impact analysis, with emphasis on federal lands and installations. He is a popular speaker and writer on environmental and real property issues arising from the closure and redevelopment of military bases, and has taught courses on this topic for the University of California at Berkeley and Irvine. Since entering private practice, he has counseled communities dealing with base redevelopment issues in California, Utah, Colorado, and Ohio.

Previously, Colonel Swenson practiced environmental law for Japanese corporate clients with a large law firm in San Francisco. He served four years as Air Force Regional Environmental Counsel for the Western U.S., leading a team of attorneys in providing legal counsel and representation to 25 military installations in California, Arizona, Washington, Alaska, and five other states. He personally negotiated 15 Superfund cleanup agreements with EPA governing over \$300 million in remedial actions at military bases. As a result of tackling base closure problems, he helped organize regular policy discussions between EPA, California officials and the Department of Defense on base conversion problems and their solution. He served five years as Chief of the Environmental Law Division at Strategic Air Command, solving real property and environmental compliance problems at installations that employed 100,000 people in 18 states from Maine to Guam. He has also worked in labor law in Washington, DC, and as a criminal prosecutor in Japan, where he was named the outstanding attorney in Pacific Air Forces.

Colonel Swenson taught numerous environmental regulation courses for UC Berkeley; St. Mary's College, Moraga, CA; and the Air Force Judge Advocate General's School. He organized and chaired conferences on base conversion in Washington, DC, and Monterey, CA. He has lectured on base closure and redevelopment at the invitation of the California State Bar, Bar Association of San Francisco, Association of Bay Area Governments, San Francisco Urban Institute, Society of American Military Engineers, and Air & Waste Management Association. He has lectured on the full range of environmental statutes and on negotiation techniques to audiences of environmental professionals in Denver, Seattle, San Francisco, Sacramento, Los Angeles, Las Vegas, Albuquerque, and Washington, DC. His published articles have analyzed base conversion, environmental law, international aerospace law, and nineteenth century legal history.

Colonel Swenson holds an LL.M. degree in environmental law from The George Washington University National Law Center (1984), and a J.D. from the University of Utah (1978), where he was an editor of the law review. His B.A. from the University of Utah (1973) is in mathematics, magna cum laude, Phi Beta Kappa. He is admitted to practice in California (1993) and Utah (1978). He was born in Japan, returned there to work five years, and speaks Japanese.



## Three New Developments in Base Closure Law and Regulation

Raymond Takashi Swenson

In an article appearing in the Journal a year ago,<sup>1</sup> the author predicted that each year would see additional changes in laws and regulations affecting the base closure and redevelopment process. That has been fulfilled with two new statutes and a revised regulation which will each have significant impacts on how military bases are converted to civilian use. These include (1) the new law providing DOD funding and a statutory role for Restoration Advisory Boards in base cleanup, (2) revisions to the DOD regulations governing economic development conveyances of base property to local reuse authorities (LRAs), and (3) the second major change to the McKinney Homeless Assistance Act in as many years, designed to reconcile aid to the homeless with economic redevelopment.

### RESTORATION ADVISORY BOARDS

A little-noticed provision of the Fiscal Year 1995 Defense Authorization Act<sup>2</sup> could create competition for communities who are trying to redevelop closed military bases. Influence over the base cleanup process, which controls the availability of land for redevelopment, is being given to organizations with no formal accountability to the community or its economic wellbeing--and DOD is even required to fund these competitors.

Cities and counties, acting as Local Redevelopment Authorities (LRAs), are designated by various provisions in base closure law and regulation as the intended lessees and

transferees of base property<sup>3</sup>. However, they are given no official role in the process of cleaning up the base property which they will inherit, even though property cannot be transferred, and sometimes cannot be leased, until cleanup work is virtually complete. Environmental Baseline Surveys, which are mandated by base closure laws, can only assess the status of contamination on the property, while the LRAs have no official way of ensuring that cleanup funds and manpower are concentrated on the land and buildings that have the most immediate commercial potential for creating jobs and tax revenue.

The entities competing with LRAs, which have the influence over cleanup which LRAs lack, are called Restoration Advisory Boards, or "RABs." They are citizen groups which exist to advise the DOD on base cleanup at each installation. Oddly enough, they are not defined in the statute itself. Instead, the Secretary of Defense will issue regulations which define RAB membership and authority. However, RABs are already a part of the DOD base closure program developed by Deputy Undersecretary for Environmental Security Sherri Wasserman Goodman, and are already in operation at many installations.

The RAB statute carries out the recommendations of the Keystone Institute study, funded by DOD, on improving citizen involvement in federal facility cleanups. The study responded to criticism of the Technical Review Committee (TRC) program which was created in 1986 by the Defense Environmental Restoration Program Act<sup>4</sup>. Keystone recommended increased independence, including having members selected by citizens rather than the base commander, independent funding, and greater involvement in the substantive decisions on base cleanup.

The statute authorizes financial support of RAB administrative costs from military base operation and maintenance funds, from the Defense Environmental Restoration Account

(DERA, which is DOD's "Superfund"), or from the Base Realignment and Closure (BRAC) Account. Funds can be used to pay for technical and other experts to advise the RAB, including help for individual members in interpreting the technical reports and decision documents generated by DOD and EPA cleanup managers. In addition, funds can be used to help members "participate more effectively." This could arguably include costs for training in environmental law and technical matters, visits to comparable cleanup sites, reference books, subscriptions to relevant publications, and access to electronic sources of information, such as Internet forums for environmental advocacy organizations or commercial research services like Lexis/Nexis.

While the statute has a grandfather clause that preserves existing RABs, it also restricts funding to RAB members who "reside in the vicinity of the installation" and are "local community members."<sup>5</sup> In the San Francisco Bay area, for example, some individual representatives of environmental and arms control organizations are on several of the RABs at the eight military bases around the Bay. Arguably they could retain their membership, but would be ineligible for funding under the new law.

The statute authorizes \$7.5 million for RABs in the current fiscal year (about \$25,000 per base), although most of this money cannot be spent until the DOD regulation is issued some months from now. If the proposed regulatory moratorium statute is passed by Congress, the regulation will not be out until July, with only three months left in the fiscal year. Nevertheless, though RAB funding may be delayed in the initial year of the law, LRAs will not receive any DOD funding to help them participate more effectively in crucial cleanup decisions.

The most worrisome aspect of the RAB law for local governments is that DOD must

now give RABs a material consultative role in the cleanup process, including decisions concerning which parcels of land to clean up first, as well as on "land use, level of restoration, [and] acceptable risk"<sup>6</sup>--all decisions which are primary responsibilities of local government, particularly when acting as a Local Redevelopment Authority. The best that most LRAs can hope for from the new law is to have a single seat on the RAB, while the important cleanup decisions that will determine the community's ability to reuse the base are influenced, in many cases, by a RAB majority composed of citizens narrowly focused on the environment, some of whom may not even live in the affected community.

#### NEW ECONOMIC DEVELOPMENT CONVEYANCE REGULATIONS

When the Pryor Amendments were passed in 1993,<sup>7</sup> creating legal authority for "economic development conveyances" (EDCs) of real and personal property at less than market value, LRAs viewed it as a major breakthrough in taking local control over the base redevelopment process. However, the interim implementing regulations issued on April 6, 1994<sup>8</sup> were a disappointment, since they appeared to give priority to "cherry picking" of valuable portions of base property for sale on the market, while LRAs would be left with the less marketable parcels.

DOD responded to this criticism with a revised interim regulation issued October 26, 1994.<sup>9</sup> The new regulations give a clear "right of first refusal" to the LRAs, and significant flexibility in negotiating the terms of payment to DOD. With sufficient justification to satisfy DOD, the LRA's payment for property can be delayed, made in installments, made by in-kind payments other than cash, and involve mortgages or other financing arrangements. The amount of payment can be calculated as a percentage of rental received by the LRA from a

business tenant. The price may even be reduced substantially below appraised market value.

However, in return for giving LRAs more control over land conveyance arrangements, DOD has added a requirement that they submit a detailed EDC application, to justify the proposed payment terms, including reductions in price. This is a substantial new task, and LRAs may need to use grant funds from the DOD Office of Economic Adjustment in order to assemble the applications. Performing the needed predictive analysis for a typical military base, with hundreds of acres of varying kinds of facilities, will be a formidable challenge.

The EDC application must include a copy of the LRA's reuse plan. Since the conveyance itself cannot be made until after the environmental impact statement (EIS) analyzing the reuse plan is completed, the application should be submitted as soon as possible after the reuse plan is submitted, so that DOD can process the application in parallel with preparing the EIS. This still delays conveyance until almost two years after the official decision to close the base.

The EDC application must also contain a description of the property sought, the intended uses of the property, an analysis of the potential for redevelopment of the property within the community's economic environment, and a description delineating consistency between the conveyance and the reuse plan. One of the most difficult requirements is to include a projection of the number and type of new jobs which will be created through the conveyance. There must also be a detailed timetable for business development on the property, including estimated cash flow available, and an analysis of the financial feasibility of the planned use of the property, with estimates of income on the property and proposed terms of payment to DOD. The regulation requires a cost estimate for infrastructure improvements needed on the property and a description of strategies for financing the

development, including identification of local sources of investment funds.

DOD shows that EDCs are still the least-favored method of transfer by requiring a justification for why alternate transfer methods, including negotiated sales at fair market value and public benefit transfers for public health, education and welfare purposes are inadequate for reaching the same goals. There must also be justification for any discount below market value for the real and personal property sought by the LRA.

The regulations do not specify the level of detail required in the application, and presumably the burden of justification lies with the LRA to overcome the regulations' assumption that an EDC should only be used as a last resort, and even then only if material job creation can be reasonably predicted. This ambiguity would not be a problem if the evaluators for DOD were experts in the field of economic and market analysis. However, that is not the case. The EDC applications will be evaluated by attorneys and civilian employees who were hired for their knowledge of real estate and environmental regulations; they do not have any special expertise in the areas which are most crucial to justifying an EDC. Even with special training for these DOD personnel, the likely result is that there will be wide variation, at least at first, in DOD's evaluation of EDC applications. With the best of intentions, the DOD evaluators are likely to be "arbitrary and capricious" in their decisions.

It will therefore be important for LRAs to ensure that their applications are written in a style that is comprehensible to non-experts, and accompanied by assurances of the expertise of the consultants and local government employees who prepared the applications.

ACCOMMODATING THE HOMELESS

Readers of this journal are probably familiar with the Title V of the McKinney Homeless Assistance Act, <sup>10</sup> which requires that federal property that is identified as "surplus" to the needs of all federal agencies must be evaluated for its suitability for use to aid the homeless. When mass base closures began in 1989, claims by homeless assistance organizations therefore took priority over community efforts at economic redevelopment. The Pryor Amendments<sup>11</sup> tried to rationalize the process by giving homeless assistance groups a first bite at the apple, within a short time frame, and then allow the LRA to preempt further McKinney claims.

The same desire for clear local government control of the base redevelopment process resulted in a further amendment to the Pryor Amendment process.<sup>12</sup> On October 6, 1994, in a single day, both houses of Congress passed a provision sponsored by Senators Dole and Mitchell which puts the LRA on a more equal footing with the homeless assistance organizations. At bases closed in 1995, or if the LRA opts to use the new law, homeless assistance groups must now submit their applications for property to the LRA, including a financial plan for their use of the property.

The LRA in turn must conduct "outreach efforts" to inform homeless assistance organizations of the property that is available, including consulting with them so as to include their interests in the reuse plan which they must submit to DOD. The LRA must also enter into "legally binding agreements" with the homeless assistance organizations that ensure the organizations will receive "buildings and property, resources, and assistance on or off the installation" if the reuse plan is accepted by the federal government. Note that the agreement may include substitute housing or funds outside the base, such as the City of Denver's agreement to use a \$5 million HUD grant to provide housing in locations dispersed

throughout the metropolitan area rather than concentrated on Lowry Air Force Base.

The law adds a new requirement for public comment on the reuse plan, but also requires that it be submitted within nine months of the LRA's solicitation of applications by homeless assistance organizations. The reuse plan now must be submitted not only to DOD, for use in an EIS on reuse, but also to the Secretary of Housing and Urban Development for approval of the homeless assistance provisions in the plan. The plan must document the LRA's response to each application, its efforts to consult with homeless assistance organizations, and its rationale for allocating property to homeless and non-homeless uses.

HUD must complete its initial review in 60 days, notifying DOD and the LRA whether it approves or disapproves of the reuse plan. It may kick the plan back to the LRA for revision. If HUD accepts the plan, it will direct DOD to "dispose of the buildings and property" according to the plan, without charge for the use of such properties. However, if HUD does not accept the revised plan, the statute enables HUD to override the LRA and deal directly with the homeless assistance organizations, designating directly which base properties will be reserved for their use.

## CONCLUSION

While each of the new legal provisions governing base redevelopment could be considered an improvement over previous law, each one also creates new potential pitfalls for LRAs, requiring additional work by each LRA to ensure that (1) adequate priority is given in the cleanup process to redevelopment and job creation, (2) adequate expert analysis is provided to justify economic development conveyances at below market value, and (3) adequate consideration is given to claims by homeless assistance organizations in order to



avoid the preemption of base reuse planning by HUD.

---

1. "The Impact of New Base Closure Legislation," 5 Federal Facilities Environmental Journal 1 (Spring 1994).
2. Public Law 103-337, 108 Stat. 2663 (October 5, 1994), Section 326(a) through (e), amending 10 USC §2705 by adding subsections (d) through (f).
3. Codified at 10 USC §2687 note, 32 CFR Parts 90 and 91.
4. 10 USC §2701 through 2705.
5. Section 326(b), 10 USC §2705(e)(2)(B) and (C).
6. Section 326(c), 10 USC § 2705(f).
7. National Defense Authorization Act for Fiscal Year 1994, title XXIX, codified at 10 USC §2687 note, analyzed in the author's previous article, supra note 1.
8. 32 CFR Parts 90 and 91, 59 FR 16123.
9. 59 FR 53735.
10. 42 USC §11411 et seq.
11. Section 2905(b)(7).
12. S. 2534, amending §2905(b) of the Defense Base Closure and Realignment Act of 1990, 10 USC §2687 note.

**AUTHOR BIO:**

**Raymond Takashi Swenson, Lt. Colonel, USAF (Retired), is Of Counsel in the Salt Lake City office of Philadelphia-based Ballard Spahr Andrews & Ingersoll, where he coordinates the firm's military base redevelopment practice group. He formerly served as Air Force Regional Counsel for the Western U.S. and as a military representative to the California Governor's Base Closure Environmental Committee. He has conducted a series of seminars on base redevelopment in Washington DC and throughout California, and is a member of the California and Utah State Bars.**



LEGAL ISSUES

## New Restoration Advisory Boards:

**Citizen Groups Pose Potential Conflict with Reuse Planning**

*By Raymond Takashi Swenson  
Lt. Colonel, USAF (Ret.)*

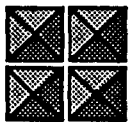
*Lt. Colonel Swenson is an attorney in the Salt Lake City office of Philadelphia-based Ballard Spahr Andrews & Ingersoll. He is a former Air Force Regional Counsel for the Western U.S. who practices environmental law and represents communities in base reuse negotiations with the Defense Department. He helped establish the California Base Closure Environmental Committee and has taught law courses on base reuse in Washington, D.C., San Francisco, Monterey, and Irvine, Calif. He belongs to the California and Utah State Bars. Copies of his more lengthy articles on base reuse can be obtained by contacting him at (801) 531-3024 or FAX (801) 531-3001.*

A little-noticed provision of the fiscal Year 1995 Defense Authorization Act could create competition for communities which are trying to redevelop closed military bases. Influence over the base cleanup process, which controls the availability of land for redevelopment, is being given to organizations with no formal accountability to the community or its economic wellbeing—and the Defense Department is even required to fund these competitors.

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## BALLARD SPAHR ANDREWS & INGERSOLL

Philadelphia • Baltimore • Washington • Denver • Salt Lake City

### Legal Counsel for Base Redevelopment

- ◆ Contingency Planning for 1995 Base Closure candidate communities.
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LEGAL ISSUES

regulations which define RAB membership and authority. However, RABs are already a part of the DoD base closure program developed by Deputy Undersecretary for Environmental Security Sherri Wasserman Goodman, and are already in operation at many installations.

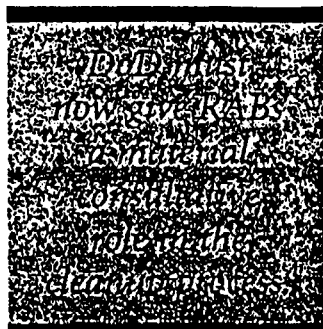
The RAB statute carries out the recommendations of the Keystone Institute study, funded by DoD, on improving citizen involvement in federal facility cleanups. The study responded to criticism of the Technical Review Committee program which was created in 1986 by the Defense Environmental Restoration Program Act. Keystone recommended increased independence, including having members selected by citizens rather than the base commander, independent funding, and greater involvement in the substantive decisions on base cleanup.

The statute authorizes financial support of RAB administrative costs from military base operation and maintenance funds, from the Defense Environmental Restoration Account (DERA, which is DoD's "Superfund"), or from the Base Realignment and Closure (BRAC) Account. Funds can be used to pay for technical and other experts to advise the RAB, including help for individual members in interpreting the technical reports and decision documents generated by DoD and EPA cleanup managers. In addition, funds can be used to help members "participate more effectively." This could arguably include costs for training in environmental law and technical matters, visits to comparable cleanup sites, reference books, subscriptions to relevant publications, and access to electronic sources of information, such as Internet forums for environmental advocacy organizations or commercial research services like Lexis/Nexis.

While the statute has a grandfather clause that preserves existing RABs, it also restricts funding to RAB members who "reside in the vicinity of the

installation" and are "local community members." In the San Francisco Bay area, some individual representatives of environmental and arms control organizations are on several of the RABs at the eight military bases around the Bay. Arguably they could retain their membership, but would be ineligible for funding.

The statute authorizes \$7.5 million for RABs in the current fiscal year



(about \$25,000 per base), although most of this money cannot be spent until the DoD regulation is issued some months from now. If the proposed regulatory moratorium statute is passed by Congress, the regulation will not be out until July, with only three months left in the fiscal year. Nevertheless, though RAB funding may be delayed in the initial year of the law, LRAs will not receive any DoD funding to help them participate more effectively in crucial cleanup decisions.

The most worrisome aspect of the RAB law for local governments is that DoD must now give RABs a material consultative role in the cleanup process, including decisions concerning which parcels of land to clean up first, as well as on "land use, level of restoration, [and] acceptable risk"—all decisions which are primary responsibilities of local government,

particularly when acting as a Local Redevelopment Authority. The best that most LRAs can hope for from the new law is to have a single seat on the RAB, while the important cleanup decisions that will determine the community's ability to reuse the base are influenced, in many cases, by a RAB majority composed of citizens narrowly focused on the environment, some of whom may not even live in the affected community. ☐

CITATIONS:

1. Public Law 103-107, 108 Stat. 2663 (October 5, 1994), Section 326 (a) through (e), amending 10 USC §2705 by adding subsections (d) through (f).
2. Codified at 10 USC §2687 note, 32 CFR Parts 90 and 91.
3. 10 USC §2701 through 2705.
4. Section 326(b), 10 USC §2705(e)(2) (B) and (C).
5. Section 326(c), 10 USC §2705(f).

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# Military Base Closures: Remediation and Compliance Issues Are Major Challenges to Civilian Redevelopment

Once military property is fully transferred to the hands of cities or private owners for development, it is much like any private property. However, several significant environmental hurdles stand in the way of such transfers. These include toxic contamination, the need to perform environmental impact analysis of proposed civilian uses, air pollution limitations, and the transfer of responsibility for ongoing compliance.

RAYMOND TAKASHI SWENSON

**O**n March 1, 1995, Secretary of Defense William Perry will present a list to President Clinton that will spell economic life or death to dozens of communities across the United States. In the last opportunity to meet the sharply reduced defense budgets of the post-Cold War era, Secretary Perry will recommend to the President's Base Closure Commission the shutdown of approximately eighty major installations, doubling in one action the number of military bases being closed in the United States. The cities where these bases are located will lose approximately 100,000 jobs and billions of dollars in income.<sup>1</sup>

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In an effort to persuade the Commission to keep its bases open, the City of San Antonio, Texas, is paying half a million dollars to consultants to coach its campaign.<sup>2</sup> Governor Pete Wilson of California has hired the former Acting Assistant Secretary of the Air Force for Installations, Judy Ann F. Miller, to spearhead the state's defense,<sup>3</sup> arguing that California has already been hit with one-third of the nation's closures and a majority of the eventual job losses, and this on top of devastating layoffs among aircraft and electronics suppliers to the Defense Department.

Cities and states are unable to act through conventional political channels because the 1988 and 1990 base closure statutes<sup>4</sup> specifically removed the details of the closure process from the political arena. In order to overcome the

normal power of individual members of Congress to protect bases in their home districts, the selection of specific facilities was entrusted to an independent commission. The President and Congress were relegated to a simple up or down vote on the entire package, with no opportunity to add or subtract from the final list.<sup>5</sup> Despite massive efforts to persuade the Commission during the 1989, 1991, and 1993 closure deliberations, the closure of Alameda Naval Air Station and the Oak Knoll Naval Hospital is testimony to the inability of Congress to influence the process, since both facilities are located in the district of Representative Ron Dellums (D. CA), then Chairman of the House Armed Services Committee.

The Department of Defense (DOD) has placed most of the authority to transfer closed base property into the hands of the rel-

become a commonplace belief that military bases are among the most contaminated Superfund sites in the nation.

evant military service. The Army is utilizing the Corps of Engineers, through its regional offices, to handle property transfer planning and execution. The Navy uses its network of Naval Facilities Engineering Command division offices. The Air Force, which had previously relied on the other services for real property expertise, has created a new Base Conversion Agency in Rosslyn, Virginia to manage transfers, with on-site teams at each closing base and environmental expertise supplied by the new Center for Environmental Excellence in San Antonio, Texas.

The distribution of military property is governed by a series of different, generally unrelated, laws. The Federal Property and Administrative Services Act<sup>6</sup> gives priority to claims by other federal agencies for property, such as a request by the Bureau of Prisons. The next priority has historically belonged to organizations that provide services and housing to the homeless, under the Stewart B. McKinney Homeless Assistance Act.<sup>7</sup> Most military bases have many dormitories and family housing units, as well as office and warehouse space that can be used by these organizations. Property can then be given free for recreational, educational, and airport uses as a "public benefit" transfer. High value property, such as a golf course, can be sold directly to private entities at fair market value. Finally, under recent changes in the base closure law, land can be leased or sold to local governments at little or no cost in order to sup-

port economic development.<sup>8</sup> Generally, these transfers allow recoupment by the DOD Base Realignment and Closure (BRAC) fund of 40 percent of any proceeds from a subsequent sale or sublease by the city to a business.<sup>9</sup>

Because of their inability to influence the closure selection process, the energies of the President and Congress have been turned to the aftermath of closure: helping cities where jobs have been lost to find new job-producing uses for 100,000 acres of real estate, both developed and undeveloped. Within the last two years there has been constant change in the laws and regulations affecting base closure in an effort to make the process of base redevelopment more rational and expeditious.

#### THE MILITARY CONTAMINATION SYNDROME

Over the last few years, it has become a commonplace belief that military bases are among the most contaminated Superfund sites in the nation. Opponents of base closure have argued that cleanup will take so long that no economic redevelopment would be possible for many installations. Military bases are industrial facilities that handle fuels, paints, solvents, and toxic and explosive materials in large quantities, and, as in the case of most of American industry prior to enactment of the Resource Conservation and Recovery Act (RCRA) in 1976, the disposal of wastes and its effect on soils and groundwater was poorly supervised for decades. Nevertheless, it should be remembered that actual exposure of military personnel and their families to such contamination has generally been very limited, since it is concentrated in subsurface areas or in industrial facilities and landfills. Military

business never has been significantly disrupted by contamination, and there is no reason to believe it would interfere with subsequent civilian use of base property, even while remediation is being performed.

#### The Administration and Funding of Cleanups

When the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), or "Superfund Act," was enacted in 1980, the DOD began the process of investigating and cleaning up contaminated properties. In 1986, as part of the Superfund Amendments and Reauthorization Act (SARA), Section 120 of CERCLA for the first time required that DOD's cleanup efforts be supervised by the U.S. Environmental Protection Agency (EPA) and the states. At most installations, a "Federal Facility Agreement" between the base and the regulators now governs the management of cleanup, which is funded from one of two accounts in the DOD budget: for bases in general, it is the Defense Environmental Restoration Account (DERA); for bases that have been officially designated to close, it is the BRAC account, which also underwrites other expenses of base closure and redeployment of forces.

DOD is funding 100 employee positions at the EPA for use in supervising cleanups at closing bases, while the participation of state regulatory agency employees is funded by DOD's Defense-State Memorandum of Agreement grants program. Together, the representatives of the three parties—DOD, the EPA, and the state—form the BRAC Cleanup Team at each closing base and the team jointly manages the cleanup.

Nevertheless, under a delegation of authority from the President,<sup>10</sup> DOD retains primary authority for conducting expedited cleanups (removal actions) and selecting cleanup standards. Community involvement in the process is enhanced through a Restoration Advisory Board (RAB) representing a cross section of community interest groups. Under the Fiscal Year 1995 Defense Authorization Bill, the RABs will be eligible for grants to allow them to hire independent experts to review the BRAC Cleanup Team's decisions.<sup>11</sup>

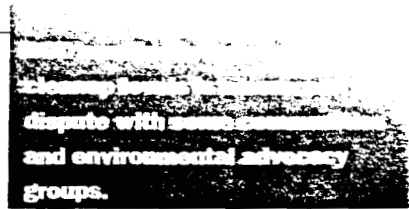
Despite the overall good news about base cleanup, redevelopment can still be complicated by the current allocation of cleanup responsibilities within the BRAC Cleanup Team. For example, DOD's authority to select cleanup levels is a source of dispute with some communities and environmental advocacy groups. The military services generally want to pick remedies that are based on the community's planned future uses of the property to avoid the expense of cleaning an aircraft maintenance hangar, for example, to a level more appropriate for residential uses. Critics have expressed the concern that after the property passes into nonfederal hands and outside of EPA cleanup supervision, a local regulatory agency may require a more exacting level of remediation, which DOD will probably refuse to fund as beyond its legal obligation under CERCLA. Several versions of proposed amendments to CERCLA, currently being considered by Congress as part of the scheduled reauthorization of the statute, would strengthen the authority for land use-related, risk-based cleanup standards,<sup>12</sup> but unfortunately would not solve this issue

by, for example, preempting later tightening of standards by state agencies against successor non-federal landowners.

A second example of complications in redevelopment is the fact that DOD's ongoing responsibility to conduct cleanup can also interfere with a tenant's or buyer's construction and excavation activities. Such construction may require rapid treatment of contaminated soils, or evaluation to ensure new structures will not interfere with the siting and layout of planned remedial systems, such as extraction wells and groundwater purification plants. For example, when Lockheed Corporation leased aircraft hangars at Norton Air Force Base in San Bernardino, California, it needed to excavate the hangar floors and lay new, thicker concrete. However, because the soil to be excavated had been contaminated by previous Air Force activities, the Lockheed work had to be delayed while the BRAC Cleanup Team negotiated and carried out the formalities of performing the soil excavation and treatment as a CERCLA removal action, including preparing the requisite documentation and conducting the public comment process.

A little-known provision in Section 120(h) of CERCLA<sup>13</sup> seemed to have almost no significance until the first round of base closures began in 1989. That subsection prohibits any federal agency or instrumentality<sup>14</sup> from deeding real property unless it can warrant that "all necessary remedial action has been taken," and requires the government to guarantee cleanup of any residual contamination found later. The 1989 Base Closure Commission thought that real estate and buildings on closed bases could be

rapidly sold, generating revenue to finance the construction of new, efficient, consolidated facilities at fewer installations. This reasoning factored strongly into the Commission's cost-benefit analysis, supporting closure at the bases it selected. The members of the Commission did not consider the fact that groundwater remediation at some bases will continue well into the next century, delaying income from former base property for many years. Congress did not help when it specified that all funds for cleanup of closing bases must come from the BRAC fund,<sup>15</sup> which is supposed to be replenished by land sale income, rather than the straight Congressional appropriations that support the DERA cleanup fund which finances cleanup at bases that have not yet been selected for closure. This artificial bifurcation of funding for DOD cleanup between DERA and BRAC accounts has led to repeated financial problems for the cleanup effort at closing bases. For example, the Fiscal Year 1992 BRAC account was severely underfunded, resulting in some installations, such as Castle Air Force Base in Merced, California, shutting down the pumps for its groundwater treatment system because of lack of funds for electrical power and carbon filter material. The restrictions on funding made it impossible to shift funds from the DERA account into the BRAC account to make up some of the shortfall. More recently, over \$500 million was diverted from BRAC to support earthquake relief in southern California.





person to pay for military land by performing a cleanup using its own funds.

### Expediting Transfers

Leon Panetta (D. CA), then a congressman from Monterey, confronted this problem when Fort Ord, a massive army base of 44 square miles, was picked for closure. Fortunately, representatives from the military services had already begun holding regular meetings with EPA Region 9 and California state agencies, constituted as the California Base Closure Environmental Committee (CBCEC), and were able to make recommendations to Mr. Panetta that were incorporated in an amendment to Section 120(h) of CERCLA.<sup>16</sup> The amendment clarified two major uncertainties. First, it specified that transfer could take place as soon as a remedial system was in operation, rather than when the work was completed a decade later. Second, it formalized a procedure of evaluating and classifying separate parcels of land within a base according to levels of contamination, under supervision of the EPA and state regulators, so clean parcels could be sold expeditiously. The single document that consolidates and summarizes all available DOD information on contamination of a parcel is called an Environmental Baseline Survey (EBS).

While long-term remediation delays were addressed, the current law still entails several years of remedial investigation and feasibility studies, followed by complex remedial design and construction. However, this delay is being overcome through use of the military secretaries' authority to lease federal property to private entities under 10 USC § 2667. Leases rang-

ing in length from a few to 50 years have been executed, allowing development to move forward while cleanup is conducted. Typically, a master lease of a hangar, warehouse, or office building is made to a city redevelopment authority which, in turn, sublets to business tenants. Such leases must also have EBSs prepared by DOD and reviewed by the EPA before execution.<sup>17</sup> This program has been viewed by DOD and communities as the key method for expediting redevelopment, but it is now threatened by a recent U.S. District Court decision that long-term lease of Pease Air Force Base to local New Hampshire authorities is just as much a violation of Section 120(h) of CERCLA as a deed transfer without a warranty.<sup>18</sup>

While these changes in Section 120(h) of CERCLA reassured communities and other recipients of DOD property that they would not be burdened with cleanup liability, there was still concern that they would be liable for toxic torts resulting from the same contamination in soil and drinking water. Congress responded with a specific indemnity that protects local governments and their tenants and transferees against liability based on injury to persons and damage to property.<sup>19</sup> Arguably, this coverage is broad enough to include claims for natural resource damages under CERCLA.<sup>20</sup>

The Fiscal Year 1994 Defense Authorization Bill included a series of amendments sponsored by Senator David Pryor (D) of Arkansas, at the request of the Clinton Administration, to improve the base redevelopment process.<sup>21</sup> One of the provisions allows a person to pay for military land by performing a cleanup using its own funds.<sup>22</sup> The significance of this provision is not apparent at first,

but under the right circumstances, it can be a substantial benefit to a purchaser of military property. Consider three scenarios:

**Scenario 1.** In a normal commercial purchase of contaminated land, the buyer would pay the value of the land in its contaminated state, which would reflect its value if clean, minus the estimated cost of cleanup. After paying for cleanup out of its own pocket, the buyer would have a property that has additional value equal to the buyer's expenditure on cleanup. Essentially, the buyer of commercial property would break even.

**Scenario 2.** If the property were at a closing base, and DOD had done the cleanup first using BRAC funds, then the buyer would have to pay the higher price of the clean parcel, again breaking even.

**Scenario 3.** However, under the new law, DOD is not only selling the parcel at the lower "dirty" price, DOD is also in effect *rebating* to the buyer the cost of cleanup, resulting in up to 100 percent return to the buyer on its investment in cleanup.

### Unexploded Ordnance

A uniquely military contamination problem is the vast training areas that contain unexploded ordnance (UXO), cannon shells, and bombs that can be buried many feet underground. Because of the large areas involved (such as half of Fort Ord's 44 square miles), current technical limitations, and the potential for significant disturbance to plant and wildlife (including endangered species) habitat, DOD has resisted calls by state agencies and the EPA to undertake a complete removal of all UXO at closed bases. Indeed, the cost of a thorough UXO cleanup could

exceed all other DERA and BRAC cleanup budgets. Instead, DOD's proposed approach is to remove UXO as it is discovered in the course of other activities, using its authority to conduct CERCLA removal actions, and to reserve the most heavily impacted areas for use solely as wildlife refuges.<sup>23</sup>

### Asbestos

Another difficult cost-of-cleanup problem involves asbestos, which was used in most military buildings at closing bases. DOD has committed in most leases with communities to remove friable asbestos, as well as asbestos-containing material (ACM) from medical, school, and child care facilities. Asbestos also insulates steam and hot water pipes that emanate from central heating system plants at many bases. Generally, redevelopment will require substitution of separate heating systems in each building, making the central plants and their ubiquitous asbestos-wrapped piping (both above and below ground) useless. Leaving this asbestos in place may constitute a disposal of a hazardous substance under CERCLA, triggering an obligation in DOD to conduct removal.

### Banks Impressed

In a recent meeting with representatives of several major lending institutions, the CBCEC found that banks were impressed with the strong protections against CERCLA liability that accompany military property.<sup>24</sup> A combination of the extensive data and cleanup efforts, the warranty of complete remediation, the tort indemnity, and the price discount is far more than any purchaser could expect in a private transaction.

### TAMING THE ENVIRONMENTAL IMPACT ANALYSIS PROCESS

Other than congressional resistance, a major reason why there were few base closures through the 1970s and 1980s was the threat of litigation under the National Environmental Policy Act (NEPA).<sup>25</sup> The base closure laws addressed this threat by significantly restricting NEPA's role in the process.<sup>26</sup> First, the decision by the Base Closure Commission to close a specific base was exempted from the environmental impact statement (EIS) process. Second, for the first time a statute of limitations was imposed on challenges to an EIS related to base redevelopment; a limit of a short 60 days from issuance of the record of decision.<sup>27</sup> Later litigation seeking to obtain court review of base closure selections under the Administrative Procedure Act (APA) resulted in a ruling by the Supreme Court that the final selection by the President is not subject to the APA.<sup>28</sup> Therefore, an APA-based suit to enforce NEPA application to the same decision would likewise fail, and it appears the exemption is not strictly necessary, owing to the unique structure of the closure decision process.

The Pryor Amendments<sup>29</sup> adopted a specific requirement that the EIS on redevelopment would use the reuse plan developed by the local government as the central proposed action to be analyzed. Of course, to fulfill NEPA, alternative plans, including the No Action alternative (leaving the base mothballed and unoccupied), must also be considered. The Pryor Amendments also require that the EIS be completed within twelve months after submission to DOD of the community's redevelopment plan.

few base closures  
1970s and 1980s was the threat  
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The scope of analysis of an EIS on base redevelopment was addressed by the First Circuit Court of Appeals in a case involving sale of a former Navy base housing area to a developer.<sup>30</sup> The plaintiff Conservation Law Foundation wanted the court to order the federal government to prepare a supplemental EIS based on the purchaser's specific redevelopment plan. However, the court held that as long as the original EIS on redevelopment analyzed a reasonable spectrum of possible land uses, it was not necessary to do additional analysis at the time of sale, because the government could not in any event exercise control over the purchaser to require it to follow its original development plan, and thus analysis of the original plan could easily become moot.

California, where a large number of closing bases are located, has an additional requirement that local governments follow the California Environmental Quality Act (CEQA)<sup>31</sup> before taking discretionary actions, such as approving an amendment to a general plan that would incorporate civilian development of a closed base. However, the burden of the CEQA process can be mitigated in the case of base closings. For example, there has long been a provision in CEQA law allowing use of a NEPA EIS in lieu of or as a part of a CEQA Environmental Impact Report (EIR).<sup>32</sup> There have been a number of major projects, such as pipelines crossing federal land, that have been analyzed by joint EIS/EIR documents produced cooperatively by state and feder-

Changes that focus attention on environmental issues arising in military base redevelopment involves air pollution.

al agencies. DOD has been willing to fund a contractor to produce such integrated documents. A recently passed bill<sup>33</sup> provides that a completed base reuse EIS can be used as a draft EIR. There have also been a number of special bills allowing variations from standard CEQA rules for specific base reuse efforts, such as a bill that allows Vallejo City authorities to adopt the Mare Island Naval Shipyard redevelopment plan into its general plan, deferring the need for an EIR on the action for eighteen months, to allow for production of a unified EIS/EIR with the Navy.<sup>34</sup>

#### AIR POLLUTION CAPS REDEVELOPMENT

Perhaps the least appreciated environmental issue arising in military base redevelopment involves air pollution. It could prove to be the highest hurdle for the entire process.

Military bases encompass numerous stationary and mobile sources of air pollution. They have power plants, heating plants, incinerators, waste-to-energy plants, cogeneration facilities, fueling systems, water treatment plants, heavy equipment, portable generators, smoke bombs, fire training facilities, ships, and aircraft, not to mention vehicle fleets and employee-owned vehicles. Many of these sources cannot perform their functions without permits, and thus community redevelopment authorities want to obtain air pollution permits along with the facilities.

There continues to be uncertainty on this point. Are permits real property, to be transferred

under the base closure laws? The problem may have been settled by provisions in the Pryor Amendments that specify that all "personal property" of the military that is "reasonably related" to real property will be made available for transfer along with the realty, so long as there is not a need for the property in another federal facility.<sup>35</sup> Arguably, air permits are covered by this language.

#### Emission Reduction Credits

Emission reduction credits (ERCs) that result from the "cashing in" of air permits may also be "personal property" subject to claim by local redevelopment authorities. However, the interim regulation implementing the Pryor Amendments deferred specific guidance on disposition of ERCs to a later proposed regulation, not yet published as of the date of this writing.<sup>36</sup>

Unlike air permits, ERCs are portable within a specific air district, and so they may have continuing value if they can be transferred to other federal facilities and operations within the region. In the extremely pollution-impacted South Coast Air Basin around Los Angeles, ERCs can have a high monetary value. The closure of Norton Air Force Base, Tustin Marine Corps Air Station, El Toro Marine Corps Air Station, and the reduction in size of March Air Force Base may create ERCs of value to the Postal Service and other federal agencies, which they would otherwise have to buy in the ERC market. In addition, transfer to a local government of highly marketable property (like some ERCs) does not have to be at a reduced price, even under the Pryor Amendments, so there is a real possibility that the military services may sell some ERCs on the open market rather than transfer them

to local redevelopment authorities, using the proceeds through the BRAC account to purchase ERCs needed by DOD in other jurisdictions. For example, transfer of the KC-10 tanker aircraft from March Air Force Base in the South Coast Air Quality Management District of southern California to Travis Air Force Base in the Bay Area Air Quality Management District may require the purchase of ERCs in the new location; sale of ERCs at the old location would be a natural source of funds.

In the opposite case, where there is no federal need for ERCs, there is actually a disincentive for creating them, because it involves relinquishing an air pollution permit and paying a fee for processing to the local air district. A military base is unlikely to make such an investment of time and funds when there is no direct benefit to DOD. California has made an attempt to address this disincentive by creating a mechanism for the local government to apply and pay for the issuance of ERCs based on the relinquishment of permits by a military base.<sup>37</sup>

#### State Implementation Plan

A second issue linking air pollution and base reuse is a requirement of the Clean Air Act Amendments of 1990 that applies only to federal agencies. The Act requires each local air pollution regulatory district to prepare a State Implementation Plan (SIP), describing the regulatory actions that it will undertake in order to achieve and maintain national ambient air quality standards. Under Section 176(c) of the Act,<sup>38</sup> federal agencies are required to assess all federal actions that may have a negative impact on air quality to determine whether the actions will

make it more difficult for the local air pollution control district to implement its SIP. The federal agency must make a determination whether the proposed action "conforms" to the SIP.

These actions can include federal construction, military exercises, granting of permits, funding of housing, funding of highways and sewage treatment plants, and leases of federal property. If the action is determined not to "conform," then the agency is barred from supporting it. This should be distinguished from a typical EIS, which requires only that environmental impacts (including air pollution impacts) be evaluated, but leaves the decision to the federal agency as to whether to adopt any measures that would mitigate such impacts. Section 176(c) is thus a "substantive NEPA" with regard to air pollution impacts.

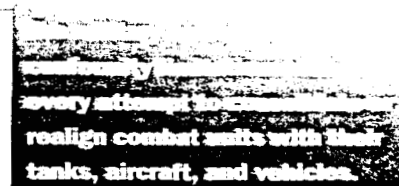
#### **Conformity Determinations**

Section 176(c) has been implemented through two EPA regulations, one concerning conformity determinations for transportation projects, and another for all other federal actions.<sup>39</sup> Some of the draft versions of the regulation had proposed an "actual cause" approach, which would have made the federal agency responsible for evaluating all the consequences of its action for eventual air impacts. That approach would have forced sales of military land to be handled through one of two approaches: (1) an assessment of a "worst case scenario" of subsequent private land uses that would be entered into the calculation of "conformity"; or (2) placement of restrictive covenants on the property to permanently restrict possible new sources of air pollution. After much criticism from other federal agencies, the

EPA's final rule adopts a more moderate approach. It specifically holds that property disposal through sale or other transfer of title of military property does not trigger the requirement of a conformity finding, because "the military does not retain continuing authority to control emissions...."<sup>40</sup> In addition, if a lease of base property is part of a transaction that requires eventual transfer of title upon completion of CERCLA cleanup, without any retention of federal control over use of the property, the conformity requirement can be avoided. However, this is not so for typical leases, in which the military service retains normal rights as a landlord to control air pollution-generating activities on the premises. Thus, because contamination will delay transfer of most base properties for years, conformity determinations will be necessary for almost all base redevelopment actions.

#### **Role of FAA**

The regulation also requires that the Federal Aviation Authority (FAA) make conformity determinations when it takes actions to create new airports or expand existing ones. Since many closing bases have potential as civilian airports, it is clear that conformity requirements will be a potential hurdle for all that are in nonattainment areas. In such cases, and in any case where conformity determinations are required, community redevelopment authorities need to moderate the scale of their redevelopment plans, so as to avoid significant new air impacts which cannot be easily mitigated. Such impacts will trigger a negative conformity finding, which will prevent DOD from transfer-



ring the property needed for the project.

The reality of this issue is underlined by the ruling of the court in the Conservation Law Foundation suit against Pease Air Force Base, New Hampshire.<sup>41</sup> The court held that the Air Force violated NEPA by failing to analyze conformity issues in its EIS.

There is another significant role for the conformity requirement in base closure. Specifically, the military must cope with conformity limitations with every attempt to consolidate or realign combat units with their tanks, aircraft, and vehicles. A premium will likely be placed on keeping open those military installations that are located in areas of better air quality, where there will be fewer restrictions on the long-term future ability of the base to absorb new missions and equipment.

Positive conformity determinations will be especially difficult to make within the South Coast Air Basin and Sacramento and Ventura counties in California, under the EPA's proposed Federal Implementation Plan (FIP). The Clean Air Act requires that, if a state cannot produce a satisfactory SIP, the EPA must impose its own FIP to ensure attainment of air quality standards within the statutory framework.<sup>42</sup> As a result of citizen suits,<sup>43</sup> the EPA has been ordered by the courts to issue the FIP. In order to reach attainment within the statutory deadline, the EPA has decided that it needs to take radical new measures in regulating mobile sources in interstate and

...explicitly available to enforcers  
was civil penalties against the  
federal agencies themselves.

international commerce, which generally have not been tightly regulated in the past. This includes trains, ships, and aircraft.<sup>44</sup> Specifically, the FIP proposes setting a target for reduced aircraft emissions of some 30 to 45 percent overall. Factoring expected growth in air transportation in the South Coast region, the EPA will actually require a reduction of over 50 percent in the air pollution generated per passenger. It will enforce this reduction through progressively more procrustean "fees" assessed against the commercial airlines.

#### Impact on Commercial Airlines

Obviously, in this context, any addition to commercial air traffic in the Los Angeles region will increase the financial burden on the airlines. Thus, if the FIP provisions are fully implemented, the prospects are not bright for conversion of military airfields in the region into commercial airports. The EPA acknowledges the possibility that the airlines' response to the FIP "fees" may be to decrease air service radically to Los Angeles, Orange County, Burbank, and Ontario Airports. As deadlines approach for other poor air quality regions, it is likely that a successful implementation of these radical proposals in California will set a precedent for the EPA to impose them elsewhere, such as in the North Atlantic seaboard region.

The drastic reductions in allowable emissions under the FIP, combined with the requirement for federal agencies to "conform" with such standards, will restrict severely the scope of allowable military base redevelopment in the region.

#### ENVIRONMENTAL COMPLIANCE DURING THE TRANSITION

While there are significant environmental hurdles that must be overcome before military land can be transferred, in many cases there also will be challenges in the transfer of ongoing environmental compliance responsibilities from military to civilian hands. The truth is that many military bases are not in full compliance with air pollution, water pollution, or solid and hazardous waste requirements. There may be outstanding violations in various stages of resolution, from initial notice of violation, to issuance of an administrative order, to application for a variance, to negotiation of a schedule for coming into compliance, to a civil court enforcement action or citizen suit. Communities must be careful so they do not inherit these faults along with the facilities.

Contrary to the understanding of many civilian attorneys and the general public, the military services have been under legal mandate to comply with most environmental laws for over 15 years, through waivers of sovereign immunity in the Clean Water Act,<sup>45</sup> Clean Air Act,<sup>46</sup> Resource Conservation and Recovery Act,<sup>47</sup> Underground Storage Tank law,<sup>48</sup> and Safe Drinking Water Act.<sup>49</sup> The provisions of CERCLA governing federal facilities were discussed previously.

Federal agencies, including the Departments of Defense and Energy, have been subject to administrative orders, permitting requirements, fees (as distinct from taxes), and judicial orders and injunctions, and individual employees, members, and officers have been subject to civil and criminal liability. Military environmental attorneys and engineers were able

to make a fairly convincing case to senior commanders that environmental compliance should be one of their top priorities because the EPA and U.S. attorneys were looking for opportunities to prosecute general officers (jokingly dubbed the "stars behind bars" program). The one sanction that was not explicitly available to enforcers was civil penalties against the federal agencies themselves. That has been altered with the 1992 enactment of the Federal Facilities Compliance Act,<sup>50</sup> which specifically allows federal agencies to be assessed RCRA civil penalties. The services have told installation commanders that assessed penalties will be paid out of their operation and maintenance budgets, rather than from funds designated for environmental compliance.

One of the few statutes not containing a waiver of federal sovereign immunity provision is the Emergency Planning and Community Right-to-Know Act, in SARA Title III.<sup>51</sup> However, an executive order from President Clinton has required voluntary compliance with the Act, and the services are currently negotiating the implementation of release inventory reporting for closing installations.<sup>52</sup>

Compliance with some state and local underground storage tank regulations is not, on the other hand, required of federal facilities because of the vestiges of sovereign immunity. In California, the definition of "underground storage tank" (UST) is more expansive than in the federal statute, encompassing, for example, most heating oil tanks, which are largely exempted by the federal law. The military services have asserted that their liability is coterminous with the definition of USTs in the federal statute, with the

result that many underground tanks at closing bases in California do not have current permits and have not undergone leak testing and corrective action.

In some cases the only way to come into compliance would involve substantial capital investment in new pollution control and monitoring equipment, which the military simply is not budgeted for at closing bases. At one base in southern California, the installation is in violation of stormwater discharge requirements, needing millions of dollars for renovation of the system to comply with state requirements. Another base in southern California discovered that its heating plant boilers could not comply with new South Coast Air Quality Management District requirements. After determining that the boilers would not be needed for community reuse, the Air Force worked out a deal involving emission reductions through procurement of low-emission vehicles, which were then transferred for use elsewhere when the base closed. However, if the boilers had been needed by the civilian tenants, they would have had to bear the cost of compliance.

This problem is heightened when the regulatory agencies are in the middle of implementing new requirements, such as those requiring applications for new permits under the Title V program of the 1990 Clean Air Act Amendments.<sup>53</sup> The necessary baseline data on facilities and emissions is in the hands of the military, but the services may not see any military need for a new permit. The community and its business tenants will therefore need to shoulder the heavy burden of preparing complete and timely permit applications.

### **Military Landlords**

Transferring permits and responsibility for compliance is difficult enough when there is a transfer of title to a facility, but as has been noted, in most cases the military will remain as a landlord for many years, with community redevelopment authorities acting as intermediaries between the services and business tenants, who will actually operate the facilities and generate pollution. The standard leases that the services present to tenants usually require the lessee to take full responsibility for obtaining and complying with permits, and to indemnify the federal government in the case of violations. However, such leases were developed in the context of government owned, contractor operated (GOCO) weapons production facilities, such as Rocky Mountain Arsenal in Denver (where chemical weapons production has created a major Superfund site), Air Force Plant 42 in Palmdale, California (home of the Stealth bomber), and Air Force Plant 44 in Tucson, Arizona (which created a five-mile-long plume of underground contamination). The rather strict lease provisions were usually mitigated by the production contracts, which promised to reimburse the tenant companies for necessary costs incurred in producing materials to government specifications, a reimbursement that has extended to civil penalties for environmental violations. In the context of these contracts, and the government's basic responsibility as owner of the facilities, DOD generally has assumed full financial responsibility for violations and the associated corrective action. Community redevelopment authorities need to keep this history in mind as they negotiate leases for base

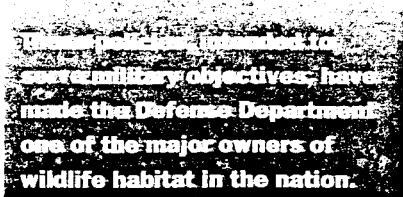
is a further complication in the transition of facility possession and ownership.

facilities. They may offer, for example, to require their business tenants to indemnify DOD in any sublease, but not to assume that financial burden themselves.

### **Jurisdictional Issues**

Federal exclusive jurisdiction is a further complication in the transition of facility possession and ownership. Two subdivisions of federal law are particularly applicable to federal installations. The first branch includes laws that apply to all military enclaves, such as prohibitions on illegal entry, and the power of the commander to exclude persons from the facility and to authorize searches and seizures. The second branch applies only to those properties within an installation for which the state legislature granted all legal jurisdiction to the federal government. Within these areas of exclusive federal jurisdiction, the state generally lacks authority to tax and enforce both criminal and civil laws, including contract and tort laws. While the military and its personnel are subject to state environmental enforcement, civilian tenants may be prosecuted only within the federal system for violation of federal laws. The only way to determine where such areas are is to look at the original deeds and related documents. When such property is sold out of federal hands, jurisdiction reverts to the state. However, if the government remains the landlord, jurisdiction must be retroceded by a formal act of the attorney general.

At a fully closed base, the military services keep only a skeleton crew responsible for managing



real property and environmental remediation, and will want to retrocede jurisdiction because they lack the ability to enforce it. However, during the years-long transition between the announcement of closure and the actual cessation of operations, the community may want to arrange for businesses to move into available offices, hangars, and warehouses on base, forcing them to deal with the complications of federal jurisdiction and military control of access. For example, drug possession offenses, drunken driving, or refusal to follow military regulations can result in a commander's order barring an employee of the tenant from entering the base.

#### **Annexation**

It should be noted that annexation and exclusive federal jurisdiction have almost nothing to do with each other. DOD policy has been to ignore annexation of base territory to adjoining cities,<sup>54</sup> since federal sovereign immunity makes most local ordinances, including zoning and taxing powers, a nullity within the installation. Cities that have not yet annexed their neighboring base generally will want to do so promptly in order to ensure their priority claim to control the redevelopment process. Because of disputes between two or more cities over closing bases, such as Fort Ord and George Air Force Base, the California legislature recently created and empowered the California Defense Conversion Council to designate the local jurisdiction that shall be entitled to receive and manage closed military facilities.<sup>55</sup>

#### **Aviation Easements**

Military airfields generally have a significant noise impact on their neighbors, and there is always the risk of planes crashing during landing or takeoff, or of parts of aircraft falling to the ground. For example, in 1988, a National Airborne Command Post 747 was taking off from Offutt Air Force Base, Nebraska, when it encountered a flock of geese. Collisions with geese at two hundred miles an hour tore one of the engines off the wing. Fortunately, the engine landed in a field of alfalfa, in an area off the end of the runway called the Clear Zone, where the government had previously acquired an aviation easement preventing any construction or high occupancy activities. Municipalities acquiring military airfields will want to ensure that such easements are transferred as well.

The Air Installation Compatible Use Zone (AICUZ) program is another part of the military effort to avoid conflict with communities over excessive aircraft noise. Computer studies of noise footprints around the airfield are provided to local zoning authorities, with recommendations to restrict incompatible uses, and with denial of VA and HUD financing to residences in areas of high noise impact. Occasionally this approach has not been successful in avoiding lawsuits by affected property owners, as was the case with El Toro Marine Corps Air Station in Orange County, California.<sup>56</sup>

#### **NATURAL RESOURCES PROTECTION**

Contrary to the common belief that wildlife is fragile and easily stressed to the point of extinction by human activities, there are many species of plants and animals that thrive on military installations. This is due to several factors. The military

needs large areas for training and as a security buffer around certain facilities, equipment, and activities. The military also has kept land to provide for possible expansion, has ensured large safety zones around weapon storage and firing range activities, and has strictly controlled access to military installations. These policies, intended to serve military objectives, have made the Defense Department one of the major owners of wildlife habitat in the nation. Larger installations have wildlife management experts on staff, and use fees from hunting, fishing, grazing, farming, and lumbering on military property to support management activities. DOD has sought help from the Nature Conservancy to advise its wildlife managers.

#### **Endangered Species**

The protected status of DOD land has often led to it serving as critical habitat for endangered species. That is true, for example, of Andersen Air Force Base in Guam, where seven species of endangered birds are found only within the base, in spite of decades of noise from B-52 bombers. That is also the case for the twenty square miles of Fort Ord in Monterey County, California, which are too infested by unexploded artillery shells to allow residential or commercial use. A colony of least terns lives in the area between the runways at Alameda Naval Air Station, California, unperturbed by the screaming engines of attack and transport jets taking off over San Francisco Bay.

In some cases, the U.S. Fish and Wildlife Service (FWS) may want to take ownership of habitat areas on military bases, exercising its priority claim under the land transfer laws.<sup>57</sup> However, because of limitations of funding and per-

sonnel, it generally appears to prefer a role of supervising landowners to ensure compliance with the Endangered Species Act.<sup>58</sup> At March Air Force Base in Riverside County, California, thousands of acres of undeveloped land are available to the community for development, except for the restrictions imposed on most of the property to protect the Stephens kangaroo rat. The March Joint Powers Authority, representing the county and neighboring cities, hopes to arrange a deal with the FWS involving substitute habitat in a more rural area with significantly lower land values.<sup>59</sup>

### Wetland Areas

Military bases often include wetland areas that range in size from small to large. Almost half the acreage of the Mare Island Naval Shipyard is tidal wetland that will revert to state ownership under terms of the original deed to the Navy. In addition to the normal requirements for permits under Section 404 of the Clean Water Act and related NEPA studies, federal agencies are also required by Executive Order 11990<sup>60</sup> to avoid construction in wetlands unless "there is no practicable alternative" and "all practicable measures to minimize harm to wetlands" have been undertaken. This is an additional hurdle to development in wetlands during a long-term lease.

While federal agencies are responsible for complying with the federal Coastal Zone Management Act,<sup>61</sup> the act does not require federal agency submittal to state laws such as the permit requirements of the California Coastal Act.<sup>62</sup> In addition, federally owned lands are excluded from the "coastal zone,"<sup>63</sup> so activities within military-owned property that do not affect other

portions of the coastal zone are excluded from regulation under the federal statute. For many people, these exemptions make it even more imperative that local government, rather than private individuals, become the direct lessees or transferees of military lands, in order to protect coastal resources.

### CONCLUSION: MORE TO COME

Efforts over the last two years to reform base closure law and policy have made significant improvements in the process of transferring bases to civilian ownership. However, in both the environmental area and other aspects of the process, totally satisfactory resolutions have not yet been achieved. As bases picked for closure in 1989, 1991, and 1993 actually start to shut their doors over the next several years, and even more bases are added to the list in 1995, one can expect to see much more legislation at the state and federal level in an attempt to make the process more rational and protective of all public interests, including the natural environment.

This means that communities and the military services will be carrying on their lease and sale negotiations in a constant state of uncertainty about their long-term legal entitlements and obligations. The arrangements they create should therefore be flexible tools empowering the parties to address a broad scope of issues as they arise. An intelligent comprehension of the complex environmental challenges that await them on military property is essential to mapping a winning strategy for base redevelopment. ■

### Notes

<sup>1</sup>Cal. Assembly Bill 3821 (Connolly) (enrolled Aug. 18, 1994).

<sup>2</sup>"HAFB Group Gathers Cash, Hires Big Gun," *Deseret News* (Salt Lake City,

Utah), Aug. 21, 1994, at A1.

<sup>3</sup>Wilson Appoints Judy Ann F. Miller as the Director of Military Base Retention, news release, Office of the Governor, Aug. 29, 1994.

<sup>4</sup>Defense Authorization Amendments and Base Closure and Realignment Act of 1988, Pub. L. No. 100-526, 10 USC § 2687 note; Defense Base Closure and Realignment Act of 1990, Pub. L. No. 101-510, 10 USC § 2687 note.

<sup>5</sup>The President does have an opportunity to ask the Commission to reconsider specific bases on the list, but after the Commission completes its additional review, the President must accept or reject the revised list as a unit. *Id.*

<sup>6</sup>40 USC § 471 et seq.

<sup>7</sup>42 USC § 11301 et seq., amended by the Fiscal Year 1994 National Defense Authorization Act, Pub. L. No. 103-160, tit. XXIX. A further amendment, to remove the McKinney Act priority claim on structures but substitute mandatory negotiation of homeless support facilities in base redevelopment plans, was enacted as Senate Bill 14822 103d Cong., 2d Sess. (1994).

<sup>8</sup>Pub. L. No. 103-160, tit. XXIX, 10 USC § 2687 note.

<sup>9</sup>The BRAC fund underwrites the cost of transfer of personnel and equipment to other, consolidated installations.

<sup>10</sup>Exec. Order No. 12,580.

<sup>11</sup>HR 4301, 103d Cong., 2d Sess. (1994).

<sup>12</sup>See, e.g., Superfund Reform Act of 1994 § 501, House Comm. on Energy and Commerce, HR Rep. No. 3800, 103d Cong., 2d Sess. (June 30, 1994).

<sup>13</sup>42 USC § 9620(h).

<sup>14</sup>Arguably, this requirement applies to sales of real property by the Resolution Trust Corporation (RTC), even though repeated inquiries to RTC and attorneys who represent RTC have shown no evidence of any effort by RTC to comply with the warranty requirement.

<sup>15</sup>10 USC § 2687 note.

<sup>16</sup>Community Environmental Response Facilitation Bill, Pub. L. No. 102-426, 106 Stat. 2175 - 2177.

<sup>17</sup>Section 2906, Pub. L. No. 103-160, National Defense Authorization Act for Fiscal Year 1994, tit. 29, 32 CFR pts. 90, 91.

<sup>18</sup>Conservation Law Foundation, Inc. & Town of Newington v. Department of the Air Force, 1994 WL 484218 (DNH Aug. 29, 1994).

<sup>19</sup>Department of Defense Authorization Act for Fiscal Year 1993, Pub. L. No. 102-484.

<sup>20</sup>§ 107(f), 42 USC § 9607(f).

<sup>21</sup>Pub. L. No. 103-160, §§ 2901-2930, tit. 29.

<sup>22</sup>*Id.*, § 2908.

<sup>23</sup>Conversation with Anthony Mei, Army



Corp of Engineers South Pacific Division, San Francisco (Sept. 27, 1994).

<sup>24</sup>*Id.*

<sup>25</sup>42 USC § 4321 et seq.

<sup>26</sup>10 USC § 2687 note.

<sup>27</sup>In one of the few base closure NEPA cases filed within the statute of limitations, the U.S. District Court in Colorado recently refused to grant a homeowner association's request for a preliminary injunction against execution of the community's redevelopment plan for Lowry Air Force Base, which straddles the cities of Denver and Aurora. "Judge Clears the Way for Lowry Conversion," Rocky Mountain News, Sept. 30, 1994, at B1. The short statute of limitations also raises the question whether DOD should supplement an Environmental Impact Statement when new facts or redevelopment proposals come to light, or simply stand on the old EIS, using the statute of limitations to nullify any challenge to its continuing validity.

<sup>28</sup>*Secretary of the Navy v. Specter* 114 S. Ct. 1719, 128 L.Ed.2d 497, 62 USLW 4340 (1994); *Specter v. Garrett*, 995 F2d 404 (3d Cir. 1993).

<sup>29</sup>*Supra* note 21.

<sup>30</sup>*Conservation Law Found. of New England v. General Servs. Admin.*, 707 F2d 626 (1983).

<sup>31</sup>Cal. Pub. Res. Code § 21000 et seq.

<sup>32</sup>Cal. Pub. Res. Code § 21083.8.

<sup>33</sup>Cal. Assembly Bill 3773 (Brown) (enrolled Aug. 26, 1994).

<sup>34</sup>Cal. Senate Bill 1035 (Thompson) (enrolled Aug. 31, 1994).

<sup>35</sup>Pub. L. No. 103-160, § 2902.

<sup>36</sup>59 Fed. Reg. 16,125 (Apr. 6, 1994).

<sup>37</sup>Cal. Assembly Bill 3204 (Cannella) (enrolled Aug. 23, 1994).

<sup>38</sup>42 USC § 7506(c).

<sup>39</sup>40 CFR pts. 51 and 93; 58 Fed. Reg. 62,188 (Transportation, Nov. 24, 1993); 58 Fed. Reg. 63,214 (General, Nov. 30, 1993).

<sup>40</sup>58 Fed. Reg. 63,214 (Nov. 30, 1993).

<sup>41</sup>*Supra* note 18.

<sup>42</sup>42 USC § 7410(c)(1).

<sup>43</sup>See, e.g., *Coalition for Clean Air v. EPA* (reported as *Coalition for Clean Air v. Southern Cal. Edison*), 971 F2d 219 (9th Cir. 1992).

<sup>44</sup>59 Fed. Reg. 23,264-23,605 (May 5, 1994).

<sup>45</sup>33 USC § 1323.

<sup>46</sup>42 USC § 7418.

<sup>47</sup>42 USC § 6961.

<sup>48</sup>42 USC § 6991f.

<sup>49</sup>42 USC § 300j-6.

<sup>50</sup>Pub. L. No. 102-386 (Oct. 6, 1992).

<sup>51</sup>42 USC § 11001 et seq.

<sup>52</sup>*Navy, EPA reach agreement on toxic release reporting at closing bases*, 2 Defense Env't Alert No. 18 (Sept. 7, 1994), at 3.

<sup>53</sup>42 USC § 7401 et seq., 40 CFR Part 70.

<sup>54</sup>*Air Force Reg. 110-24, ¶ 3-15* (Nov. 10, 1982).

<sup>55</sup>Cal. Assembly Bill 3755 (Honeycutt) (enrolled Aug. 26, 1994).

<sup>56</sup>*Branning v. United States*, 654 F2d 88 (Ct. Cl. 1981).

<sup>57</sup>See *supra* note 6.

<sup>58</sup>16 USC § 1531 - 1534.

<sup>59</sup>*March reuse plans must side-step K-rat area*, *The Press-Enterprise* (Sept. 8, 1994), at C1.

<sup>60</sup>42 Fed. Reg. 26,961 (May 24, 1977).

<sup>61</sup>16 USC § 1456.

<sup>62</sup>California Public Resources Code Div. 20, § 30000 et seq.

<sup>63</sup>16 USC § 1453(1).

## Guest Columnist

### Investing in Tooele Army Depot and other military real estate -- Part 1

by Ray T. Swenson

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The closure of part of Tooele Army Depot and of other military bases across the nation has presented a challenge to the host communities to convince businesses to invest in these facilities and employ displaced defense workers. Fortunately, Tooele and similar communities have some advantages in competing with other marketers of developable land. In addition to federal grants from the Departments of Defense, Labor and Transportation to help plan redevelopment, communities can assure prospective tenants or purchasers of former military land that it is a better investment, from an environmental standpoint, than many commercial properties.

There are several reasons for this. In the purchase of commercial property, the seller can reassure buyers they will not be assuming unreasonable environmental liability by utilizing one of four different methods. First, the seller can conduct, or allow the buyer to conduct, an environmental assessment of the property (often called Phase I or II studies under protocols published by the American Society for Testing and Materials), and in some cases even conduct cleanup. Second, the seller can issue a warranty that it has conducted all necessary cleanup of hazardous contamination, and will bear the cost of additional cleanup that is discovered later. Third, the seller can agree to indemnify the buyer/tenant against liability to third parties who may be physically or financially injured by any residual contamination. Fourth, an adjustment can be made in the price to offset the risk of residual contamination.

Only rarely does a commercial real estate venture involve more than one or two of these reassurances. Yet all four are present in every sale or lease of land by the Defense Department at Tooele and other closing bases.

#### Cleanup and environmental assessment

Contrary to popular belief, military property must be cleaned up under the same Superfund laws as any private property. In addition, there is a special provision in the Superfund Act (formerly called the Comprehensive Environmental Response, Compensation and Liability Act, CERCLA), at Section 120, which specifically requires EPA and state supervision of the cleanup process. Generally that supervision is conducted under a consent decree between the military and the state.

erally very detailed documents 60 pages or more in length, mapping out the responsibilities of each agency, including penalties if the military fails to adhere to the agreed cleanup schedule.

Most military bases have conducted years of remedial investigation and are well along in planning and initiating cleanup work. In almost every case, any immediate threat to health or the environment has been addressed through soil excavation, provision of water supplies, and other actions, so the property can be used safely. The extent of residual soil and groundwater contamination is usually well defined, and the cost and time required for various alternative cleanup plans have been estimated.

The Superfund Act was amended in 1992 by the Community Environmental Response Facilitation Act (CERFA) to require the military services to compile all existing data on property contamination and prepare Environmental Baseline Surveys, classifying various sections of land according to how clean or contaminated it might be. Large sections of many military bases are residential and retail areas, with no history of hazardous substance release. The Defense Department then uses the EBSs to classify parcels of land as to their suitability for lease or transfer. EPA and the states are also given a role in reviewing the EBSs and proposed transfers.

The public does not realize how easy it is for even the smallest maintenance shop, manufacturing facility and gas station to have hazardous substance problems requiring major expenditures. In many cases, neither buyer nor seller can afford to conduct a thorough investigation of potential contamination, which can cost \$100,000 or more. In contrast, DOD real estate comes with extensive data at no cost to the buyer or lessee.

Mr. Swenson, Lt. Col. USAF (Ret.), is an attorney specializing in environmental law at Ballard Spahr Andrews & Ingersoll in Salt Lake. He was formerly Air Force Regional Counsel for the western states and a member of the California Base Closure Environmental Committee. He holds an LL.M. degree in environmental law from George Washington University and a J.D. from the University of Utah.

## Investing In Tooele Army Depot and other military real estate -- Part II

by Ray T. Swenson  
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*(Editor's note: In this, the second of two parts of an article about how real estate owned by the Defense Department can be a much better investment — in terms of environmental liability — than its privately-owned counterpart, Mr. Swenson continues to outline the reassurances contained in lease or sale agreements involving DOD property).*

### Warranty covering all costs of future cleanup

In a typical commercial land sale, the seller will attempt to avoid any liability for cleanup costs which are identified after the transaction, unless the buyer negotiates for such a warranty. In contrast, all federal lands that are sold have a full warranty against all future cleanup costs attributable to government activities.

The warranty requirement applies to any land sale by any federal agency or instrumentality, including the Defense Department. In addition to the guaranty against future costs, it also promises that all currently identified cleanup needs have been fulfilled. While this delays the transfer of land parcels that are not yet cleaned, it provides a solid assurance to buyers and their investors and lenders that they will have no exposure for future cleanup costs. And unlike the few warranties that are given with commercial property, this warranty cannot become ineffective through the bankruptcy of the seller, because it is backed up by the credit of the federal government.

### Indemnity against tort liability

Businesses which buy or lease property are also at risk that prior contamination on the property may trigger lawsuits based on illness of people who live on adjacent property, or damage to their property and its market value. A commercial seller or lessor will generally not give an indemnification against such risks unless it is bargained for explicitly.

However, a 1992 provision in 10 US Code Section 2687 Note fully indemnifies any tenant or purchaser of military property against claims for personal injury and "damage to property." The phrasing has a broad scope, and can arguably include future claims by the state for "natural resource damages" under the Superfund Act. This is a separate cost, in addition to cleanup of contamination, involving restoration of plants, animals, soil and groundwater that were damaged by hazardous substances. It is fully covered for transferees of former base properties.

### Price reductions below fair market value

The most elementary way that buyers and sellers can adjust the risk of contaminated property is to discount the price, based on the estimated cost of cleanup.

Even though, as explained in part one of this article, that risk is virtually eliminated in transfers of DOD real estate, substantial price discounts are also available to buyers and tenants of closed base lands. The Fiscal Year 1994 Defense Authorization Act was amended by Sen. Pryor of Arkansas to support community redevelopment of DOD installations. In the past, the Federal Property and Administrative Services Act has allowed low-cost or even no-cost transfers of land to communities for non-profit "public benefit" uses, such as colleges, parks or jails, but the law required transfers for business uses to be sales at full "fair market value." The Pryor Amendments now allow commercial sales and leases of DOD land at little or no cost to communities, and those savings can be passed on to businesses that acquire or lease the property.

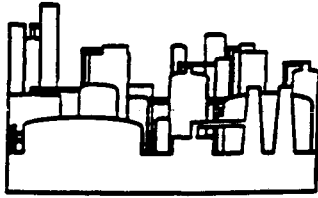
The Pryor Amendments also provide an alternative means for businesses to acquire DOD land. A company can contract to pay for a parcel of DOD land at its current fair market value (which is based on the cost of cleanup), paid for partly by assuming the responsibility for conducting cleanup. When the cleanup is complete, the deed will be transferred, and the buyer will own property presumably worth much more than before because it is now clean. Potentially, the buyer could realize a 100 percent return on its investment in cleanup.

The Pryor Amendments also contain other provisions to benefit buyers, including a requirement that most of the personal property at the installation, including heavy machinery, furniture and computers, be transferred to the community, again at reduced cost. Thus, all the installed equipment at Tooele Army Depot's brand new automated vehicle refurbishment facility will be transferred along with the land and buildings.

### Conclusion

Because of recent changes in federal laws, businesses that buy or lease military base real property, and those who finance them, will have a far lower risk of environmental liability than businesses acquiring comparable private real estate. In addition, they can look forward to bargain prices for both land and associated equipment and furnishings.

Mr. Swenson, Lt. Col. USAF (Ret.), is an attorney specializing in environmental law at Ballard Spahr Andrews & Ingersoll in Salt Lake. He was formerly Air Force Regional Counsel for the western states and a member of the California Base Closure Environmental Committee. He holds an LL.M. degree in environmental law from George Washington University and a J.D. from the University of Utah.



# The Impact of New Base Closure Legislation

*Raymond Takashi Swenson*

*As part of the Department of Defense Authorization Act for fiscal year 1994, Congress enacted new provisions aimed at assisting communities affected by base closures. This legislation continues a government initiative, established in 1988, to facilitate the transition of closed bases to civilian use. The following article details and explains the important new provisions related to base closure.*

In November 1993, as part of the Department of Defense Authorization Act for fiscal year 1994 (the 1994 Act), Congress enacted several new provisions codifying several of the objectives of the Clinton administration's "five-point program" to assist communities affected by base closures. This continues the trend established in 1988, when Congress first adopted the present policy of entrusting to an independent commission most of the authority to close domestic military bases. Moving away from its long-standing focus on preventing closures, Congress instead began to emphasize ways of making the transition to civilian use of these facilities as painless as possible.

One product of this new approach was the Community Environmental Response Facilitation Act (also called the Panetta bill, after its sponsor, then-Representative Leon Panetta, amending 42 USC 9620(h)), which clarified many issues surrounding transfers of contaminated property. Similarly, Congress agreed to indemnify purchasers and tenants of closed base properties against tort liability arising from contamination (see 10 USC 2687 Note). A legion of special bills, many affecting only one or two bases, were not enacted, but we can expect continuing pressure within Congress to mitigate the economic impact of base closure through new statutes.

These newest laws were sponsored by Senator David Pryor of Arkansas, and are therefore referred to as the Pryor amendments, codified at 10 USC 2687 Note. They appear within the 1994 Act at Title 13, "Defense Conversion, Reinvestment, and Transition Assistance," and at Title 29, "Defense Base Closure and Realignment."

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## TITLE 29—DEFENSE BASE CLOSURE AND REALIGNMENT

Subtitle A—Sections 2901 to 2918, “Base Closure Community Assistance”—contains the most crucial provisions, embodying in law many of the Clinton administration’s new policies on transfer of military land, buildings, and personal property and equipment. The findings in Section 2901 summarize the major objectives of the bill: making economic assistance to communities adversely affected by base closure the first priority; establishing more direct community access to the Pentagon; speeding cleanup of contaminated land; and selling or leasing property for commercial use at less than market prices.

Section 2902 amends the 1988 and 1990 base closure statutes to set out a process for retention at the installation of personal property that is “related to real property and ... will support the implementation of the redevelopment plan” of the local government. DOD is required to take an inventory of eligible personal property (from fire trucks and cars to paint, desks, and personal computers) by six months from passage of the bill, and DOD is prohibited from transferring such property or reducing its building and equipment maintenance schedules until the community’s redevelopment plan has been submitted to DOD.

This section may be viewed as authorizing DOD to transfer various environmental permits, intangible “personal property” that is certainly “related” to the real property, as well as air emission reduction credits (ERCs). However, if ERCs have not been created by DOD (it requires relinquishment of an air pollution permit and payment of additional fees), this section would not require they be obtained.

This section has been criticized because of the breadth of the exceptions, which allow DOD to transfer the property elsewhere if it is needed at another installation (not necessarily the one to which the former military users of the equipment were sent), the equipment is “uniquely military in character, is not required for redevelopment purposes, is simply part of a regional warehouse inventory, another federal agency would have to buy similar property to meet its needs,” or is otherwise needed “in the national security interest.” For example, other military installations in the same air quality control regions as closing bases are very desirous of their ERCs. (This is especially true in badly polluted California.)

This section also sets out basic criteria for deciding who has authority to make the redevelopment plan if there is no such special agency. DOD is to defer to “the local government in whose jurisdiction the installation is wholly located; or ... a local government agency or State government agency” designated by the governor. Thus, if bases are divided between different cities or counties, the governor can pick the lead local government to make redevelopment decisions. Although the Pentagon has been reluctant in the past to pick a lead community when the locals cannot agree, the implementation of the personal property retention program mandates that someone be given that authority, so that transfer of unneeded property can go forward.

Section 2903 amends the 1988 and 1990 Acts to allow transfer



*...if bases are divided between different cities or counties, the governor can pick the lead local government to make redevelopment decisions.*

(presumably including both sale and lease) of real and personal property "to the redevelopment authority" at a price "below the estimated market value of the property," or even "without consideration," that is, for free. The Federal Property and Administrative Services Act (FPAS, 40 USC 483, 484) had been criticized for allowing such transfers only for "public benefit," that is, not-for-profit uses, because this created another hurdle to creation of jobs and a new tax base. This is one aspect of the Clinton administration's five-point plan that could be implemented only through statutory amendment, rather than presidential order. The section goes even further by stating the transfer will be at no cost in a rural area adversely affected by closure.

However, the authority is not unrestricted. First, only the redevelopment agency may be the transferee. If the redevelopment agency later sells or leases property at a higher price, DOD may claim the profits from such transfer. This provision supports the object of redevelopment but helps prevent a cash windfall to the redevelopment agency that could be diverted to other purposes. Furthermore, DOD must still appraise the fair market value of the property and must justify in writing why real property is not being disposed of under normal FPAS procedures (such as transfer to another federal agency). Transfer of personal property (including property at other locations) is somewhat more liberal. The section makes explicit that its provisions do not override the restrictions on transfer in Section 120(h) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA, 42 USC 9601 et seq.). DOD is preparing regulations to implement the procedure.

One important aspect of this section is that the redevelopment agency may pay for the property using "goods and services," other "real property and improvements, or such other consideration as the Secretary considers appropriate." It appears that this creates an exception to the normal laws governing federal contracting. The redevelopment agency near an urban base could buy property near a rural installation that is being built up through military realignment and swap the parcels. The redevelopment agency could obtain equipment and vehicles needed by DOD at other locations, perhaps as a tax-deductible donation, avoiding federal procurement restrictions, and use them to pay for the base.

Additionally, the redevelopment agency could act as contractor to DOD for services connected with base conversion, including operation and maintenance of the facility (which was already being done under previous law), entire CERCLA response actions (especially including long-term operation of cleanup equipment—compare Section 2908 below), and preparation of the base reuse environmental impact statement (EIS). If DOD is not willing to make the transfers at no cost, it may be cost-effective for the redevelopment agency to act as general contractor for these services. In particular, the redevelopment agency could combine the EIS with documents prepared to satisfy similar state law (such as the California Environmental Quality Act), saving money in the long run.

Finally, DOD is directed to take into account community economic needs and its redevelopment plan when making property transfers,



*...the redevelopment agency may pay for the property using "goods and services," other "real property and improvements, or such other consideration as the Secretary considers appropriate."*

including the needs of the homeless. This is addressed in Section 2905 as well.

Section 2904 requires other federal agencies that might want base property to make their claims expeditiously, so that DOD can make a final decision within six months after enactment of the law. This can be postponed only if the community might benefit by a delay while it considers the value of a new federal agency on the property.

Section 2905 addresses the problem created by the McKinney Homeless Assistance Act (42 USC 11301 et seq.). The McKinney Act was not properly implemented by federal agencies when first enacted, and the agencies are now under court injunction to properly identify surplus property every six months for possible use by organizations that serve the homeless. This repeated opportunity for homeless organizations to lay claim on the property, on a priority basis, has played havoc with some community redevelopment plans.

Property is eligible for McKinney Act review if "no use is identified" and "no federal department or agency will accept transfer." If no homeless organization provides notice of intent to use such property within sixty days, or does not follow up within an additional ninety days with a complete application, then these organizations are barred from making such applications for twelve months. If, during those twelve months, the redevelopment agency either uses or expresses an interest in use of the property, then it is no longer available for McKinney Act review. However, if the redevelopment agency fails to act during the twelve-month window, normal semiannual McKinney Act review resumes.

Section 2906 allows leasing of closing base property, amending 10 USC 2667, "pending the final disposition of real property," to "any individual or entity" if it would "facilitate . . . economic adjustment." Leases can be at less than fair market value if the lease will serve a public interest, and the market price cannot be obtained or is "not compatible with such public benefit." This is so ambiguous that it hardly constitutes a restriction. It is not clear what this adds to Section 2903, which covers "all transfers," the normal meaning of which encompasses both sale and lease.

One additional requirement of this section is mandatory consultation with EPA before executing such a lease, to be formalized in a "memorandum of understanding." It is unfortunate that this provision, which ties in directly with similar provisions in Section 120(h) of CERCLA (42 USC 9620(h)) is not inserted in that statute, rather than the one that governs federal leases. Section 120(h)(4)(B) requires that EPA or the state concur in labeling property as being relatively "uncontaminated," and Section 120(h)(5) requires DOD to notify the state of any long-term lease. The resulting mix of notifications, consultations, and concurrences is inconsistent and confusing.

Note that the authority to enter into such leases extends not only to the 1988 and 1990 base closure acts, but also to facilities closed under 10 USC 2687, enacted in 1978. This is also true for Section 120(h) of CERCLA and for the toxic tort indemnification provisions for base property



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transferees (Public Law 102-484, Section 330, 10 USC 2687 Note). Thus, these specific provisions apply to a number of bases that were closed during the late 1970s and early 1980s, unlike many of the other provisions of base closure law. Communities with that earlier generation of closed bases benefit from only a few of the statutes that have been enacted recently to facilitate base conversion.

Section 2907 allows DOD, as early as 180 days before closure of a base, to contract with "local governments" (potentially more than one) for provision of various municipal services, including police, fire, and airfield operation. Note that, under Section 2903, part of the value of such services may be counted toward the purchase price of base property, rather than paid at a contract price to the local government. Query whether this includes utilities, such as electrical power, which are sometimes supplied by municipalities. An installation with its own water supply or sewage treatment plants could have those operations taken over by the community. Similarly, solid waste disposal could be included in the community services contract.

Section 2908 is somewhat unusual, and its purpose is not clear in the context of its enacted form and the other provisions of the Pryor amendments. This section allows base closure property to be transferred to "any person" who agrees to perform all environmental cleanup, compliance, and waste management on the property, so long as the value of those services, plus any money payments made, at least equal the fair market value of the property. Of course, as the value will increase once the cleanup work is done, the difference between the property value as contaminated and the property value as clean will be a windfall to the purchaser. Because the original value presumably would be based on the "clean" value minus the cost of cleanup, the windfall should approximately equal the investment in cleanup—potentially up to a 100 percent return on investment! This could be a real incentive to a large developer with sufficient capital (and patience), especially if the buyer could take over the property as it begins cleanup work and make the property income-producing through leases.

However, the section provides for transfer only "by deed," not by lease; it states that the real property is "available exclusively for the use . . . of a redevelopment agency"; and the restrictions on transfer of Section 120(h) of CERCLA are explicitly retained. Furthermore, the indemnification against toxic torts that normally applies to base property transfers is explicitly nullified for transfers under this section. It is not clear to what extent the normal indemnification procedures for response-action contractors in Section 119 of CERCLA would apply, but they would not satisfy the need for a more general indemnity.

One gets the feeling that a very original proposal was neutered by amendments. Furthermore, because redevelopment agencies can now get the property at no cost, without payment of cleanup costs, and also have a pretransfer long-term lease at no cost, and with the continuing protection of the toxic tort indemnity, the use of the high-risk, though high-profit, procedure in this section seems unlikely. The only



*Section 2907 allows DOD...to contract with "local governments"...for provision of various municipal services, including police, fire, and airfield operation.*




advantage of this procedure is that the community could sell the land at the "clean" value and retain the proceeds, versus turning them over to DOD, but sale at higher prices would not provide the economic boost to development that communities say they want.

Section 2909 encourages DOD to supply surplus equipment to communities.

Section 2910 supplements Section 120(h) of CERCLA by requiring that identification of "clean parcels" be completed, including concurrence of EPA or the state, by no later than nine months after submission of a community reuse plan, or eighteen months after the base is officially listed for closure, whichever is first. Thus, whereas the state used to have ninety days to concur, but EPA had no time limit, both now have a deadline on their concurrence actions.

Section 2911 requires that the base reuse environmental impact statement be completed within twelve months after submittal of the redevelopment plan...



*Section 2911 requires that the base reuse environmental impact statement be completed within twelve months after submittal of the redevelopment plan...*

Section 2912 requires DOD to give preference to small, disadvantaged, and local "vicinity" companies in contracting for services with private parties at a closing base, including environmental services. The inclusion of the caveat "to the greatest extent practicable" presumably means that any existing contracts need not be terminated. It is not clear to what extent this governs contracts let by local governments but using federal funds related to base closure redevelopment efforts. Presumably the remedy for noncompliance would be through the Armed Services Board of Contract Appeals.

Section 2913 requires rapid turnaround of community requests for assistance grants related to base closure planning and adjustment.

Section 2915 codifies the Base Transition Coordinator (BTC) program, which has already been implemented by DOD, giving the BTC responsibility to assist in cleanup, parcelization, redevelopment planning, leasing, and homeless assistance.

Section 2917 requires that a study be submitted to Congress by March 1, 1994, evaluating the feasibility of giving to "the communities" some 10 percent of the savings realized from base closure and realignment "during the first 10 years after the closure or major realignment of the installation." Because the timing is site-specific, presumably the calculation of savings is site-specific as well, with communities adjacent to more populous bases receiving higher benefits, rather than a single pool distributed around the nation. Thus, Congress has not only turned away from its initial policy that base closure should be self-supporting financially, but its policy now is that any financial benefit remaining after the property is given away should be shared directly with communities.

Section 2918 specifies that, except when otherwise noted, these provisions benefit only communities where bases have been closed since



*DOD is given explicit authority to select "any entity," including any specific local government, as the one to which it will look for a redevelopment plan, and to which it will provide applicable grants in aid.*

1989. Another significant definition is for "redevelopment authority." DOD is given explicit authority to select "any entity," including any specific local government, as the one to which it will look for a redevelopment plan, and to which it will provide applicable grants in aid. Although it may be politically unpopular, this enables DOD to force a resolution on disputes between two or more cities, or between cities and counties, over which controls redevelopment.

Section 2921 provides for consolidation of the 1988 and 1990 Base Realignment and Closure (BRAC) accounts beginning in Fiscal Year 1996 (October 1995).

Section 2926 requires that the 1995 base closure process begin fifteen days earlier than in 1993, with submittal by DOD of its nominations to the Base Closure Commission on March 1, 1995.

Section 2927 allows DOD to transfer a closed base to the Department of Transportation for no-cost transfer to a state or local governmental agency or instrumentality so long as it is used as a port facility. Transfer can occur after approval of the community's economic development plan, and a determination that the area has suffered "serious economic disruption." As there is no explicit exemption from CERCLA Section 120(h), that restriction on transfer still applies. This provision extends to bases closed under 10 USC 2687, as well as newer closure laws.

Section 2928 ensures that banks, as well as credit unions, that have buildings on military bases can have the right of first refusal to buy the land where their buildings are situated.

Section 2929 applies only to military bases in California that currently get electric power allocations from the Western Area Power Administration (WAPA). It allows those allocations to be transferred, for ten years, to the recognized public utilities (in most cases, Pacific Gas & Electric) that will end up servicing the new tenants and owners of the base properties, so new generating capacity will not be immediately needed.

Section 2930 requires that future testimony to the Base Closure Commission be under oath. My guess is that this change is aimed more at government employees than at any community representative.

### **TITLE 13—DEFENSE CONVERSION ASSISTANCE**

Title 13 of the Authorization Act of 1994 has a number of provisions that increase the grant programs for assisting affected communities.

Section 1331 requires that between 25 and 50 percent of Office of Economic Adjustment funds be spent to aid communities severely affected by closures, such as with a 5 percent loss of civilian jobs, or impacts from closure of more than one installation. The multiple closures in Alameda County, California (Alameda Naval Air Station, Oak Knoll Navy Hospital), and in San Francisco (Hunter's Point, Treasure Island, and the Presidio) would probably qualify, but would Vallejo (site of Mare Island Naval Shipyard) be included in the "community" affected by multiple closures?

Section 1333 provides for grants to universities to provide education

and training in "environmental restoration and waste management" to both "dislocated defense workers" (not only at closing bases, but also from defense contractors) and to any "young adults" (aged sixteen to twenty-five). Preference is given to young adults who come from poor families or are unlikely to attend college. The programs are to be presented at closing military bases, when practicable, in conjunction with cities, business councils, and labor unions. One wonders how effective any such program will be for youth who cannot attend college due to an academic, rather than economic, deficiency.

Section 1334 provides for scholarships to military and civilian members of DOD who have been separated as a result of defense drawdowns and base closures for study in majors related to environmental compliance and cleanup. The program provides up to \$10,000 a year and up to \$20,000 total.

Section 1335 provides for DOD to retrain employees under threat of base closure layoffs, so they can perform environmental restoration work, including asbestos removal.

Section 1337 establishes a program to train disabled veterans in hazardous waste remediation and construction work.

#### CONCLUSION

By and large, the Clinton administration has been successful in codifying necessary aspects of its base conversion policy. The Pryor amendments mark a major step in the process of base conversion.

We can expect that each year will result in new laws seeking to ameliorate the effects of base closure and defense drawdowns. States and local governments want more assistance in base conversion, and there is potential for additional measures addressed at making base properties attractive for private investment. Although many attempts to create site-specific legislation have failed, a few have passed into law, such as measures controlling Hamilton Air Force Base, the Presidio of San Francisco, Hunter's Point Naval Shipyard, and the bases in Alameda County, all in the Bay Area. I expect that there will be continuing pressure for more special bills in each new session of Congress. ♦



*States and local governments want more assistance in base conversion...*

# AIR ATTACK

**Uncertain air pollution policies threaten the conversion of closed military bases to productive civilian uses. Operating permits and emission credits may not be transferable to new civilian owners, and restrictions upon existing military operations may force additional shutdowns.**

**By Raymond Takashi Swenson**

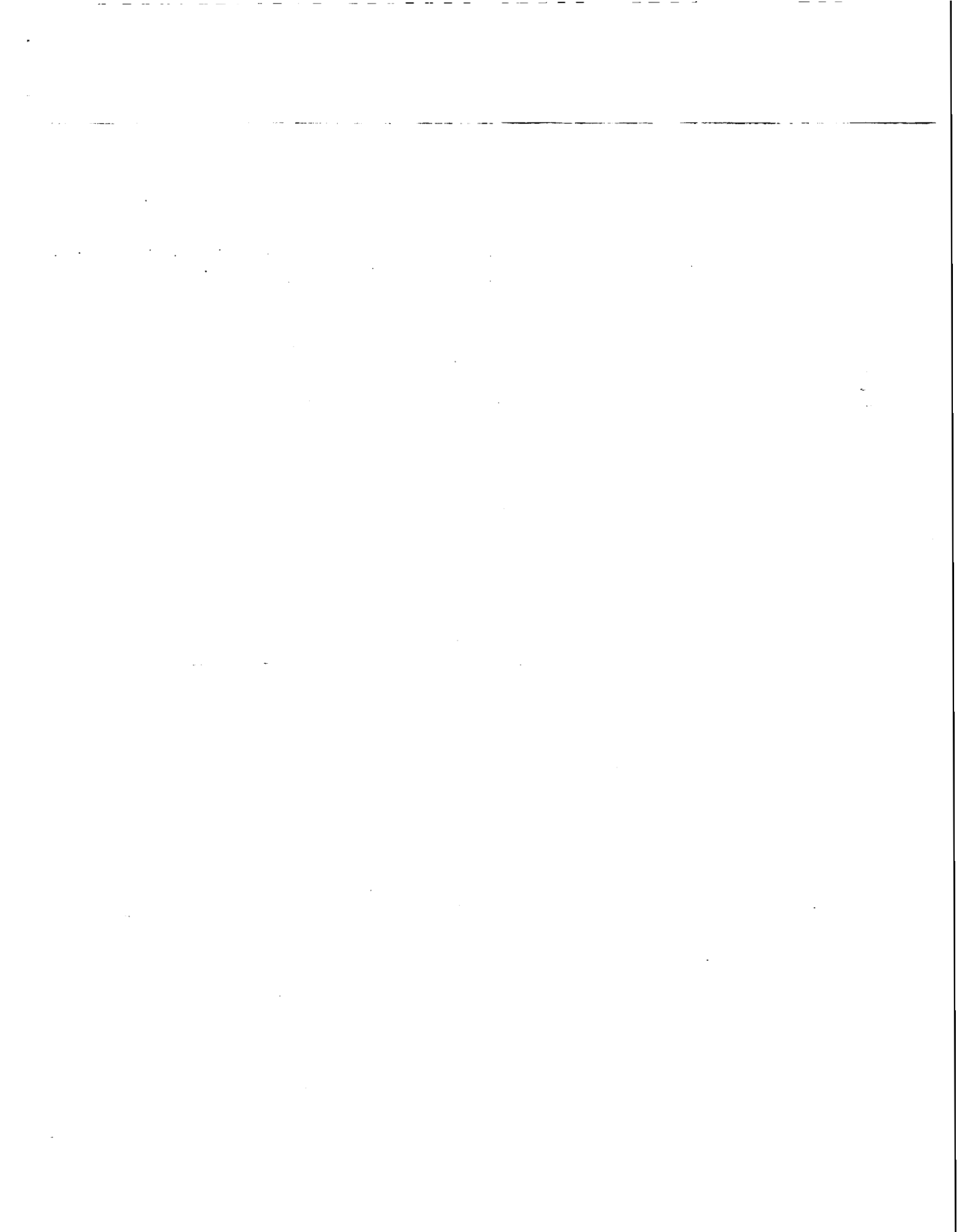
*Retired U.S. Air Force Lt. Col. Raymond Takashi Swenson is a partner with Graham & James in its San Francisco office. He was the chief environmental counsel for the Air Force in the western United States, and he teaches environmental law for St. Mary's College paralegal program in Monterey. He will conduct a conference on military base closure in early December in Monterey.*

**A**s a third round of military base fact around the country, affected have expressed the fear that the soil and groundwater at the base greatest obstacle to civilian reuse. In a significant obstacle to civilian redevelopment military bases may be a complex of air pollution.

The first issue concerns the transfer permits or emission reduction credits of base property. The second concern of air pollution requirement that prohibits from facilitating any development increase emission levels. The third issue of additional base closures because of the effects of ongoing military operations.

While soil and groundwater cleanup is a time-consuming effort, it is a task has been addressed by reform legislation surrounded, with enough funding for





**A**s a third round of military base closures takes effect around the country, affected communities have expressed the fear that contamination of the soil and groundwater at the bases will pose the greatest obstacle to civilian reuse. In fact, the most significant obstacle to civilian redevelopment of closed military bases may be a complex of issues related to air pollution.

The first issue concerns the transfer of air pollution permits or emission reduction credits to civilian owners of base property. The second concerns a unique federal air pollution requirement that prohibits federal agencies from facilitating any development that could increase emission levels. The third issue could require additional base closures because of the air pollution impacts of ongoing military operations.

While soil and groundwater cleanup remains a costly and time-consuming effort, it is a mature issue that has been addressed by reform legislation and can be surmounted, with enough funding from the Defense

Department and cooperation from the EPA and state regulators. However, air pollution threatens to derail any major industrial development at closing bases. Uncertainty discourages investment. The uncertain state of air pollution policy threatens the successful conversion of closed military installations into productive community assets.

### COMBAT AND CLEANUP

It is clearly preferable if the new owners of former military facilities can also acquire the air pollution permits that were held by the military installation. However, that requires foresight and prompt action to ensure that permits do not expire as a base closes and its facilities are shut down. A long hiatus between operations may result in the expiration of a permit and the classification of a restarted facility as a "new source" with none of the benefits of the prior military use.

Some of the benefits of air permits can be preserved after base closure by converting them into emission reduction credits. Each air district chooses whether or not to create an emissions trading program, and how to apply it. In air pollution control districts which have established emissions trading systems, there is an additional requirement that newly permitted sources purchase emission reduction credits (ERCs) from a polluter that has banked such credits by shutting down a facility or cutting back on emissions more than was required by law.

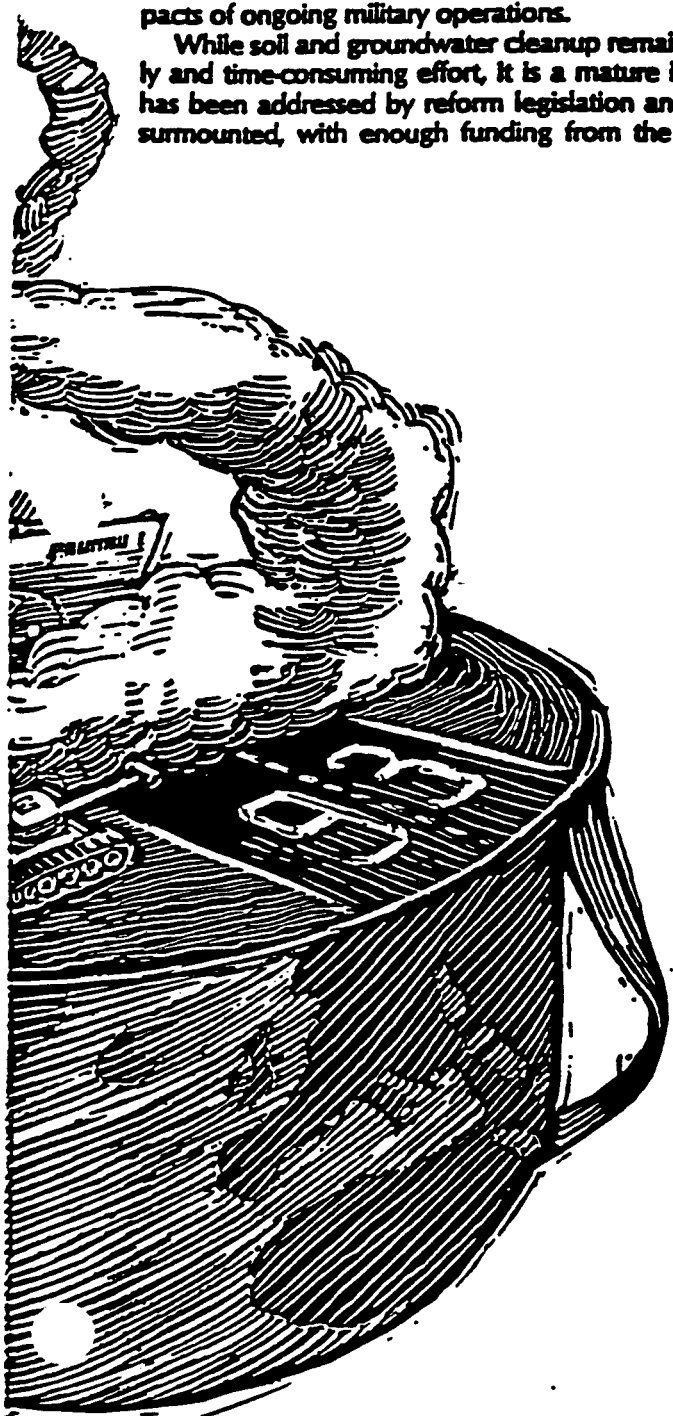
Communities and businesses that move into closed bases should determine as early as possible the status and availability of military-owned air permits and ERCs, and act promptly if they want to take over those assets. They should also be wary of acquiring facilities that are not complying with air pollution permits. The cost of retrofitting pollution controls and monitoring systems may significantly debase the true market value of the structures and equipment.

### PERMITS AS PROPERTY?

However, there is no clear Defense Department policy on the transfer of permits. It is clear that they are not real property subject to the rules of distribution under the various Base Realignment and Closure statutes and the Federal Property and Administrative Services Act. It is also unclear whether they meet the definition of related personal property, such as the equipment that is essential to operating a heating plant or fuel system.

It may be necessary to purchase permits from the federal government in a separate transaction from that which transfers the facility. In addition, permits will need to be transferred even if the facility is only leased, since Defense is unwilling to assume long term liability for environmental compliance by a tenant.

To obtain emission reduction credits, a military base must apply for them within a set time (e.g., 18 months in the San Francisco Bay Area) following permanent shutdown of a permitted facility. They then can be banked and later sold, usually at a discount, to a facility applying for a new air pollution permit. Market forces



can make ERCs very valuable in some highly polluted regions.

ERCs are even more tenuous in their connection with real property, and therefore less likely to be transferred to a private tenant or buyer of base property without significant additional negotiations, and additional cost. In air pollution districts where other Defense or federal facilities remain in operation, there is a strong incentive to keep these ERCs "within the family" to support ongoing federal operations.

#### FEDERAL CONFORMITY TO STATE PLANS

Probably the most significant single environmental obstacle to base conversion is a little-known provision of the Clean Air Act that only applies to federal agencies. Section 176(c) of the act prohibits any federal agency from engaging in, providing financial assistance for, licensing, permitting or approving any activity that does not conform to a state implementation plan, or SIP, approved by the EPA.

Every air pollution district that fails to meet federal clean air standards must obtain EPA approval for a SIP that will meet the standards by a statutory date, a date that depends upon the severity of the problem in that district. To conform to the SIP, new activities must not in any way delay the schedule of pollution reduction in the SIP, create any new air pollution violation or increase the severity of existing violations.

#### QUESTIONS OF TIMING

**O**ne key problem of the conformity requirement is that it depends heavily on the assumptions made in the air quality district's SIP. If the SIP makes its emission reduction plans taking into account the peak emissions from all military operations at a base, new civilian activities will be able to emit up to that baseline before adversely affecting the SIP.

However, if the baseline in the SIP is a closed, inactive facility, the only way to add civilian emissions at the facility is to subtract them elsewhere in the air district. This can be very expensive in air districts that have emission reduction credit programs, and very difficult in those districts that lack such programs.

In the latter case, base developers may need to locate compensating emission sources that can be shut down, pay for that shutdown, and apply for special concurrence by the air district's governing body that there will be no net increase in emissions. There will always be the question of who should pay for the compensating shutdown: the community or the Defense Department?

Another barrier to conforming is that the Defense Department's decision is based on the preliminary development plans that are delivered to the base by the community when the ES process is just beginning. Such plans often contain assumptions that can result in a major overstatement of future air pollution. As development plans become more realistic and concrete, the conformity decision may need to be revisited.

The conformity rule especially burdens base do-

ures because it reaches far beyond the scope of normal air pollution permitting. Under the Clean Air Act, stationary sources are fully regulated and subject to permitting requirements, while motor vehicles are governed primarily through emission standards applicable at manufacture and reinforced through an inspection and maintenance program.

Under §§231-233 of the Clean Air Act, aircraft are regulated only through requirements to upgrade their engines to models that produce less noise and air pollution. The conformity requirement of §176(c), however, lumps all these sources together — stationary, vehicle and aircraft.

There is little precedent for accurately measuring aircraft emissions, both from running engines and from fuel tanks, and no law or regulation that specifies at what altitude or distance

from the airfield the pollutants are no longer counted. Some estimates are that a military installation's aircraft account for more pollution than all other sources at the base. Even though these emissions are not regulated in any other way, they can determine whether a base can be turned into an airport.

#### IMPLEMENTATION AND INHIBITION

The EPA has proposed regulations implementing §176(c). The draft regulations were issued in the Federal Register on March 15, 1993 (58 Fed.Reg. 13835), after months of negotiation with other federal agencies and representatives of the private sector over previous drafts. It is anticipated that final regulations will be issued by the end of 1993.

The EPA is uncertain how broadly the conformity determination must measure air pollution, and so has offered two versions of the regulation. In one version, the federal agency must only consider air pollution from activities that it will continue to control. In the other version, the federal agency must consider all air pollution resulting from its action, even if private individuals control that pollution.

The broader, more inclusive policy could have a significant negative effect on base conversion. The EPA claims in the preamble (58 Fed. Reg. at 13843) that an action to transfer land outside of federal ownership and

**There is no clear Defense Department policy on the transfer of permits. Purchase in a separate transaction may be required.**

control is presumed to conform, but the actual draft regulation (40 C.F.R. §93.153) makes this a discretionary determination of the agency and therefore subject to court review for abuse of discretion.

In addition, the EPA explicitly includes all federal lease activity within the conformity process (58 Fed. Reg. at 13839). Because of the requirement in §120(h) of the Superfund Act to clean up contamination before sale of federal land, most of the initial development activities at closed bases will be conducted under leases, and therefore must comply fully with the conformity regulations.

**OPERATIONS FORCING CLOSURES**

Before the Clean Air Act was amended in 1990, citizen groups in several California air districts sued the EPA to preempt SIPs through the imposition of a federal implementation plan, or FIP. The Clean Air Act requires the EPA to impose a FIP when it determines that a SIP will not achieve federal clean air standards by the statutory goal.

By the time the suits got to the Ninth Circuit U.S. Court of Appeals, the 1990 Amendments had extended many of the compliance deadlines, but the court nevertheless ordered the EPA to impose FIPs in the Sacramento County, Ventura County, and South Coast (Los Angeles area) air districts.

This would not be a significant issue for base con-

**New activities must not in any way delay pollution reduction, create any new violations or increase existing violations.**

version, except for the method that the EPA plans to use to reduce air pollution in these districts. The EPA is proposing to go beyond the scope of §231 of the Clean Air Act (which regulates aircraft only in conjunction with the FAA and on a uniform national basis) and actually limit the amount of air pollution associated with airports, both military and civilian. It proposes to measure all pollutants emitted by aircraft below 3,000 feet, impose a cap on allowable emissions associated with each airfield, and then lower that cap, either pro-

gressively or suddenly, by as much as 50 percent in order to reach air quality goals.

Aircraft engines are simply not susceptible to signifi-

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cant modification to decrease pollution. They are highly efficient burners of fuel but create nitrogen oxides, which help create ozone, by virtue of the high temperature at which they operate. Therefore, the only way that airfields will be able to reduce emissions by 50 percent will be to cut back on aircraft operations by 50 percent.

Similar rules are proposed for rail yards and shipping facilities. Thus, those military installations in the affected air districts that are not already closing will be closed de facto within a few years by the FIPs. Subsequent civilian transportation activity at these former military bases will be significantly restricted by the FIP.

Both the Defense Department and the civilian aviation industry contend that the FIP exceeds the EPA's authority under the Clean Air Act. However, if the EPA is successful in imposing this restriction in these air districts in California, it may well impose similar limits in other regions across the nation that have failed to reach air quality goals. The economic effects could be staggering.

Communities, the military services and the EPA must recognize the significance of these air pollution issues and work toward a resolution that will truly fulfill President Clinton's pledge to make community development the central purpose of the base closure process. ■

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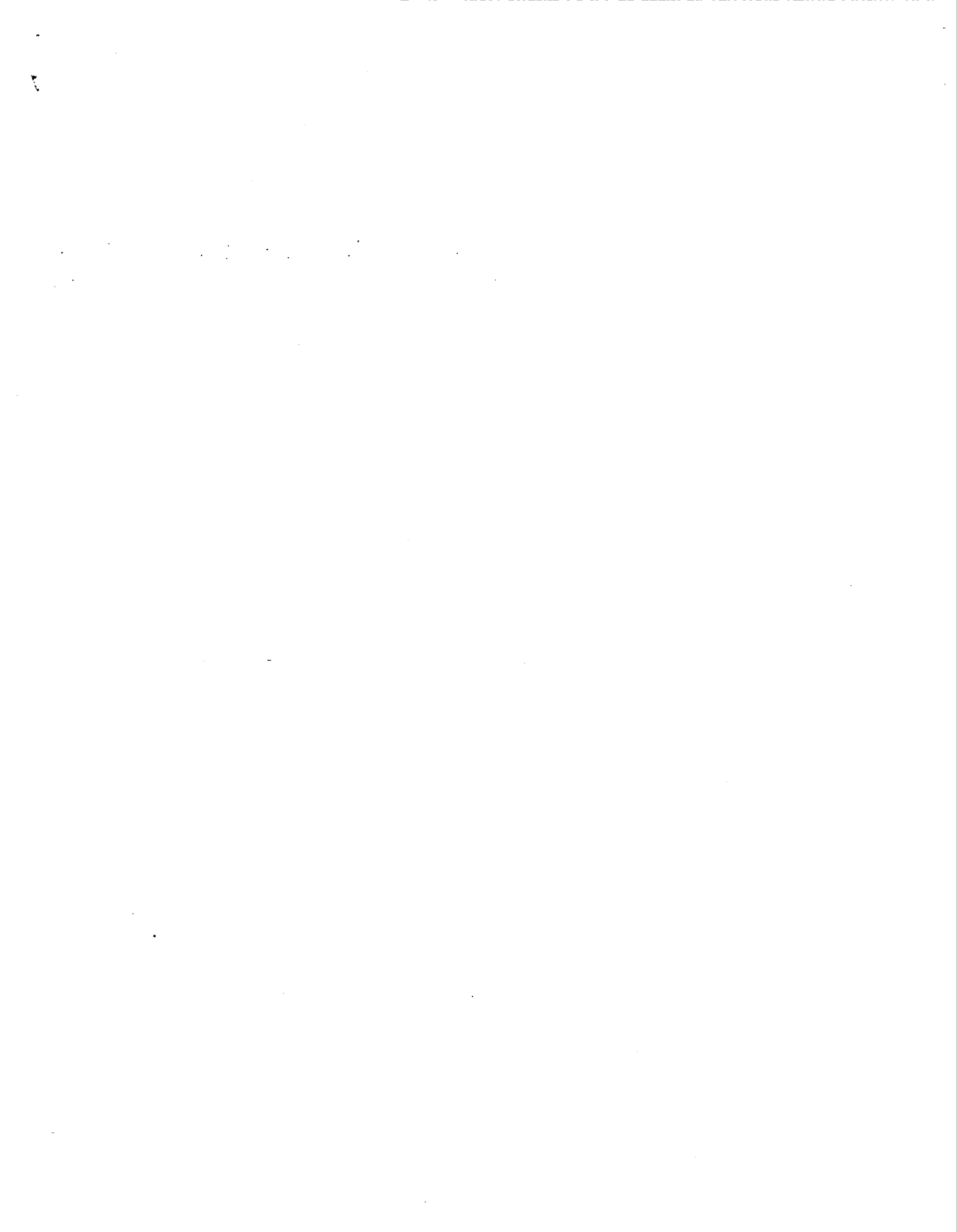




# Commentary



*Baseless worries about contamination and cleanup stall municipalities and developers from seizing the opportunities that are quickly available in converting closed military properties to civilian uses*



**H**ow bad is military base closure for California? On July 2, 1993, President Clinton announced he was accepting the base closure commission's recommended list of installations for closure, including most of the Navy facilities in the San Francisco Bay Area. Thus Alameda Naval Air Station, Mare Island Shipyards and Treasure Island Naval Station will join the Presidio of San Francisco, Moffett Field and Hunter's Point Annex on the local closure list. In Northern California, Fort Ord in Monterey County, Castle AFB in Merced County and Mather AFB and Sacramento Army Depot in Sacramento are also closing.

Governor Pete Wilson responded to the President's announcement by having the California EPA issue a press release complaining about how long it will take to clean up hazardous contamination of the bases before they can be used by civilians. By focusing on that problem, Wilson was doing a disservice to the communities adjoining these bases, who are now faced with the task of finding productive non-military uses for

### The Environment

billions of dollars worth of real property. The fact is, the perception of the contamination problem is much worse than the reality.

#### FEARS AND FACTS

The greatest thing that communities have to fear is the fear of investing in former base property. Let's examine why many of these fears are not based on fact.

Fear No 1: "If I buy or lease this property, I'll have to pay for cleaning up military waste." Actually, these properties are a much better investment than the average piece of commercial property, because the federal government gives an absolute guarantee that buyers will never be faced with financial liability for cleaning up the sites.

*Raymond Takashi Swenson, Lt. Colonel, USAF (Ret.), is a partner with Graham & James' environmental practice group. Previously, as the Air Force's regional environmental counsel for the western U.S., he negotiated Superfund cleanups for all Air Force bases being closed in California. He is a lecturer for St. Mary's College paralegal program and in September will teach a course on military base conversion for UC-Berkeley Extension.*

Contrast that guarantee with the cost of doing a Phase I or Phase II investigation of private property being considered for purchase, which can cost a buyer up to \$200,000. The Department of Defense has spent billions to identify the exact extent of the affected soil and groundwater, and is already committed by law to spend billions more to clean it up.

Funds obtained from selling or leasing base property help supplement congressional appropriations for this purpose. The buyer will not even have any transactional costs related to negotiating the details of the cleanup with the U.S. EPA and the State of California, since that is an ongoing responsibility of the federal government.

Fear No. 2: "The property can't be used until the cleanup is done, which will take years." The Superfund Act (42 USC §9601 et seq.) was amended in 1986 to specifically address cleanup of federal lands such as military bases. Section 120 of the Act (42 USC §9620) requires the owning agency to negotiate a cleanup agreement with the U.S. EPA. These federal facility agreements, FFAs, have been negotiated for most of the bases marked for closure, and include specific schedules for cleanup to be completed. The EPA can enforce these deadlines by assessing stipulated penalties against the military services.

Section 120(h) states that any deed transferring title to federal property must include two warranties: first, that "all necessary remedial action has been taken;" and second, that if any other contamination is discovered that was due to earlier federal activities, the federal government will cover all costs of cleanup. This provision was clarified in October 1992 by the Community Environmental Response Facilitation Act (CERFA, H.R. 4016), sponsored by Leon Panetta, then congressman from the Monterey peninsula and now director of the federal Office of Management and Budget.

#### TRANSFER POINTS

The law specifies that property is ready for transfer if the remedy has been selected and is being executed; the last drop of contaminated water does not have to come out of the ground before transfer. What this means is that the DOD will be able to transfer contaminated land much sooner than most people think is possible. In some cases the remedies will be in place within another year or two, when the newly listed bases start to close.

# Base Conversion Not as Daunting as Perceived

Swenson - 34

With greater emphasis on the federal government's authority to do speedy removal of contaminants under Superfund, particularly if the state agencies and U.S. EPA cooperate, the "Panetta Point," the point at which prop-

erties can be transferred, can be reached in time to coordinate with financing and planning considerations in the development process.

Fear No. 3: "Nothing can be done with any part of a base until the whole thing is cleaned up." CERFA reinforces the policy of the DOD and EPA that allows individual parcels of clean land to be transferred without elaborate Superfund testing. Military bases include large areas of residential and retail commercial development that are generally free of problems. CERFA requires the DOD and EPA to agree on salable, clean parcels by April 1994 for all bases listed for closure in 1989 and 1991, and within 18 months after closure becomes definite for the new 1993 list of bases.

In addition, land awaiting cleanup can be leased for several years of productive use while the cleanup goes forward. That is already being done at Norton Air Force Base in San Bernardino, where Lockheed operates a jumbo jet repair facility.

## SHIELDED FROM LIABILITY

Fear No. 4: "Cities and counties that lease base property will be at risk for cleanup and tort liability from contamination." In October 1992, Congress passed two separate riders to the defense authorization and appropriation bills that protect communities from liability for contaminated land leased from the defense department. The appropriations bill rider goes even further and protects all sublessees of municipalities (such as Lockheed) against liability for any hazardous-waste-related circumstance during the DOD's tenure as landlord, including criminal fines and civil penalties.

While the breadth of these indemnities has made the defense department temporarily slow down its leasing program, prospective tenants at bases can be confident that, between President Clinton's announced determination to assist communities and the weight of congressional votes from affected states, some form of comprehensive indemnity will continue.

Fear No. 5: "Businesses aren't going to get involved in planning future uses of military land until all the local government planning is done and set in concrete." While it may seem attractive to developers to wait until the dust settles, there are several reasons why they should start working with the DOD at the earliest opportunity.

First, every base re-use plan must be pre-

ceded by a federal environmental impact statement, EIS, similar to an environmental impact report, EIR, under the California Environmental Quality Act, or CEQA. Whenever possible, the Army, Navy and Air Force will use the local community's recommended plan for the property as the preferred alternative in the analysis, while also analyzing the impacts of additional alternative uses that are brought to their attention. A business or developer that does not submit the general features of its plan at an early stage risks being left out of the EIS.

The military will not be able to sell or lease land for a proposed use until that use has been environmentally analyzed, so missing the initial EIS means months of delay while new studies are done, with the cost of the supplemental EIS charged to the developer. Yet developers who act early can shift some of the normal burden of development onto the federal government because CEQA specifically allows a federal EIS to substitute for a California EIR.

Second, early involvement is also necessary to obtain federal help in solving potential problems with air and water pollution permits and other laws, such as the Endangered Species Act. If a military base knows that a buyer wants to purchase one of its industrial facilities, it can arrange to transfer its existing permits to the buyer; otherwise, it may simply cash in some of those permits for emission reduction credits and transfer them to other federal facilities, or sell them at a discount on the open market. Similarly, federal agencies have an edge in avoiding problems with endangered species, since they can designate portions of federal land for habitat in return for permission to develop the remainder, an option that would be costly for an individual developer.

Third, an early lease with an option to purchase can prevent a developer or investor from being frozen out of the use of the best land and facilities. The Federal Property and Administrative Services Act requires that surplus federal property be offered first to other federal agencies, then to state and local government. Only then can it be offered for sale to private citizens. Early leases and purchase options can help to re-order these priorities in favor of private buyers.

Fear of base-closure impacts on the local economy can become a self-fulfilling prophecy. A positive, early response to these inevitable changes can go a long way toward turning closed bases from community liabilities into commercial assets.



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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703-696-0504

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MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 21, 1995

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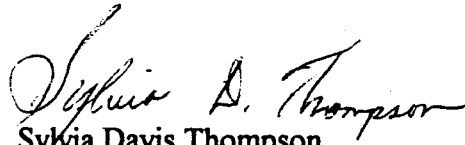
Dear Mr. Swenson:

Thank you for your letter of March 9, 1995, and the list of articles which you have published over the last two years regarding the issue of reuse after military base closings.

As you know, the Commission is interested in determining whether the post-closure process adequately works for those communities that attempt to develop or enhance economic life after military base closings. I feel certain that the information you have sent will be helpful.

Please do not hesitate to contact me if I may be of assistance to you.

Sincerely,

  
Sylvia Davis Thompson  
Manager, Reuse Liaison

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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<b>ORGANIZATION:</b>	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

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Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

**Subject/Remarks:**

FORWARDING ARTICLES OF CONCERN REGARDING NAVY

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David S. Stanley  
2 5 8 5 2 Calle Ricardo  
San Juan Capistrano, Calif. 92675-3911

11 March 95

Wendi Steele  
Def. Base Closure & Realignment Comm.  
#200  
1700 North Moore St.  
Washington, D.C. 20005

Please refer to this number  
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Dear Ms. Steele:

I saw on CSPAN the Navy Dept. presentation to your Commission this week. Your questioning closing the Long Beach Naval Shipyard and keeping the New Hampshire facility open really hit home with me.

Dalton is a loose cannon for the Navy; tragic for one who had been Brigade Sub-Commander in the USNA class of '64.

I had thought that ADM Boorda would be a help, but he is a sycophant as the enclosures hereto bear out. I'm afraid the Navy will be in a worse mess than when Zumwalt was CNO.

Boorda was correct when he said it was like comparing Apples and Oranges---it's Atlantic vs. Pacific. The one in the Pacific is needed far more. I had 27 years service and as department head and as commanding officer took ships through overhauls.

Those who know me will tell you that my concern is for the Navy at all times and that my residence is of no influence.

I would appreciate your keeping me out of this as much as possible as I am trying to save a fine young man who received a raw deal in the USNA cheating scandal.

If I can be of further assistance, my phone is 714=661-3927.

Very respectfully & sincerely,

*David S. Stanley*  
David S. Stanley

# Document Separator



# Is Navy losing lawmakers' trust?

## 'It got to where we didn't believe what the Navy told us'

By Patrick Pexton  
Times staff writer

WASHINGTON — There's an old saying around the Navy that goes something like this: "Tell the truth, get the boot. Tell a lie, get by."

A growing number of lawmakers in Congress feel the Navy is doing far too much "getting by."

Skepticism about Navy credibility is already high among lawmakers for past Navy transgressions such as Tailhook and cheating at the Naval Academy.

The Navy's credibility was hurt again this past session by the bruising confirmation battles over the retirements of Adms. Frank B. Kelso II, Henry H. Mauz Jr. and Stanley R. Arthur.

Several senators questioned the truthfulness and reliability of Navy internal investigations and reports to the Congress during the confirmation battles, all of which involved how the admirals handled sexual harassment cases.

### More fuel on the fire

Information was hard to get and was sometimes found to be false hours after being supplied, senators said.

"It got to the point where we didn't believe anything the Navy told us," one Senate aide said.

And now there is more fuel added to the pyre.

In a highly unusual step, Senate and House lawmakers inserted language into the 1995 defense authorization bill ordering the Department of Defense Inspector General to "investigate the accuracy of Navy information papers."

Specifically, senators and representatives were angry about the way the Navy handled a request for \$350 million for spare parts and labor to repair nuclear reactors.

House and Senate aides describe the fiasco this way:

When the \$350 million request came in higher than the previous year despite a shrinking number of nuclear-powered ships and submarines, House aides asked the Navy to submit a more detailed budget justification. The Navy delayed. It was like "pulling teeth," one aide said.

Finally the Navy submitted a response. But the new data still was "soft," both Senate and House aides said. "The Navy package was not well received by anyone," a Senate aide said.

The Navy failed to prove the need or supply specific repairs or spare parts needed for individual ships' nuclear reactors. The conferees again asked for more details and began considering a 5 to 10 percent cut in the \$350 million request.

Meanwhile, Navy officials went to every member of

Congress whose district had a nuclear reactor-related job and told them that the conferees were considering a complete cut of the \$350 million instead of a minor cut in the total amount.

"In essence they sent out notification to every member and every senator who had a shipyard in his or her district and assumed the entire budget line would be cut," said one aide. "It made the economic impact sound quite dire when we were looking at a much smaller number of cuts spread across many shipyards."

"That was just plain false," the aide continued. "The facts were wrong and the Navy knew that. It was extraordinary. I questioned the Navy's ethics in presenting the whole package."

At that point, the members of the armed services committees were informed. They weren't pleased.

"Members do not like anyone to hold a gun to their head," a staffer said. "People expected better of the Navy and the nuclear reactors people."

Congressional aides declined to blame anyone in the Navy specifically for the incident, but note that the issue was handled both by Naval Nuclear Propulsion staff, under Adm. Bruce DeMars, and by the Navy's legislative affairs organization, under Rear Adm. Robert J. Natter.

### Public rebuke

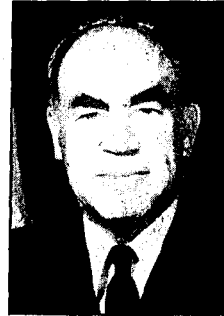
Either way, the following rebuke appears within the 1995 defense authorization bill: "The conferees are dismayed by the attempts to scare members of Congress about the effects of potential reductions in these programs. The conferees believe that the Navy could have applied such effort more productively to providing the answers to legitimate questions."

"The conferees are also unsure about the veracity of the claims made in some of the Navy Department's information papers. Claimed economic impacts on various geographic areas greatly exceeded the total potential reductions being considered. Accordingly, the DoD inspector General is directed to investigate the accuracy of the Navy information papers prepared for the Congress on this matter."

Eventually, the Navy got all its money for the nuclear spare parts.

House members objected, but senators gave the Navy the benefit of the doubt. House members, however, insisted on the DoD investigation.

The Navy would not comment on this incident other than to say: "The Navy is working closely with the DoD IG to confirm the accuracy of the information provided to Congress and determine how much detail is appropriate to



Kelso



Mauz



Arthur

include in future component and alteration procurement submittals."

### Other battles

But to some, the nuclear money debate sounds very much like the floor battles in the Senate over Kelso, Mauz and Arthur.

For example, Sen. Dave Durenberger, R-Minn., said he held up Arthur's nomination for weeks not so much for the sexual harassment issue but because the Navy was not timely, forthcoming or forthright in its answers to his questions about the case of Lt. (jg) Rebecca Hansen.

Sen. Patty Murray, D-Wash., said on the Senate floor that "the Navy gave me unreliable information" about Mauz.

Senate aides go even further in their denunciations. "We were given outright untruths," one aide said. "Information we got in one high level meeting [with Navy officials] they had to retract within an hour... We dealt with the Navy three times on the floor, and all have been troubled waters."

Another aide with military experience said, "We have the world's finest Navy, yet the leadership — it's a culture that sets protection of your buddies, of your colleagues, over the duty to your country, the honor of the service and, frankly, the overall well-being of the service."

### 'Down the tubes'

Not all aides or senators feel the same. Republicans tend to be more charitable about the Navy's veracity, Democrats more skeptical.

But members of both parties say the Navy is hurting itself at a time when most lawmakers are willing to give the Navy the benefit of the doubt.

"They keep stepping in it," one Republican aide said. "It's like they're walking through the largest cow pasture in the world... Their credibility hasn't totally gone down the tubes — but it's getting there."

Added a Democratic aide: "It only takes one senator who doesn't believe in you."

## GAO report slams Navy IG investigations

By Patrick Pexton  
Times staff writer

WASHINGTON — Investigations conducted by the Navy Inspector General are sometimes incomplete, not independent, take too long, and violate promises of confidentiality to sources, congressional investigators say.

The IG also fails to inspect the Navy's largest commands on a regular basis. The Atlantic and Pacific fleets, for example, have not been inspected since 1980 and 1982 respectively.

The General Accounting Office, the watchdog arm of Congress,

said in its report that inspector general practices "need to be strengthened" and until they are, "Congress, the Department of Defense, and the public cannot be sure that the Navy IG organization is properly investigating allegations of waste, mismanagement, or improper actions by Navy personnel."

The GAO echoes recent criticism by members of Congress and military whistleblowers who found internal Navy inspector general investigations inadequate.

Navy IG investigations were an issue in several recent cases that

reached the Senate, including Tailhook and a sexual harassment case involving Lt. (jg.) Rebecca Hansen.

The Navy had no comment on the report, saying it would submit its official response to the GAO.

But the GAO noted that Navy IG Vice Adm. David M. Bennett already has taken some steps in the right direction, including better training for inspectors, who often perform their work as collateral duty, and the development of a new investigations manual.

The report was not all bad for the Navy. The GAO found that

the IG was good at finding economies and efficiencies that save the Navy money. But even there, the IG and the Navy were criticized for not widely disseminate the results of reports to key decision-makers in the Congress and the Pentagon so remedial action could be taken.

But the GAO's harshest criticism was left for its review of 98 randomly selected IG cases.

■ In 19 of those cases, IG investigators were too closely associated with the people or commands they were investigating, or were subordinate to them.

■ In 34 of the 98 cases, investigative work was incomplete, such as witnesses never interviewed or leads never followed.

■ In 47 of the 98 cases documents were missing from case files, including documents that could substantiate or refute accusations.

■ In 72 of the 98 cases, the investigations took more than 90 days, and 39 of them exceeded six months.

■ In two of the three investigations in which complainants requested confidentiality, their names were disclosed.

# Opinion

## Editorial

### A dangerous message

Adm. Charles Larson spoke briefly at the change of command ceremony Aug. 1 in which he formally began his second tour as superintendent of the Naval Academy. But his words carried great weight. Larson's goal, he said, is to develop midshipmen of character, men and women "of excellence, without arrogance."

Those words are borrowed from Adm. Mike Boorda, the chief of naval operations, who used them in a largely ignored 1990 study of problems with the academy's honor system.

That study was there for the picking when Rear Adm. Thomas C. Lynch, the outgoing academy superintendent, took the reins of the school in 1991. Evidently it went unread.

Lynch went on to preside over the worst cheating scandal in the school's history. In a detailed report on Lynch's handling of the affair, the Naval Inspector General concluded that Lynch was more interested

**It seems as if all is forgotten and forgiven in the case of Adm. Thomas Lynch.**

*Now way!*

in getting beyond the scandal than in getting to the bottom of it. In the middle of a crisis in which 88 of his students were eventually found guilty of violating the honor code — and of persistently lying about their role in the cheating — Lynch insisted "we don't have a problem at the Naval Academy."

Lynch was also jeered by his own midshipmen at another point in the crisis when, after six mids were expelled, he concluded the case was closed. Who bore responsibility for the downfall of the honor system, Lynch was asked. His response: "The buck stops with the individual midshipmen."

For these and other reasons, the IG cited Lynch for a "failure of leadership."

Other Navy leaders agreed. So bad were the problems, they reasoned, that a drastic, unprecedented move was necessary to clean up the mess. That's why Lynch wasn't succeeded at the academy by another two-star admiral on his way up the ladder, but by a four-star admiral who's already held the job once before — a man whose last assignment was as commander in chief of the vast Pacific command and who, at another time, might have become the chief of naval operations.

Now, however, it seems as if all is forgotten and forgiven in Lynch's case. At the change of command ceremony, Lynch was awarded the Distinguished Service Medal, the Navy's fourth highest honor,

and cited by Navy Secretary John Dalton for his "superb leadership skills" and for running the academy "in an exemplary and highly effective manner."

In addition, Boorda heaped praise on Lynch at the ceremony. He lauded Lynch for "difficult decisions, well made," and said Lynch was a "true leader" who "showed the way" to some 3,000 successful academy graduates.

How is it that a man cited for leadership failure in January can be cited for superb skills just seven months later?

Sure, the Distinguished Service Medal is normally awarded at the end of successful tours. And yes, no one doubts Lynch's hard work and dedication to his alma mater.

But the fact remains that the single greatest distinction of Lynch's tenure was not his leadership, but his failure in that department when he was suddenly faced with a major scandal.

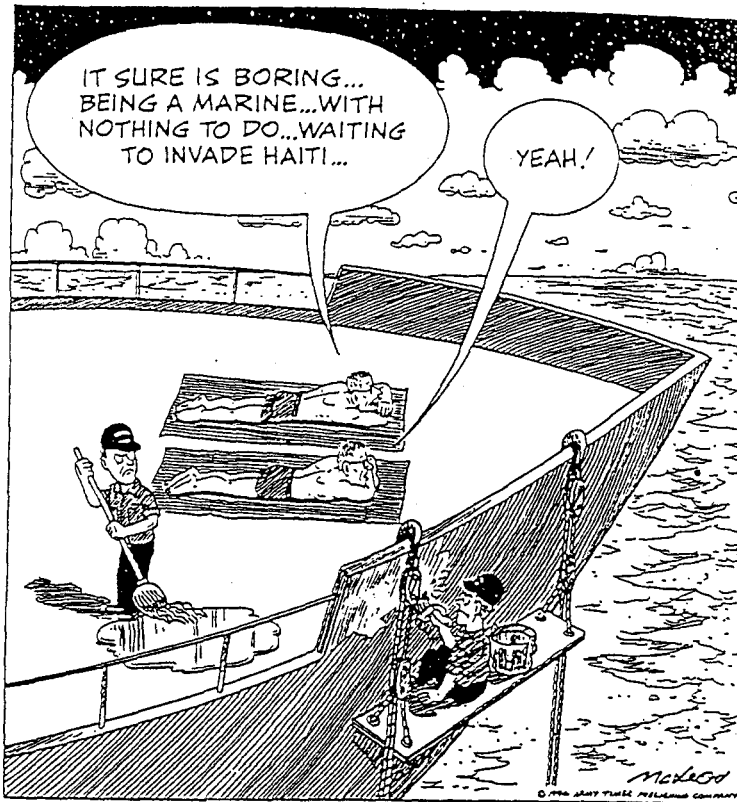
The same holds true for Capt. John B. Padgett, the commandant of midshipmen during Lynch's tenure, who is now up for promotion to rear admiral. Padgett's name was temporarily peeled off the one-star list when some senators raised concerns over his performance at the academy. He still could be confirmed.

But we question whether he has earned that honor. He too was singled out by the IG for failures in the way he handled his part of the cheating investigation and subsequent disciplinary process.

Dalton and Boorda both have prior ties to Lynch: Dalton and Lynch were classmates at the Academy in the early 1960s, and Boorda and Lynch worked closely when the two had key Pentagon jobs in the late 1980s. Perhaps those old ties are coming into play now.

We hope not. In his 1990 study, Boorda stressed the necessity of teaching accountability and responsibility during a mid's four years in Annapolis. He also said midshipmen should understand that misplaced loyalty to a wayward shipmate can demean one's own honor.

But in their zeal to rehabilitate Lynch — and Padgett — Dalton and Boorda seem to have forgotten that those lessons are not meant for mids alone. In laying aside the IG's conclusions, they're sending a message that suggests that some people who have the right connections are above reproach.



## Mail Call

### Thinking ahead

Lawrence Korb's comments contained in your July 18 cover story "Hello, we must be going" need correcting from the vantage point of the amphibious group commander. The comment, "I can't believe that nobody thought about this a while ago," is totally wrong. Within the Atlantic Fleet, a requirement exists to maintain a trained and ready amphibious ready group capable of deploying within 96 hours of notification.

In the case of the Inchon ready group, those ships assumed the ready-duty ARG mission from the Guam ready group (currently deployed off the coast of Somalia) on June 11. Prior to this, the Inchon ARG had completed an extensive six-month predeployment work-up with her embarked Marine Expeditionary Unit.

During their six-month deployment, See MAIL next page

### Letters policy

Navy Times welcomes letters from readers.

All letters must include the writer's name, address and commercial daytime phone number, and, if applicable, rank. Names may be withheld, but signed letters usually have priority.

Letters that are clearly written, short and to the point have the best chance of being published. Letters will be edited.

Send letters to:

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# Fleet File

## 'Excellence, not arrogance'

### Larson returns to polish image of the Academy

By Patrick Pexton  
Times staff writer

WASHINGTON — Adm. Charles R. Larson became the first four-star in history to head the Naval Academy on Aug. 1, promising to return the troubled school to its chief mission of "developing character."

Fresh from his job as commander-in-chief of the 100,000-strong U.S. Pacific Command, Larson will now try to polish the tarnished image of an academy hit by its worst cheating scandal.

Larson previously served as superintendent from 1983 to 1986.

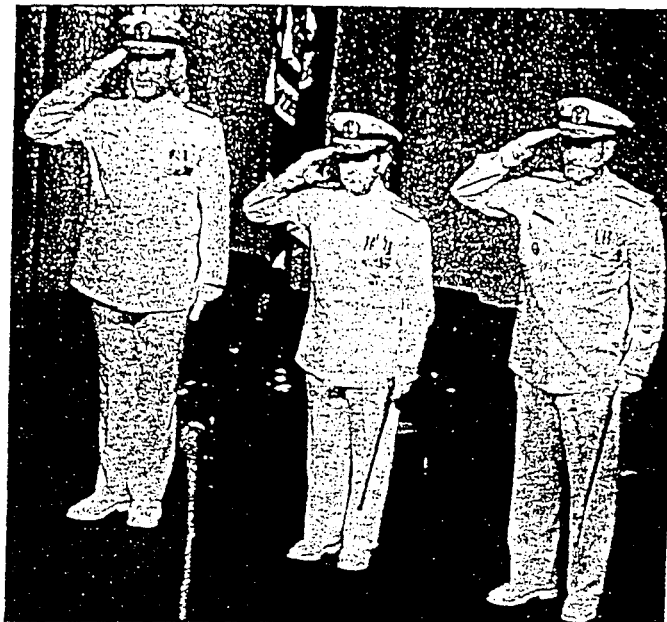
"The journey continues," said Larson, who had retired, but was called back from retirement as a four-star.

"Half my friends will think I'm a great American, the other half will think I'm crazy," for taking the job, Larson said, adding he gave up a lucrative future in the private sector to return to Annapolis because "there are some things that are more important than going out and making money."

Larson said his goals were very simple: developing character; proving the worth of the service academies to the American people; and producing graduates who have "excellence without arrogance."

While Larson's remarks were brief and pointed, the outgoing superintendent, Rear Adm. Thomas C. Lynch, left his post defiant and defensive.

Lynch conceded that the cheating scandal, in which 88 midshipmen were found guilty of violating the honor code and 24 expelled, was "painful." But, quoting Robert E. Lee after his defeat in the Civil War, Lynch declared that "if it were to be done over again, I should act precisely in the



Incoming: Adm. Charles R. Larson, right, is welcomed as Naval Academy superintendent by CNO Adm. Mike Boorda, center, and outgoing superintendent, Rear Adm. Thomas C. Lynch.

same manner."

The Naval Inspector General, in his report on the scandal, criticized Lynch for a failure of leadership and "a lack of appropriate commitment" to the honor code.

Lynch was effusively praised, however, by the chief of naval operations, Adm. Mike Boorda, who told the audience in Alumni Hall that they should remember the nearly 3,000 successful graduates under Lynch's three-year tour and not those who cheated.

Calling Lynch a "true leader," Boorda said "this institution has not just been administered by Tom Lynch, it has been led by him." Lynch was

then given the Distinguished Service Medal, the Navy's fourth highest honor, for "superb leadership skills," and running the academy in an "exemplary and highly efficient manner."

After a normally successful tour at the academy, Lynch would have attained his third star and a possible fleet command. Instead, he is moving to another two-star job, as the Navy's liaison to the Pentagon's Commission on Roles and Missions, which will decide each service's role for the next century. Officials hope the job will help him redeem his reputation and, perhaps, earn a third star after a successful tour.

## Larson has tough row to hoe

By Patrick Pexton  
Times staff writer

WASHINGTON — Adm. Charles R. Larson may have his work cut out for him in developing character at the Naval Academy.

Although the overwhelming majority of midshipmen work hard, do not cheat and go on to be fine naval officers, a new study by an Ohio psychologist shows that more Naval Academy graduates admitted academic cheating than their service counterparts at West Point or Colorado Springs.

Frederick V. Malmstrom, a psychologist with the Ohio Department of Rehabilitation and Correction, surveyed nearly 500 graduates of the three service academies and found that 22.5 percent of the midshipmen surveyed, more than one in five, admitted to

cheating while at Annapolis.

By contrast, only 3.7 percent of West Point graduates and 14 percent of Air Force Academy graduates admitted to academic cheating.

"U.S. Naval Academy graduates are much more likely, and U.S. Military Academy graduates much less likely to have committed an academic violation," Malmstrom wrote in a paper to be delivered to the American Psychology Association convention this month.

The survey also showed that midshipmen were far more likely to have received inside academic information, such as leaked test questions, than Air Force or Army cadets.

More than 21 percent of Annapolis grads said they got inside information, compared with 9.8 percent for West Point and 16.7 percent for the Air

Force Academy.

Annapolis also outpolled its rivals in passing along inside academic information to classmates, with 9.5 percent of Annapolis graduates saying they passed on information, compared with 1.8 percent for West Point and 6.7 percent for Colorado Springs. But midshipmen had the lowest rate of violation for other honor code violations, such as lying or stealing.

In fact, Malmstrom said all service academy graduates drew a rigid line between academic cheating and less serious violations of the honor code, such as lying about having shined their shoes on a given day.

Malmstrom also noted that the incidence of chronic cheating at the academies is far less than similar surveys for students at civilian universities.

### Short takes

#### Time to apply for CWO/LDO

WASHINGTON — Sailors applying to become chief warrant or limited duty officers have an extra two months to get their application in for the fiscal 1996 board. The due date is now Oct. 1 instead of Aug. 1.

And although the applications are due Oct. 1, they can be updated until Jan. 1, 1995, with a supplemental letter.

More information is available in NAVADMIN 139/94 or from the LDO/CWO Officer Community Manager at DSN 223-2309/2310 or (703) 693-2309.

#### Looking for star quality

WASHINGTON — If you're looking for a chance to make it in the musical world, this could be it.

The USO/AT&T Countdown to Stardom '94 will be at more than 25 military bases overseas from Aug. 13 to Sept. 20 looking for the most musically or vocally talented military members.

Local judges will select three winners for \$500, \$250 and \$100 prizes.

Entertainment industry judges will choose the big winner. He or she gets \$5,000 and a trip to New York for a recording session at Sony Music Studios.

Your local MWR or USO has complete rules and information.

#### Mids lower the fat

ANNAPOLIS, Md. — Give us back our food, one midshipman pleaded. You're starving us, another complained.

The new low-fat diet the Naval Academy started in January isn't popular with everyone.

It means fewer hamburgers, less ice cream, smaller portions of meat and less fried food, said Lt. Cmdr. Michelle McAtee, who was recently in charge of feeding the 4,000 midshipmen. But it doesn't mean a food shortage, she said.

The academy began taking small steps toward a lower fat content several years ago, McAtee said. But the big change came in February. "We started to bring our policies in line with recommendations of the National Academy of Science," she said.

The biggest difference is probably the size of meat portions. The old servings of eight to 10 ounces of chicken have been replaced with four ounces. And most of the meat bought is lower-fat.

The academy now offers lots of low-fat choices: a potato bar with 1,500 baked potatoes, 8,500 low-fat "good morning muffins," and a salad bar with 400 pounds of lettuce and 125 pound of tomatoes.

But in the end, the academy can only do so much to control the fat in a midshipman's diet, McAtee said. "If a student chooses to order pepperoni pizza every night, we can't do anything about that."

#### Navy fights for cave drawings

SAN NICOLAS ISLAND, Calif. — Navy archaeologists are fighting wind and rain to preserve what remains of cave drawings made by some of this Navy-owned island's earliest inhabitants.

"Most of what's there is kind of faint. You can tell there used to be a lot more. I'm sure, at the time, it was a pretty spectacular sight," said Steve Schwartz, an archaeologist at the Point Mugu Naval Air Weapons Station.

Scientists believe the detailed carvings and etchings of whales, dolphins and other marine mammals were made several hundred years ago by the Nicolenos Indians.

The work has been blocked for the summer by endangered birds nesting next to the cave entrance.

— Compiled from wire reports

The Honorable John Howard Dalton  
Secretary of the Navy  
Navy Department, Pentagon  
Washington, D.C.

Sir:

I wrote you regarding then Midn. First Class  
requesting that you PERSONALLY investigate the  
facts and circumstances surrounding the proceedings and review  
the proposed decision to discharge him from the NAVAL ACADEMY.

Your Memo for CNO concluded *Midn.* should be discharged.  
But you added to what two levels of authority ahead of you had  
stated:

"the record reflects that this midshipman  
distributed unauthorized test materials"  
the words

"and sold these materials to others".

Your letter to Senator concerning *Midn.* changed  
that last wording to "allegedly sold". The change "sold" to  
"allegedly sold" indicates that the records received only  cursory  
review when they first reached your office!!!

Action by you and your staff should have been based upon very  
careful study since this was a fine nineteen year old and the  
inattention would have a profound effect upon his entire life.

The Senate Armed Services Committee's keeping your poor business  
record confidential from the full Senate enabled you to be confirmed  
in your present post. Many consider the financial handling of  
your condo investment as poor ethics even though legally allowed.  
Yet you had special training and much experience in the world of  
finance.

Ordering that *Midn.* be readmitted immediately to the  
Naval Academy will help to counter the extremely adverse publicity  
that has come forth about you.

He is every bit deserving of this!!

Sincerely,

If there had been proper administration at the Naval Academy, this  
eighteen-month-long scandal would never have occurred.

# Document Separator

2 May 94

MEMO FOR RECORD

Midn. is the person for whom I am concerned.

History of Electrical Exam (given 15 months ago---Nov.'93)  
Cheating Scandal.  
Result of Investigation by 2 retired Adm; 6 midn. were expelled.

Political pressure resulted in Jan. 1994. Flag Officer Review Panel headed by ADM Edney with VADM Lawrence and RADM Minter (all retired). No promotion axe to grind.

Kelso, Chief of Naval Oper., not satisfied, convened the politically correct Honor Review Board: a VADM, three Navy Cpts. & one Col.USMC----all concerned about promotion----one of them female & one black. Never, right up to now has anyone mentioned race or gender!! And from experience, I'm sure the VADM had his instructions as to finding a group of guilty midshipmen. CNO was taking a great deal of heat over TAILHOOK!

Kelso added a \$57,000 fine to each of the Board's dismissal recommendations.

SecNav Dalton deleted the fine but added to one Midn's dismissal the charge of selling the exam!! This was done strictly on hearsay; no concrete evidence has been produced. Probably the result of the Investigators being piqued at ~~Midn.~~ refusing to name others.

The Administration knew before the exam was given that it had been compromised. No mention has been made as to action taken against the Admin. people responsible.

RADM Lynch, Acad. Supt. is a classmate of Dalton - USNA '64 and was a footballer and "big man on campus"!

Dalton was Brigade Sub-Cdr. He resigned from the Navy Dec.'69 and obtained MBA at Wharton Schl. of Fin. Became a banker in San Antonio, TX. Backed Clinton with large sum. Wanted to dismiss Kelso as CNO because of Tailhook but backed down when SecDef Les Aspen said "No!".

Dalton's speech at Annapolis last Friday, 29 April, to the Brigade hammered for 25 minutes at Honor & Integrity. What a hypocrite!!!

Midn. is to be allowed to finish the year but no degree. All insignia has been deleted from his uniform---so he is a marked man as though wearing a big letter "P". Friday or Saturday a Marine Captain

(USNA staff) spotted *midn* inside the academy grounds and started shouting villifying obscene remarks at him. There were onlookers!!

From everything I've read and heard, the U.S. Naval Academy has been a very confused and poorly led institution for at least the past four years!

*Midn* is to have a conference with Senator \_\_\_\_\_ (D- ) at her Wn., D.C. office at 5 PM today.

*Midn* still wants to be a Career Naval Officer.

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August 1994

Saw an article in the Times---"a Navy dentist who pleaded guilty to committing sodomy on his 16-year-old son last year is being kept on duty under a rehabilitation program." "Officials said the dentist was convicted and sentenced to prison and eventual discharge but that a final decision is being deferred until the officer and his children can complete counseling and treatment under the Navy's Family Advocacy Program." "'This is a unique case,'" a senior official told The Times." SecNav actions become more and more weird.

SecNav's Office is in sad disarray. The action taken in the Cheating Scandal against the midshipmen---dismissing 24---yet "Even at the end, officials said they weren't entirely satisfied with the results, but believed the process was fair and just." (Navy Times 9 May 94). The underscored words show what a charade there is in THE OFFICE OF SECNAV PARTICULARLY THE LEGAL ADVISORS. At the Academy, SUPERINTENDENT LYNCH had young males/females ranging 16 to 20 years initially for him to have molded into mature men/women ready for the FLEET/CORPS, AND HE WAS AWARE OF THE INSIDIOUS CODE THAT EXISTED AND PERMEATED/PARALLELED the Honor Code. IT STARTED IN THE 50's---"LIE 'TIL I DIE"--- WAS WELL UNDER WAY WHEN LYNCH's '64 CLASS CAME ALONG AND IT CONTINUES!!!

The Dentist had more than a bachelor degree and unless he married a woman with a ready-made family he has had at least four (4) years active Navy duty. Even if he had less than a year's active duty, he had a college and post-graduate education and his actions go against all the mores of NORMAL AND ACCEPTABLE SOCIETY. There is absolutely no way the Navy can equate or justify the leniency in the Dentist's case against the harsh action in the HEARSAY EVIDENCE cases of the Mid'n.

# Document Separator



## Second Front Page

CALIFORNIA

# Panel Questions Decision to Close Long Beach

■ **Military:** Group wonders why a similar facility in New Hampshire, which Navy ranks lower in strategic value, was spared. More cuts still expected.

By RICHARD A. SERRANO  
TIMES STAFF WRITER

WASHINGTON—Members of a special military base closings commission sharply questioned the wisdom Monday of closing the Long Beach Naval Shipyard instead of a similar facility in New Hampshire that the Navy itself ranks lower in strategic military value.

And the chairman of the eight-member panel revealed that even more installations will be added to the list of those marked for closing

by the Department of Defense. If that happens, it could mean enough savings in other areas so that the Pentagon could keep Long Beach open.

"We will add some," said Alan J. Dixon, chairman of the Defense Base Closure and Realignment Commission. "We've already made a determination that we will add some."

Dixon and other panel members, in their first public hearing on the final round of Pentagon closures, were particularly troubled that the Long Beach shipyard was rated higher in military value than the

Portsmouth Naval Shipyard, yet was targeted for closure while the New Hampshire facility was spared.

"They're pretty similar. They're almost a tie," Dixon said about Long Beach and Portsmouth. "The point now is, which one is the right one to save? And we're going to look at the whole situation. What is the appropriate thing to do?"

Commission members expressed equal concern that California already has been singled out for more closings and deeper job losses than any other state in previous base closings.

In past years, the commission, for the most part, repeatedly has approved the Pentagon's recommendations for base closings—and only in exceptional cases added or

deleted installations to the closure list.

"When you look at it over the past, they confirm the recommendations most of the time," said Wade Nelson, the commission's chief spokesman. "So it is rare. In almost nine times out of 10 they go along with what the secretary of defense recommends."

Navy Secretary John H. Dalton and other top Navy officials testifying at a hearing before the commission agreed that the decision to close Long Beach was painful. They also conceded that California has suffered a greater share of hits since the military started closing bases when the Cold War ended five years ago.

But they argued that Long Beach should be closed because,

unlike Portsmouth, it does have the capability of serving Navy's nuclear fleet. Closing Long Beach, which would save \$1.9 billion over the next two decades would be the largest single saving in this round of base closings.

Dalton said he spared fewer smaller naval installations in California that had been on the closure list to ease the burden on the state. They are the Naval Warfare Assessment Division in Corona, the Fleet and Industrial Supply Center in Oakland, and two San Francisco installations—the Western Division Naval Facilities Engineering Command and the Supervisor Shipbuilding, Construction and Repair facility.

"I decided to leave Long Beach on the list of recommendations, b

## BASES: Questions About Long Beach Yard

**Continued from A3**  
est possible score.

"Obviously when you look at the numbers it's hard to justify, without any other considerations, closing Long Beach and keeping Portsmouth open," Dixon said.

But the Navy said there are other factors that weigh against Long Beach and that the internal rankings should not be the only measure. They said it is equally important to consider which bases best fit the future needs of the Navy.

Robert B. Pirie Jr., assistant secretary of the Navy for installations and environment, said that Portsmouth can service nuclear submarines, a capability that does not exist in Long Beach.

"If you're weighing it, Long Beach against Portsmouth, Portsmouth was more desirable," he said.

Adm. Jeremy Michael Boorda, chief of naval operations, said that "in a very simple-minded sailor's way, let me simply say these are apples and oranges."

"One is on the East Coast. One is on the West Coast," he said. "One repairs surface ships, non-nuclear. The other does primarily submarine nuclear work, with the heavy emphasis on refueling. Those are not the same thing."

But Commissioner Wendi Steele wondered whether the Navy simply was reacting to President Clinton's comments in January to a New Hampshire audience that

Portsmouth "would probably not be closed." Dalton responded with an emphatic no. New Hampshire will host the nation's first presidential primary election next year.

After the hearing, Dixon, a former Democratic U.S. senator from Illinois, emphasized that the commission has not reached any decisions on individual bases.

"I do not favor one side over the other," he said. "We'll weigh these decisions on what we think is right." But he added that in the debate over Long Beach vs. Portsmouth, it could come down to "is our judgment the same as theirs."

"You don't have to be much of a rocket scientist to realize the numbers are real close," he said. "And we're going to be looking very close at that."

# Document Separator

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San Juan Capistrano, Calif. 92675-3911

13 March 95

Wendi Steele  
Def. Base Closure & Realignment Comm.  
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DEPARTMENT OF DEFENSE

16A

# Is Navy losing lawmakers' trust?

## 'It got to where we didn't believe what the Navy told us'

By Patrick Pexton  
Times staff writer

WASHINGTON — There's an old saying around the Navy that goes something like this: "Tell the truth, get the boot. Tell a lie, get by."

A growing number of lawmakers in Congress feel the Navy is doing far too much "getting by."

Skepticism about Navy credibility is already high among lawmakers for past Navy transgressions such as Tailhook and cheating at the Naval Academy.

The Navy's credibility was hurt again this past session by the bruising confirmation battles over the retirements of Adms. Frank B. Kelso II, Henry H. Mauz Jr. and Stanley R. Arthur.

Several senators questioned the truthfulness and reliability of Navy internal investigations and reports to the Congress during the confirmation battles, all of which involved how the admirals handled sexual harassment cases.

### More fuel on the fire

Information was hard to get and was sometimes found to be false hours after being supplied, senators said.

"It got to the point where we didn't believe anything the Navy told us," one Senate aide said.

And now there is more fuel added to the pyre.

In a highly unusual step, Senate and House lawmakers inserted language into the 1995 defense authorization bill ordering the Department of Defense Inspector General to "investigate the accuracy of Navy information papers."

Specifically, senators and representatives were angry about the way the Navy handled a request for \$350 million for spare parts and labor to repair nuclear reactors.

House and Senate aides describe the fiasco this way:

When the \$350 million request came in higher than the previous year despite a shrinking number of nuclear-powered ships and submarines, House aides asked the Navy to submit a more detailed budget justification. The Navy delayed. It was like "pulling teeth," one aide said.

Finally the Navy submitted a response. But the new data still was "soft," both Senate and House aides said. "The Navy package was not well received by anyone," a Senate aide said.

The Navy failed to prove the need or supply specific repairs or spare parts needed for individual ships' nuclear reactors. The conferees again asked for more details and began considering a 5 to 10 percent cut in the \$350 million request.

Meanwhile, Navy officials went to every member of

Congress whose district had a nuclear reactor-related job and told them that the conferees were considering a complete cut of the \$350 million instead of a minor cut in the total amount.

"In essence they sent out notification to every member and every senator who had a shipyard in his or her district and assumed the entire budget line would be cut," said one aide. "It made the economic impact sound quite dire when we were looking at a much smaller number of cuts spread across many shipyards."

"That was just plain false," the aide continued. "The facts were wrong and the Navy knew that. It was extraordinary. I questioned the Navy's ethics in presenting the whole package."

At that point, the members of the armed services committees were informed. They weren't pleased.

"Members do not like anyone to hold a gun to their head," a staffer said. "People expected better of the Navy and the nuclear reactors people."

Congressional aides declined to blame anyone in the Navy specifically for the incident, but note that the issue was handled both by Naval Nuclear Propulsion staff, under Adm. Bruce DeMars, and by the Navy's legislative affairs organization, under Rear Adm. Robert J. Natter.

### Public rebuke

Either way, the following rebuke appears within the 1995 defense authorization bill: "The conferees are dismayed by the attempts to scare members of Congress about the effects of potential reductions in these programs. The conferees believe that the Navy could have applied such effort more productively to providing the answers to legitimate questions."

"The conferees are also unsure about the veracity of the claims made in some of the Navy Department's information papers. Claimed economic impacts on various geographic areas greatly exceeded the total potential reductions being considered. Accordingly, the DoD inspector General is directed to investigate the accuracy of the Navy information papers prepared for the Congress on this matter."

Eventually, the Navy got all its money for the nuclear spare parts.

House members objected, but senators gave the Navy the benefit of the doubt. House members, however, insisted on the DoD investigation.

The Navy would not comment on this incident other than to say: "The Navy is working closely with the DoD IG to confirm the accuracy of the information provided to Congress and determine how much detail is appropriate to



Kelso



Mauz



Arthur

include in future component and alteration procurement submittals."

### Other battles

But to some, the nuclear money debate sounds very much like the floor battles in the Senate over Kelso, Mauz and Arthur.

For example, Sen. Dave Durenberger, R-Minn., said he held up Arthur's nomination for weeks not so much for the sexual harassment issue but because the Navy was not timely, forthcoming or forthright in its answers to his questions about the case of Lt. (jg) Rebecca Hansen.

Sen. Patty Murray, D-Wash., said on the Senate floor that "the Navy gave me unreliable information" about Mauz.

Senate aides go even further in their denunciations.

"We were given outright untruths," one aide said. "Information we got in one high level meeting [with Navy officials] they had to retract within an hour... We dealt with the Navy three times on the floor, and all have been troubled waters."

Another aide with military experience said, "We have the world's finest Navy, yet the leadership — it's a culture that sets protection of your buddies, of your colleagues, over the duty to your country, the honor of the service and, frankly, the overall well-being of the service."

### 'Down the tubes'

Not all aides or senators feel the same. Republicans tend to be more charitable about the Navy's veracity, Democrats more skeptical.

But members of both parties say the Navy is hurting itself at a time when most lawmakers are willing to give the Navy the benefit of the doubt.

"They keep stepping in it," one Republican aide said. "It's like they're walking through the largest cow pasture in the world... Their credibility hasn't totally gone down the tubes — but it's getting there."

Added a Democratic aide: "It only takes one senator who doesn't believe in you."

## GAO report slams Navy IG investigations

By Patrick Pexton  
Times staff writer

WASHINGTON — Investigations conducted by the Navy Inspector General are sometimes incomplete, not independent, take too long, and violate promises of confidentiality to sources, congressional investigators say.

The IG also fails to inspect the Navy's largest commands on a regular basis. The Atlantic and Pacific fleets, for example, have not been inspected since 1980 and 1982 respectively.

The General Accounting Office, the watchdog arm of Congress,

said in its report that inspector general practices "need to be strengthened" and until they are, "Congress, the Department of Defense, and the public cannot be sure that the Navy IG organization is properly investigating allegations of waste, mismanagement, or improper actions by Navy personnel."

The GAO echoes recent criticism by members of Congress and military whistleblowers who found internal Navy inspector general investigations inadequate.

Navy IG investigations were an issue in several recent cases that

reached the Senate, including Tailhook and a sexual harassment case involving Lt. (jg.) Rebecca Hansen.

The Navy had no comment on the report, saying it would submit its official response to the GAO.

But the GAO noted that Navy IG Vice Adm. David M. Bennett already has taken some steps in the right direction, including better training for inspectors, who often perform their work as collateral duty, and the development of a new investigations manual.

The report was not all bad for the Navy. The GAO found that

the IG was good at finding economies and efficiencies that save the Navy money. But even there, the IG and the Navy were criticized for not widely disseminate the results of reports to key decision-makers in the Congress and the Pentagon so remedial action could be taken.

But the GAO's harshest criticism was left for its review of 98 randomly selected IG cases.

■ In 19 of those cases, IG investigators were too closely associated with the people or commands they were investigating, or were subordinate to them.

■ In 34 of the 98 cases, investigative work was incomplete, such as witnesses never interviewed or leads never followed.

■ In 47 of the 98 cases documents were missing from case files, including documents that could substantiate or refute accusations.

■ In 72 of the 98 cases, the investigations took more than 90 days, and 39 of them exceeded six months.

■ In two of the three investigations in which complainants requested confidentiality, their names were disclosed.

REVIEW & OUTLOOK

Wall Street Jnt.

27 July 94

A Tale of Two Nominees

With Whitewater explanations continuing to effloresce, we thought readers might want to ponder the ethical standards the Administration and the Congress have applied to two different nominees, John Dalton and Admiral Stanley Arthur.

Mr. Dalton is now Bill Clinton's Navy Secretary, but we've recently learned that in the 1980s (a.k.a. the decade of "greed") he ran a Texas

she charged that her grades had been marked down because of the first incident. The Navy said she failed on performance, and the inspectors general of both the Navy and Defense Department agreed.

Yet Admiral Arthur's nomination was held up by Senator David Durenberger, himself currently under indictment for cooking his expense accounts. And though we might have

# General barred criminal probe of base leader

By Gary A. Warner  
The Orange County Register

9.3.91

The top Marine auditor sought a criminal investigation into the actions of the former commander of the El Toro Marine Corps Air Station — a recommendation rejected by the general reviewing the case.

The request by Maj. Gen. Hollis Davison, the Marine inspector general, was contained in documents obtained by The Orange County Register under the federal Freedom of Information Act.

According to the documents, Davison recommended June 18 that an Article 32 hearing — the military equivalent of a grand jury hearing — be convened to gather evidence of "chargeable offenses" against Brig. Gen. Tom Adams.

If such evidence were found, Adams could have faced a court-martial with possible penalties including jail, loss of rank, fines and a less-than-honorable discharge.

Lt. Gen. Earnest Cook, the Marine general in charge of the case, rejected Davison's recommendations Aug. 23 and instead issued a letter of reprimand — the most lenient punishment possible. Cook said he found most of Davison's allegations "unsubstantiated."

The letter carries no fines or other punishment.

Adams has insisted that he is innocent and has filed an appeal with Gen. Carl Mundy, the Marine commandant. Adams has declined to discuss details of the case until Mundy rules.

Davison did not return calls. Cook has declined to comment until the appeal process is finished.

In his report, Davison said Adams had been derelict in his duty, including using Marine aircraft for personal trips at least three times.

"His repeated use of government resources, in situations where he personally benefited, suggests that personal benefit was the primary reason and government business was secondary or a byproduct," Davison wrote of Adams.

But Cook found that most of the allegations were not backed up with enough facts to warrant a criminal investigation.

# Marine commander forced out over lies

ASSOCIATED PRESS

SDU 5 APR 92

EL TORO — The commander of Marine Corps air units in Operation Desert Storm was reprimanded and will retire after admitting he faked a flight qualification test and later lied about it.

Lt. Gen. Royal Moore Jr., 56, now commander of Fleet Marine Force Pacific, admitted that a junior officer completed significant portions of the August 1990 test, said Maj. Nancy LaLuntas, a Marine spokeswoman in Washington.

The Naval Air Training and Operating Procedures Standardization test requalified Moore to fly the EA-6 Prowler, an electronic-warfare jet aircraft, LaLuntas said.

In addition to faking the test, Moore admitted that he misled investigators from the Pentagon's inspector general's office, LaLuntas said.

The test was faked while Moore was serving in the Persian Gulf as commander of the El Toro-based 3rd Marine Aircraft Wing, the umbrella command for all Marine air units in the Persian Gulf War.

Navy Secretary Lawrence Garrett wrote Moore a letter of censure, which will be placed in the three-star general's service record. The letter was written within the last month.

Moore will retire July 1, less than a year into his assignment as commander of the Fleet Marine Force Pacific at Camp H.M. Smith in Oahu, Hawaii, the Marine Corps said Friday.

Lt. Col. Ron Stokes, spokesman for Fleet Marine Force Pacific, said the allegations against Moore were made in a report to the Marine inspector general's office. He said he did not know who accused the general.

Moore was traveling and unavailable for comment, Stokes said.

LaLuntas said she could not identify the officer who aided Moore in taking the test. The officer is under investigation but has not been disciplined, she said.

The actions against Moore come one year to the day after he returned to El Toro from Saudi Arabia at the controls of an F-18 Hornet fighter.

# of Navy's S&L failure was hushed

UPDATE: Clinton kept  
part of nominee Dal-  
ton's past from Senate.

The New York Times *OCR 22 Jul 94*  
*NEWS 12*

WASHINGTON — When President Clinton announced last year that he had picked John H. Dalton to be secretary of the Navy, he praised the nominee's "true leadership ability" as a Texas businessman.

The resume made public by the White House was impressive: Naval Academy graduate with distinction; service in the Navy on two submarines; former head of the Federal Home Loan Bank Board; executive for Stephens Inc., an Arkansas investment bank; and chief executive of Freedom Capital Corp.

Three months later, the Senate confirmed Dalton without dissent or debate.

But there was a part of Dalton's background that most senators were unaware of: His longest managerial tenure was as the head of a Texas savings and loan, the Seguin Savings Association, that failed at a cost to taxpayers of at least \$100 million.

Nor did they know that federal regulators had asserted in a \$3.8 million settlement of possible civil charges that he had violated state and federal laws and committed "gross negligence" as Seguin's chief executive officer.

Some senators now say Dalton's confirmation hearings were mishandled. They say his savings and loan troubles should have been publicly disclosed and debated.

Instead, knowledge of his background was restricted by White House officials and the Senate Armed Services Committee, which dealt with those troubles only in a closed hearing.

Sen. Howard M. Metzenbaum, D-Ohio says he was never told of Dalton's role in the failed thrift. "It's the kind of thing you don't sweep under the rug," said the senator, a frequent critic of savings and loan operators.

# Navy man pays debt on foreclosed property

The Associated Press *OC Reg,*  
*24 July 94*

WASHINGTON — Navy Secretary John H. Dalton has paid \$17,900 to the Resolution Trust Corp. to settle a debt stemming from a foreclosure on a condominium he had owned in San Antonio, Texas, a Navy spokesman said Saturday.

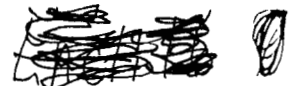
"They reached a mutually acceptable figure of \$17,900," said Adm. Kendell Pease. "Secretary Dalton wrote a check and put it in the mail. They got it this past week, and yesterday the RTC mailed him a 'free and clear' notice."

Dalton took out a loan on the condominium, which he rented out, in the 1980s but failed to repay it and lost the property through foreclosure, Pease said. Dalton did not realize he owed anything until the RTC, which inherited the debt, sent him a notice.

"He tried to stretch out the loan, tried to sell the condo himself, tried to auction it off to no avail," Pease said. "Finally it came to the inevitable, and they foreclosed."

The check Dalton sent represents a settlement on the deficiency after the foreclosure.

One notice to Dalton went astray because it was sent to Dalton's former address in Texas, but Pease said he promptly settled the debt when a second notice reached him.





# Academy's day of reckoning

## Board says 71 cheated, 29 should be expelled

By Patrick Pexton  
Times staff writer

WASHINGTON — After two investigations, two studies and several levels of disciplinary review, the Naval Academy has nearly closed the books on the largest cheating scandal in the school's long history.

A special honor review board of Navy and Marine officers reported March 31 that 71 midshipmen violated the academy's honor code and 29 of them should be expelled for their roles in cheating on the December 1992 electrical engineering exam.

Thirty-five other midshipmen were exonerated by the panel.

The results mean that just weeks before the graduation of the class of 1994 on May 25, midshipmen could be sent home, or into the enlisted ranks for three years to repay the costs of their four-year Navy-paid education.

The report of the honor review board also repudiates the earlier findings and statements of academy superintendent, Rear Adm. Thomas C. Lynch, who nearly a year ago, after only six midshipmen were in violation of the honor code, said "justice has been served."

Congressional dissatisfaction with the initial round of discipline led to a second investigation by the Naval Inspector General, who found a failure of leadership at the academy and a perception that Lynch favored the football team in his disciplinary actions.

In total, combining the results of the honor review panel and an earlier panel of retired flag officers who disciplined 17 midshipmen, at least 88 midshipmen have been punished or found in violation of the school's honor code in connection with the stolen exam, the highest number in academy history, and probably in the history of all the military academies.

Before final action is taken on the 29 first-class midshipmen recommended for dismissal, however, their cases will be reviewed by four additional authorities — the vice chief of naval operations, the chief of naval operations, the undersecretary of the Navy and finally by Navy Secretary John H. Dalton.

It is uncertain whether the current chief of naval operations, Adm. Frank B. Kelso II, an academy graduate, or his nominated successor, Adm. Jeremy "Mike"



Dalton

Boorda, who did not go to the academy, will be the one to review the case files.

If the chief of naval operations decides that any of the 29 be retained, the case stops there and does not go to Dalton.

If Dalton recommends any of the 29 for dismissal, he also must decide whether they must repay the Navy for their educations. Dalton can choose any of three courses: that the midshipman has no obligation, that he or she must pay back nearly \$70,000 in education costs, or that the midshipman spend three years as an enlisted sailor in the fleet.

### 'Moral enhancement program'

Of the 71 found in violation of the code, 42 will be kept at the academy, but must face discipline. The range of punishments includes delay of graduation, retaking the Electrical Engineering 311 course, assignment to the school's "moral enhancement program," removal from varsity sports and loss of leadership positions and privileges.

Vice Adm. Richard C. Allen, chairman of the honor review board, said the panel "considered each case carefully and fairly" during its four weeks of individual closed-door hearings on 112 cases.

The panel considered evidence developed by the Naval Inspector General in his January report on the scandal, and statements by witnesses and the accused midshipmen. A finding of guilt may mean that a midshipman lied about his or her involvement in the scandal, not just that they had advance knowledge of the test.

Recommendations to separate were based on a "preponderance of the evidence" before the board, Allen said.

Before the honor review board began work in February, a panel of retired admirals reviewed the initial 133 case files drafted by the Naval Inspector General against individual midshipmen. Those 133 represented nearly 14 percent of the senior class and 20 percent of the 663 students who took the test.

That panel cleared three midshipmen, referred one case of a commissioned officer to the chain of command and recommended 17 for punishment short of separation from the academy.

Another six cases involved midshipmen already separated for other offenses.

Reverberations of the scandal may not be over. In February, more than 40 midshipmen sued to stop the review board's deliberations, asserting the process was unjust because they were badgered by investigators and not informed of their constitutional rights. Two courts threw out the suits, saying they were premature.

But Washington attorney Charles Gittins says the midshipmen could file the suits again.

Gittins, whose clients included some who were exonerated and some who were found guilty, said he was pleased the board seemed to have decided there were gradations of guilt. Those exonerated expressed frustration that it took so long to clear their names, Gittins said, but those found guilty and yet recommended for retention are "pretty pleased they're not going to be kicked out."

## Fixing Naval Academy may be a four-star job

By Patrick Pexton  
Times staff writer

WASHINGTON — The Navy is set to take the unprecedented step of assigning a four-star admiral to head the U.S. Naval Academy, a sign that Navy Secretary John H. Dalton is concerned enough about his alma mater and the recent cheating scandal there to take unusual measures.

Adm. Charles R. Larson, 57, commander in chief of the vast U.S. Pacific Command, is the man most likely to be the new head of the academy, officials say. Normally the top academy officer is a two-star rear admiral.

Larson, who graduated 23rd in the academy's class of 1958, has already held the job once, serving as superintendent from 1983 to 1986.

He headed the school's honor committee when he was a midshipman. The committee enforces the honor code, which holds that midshipmen are persons of integrity who do not lie, cheat or steal.

That code — and the 133 midshipmen accused of violating it — is at the heart of the academy's current troubles. A panel of naval officers reviewing the cases of the 133 mids found that 71 committed honor violations, and recommended that 29 of them be expelled.

Earlier this year, in an interview with defense writers, Larson said two crucial elements were present in the academy's honor system: education and enforcement.

He said academy leaders need "to imbue the midshipmen with a sense of honor so they will not violate standards of honesty and ethics... and that needs continual reinforcement to make it work."

### A favorite of the secretary

Larson is highly thought of by Dalton, and officials have said he was among the secretary's top choices for chief of naval operations. But Adm. Jeremy "Mike" Boorda got the nod with strong support from Congress and the Defense Department.

Larson is unusual in that he is both an aviator and a submariner. He started his career with attack planes in the early 1960s, then launched a career in submarines. He served as naval aide to former president Richard Nixon.

Officials say Larson has been offered the superintendent's job and is prepared to accept, but the details have not been worked out.

A spokeswoman for Larson in Ha-

waii, Lt. Beci Brenton, said only that the admiral's "plans after a change of command here are not firm."

Larson is scheduled to end his tour as head of the Pacific Command at the beginning of May, suggesting that he might assume the superintendency before the May graduation of the academy's class of 1994.

Several complications could delay the appointment, however.

As Pacific commander, Larson has been the top military officer in the Pacific region for the past three years, so his extensive knowledge of the Korean, China, and Japan could be invaluable in the event of conflict with North Korea.

Another problem: How to shoehorn a four-star admiral into a two-star billet. Larson could retire as a four-star and then be called back temporarily for the two-star job. Or the Navy could push for a temporary additional four-star billet. That would be difficult, however, because it could invite demands for the same permission from the Army and Air Force. These details have not been worked out, officials say.

The current academy superintendent, Rear Adm. Thomas C. Lynch, is scheduled to leave the post this summer. He was criticized for the way he handled the cheating scandal by some members of Congress and the Naval Inspector General, who concluded there was a failure of leadership at the school and a breakdown in the honor concept.

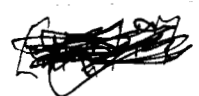
In his interview with defense writers, Larson said that entering plebes grow up in a different environment today than he did in the 1950s.

"Many young people today do not grow up in an environment of honesty and ethics... It's not normal for a lot of parts of our society to do that. So in many cases, you're trying to indoctrinate them in something foreign to them..."

"I don't think midshipmen are of any inferior moral quality today. But we grew up in the Donna Reed era — 'Father Knows Best' and that sort of thing. I was the biggest geek in the world when I was at the Naval Academy. My mother told me never to smoke so I never did; it never occurred to me to do anything else."



Larson



# Panel Withheld Navy Chief's Ties to S&L

L.A. Times 5/23 Jul 94

■ **Congress:** Full Senate was not told of nominee's involvement with failed institution before vote to confirm him. Nunn says it was a confidential issue.

By ART PINE  
TIMES STAFF WRITER

**W**ASHINGTON—The Senate Armed Services Committee said Friday that it did not tell the full Senate about John H. Dalton's involvement with a failed savings and loan when it recommended his nomination as secretary of the Navy last July.

Sen. Sam Nunn (D-Ga.), the panel's chairman, said in an interview that the committee did not make the issue public because it was part of a routine FBI background investigation that the lawmakers had promised to keep confidential.

Nunn said the committee examined the evidence in a closed session before it voted on the nomination and decided that Dalton's involvement amounted to a "bad business situation" that would

"not be disqualifying." It then recommended him unanimously.

However, with the exception of the 22 members of the Armed Services Committee, the Senate was not aware of Dalton's S&L dealings when it confirmed his nomination without dissent.

The controversy emerged after the New York Times reported on Friday that before his nomination, Dalton had been president of a Texas S&L that went bankrupt in 1988, requiring a taxpayer rescue that cost \$100 million.

Although the case ended in a \$3.8-million settlement that avoided any civil charges, the Federal Deposit Insurance Corp. initially threatened to charge Dalton and other Seguin Savings Assn. officials with "breach of fiduciary duty, negligence . . . [and] violations of state and federal law."

Dalton denied any wrongdoing, both to the committee last July and to reporters on Friday, contending that the S&L's failure stemmed from an abrupt drop in oil prices, which led to a collapse of the real estate market in Texas.

Nevertheless, Friday's disclosure renewed complaints by some lawmakers and outside critics that the Senate's procedures for handling such reports in closed session—and often not making other senators aware of potential problems before they vote—are badly in need of overhaul.

Asked about the Dalton case, Sen. Donald W. Riegle Jr. (D-Mich.), chairman of the Senate Banking, Housing and Urban Affairs Committee, said that he was uncomfortable when he heard about the omission.

"All the relevant information should be brought to the table," Riegle said.

The procedure of leaving such decisions to the committee that handles a nomination has been a standard practice in the Senate for years. In some cases, when a report is considered especially sensitive, a committee chairman may decide to keep the allegations to himself.

It was just such a situation that backfired in 1992 when Sen. Joseph R. Biden Jr. (D-Del.), chairman of the Senate Judiciary Committee, decided not to tell members of his committee about sexual-harass-

ment charges involving then-Supreme Court nominee Clarence Thomas.

In the Thomas case, the report was leaked to National Public Radio, which broadcast the allegations, forcing the Judiciary Committee to conduct public hearings at which University of Oklahoma law professor Anita Faye Hill made her allegations. Thomas' nomination, however, was approved.

Despite the revival of the Dalton allegations on Friday, Defense Secretary William J. Perry, returning home from a weeklong trip to the Balkans, moved to reaffirm his support for the Navy secretary, saying that he had "established a record of integrity and good character."

And Nunn, defending the current procedure for handling such cases, pointed out that much of the information in FBI reports is either hearsay or unsubstantiated. If lawmakers did not agree to keep it confidential, he said, "we'd have a hard time filling [government] slots."

**A**long with its other allegations, the FDIC contended that Dalton and other officers of the S&L had pursued "a negligent course of conduct" that "caused [it] to fail," according to court documents the agency filed at the time of the collapse.

It also listed a variety of bad loans that had been financed by Seguin Savings. In one case, the S&L loaned \$8.9 million to a land developer without verifying an unaudited financial statement in which he claimed to be worth \$6.9 million. The man later declared bankruptcy.

However, experts familiar with FDIC procedures said that the agency routinely uses such language when it hopes to prod S&L officers into agreeing to a settlement and it pressed no criminal charges in the Dalton case.

Dalton, 52, a San Antonio businessman, was an instrumental figure in President Clinton's Texas campaign during the 1992 election. He also is a friend of former San Antonio Mayor Henry G. Cisneros, who currently is serving as transportation secretary.

Times staff writer Robert A. Rosenblatt contributed to this story.

## CADET

Continued from A1

Houck ruled that the school's refusal to admit Faulkner because of her sex violates her rights under the equal protection clause of the 14th Amendment.

"I never doubted that one day I would win," Faulkner said. "I was told I would never enter The Citadel's gates. Now, I've entered them and I'm very happy."

In the past, Houck has severely scolded school officials for dragging their feet on his orders to prepare contingency plans to admit women. Friday's ruling also had a similar tone. The judge criticized the school's opposition to admitting women to the way schools once resisted racial integration and said officials at The Citadel had "continued to defend this case at a cost of millions of dollars to taxpayers of South Carolina when they do not have a single case to offer in

# Opinion

## Editorial

### A dangerous message

Adm. Charles Larson spoke briefly at the change of command ceremony Aug. 1 in which he formally began his second tour as superintendent of the Naval Academy. But his words carried great weight. Larson's goal, he said, is to develop midshipmen of character, men and women "of excellence, without arrogance."

Those words are borrowed from Adm. Mike Boorda, the chief of naval operations, who used them in a largely ignored 1990 study of problems with the academy's honor system.

That study was there for the picking when Rear Adm. Thomas C. Lynch, the outgoing academy superintendent, took the reins of the school in 1991. Evidently it went unread.

Lynch went on to preside over the worst cheating scandal in the school's history. In a detailed report on Lynch's handling of the affair, the Naval Inspector General concluded that Lynch was more interested

**It seems as if all is forgotten and forgiven in the case of Adm. Thomas Lynch.**

*No Way!*

getting beyond the scandal than in getting to the bottom of it. In the middle of a crisis in which 88 of his students were eventually found guilty of violating the honor code — and of persistently lying about their role in the cheating — Lynch insisted "we don't have a problem at the Naval Academy."

Lynch was also jeered by his own midshipmen at another point in the crisis when, after six mids were expelled, he concluded the case was closed. Who bore responsibility for the downfall of the honor system, Lynch was asked. His response: "The buck stops with the individual midshipmen."

For these and other reasons, the IG cited Lynch for a "failure of leadership."

Other Navy leaders agreed. So bad were the problems, they reasoned, that a drastic, unprecedented move was necessary to clean up the mess. That's why Lynch wasn't succeeded at the academy by another two-star admiral on his way up the ladder, but by a four-star admiral who's already held the job once before — a man whose last assignment was as commander in chief of the vast Pacific command and who, at another time, might have become the chief of naval operations.

Now, however, it seems as if all is forgotten and forgiven in Lynch's case. At the change of command ceremony, Lynch was awarded the Distinguished Service Medal, the Navy's fourth highest honor,

and cited by Navy Secretary John Dalton for his "superb leadership skills" and for running the academy "in an exemplary and highly effective manner."

In addition, Boorda heaped praise on Lynch at the ceremony. He lauded Lynch for "difficult decisions, well made," and said Lynch was a "true leader" who "showed the way" to some 3,000 successful academy graduates.

How is it that a man cited for leadership failure in January can be cited for superb skills just seven months later?

Sure, the Distinguished Service Medal is normally awarded at the end of successful tours. And yes, no one doubts Lynch's hard work and dedication to his alma mater.

But the fact remains that the single greatest distinction of Lynch's tenure was not his leadership, but his failure in that department when he was suddenly faced with a major scandal.

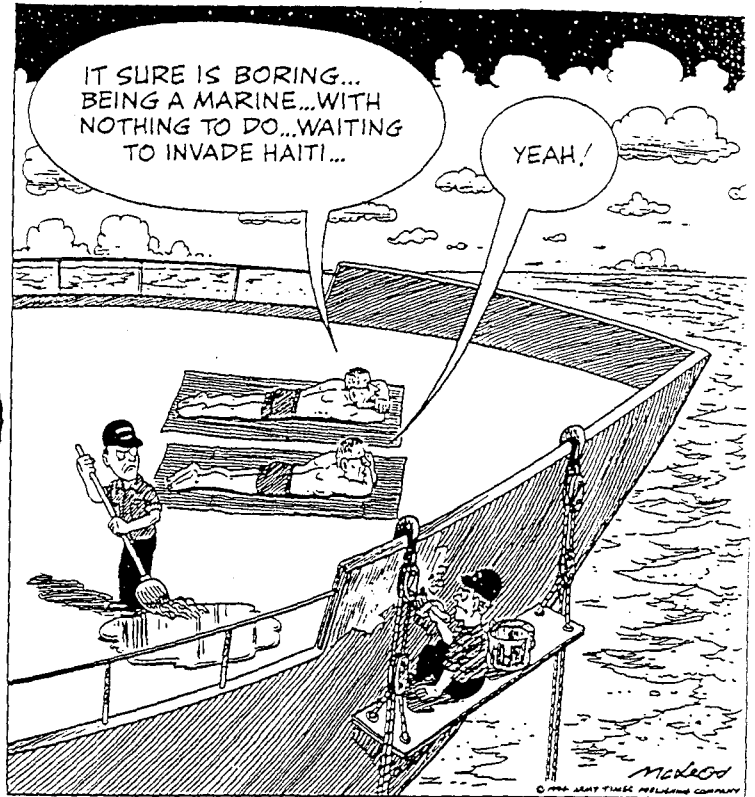
The same holds true for Capt. John B. Padgett, the commandant of midshipmen during Lynch's tenure, who is now up for promotion to rear admiral. Padgett's name was temporarily peeled off the one-star list when some senators raised concerns over his performance at the academy. He still could be confirmed.

But we question whether he has earned that honor. He too was singled out by the IG for failures in the way he handled his part of the cheating investigation and subsequent disciplinary process.

Dalton and Boorda both have prior ties to Lynch: Dalton and Lynch were classmates at the Academy in the early 1960s, and Boorda and Lynch worked closely when the two had key Pentagon jobs in the late 1980s. Perhaps those old ties are coming into play now.

We hope not. In his 1990 study, Boorda stressed the necessity of teaching accountability and responsibility during a mid's four years in Annapolis. He also said midshipmen should understand that misplaced loyalty to a wayward shipmate can demean one's own honor.

But in their zeal to rehabilitate Lynch — and Padgett — Dalton and Boorda seem to have forgotten that those lessons are not meant for mids alone. In laying aside the IG's conclusions, they're sending a message that suggests that some people who have the right connections are above reproach.



## Mail Call

### Thinking ahead

Lawrence Korb's comments contained in your July 18 cover story "Hello, we must be going" need correcting from the vantage point of the amphibious group commander. The comment, "I can't believe that nobody thought about this a while ago," is totally wrong. Within the Atlantic Fleet, a requirement exists to maintain a trained and ready amphibious ready group capable of deploying within 96 hours of notification.

In the case of the Inchon ready group, those ships assumed the ready-duty ARG mission from the Guam ready group (currently deployed off the coast of Somalia) on June 11. Prior to this, the Inchon ARG had completed an extensive six-month predeployment work-up with her embarked Marine Expeditionary Unit.

During their six-month deployment, See MAIL next page

### Letters policy:

Navy Times welcomes letters from readers.

All letters must include the writer's name, address and commercial daytime phone number, and, if applicable, rank. Names may be withheld, but signed letters usually have priority.

Letters that are clearly written, short and to the point have the best chance of being published. Letters will be edited.

Send letters to:

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## Fleet File

# 'Excellence, not arrogance'

## Larson returns to polish image of the Academy

By Patrick Pexton  
Times staff writer

WASHINGTON — Adm. Charles R. Larson became the first four-star in history to head the Naval Academy on Aug. 1, promising to return the troubled school to its chief mission of "developing character."

Fresh from his job as commander-in-chief of the 100,000-strong U.S. Pacific Command, Larson will now try to polish the tarnished image of an academy hit by its worst cheating scandal.

Larson previously served as superintendent from 1983 to 1986.

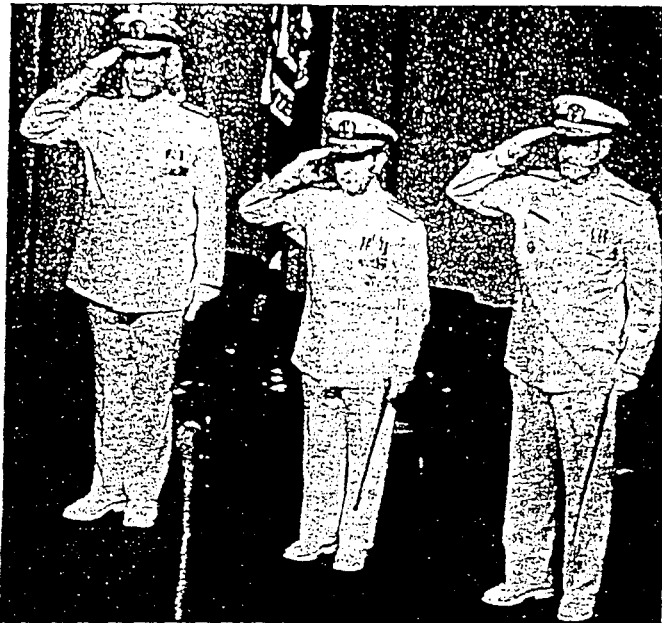
"The journey continues," said Larson, who had retired, but was called back from retirement as a four-star.

"Half my friends will think I'm a great American, the other half will think I'm crazy," for taking the job, Larson said, adding he gave up a lucrative future in the private sector to return to Annapolis because "there are some things that are more important than going out and making money."

Larson said his goals were very simple: developing character; proving the worth of the service academies to the American people; and producing graduates who have "excellence without arrogance."

While Larson's remarks were brief and pointed, the outgoing superintendent, Rear Adm. Thomas C. Lynch, left his post defiant and defensive.

Lynch conceded that the cheating scandal, in which 88 midshipmen were found guilty of violating the honor code and 24 expelled, was "painful." But, quoting Robert E. Lee after his defeat in the Civil War, Lynch declared that "if it were to be done over again, I should act precisely in the



Incoming: Adm. Charles R. Larson, right, is welcomed as Naval Academy superintendent by CNO Adm. Mike Boorda, center, and outgoing superintendent, Rear Adm. Thomas C. Lynch.

same manner."

The Naval Inspector General, in his report on the scandal, criticized Lynch for a failure of leadership and "a lack of appropriate commitment" to the honor code.

Lynch was effusively praised, however, by the chief of naval operations, Adm. Mike Boorda, who told the audience in Alumni Hall that they should remember the nearly 3,000 successful graduates under Lynch's three-year tour and not those who cheated.

Calling Lynch a "true leader," Boorda said "this institution has not just been administered by Tom Lynch, it has been led by him." Lynch was

then given the Distinguished Service Medal, the Navy's fourth highest honor, for "superb leadership skills," and running the academy in an "exemplary and highly efficient manner."

After a normally successful tour at the academy, Lynch would have attained his third star and a possible fleet command. Instead, he is moving to another two-star job, as the Navy's liaison to the Pentagon's Commission on Roles and Missions, which will decide each service's role for the next century. Officials hope the job will help him redeem his reputation and, perhaps, earn a third star after a successful tour.

## Larson has tough row to hoe

By Patrick Pexton  
Times staff writer

WASHINGTON — Adm. Charles R. Larson may have his work cut out for him in developing character at the Naval Academy.

Although the overwhelming majority of midshipmen work hard, do not cheat and go on to be fine naval officers, a new study by an Ohio psychologist shows that more Naval Academy graduates admitted academic cheating than their service counterparts at West Point or Colorado Springs.

Frederick V. Malmstrom, a psychologist with the Ohio Department of Rehabilitation and Correction, surveyed nearly 500 graduates of the three service academies and found that 22.5 percent of the midshipmen surveyed, more than one in five, admitted to

cheating while at Annapolis.

By contrast, only 3.7 percent of West Point graduates and 14 percent of Air Force Academy graduates admitted to academic cheating.

"U.S. Naval Academy graduates are much more likely, and U.S. Military Academy graduates much less likely to have committed an academic violation," Malmstrom wrote in a paper to be delivered to the American Psychological Association convention this month.

The survey also showed that midshipmen were far more likely to have received inside academic information, such as leaked test questions, than Air Force or Army cadets.

More than 21 percent of Annapolis grads said they got inside information, compared with 9.8 percent for West Point and 16.7 percent for the Air

Force Academy.

Annapolis also outpolled its rivals in passing along inside academic information to classmates, with 9.5 percent of Annapolis graduates saying they passed on information, compared with 1.8 percent for West Point and 6.7 percent for Colorado Springs. But midshipmen had the lowest rate of violation for other honor code violations, such as lying or stealing.

In fact, Malmstrom said all service academy graduates drew a rigid line between academic cheating and less serious violations of the honor code, such as lying about having shined their shoes on a given day.

Malmstrom also noted that the incidence of chronic cheating at the academies is far less than similar surveys for students at civilian universities.

## Short takes

### Time to apply for CWO/LDO

WASHINGTON — Sailors applying to become chief warrant or limited duty officers have an extra two months to get their application in for the fiscal 1996 board. The due date is now Oct. 1 instead of Aug. 1.

And although the applications are due Oct. 1, they can be updated until Jan. 1, 1995, with a supplemental letter.

More information is available in NAVADMIN 139/94 or from the LDO/CWO Officer Community Manager at DSN 223-2309/2310 or (703) 693-2309.

### Looking for star quality

WASHINGTON — If you're looking for a chance to make it in the musical world, this could be it.

The USO/AT&T Countdown to Stardom '94 will be at more than 25 military bases overseas from Aug. 13 to Sept. 20 looking for the most musically or vocally talented military members.

Local judges will select three winners for \$500, \$250 and \$100 prizes.

Entertainment industry judges will choose the big winner. He or she gets \$5,000 and a trip to New York for a recording session at Sony Music Studios.

Your local MWR or USO has complete rules and information.

### Mids lower the fat

ANNAPOLIS, Md. — Give us back our food, one midshipman pleaded. You're starving us, another complained.

The new low-fat diet the Naval Academy started in January isn't popular with everyone.

It means fewer hamburgers, less ice cream, smaller portions of meat and less fried food, said Lt. Cmdr. Michelle McAtee, who was recently in charge of feeding the 4,000 midshipmen. But it doesn't mean a food shortage, she said.

The academy began taking small steps toward a lower fat content several years ago, McAtee said. But the big change came in February. "We started to bring our policies in line with recommendations of the National Academy of Science," she said.

The biggest difference is probably the size of meat portions. The old servings of eight to 10 ounces of chicken have been replaced with four ounces. And most of the meat bought is lower-fat.

The academy now offers lots of low-fat choices: a potato bar with 1,500 baked potatoes, 8,500 low-fat "good morning muffins," and a salad bar with 400 pounds of lettuce and 125 pound of tomatoes.

But in the end, the academy can only do so much to control the fat in a midshipman's diet, McAtee said. "If a student chooses to order pepperoni pizza every night, we can't do anything about that."

### Navy fights for cave drawings

SAN NICOLAS ISLAND, Calif. — Navy archaeologists are fighting wind and rain to preserve what remains of cave drawings made by some of this Navy-owned island's earliest inhabitants.

"Most of what's there is kind of faint. You can tell there used to be a lot more. I'm sure, at the time, it was a pretty spectacular sight," said Steve Schwartz, an archaeologist at the Point Mugu Naval Air Weapons Station.

Scientists believe the detailed carvings and etchings of whales, dolphins and other marine mammals were made several hundred years ago by the Nicolenos Indians.

The work has been blocked for the summer by endangered birds nesting next to the cave entrance.

— Compiled from wire reports

# Document Separator



'I knew when to sit back in my seat to help a varsity football player get through a subject he was struggling to pass. Was it dishonorable? Maybe. But at the time, it felt like courage.'

# Cheating on the Truth: The Honor of Silence

By FRANK CERABINO

**A** NNAPOLIS, MD. (AP) — Seventy-one midshipmen were involved in the largest cheating scandal in U.S. Naval Academy history, but only 29 should be dismissed for violating its honor code, the Pentagon concluded.

I'm not surprised.

I'm not cataloging this month's news from Annapolis as another nugget of proof that the moral fabric of our society is quickly unraveling as we head toward the millennium.

I'm not using this occasion to lament that even in places where honor is held to be paramount, there is a lack of honor.

I'm not like Josiah Bunting, a Virginia Military Institute graduate who wrote recently in *The New York Times*: "Those who cheat at Annapolis cheat because our society rewards academic achievement and competition — rewards and exalts it — and is not able to educate young people not to cheat."

Mr. Bunting got it all wrong. Society's got nothing to do with it. Cheating scandals happen at Annapolis, not in spite of the academy training but *because* of it.

It happens because of a code that is stronger than the honor code, a code you don't hear about as much. But it's one that goes to the very heart of the academy training.

It's the "other" honor code — Thou Shalt Protect Thy Buddy. It's the code of loyalty and fidelity to your classmates, the code learned from the first day of plebe summer, the day the incoming class learns to shout: "Sir, request permission not to bilge my classmate, sir!" (Bilging, defined by an academy handbook as "cutting the ground from under another's feet" is the ultimate mortal sin at Annapolis.)

It's a code that propels midshipmen to feel honorable in shar-

ing test information with hundreds of their classmates, then lying to protect each other.

It's a code that can lead to great honor, as it has for academy-graduate POWs, and great disgrace, as it has in this cheating scandal. And the next one.

Because the story will be the same unless something fundamentally changes at the academy. And I wonder, despite all the hand-wringing, whether anybody in charge would ever want the kind of change that would be needed. Because it would have to be the kind of change that would eviscerate the other code — the unwritten one that has always been more at the heart of the academy, making it both better and worse than the world around it.

**T**o understand the Naval Academy, you have to look at how the institution molds a gaggle of high school graduates every year into the single-throated plebe class.

Loners don't last. Neither do those who don't embrace the group of their peers, or learn to swim with the school as the predatory upperclassmen pick off those who drift to the edges.

Survival during that first horrible year is possible only through cooperation and group effort.

You learn that the ultimate sin is bilging one of your classmates. You learn to suffer for each other. And to become part of a "we" in a way that marks you for life.

During my plebe year in 1973-74, I learned quickly that my fate was inextricably tied to the other plebes in my company. We helped each other memorize the daily menus, the listings of movies in town and other minutiae we were required to recite every day. We set up a rotation schedule for the nightly window-closing detail in upperclassmen's rooms. We made sure that those among us who were having the most trouble surviving got the most support.

We learned that we were only

Frank Cerabino, a Palm Beach Post columnist, is a 1977 graduate of the U.S. Naval Academy.

Please see ACADEMY/51

## ACADEMY

From IF

on time for a daily grilling session at an upperclassmen's room if all of us were on time. If one of us was going to be late, the rest waited with him, and we all got in trouble for being late.

We learned to pretend to offer food to a classmate at a table while slipping him answers to an upperclassmen's question.

We learned to say, "Sir, request permission not to bilge my classmate, sir!" while the world outside was busy rewarding those who bilged their way to the top.

We learned what it was like to be prey. We were all miserable. But we were miserable together. And that made it bearable.

Plebes don't last if they suffer alone, if the harsh treatment leads to a feeling of alienation. They are the ones who disappear that first year, who leave from Gate 3 — known as Bilger's Gate.

The final act of plebe year is a graphic summation of its most important lesson. It happens during graduation week at the Hurdon Monument, an obelisk on the academy grounds near the chapel.

Graduating seniors grease the spiked monument and glue a plebe cap to its peak. The entire plebe class — usually more than 1,000 — stops being plebes the moment the cap is removed.

The only way to get the cap off the monument is to form a human mountain around its base. There's no way to shimmy up alone.

Plebes take the shirts off their backs to wipe the grease. They link arms and hunker down around the monument. Classmates climb atop classmates, and eventually a small, agile plebe will get to the top and rip the hat away.

It's the exclamation point at the end of the plebe year. The final exam of what it's all about.

### The last shall be first

In a world that rewards the one who finishes first, Annapolis recognizes the one who finishes last. Each graduating midshipman chips in a dollar for the classmate who finishes at the bottom of the class. The so-called "anchor man" is given the sack of money and a rousing round of applause by his classmates at graduation.

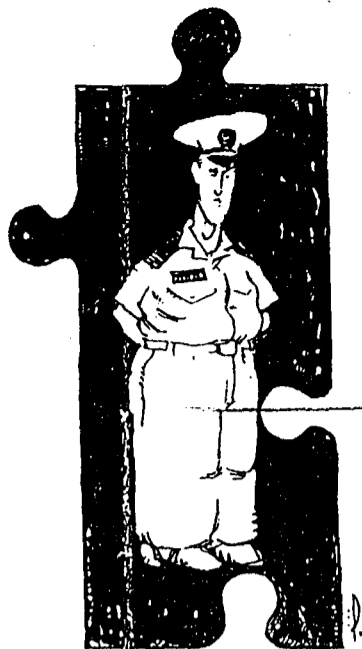
That's because the academy has always recognized that the important part of a group is its weakest link. He's the one who needs support, who needs to know that the rest of the pack isn't leaving him behind but is counting on him to keep up, to do his best. The last man has survived. Therefore, he belongs.

So competition doesn't drive cheating scandals at the school. It's more like the absence of competition. Everyone's an equal at graduation. No matter where you finish academically, you leave the academy as an ensign in the Navy or a second lieutenant in the Marine Corps. So being a cutthroat is not only alien to the culture of Annapolis, it's doubly senseless because it doesn't carry any personal reward after graduation.

This climate of cooperation naturally carries through to academics. And this is where it tends to collide with the honor code.

Midshipmen rarely have problems with the honor code when it involves only themselves. During my four years, I never locked the door to my room and never heard of anything stolen from another member of the brigade.

One of my classmates who plagiarized another midshipman's term paper in his final year was thrown out of the school for an



## Competition doesn't drive cheating scandals at the school. Absence of competition does.

honor violation. That was just stupid, selfish cheating. We all understood that. He deserved to be tossed out. But the honor code doesn't only call for you not to lie, cheat or steal. It also requires you to turn in others whom you see lying, cheating or stealing.

The honor code isn't supposed to be secondary to anything — but sometimes it is.

I didn't know of a midshipman who wasn't willing to double-count sit-ups for a classmate struggling to pass his biannual physical fitness test. I didn't know of a midshipman who would turn a classmate in for glancing at his test paper.

"You're only as good as your wingman" was an aviation expression that summed up this philosophy, a philosophy you'd hear a lot at the academy. Pilots flew in formation, their safety and success marked by the pilots of the other planes in their formation, their wingmen. Midshipmen sometimes believed testing was like flying, with your academic safety guaranteed by the wingmen who sat near you in class.

I double-counted sit-ups, and I knew when to sit back in my seat to help a varsity football player get through a subject he was struggling to pass.

Was it dishonorable? Maybe. But at the time, it felt like courage. It felt like putting myself at risk to help a member of the group. It felt like being a reliable wingman. It felt... honorable.

### Pumping profs for 'gouge'

So how does a cheating scandal blossom? With something called gouge.

Gouge is the academic coin of the realm at the academy. It's the word. The information. The stuff that will be on the test.

Professors — the sympathetic ones are affectionately called "coach" — are continually pumped for gouge.

It's not uncommon that each professor teaching a course will give out different bits of gouge. And through some cooperation, you can end up with a lot of gouge before a test.

Is there anything dishonest about gouge? I don't think so. But

pure gouge? As in the answer to question one is "C." That's where the trouble starts.

When I was there, most professors knew midshipmen enough to change the test questions between the morning and afternoon sections of the test. Sometimes they even threatened to grade on a curve in order to defeat midshipmen "gouging" each other.

It was never called cheating. But sometimes pure gouge got out of control.

It happened 20 years ago with the navigation final for the entire Class of 1976. A professor, feeling sorry for a struggling student, gave him a copy of the next day's exam, which would be taken by the 1,000 members of his class.

The test found its way into hundreds of hands. One member of the class, sensing a possible honor code violation, notified the navigation department that he had a copy of the test.

Later that day, during the middle of the exam, proctors swooped down the rows of midshipmen, stopping the test and collecting the stacks of reference material each midshipman was allowed to carry into the exam.

It wasn't my class, so I wasn't there. But I heard from some who were that midshipmen were ripping pages from nautical almanacs and swallowing pages they had marked with crib notes.

It made the newspapers. Heads had to roll.

"Cheating? No, I was just getting the gouge," was the common answer.

The few midshipmen who honestly admitted that they knew they were doing something wrong were kicked out. But it wasn't many. And one of them applied to the academy the following year.

He was accepted.

### Equally damaging choices

The current cheating scandal is over an electrical engineering final taken by 700 midshipmen last school year. The investigation implicated 111 midshipmen, including the class president and the captains of the football, sailing and tennis teams.

As many as 133 midshipmen got copies of the exam through the gouge network, which must truly be an awesome thing now that midshipmen are linked to each other by computers in their rooms.

As in the past, many midshipmen lied or remained silent when the school tried to get to the bottom of things. But some didn't.

"The ones who ratted everybody out... I don't think I would want to be in a war with those people" a midshipman told *The Washington Post*. "In a prisoner-of-war situation, they put a gun to that guy's head, and he gives up me and everybody else."

The real tragedy of cheating scandals such as this is that many young men and women are left with two choices — each equally damaging.

Do you turn in your classmate and guarantee the kind of ostracism that will mark you as a bilger? Or do you lie to protect your classmate and pretend that you are still honorable in your deceit?

What happens when "Sir, request permission not to bilge my classmate, sir!" is denied?

Academy officers will say that the honor code is supreme. Truth reigns. That you must bilge.

But I wonder if they really believe that.

I remember watching Ollie North's testimony in the Iran-Contra hearings, and how Sen. Daniel Inouye, D-Hawaii, acted with disbelief that Col. North, an

academy graduate, would lie to Congress.

Sen. Inouye read Col. North the academy honor code while Col. North smirked back at him.

I understood why Col. North was not ashamed. He was obeying the other code, the code of loyalty to his group. Col. North could handle being called a liar. But he was not going to be a bilger.

And I found that even though I disagreed with Col. North's politics and actions in Iran-Contra, I grudgingly respected him for what he did. He'd be the military man I'd want on my side when the shooting starts. He'd be the guy I'd want next to me in the POW camp. He'd be the guy to trust when trust was the only consideration.

But he was also a dangerous man, a zealot whose actions may have harmed the citizens of his country — the people he was really working for. His loyalty had made him lose sight of the rule of law.

He was the best and worst of men. He was loyal and blind. That's a quinnella that will take you a long way in a big organization. Especially blindness.

Men and women of a spoken conscience don't last long in tightly knit groups. They are the police officers who don't make excuses for brutality in their ranks. They are such people as Lt. Paula Coughlin, the Navy officer who complained about the sexual shenanigans that had become institutionalized at the yearly Navy Tailhook party in Las Vegas.

Lt. Coughlin resigned from the Navy recently. She couldn't stay in after what she did, after bilging so many Navy careers.

Even if it was the right thing to do. Even if the changes her actions will bring have been something that's been desperately needed.

It was over for her. She had bilged, big-time.

### Brigade of Paula Coughlins

And so, will the academy make wholesale cheating a thing of the past?

There's talk of that now. Getting rid of gouging would be a start. But that's the easy part.

The hard part would be teaching midshipmen not to help each other to cheat, to get them to act as individuals in the academic world, not part of a group. To make them more like the cutthroat world outside the gates.

That would take a lot of tearing apart, a lot of unlearning of those lessons that soaked in during plebe year. It would make Annapolis a brigade of Paula Coughlins — who wasn't rewarded for her individual courage but drummed out of the group by its survivors.

The words I remember most in all the things said about the recent cheating scandal are those by Vice Adm. William P. Lawrence, 64, a graduate and former superintendent who has reviewed the investigative reports on the cheating episode.

"I have to be frank and say, I don't see any difference in midshipmen of today and those of my day," he told *The Washington Post*.

Adm. Lawrence pointed out the subtleties of honor. "Some cheated and lied," he said. "Others just lied out of self-preservation. But some also lied out of protection of their fellow classmates... As disappointed as I am... I know we still have the right stuff here... and will produce fine combat leaders."

Steady as she goes.

They still mold midshipmen who won't bilge their classmates.

It remains the best and worst news to come out of Annapolis.

# Document Separator



# The Navy's lesson: Lie like an admiral

By FRANK CERABINO

*Editor's note: Two weeks ago, Mr. Cerabino wrote an article about the recent cheating scandal at the U.S. Naval Academy. It led to a telephone call from the family of one midshipman who was implicated, and to this article.*

The Navy just finished hanging a couple of price tags on the notion of honor, expensive lessons that blur the distinction between right and wrong, reward and punishment.

Adm. Frank Kelso and Midshipman, 1st Class Jeff Gantar found themselves in similar situations. Adm. Kelso, the chief of naval operations, entangled himself in the Navy Tailhook scandal in the final months of his long career. Mr. Gantar, a Naval Academy midshipman, entangled himself in a test-cheating scandal in the final months of his four years at Annapolis.

Both were called liars for de-

*Frank Cerabino, a Palm Beach Post columnist, is a 1977 graduate of the U.S. Naval Academy.*

nying their roles in each scandal. Both were given a second chance to change their stories. Both knew that what they said would determine what remained of their military careers.

But only one man changed his story. Only one man said that he finally felt burdened by honor to give a more accurate account of his involvement.

And it wasn't the admiral.

Adm. Kelso stuck to his initial statement that he never saw any sexual shenanigans at the 1991 Tailhook Convention in Las Vegas. He claimed he wasn't on the hotel floor the night that 83 women said they were assaulted by a mob of drunken aviators.

Adm. Kelso stuck to his story even after investigators found more than 30 people — including three other admirals — who said he was there that night.

He stuck to his story even after a military judge concluded, based on a review of 1,500 pages of testimony, that the admiral was there that night, and then manipu-

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## HONOR

From 1F

lated the subsequent investigation to minimize his involvement.

Adm. Kelso denied it all. And it paid off for him.

When Secretary of the Navy John Dalton decided last year to remove Adm. Kelso from the top Navy post, he was overruled by former Secretary of Defense Les Aspin. Adm. Kelso agreed to retire two months ahead of schedule but only if his honor was kept intact. Defense Secretary William Perry obliged, calling Adm. Kelso "a man of the highest integrity and honor." Finally, the U.S. Senate approved Adm. Kelso's retirement at a four-star, rather than two-star, rank. He'll get an \$84,340 annual pension.

Midshipman Gantar changed his story. And he paid.

Mr. Gantar was a 2nd class midshipman (a college junior) on the night of Dec. 13, 1992. He was studying in his room for the next day's final exam in electrical engineering when a classmate walked in with a copy of the upcoming test. "Looking back on it, I should have just walked out of the room," Mr. Gantar said.

But he didn't. Instead, the group study session in his room turned its energies into solving the test problems.

"We took the test the next day, and it was the exact same questions," Mr. Gantar said. "I should have realized it would be, but at the time, I wasn't even really sure that what we had seen the night

before was the test."

An investigation would conclude that of the 700 midshipmen who took the test, as many as 133 of them saw copies of it before it was given.

The Naval Investigative Service did the first round of inquiries. "Somebody must have told the NIS that we had the test in our room," Mr. Gantar said. When NIS investigators asked, Mr. Gantar lied. He said he never saw the test and didn't know anyone who did. "We were covering up for each other," he said. "We didn't want to turn anybody in."

But as news of the cheating scandal spread, Mr. Gantar and the others who were suspected of cheating on the test were subjected to tough questioning from the Naval Inspector General's Office.

"They questioned me for three hours," Mr. Gantar said. "They sat me down at a table and got real close and glared at me. I wouldn't say anything to them. They said I didn't have any rights. That they would keep me there all night, that they would call my dad and my grandpa and tell them I was getting kicked out. One of them even said that my mother wouldn't love me anymore if I was a cheater.

"They tried all kinds of pressure. They wanted me to sign something I didn't say. They gave my roommate immunity and then gave him a direct order to talk. But he wouldn't.

"One thing you learn at the academy is not to bilge your classmate," Mr. Gantar said.

"Bilging" is defined in an academy

~~W. H. ...~~

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Adm. Kelso denied it all.  
And it paid off. Midshipman Gantar changed his story. And he paid.

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handbook as "cutting the ground from under another's feet." The aversion to bilging is what fuels the kind of unselfish group devotion that defuses academic competition and allows test questions to circulate so freely.

It also makes getting at the truth doubly tough. Honor is pitted against loyalty. Tell the truth, and you bilge. Tell a lie, and you violate the honor code.

But a strange thing happened to Mr. Gantar. The test scandal would simmer for more than a year, last beyond the end of his third year at the academy and into this year. Along the way, classmates would select him as their honor representative, one of the few dozen in the graduating class who would administer the brigade's honor code, investigate violations of honor and hear cases against midshipmen accused of honor violations.

"They didn't know anything about what was going on with my case," Mr. Gantar said. "They just did it because they trusted me. Luckily, I never had to vote on an honor case. I just had to investigate five or six cases and give advice."

It was lucky, because the longer the

cheating investigation went on, the worse Mr. Gantar felt. He called his father in Spokane, Wash. Mark Gantar Jr. was an Army officer who served in Vietnam. He advised his son to keep his mouth shut.

"I told him not to incriminate himself," the father said. "That it was just going to be political."

But Jeff Gantar said he couldn't live with that anymore. "I felt bad about what I did. I didn't want to turn anybody in, but I wanted to tell the truth about myself and get it off my chest. I think there's something more important than graduating the academy under false pretenses."

So in March, he pleaded guilty to an honor violation in front of a panel of officers led by Vice Adm. Richard Allen.

"They really pressured me a lot to give up everybody else; but I didn't tell what other people did," Mr. Gantar said. "I just said I should have come forward and I didn't."

"As soon as I told the truth, I knew I was done for," he said. "The female captain on the board started crying, because I was telling her a lot of personal things about what I've learned and how bad I feel about being involved."

The Allen board would later write this about Mr. Gantar:

"The clarity and sincerity of his testimony and cooperation were without equal. The honor review board recommends that if Midshipman Gantar is separated, his obligation to reimburse the U.S. for education costs be waived."

Weeks later, the Pentagon announced that 29 midshipmen would be punished

for violating the honor code. Mr. Gantar was one of them.

"The people who admitted to nothing were able to stay," Mr. Gantar said, "but only the people who told the truth eventually were kicked out."

"Most people went in and didn't tell them everything. Most people lied. Guys have been coming up to me and saying, 'Too bad. I lied my way out of it, you should have, too. They were saying, 'We're going to lie till we die.'"

Mr. Gantar appealed his dismissal to Adm. Kelso's office. The response came back two weeks ago, the day after the Senate awarded Adm. Kelso his higher pension benefits. Adm. Kelso's office agreed that Mr. Gantar should be kicked out of the academy for his breach of honor — and tacked on the requirement for Mr. Gantar to repay the government for his education.

The bill comes to \$57,451.

Thursday, Secretary Dalton expelled Mr. Gantar and 23 others caught in the cheating scandal. But Mr. Dalton waived Adm. Kelso's requirement that the midshipmen repay the academy.

Adm. Kelso didn't instigate the sexual depravity of the Tailhook convention, and Mr. Gantar didn't create the cheating frenzy at the Naval Academy.

But both found themselves in the middle of trouble. And both didn't do enough to avoid it.

Only one of them, however, will pay dearly for it.

The one who undoubtedly found his way to the truth.

# Document Separator

## BASES: Questions About Long Beach Yard

Continued from A3  
est possible score.

"Obviously when you look at the numbers it's hard to justify, without any other considerations, closing Long Beach and keeping Portsmouth open," Dixon said.

But the Navy said there are other factors that weigh against Long Beach and that the internal rankings should not be the only measure. They said it is equally important to consider which bases best fit the future needs of the Navy.

Robert B. Pirie Jr., assistant secretary of the Navy for installations and environment, said that Portsmouth can service nuclear submarines, a capability that does not exist in Long Beach.

"If you're weighing it, Long Beach against Portsmouth, Portsmouth was more desirable," he said.

Adm. Jeremy Michael Boorda, chief of naval operations, said that "in a very simple-minded sailor's way, let me simply say these are apples and oranges."

"One is on the East Coast. One is on the West Coast," he said. "One repairs surface ships, non-nuclear. The other does primarily submarine nuclear work, with the heavy emphasis on refueling. Those are not the same thing."

But Commissioner Wendi Steele wondered whether the Navy simply was reacting to President Clinton's comments in January to a New Hampshire audience that

Portsmouth "would probably not be closed." Dalton responded with an emphatic no. New Hampshire will host the nation's first presidential primary election next year.

After the hearing, Dixon, a former Democratic U.S. senator from Illinois, emphasized that the commission has not reached any decisions on individual bases.

"I do not favor one side over the other," he said. "We'll weigh these decisions on what we think is right." But he added that in the debate over Long Beach vs. Portsmouth, it could come down to "is our judgment the same as theirs."

"You don't have to be much of a rocket scientist to realize the numbers are real close," he said. "And we're going to be looking very close at that."

## Second Front Page

### CALIFORNIA

# Panel Questions Decision to Close Long Beach Yard

■ **Military:** Group wonders why a similar facility in New Hampshire, which Navy ranks lower in strategic value, was spared. More cuts still expected.

By RICHARD A. SERRANO  
TIMES STAFF WRITER

WASHINGTON—Members of a special military base closings commission sharply questioned the wisdom Monday of closing the Long Beach Naval Shipyard instead of a similar facility in New Hampshire that the Navy itself ranks lower in strategic military value.

And the chairman of the eight-member panel revealed that even more installations will be added to the list of those marked for closing

by the Department of Defense. If that happens, it could mean enough savings in other areas so that the Pentagon could keep Long Beach open.

"We will add some," said Alan J. Dixon, chairman of the Defense Base Closure and Realignment Commission. "We've already made a determination that we will add some."

Dixon and other panel members, in their first public hearing on the final round of Pentagon closures, were particularly troubled that the Long Beach shipyard was rated higher in military value than the

Portsmouth Naval Shipyard, yet was targeted for closure while the New Hampshire facility was spared.

"They're pretty similar. They're almost a tie," Dixon said about Long Beach and Portsmouth. "The point now is, which one is the right one to save? And we're going to look at the whole situation. What is the appropriate thing to do?"

Commission members expressed equal concern that California already has been singled out for more closings and deeper job losses than any other state in previous base closings.

In past years, the commission, for the most part, repeatedly has approved the Pentagon's recommendations for base closings—and only in exceptional cases added or

deleted installations to the closure list.

"When you look at it over the past, they confirm the recommendations most of the time," said Wade Nelson, the commission's chief spokesman. "So it is rare. In almost nine times out of 10 they go along with what the secretary of defense recommends."

Navy Secretary John H. Dalton and other top Navy officials testifying at a hearing before the commission agreed that the decision to close Long Beach was painful. They also conceded that California has suffered a greater share of hits since the military started closing bases when the Cold War ended five years ago.

But they argued that Long Beach should be closed because,

unlike Portsmouth, it does not have the capability of serving the Navy's nuclear fleet. Closing Long Beach, which would save \$1.9 billion over the next two decades, would be the largest single savings in this round of base closings.

Dalton said he spared four smaller naval installations in California that had been on the closure list to ease the burden on the state. They are the Naval Warfare Assessment Division in Corona, the Fleet and Industrial Supply Center in Oakland, and two San Francisco installations—the Western Division Naval Facilities Engineering Command and the Supervisor of Shipbuilding, Construction and Repair facility.

"I decided to leave Long Beach on the list of recommendations, but

I also decided to remove some other installations from that list," Dalton said. "I got input from a number of sources but the decision was mine."

Under intense questioning, Dalton and other Navy leaders repeatedly were asked to justify why Long Beach lost out to Portsmouth, especially since Long Beach fared slightly better in a military value ratings scheme devised by the Navy.

Under that complex ratings scale, the Long Beach yard scored 38% for total military value, while Portsmouth came in at 37.8%. The ratings scale considered workload and dock space, along with defense strategic factors and quality-of-life issues, with 100% being the high-

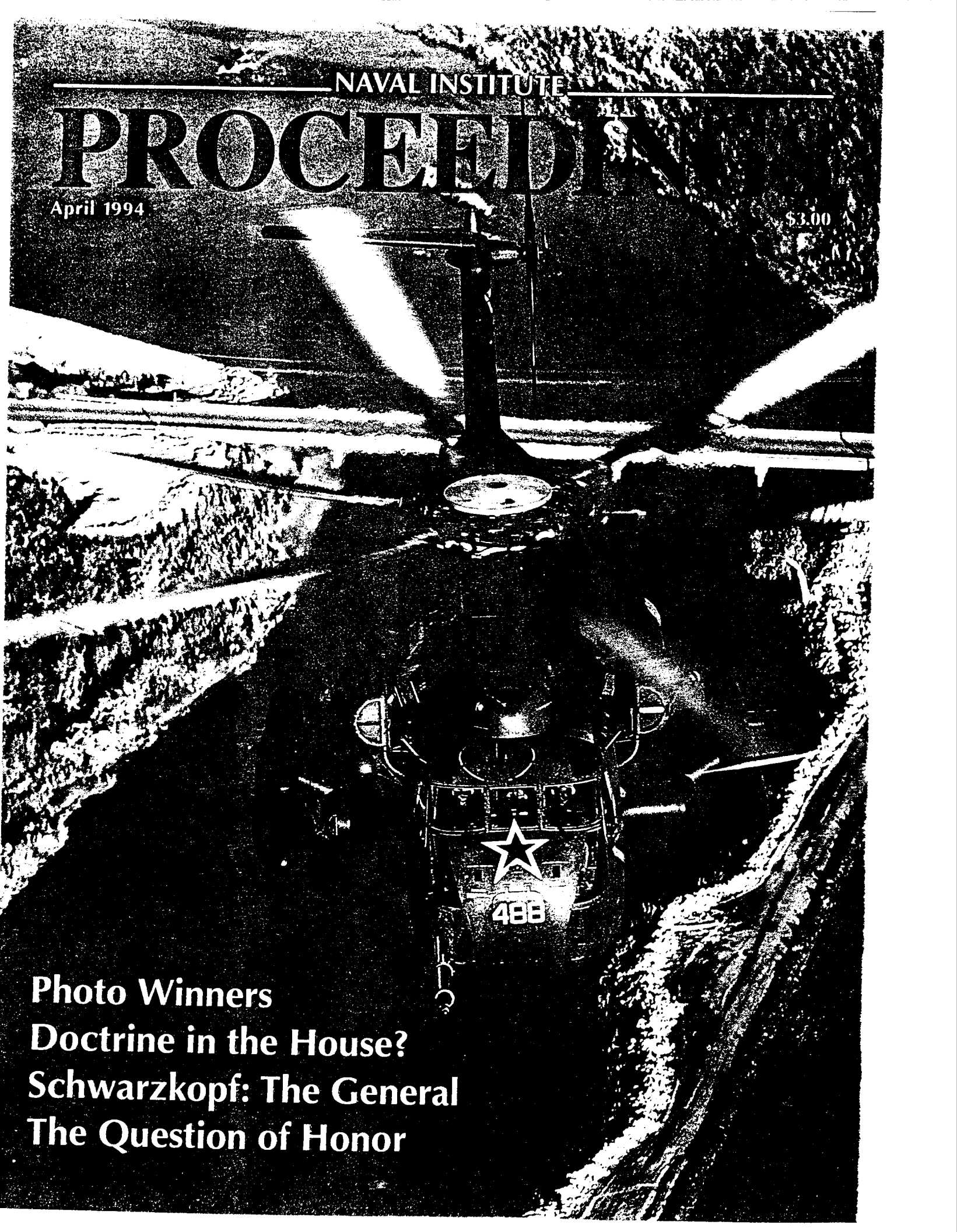
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# PROCEEDINGS

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**Doctrine in the House?**  
**Schwarzkopf: The General**  
**The Question of Honor**

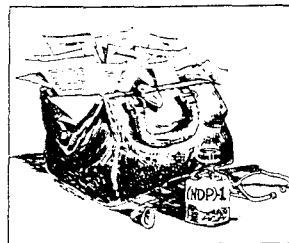
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Cover: The Marine Reserve RH-53D with aggressor markings (Capt. Rick Mullen, USMCR) is 1 of 18 winners in this year's photo contest—see Pictorial, pp. 81-97.

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Excellent

# The Imperative of Honor

## VADM William P. Lawrence, USN (Ret.)

*"It is by no means enough that an officer of the Navy should be a capable mariner. He must be that of course, but also a great deal more. He should be as well a gentleman of liberal education, refined manners, punctilious courtesy, and the nicest sense of personal honor."*

Captain John Paul Jones, U.S. Navy, ca. 1780

The armed forces are charged with the highest obligation that can be vested in citizens of any country—the protection of their national security and way of life. Military officers are expected to place the interests of their nation and the welfare and safety of their subordinates above their own concerns. Our Constitution

sure of their freedom to protect full freedom for the entire citizenry.

Individuals who are entrusted with this special responsibility must possess the finest traits of personal character. Honor and integrity, in particular, must be the heart and soul of the military officer. As a major source of commissioned officers for the naval service, the U.S. Naval Academy strives to inculcate these qualities in its midshipmen.

In discussing moral standards with midshipmen, Academy leaders espouse honor and integrity as virtues that every responsible citizen should embrace for the good of society, but they stress that the real imperative behind these qualities in the military profession is effectiveness in combat. They emphasize that midshipmen are at the Academy first of all to become military leaders who will safeguard our national security and, when required, will win our country's wars. In everything that is done at the Academy, these leaders seek to develop within midshipmen the same mutual trust, mutual respect, and esprit that must exist within



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An officer should never forget that special trust and confidence are reposed in those who are responsible for the lives of Americans in battle. Living up to that responsibility is the first imperative.

requires that they be subordinate to civilian authority, which may order them into situations of great risk. Often in our history—when relations between nations have failed and war has occurred, our national leaders have placed the fate of the country into the hands of the armed forces, and military personnel will continue to sacrifice a mea-

any military unit for it to be effective in combat. The point continually stressed is that dishonesty in the military profession can cost lives, lose battles, and place the security of the country in jeopardy.

Meeting the rigorous demands of the professional, academic, and physical fitness programs at the Academy in itself is character building for the midshipmen. Many additional measures also taken are designed specifically to enhance moral and ethical development. Above all, the Superintendent strives to make every aspect of the Academy environment provide a positive contribution to high



# Honor

ethical standards, and to ensure that a tone of moral excellence permeates the institution. Every member of the staff and faculty is expected to provide an impeccable example of personal integrity.

The four-year formal leadership curriculum places strong emphasis on professional-ethics instruction. In the first-year course, the accent is on important fundamental qualities and values. In later years, moving beyond this basic foundation, midshipmen undertake case studies under officer supervision, and develop solutions to a variety of ethical issues and leadership dilemmas they will encounter as young officers. The courses in leadership are taught by officers with recent operational experience in the fleet, as well as by career civilian and retired military officer professors, who are distinguished in the field of leadership and ethics. Formal ethics instruction is included in the academic core

curriculum in the humanities and social sciences, and midshipmen participate in practical honor workshops on a regular basis. Midshipmen receive frequent lectures from distinguished men and women whose lives and careers provide inspiring examples.

The Academy provides a fine religious environment for the midshipmen, respecting their diverse spiritual faiths. The outstanding Navy chaplains assigned to the Academy—among the best in the military—conduct church services, supervise religious activities, and counsel midshipmen, providing a superb moral influence in their lives.

A key element in the Academy's ethical development program is the Honor Concept, founded on the formally stated precept that "Midshipmen are persons of integrity. They do not lie, cheat or steal." The concept is first a minimum ethical standard. From induction day, it is stressed to midshipmen that to remain at the Academy, they must refrain from lying, cheating, or stealing. The concept establishes the basic foundation upon which the Academy seeks to build, through education and example, a higher order of ethical values during a midshipman's four-year stay. The term "concept"—rather than "code"—is applied to this system because it seeks to engender in the midshipmen a moral philosophy or way of life through a series of "thou shalt," rather than obedience to a highly codified system of "thou shalt not."

To complement the formal ethics education program, the Honor Concept provides a practical learning experience for midshipmen. In daily living and striving together to meet the standards of the Concept, midshipmen learn a great deal about the true meaning of honor and integrity.

The principal purpose of the Concept is to serve as a developmental mechanism, but—as in any system of standards—there must be a way to deal with those who fall short. The midshipmen's sense of ownership of the Concept is enhanced by the active role they play in the adjudication of reported honor violations. Under the Midshipman Honor Chairman and Brigade Honor Committee, midshipmen investigate reported violations and refer valid

cases to Midshipman Honor Boards, which arrive at findings of "violation" or "non-violation" after formal hearings. The accused midshipmen are present at these proceedings and are accorded full due-process rights, including advice from legal counsel outside of the hearings.

A finding of "non-violation" terminates any case, but a finding of "violation" is referred to the Commandant of Midshipmen. The Commandant conducts his independent review and hearing and may either overturn the Honor

Board's finding—terminating the case—or concur in the finding. In the latter situation, he may either impose a sanction on the midshipman that is short of separation from the academy or recommend to the Superintendent that separation action be taken. The Superintendent performs an independent review of any case submitted to him and either terminates the case, re-

turns it to the Commandant for a sanction short of separation, or forwards it to the Secretary of the Navy, recommending separation. By law, the Secretary of the Navy must approve all midshipmen separations. Historically, depending on the seriousness of their cases and the career potential of the individuals concerned, the Academy has given worthy midshipmen a second chance after an honor offense. In the past decade approximately one-third of the midshipmen found in honor violations have been retained at the Academy.

Even though the Academy has a comprehensive moral development plan—and everyone on duty there is totally dedicated to elevating the midshipmen to the highest ethical standard—the challenge is immense. With the assistance of members of Congress who appoint the majority of incoming midshipmen, the service academies admit the finest youth in our country. But the Naval Academy program is an unyielding crucible and some midshipmen simply cannot meet the honor standard that must be maintained in the military profession. Historically the number of midshipmen committing honor violations averages less than 1% annually, but on occasion there have been cheating incidents involving more midshipmen. In each case, Academy officials conduct a thorough review to determine causal factors and take corrective action where appropriate.

It is at the Naval Academy that the traditions and values of the Navy and Marine Corps must be passed from each generation of officers to succeeding generations. Pre-eminent among these values must be the "nicest sense of personal honor." Nurturing that sense of honor has and always will be the principal mission of the U.S. Naval Academy.

**Even though the Academy has a comprehensive moral development plan . . . the challenge is immense. The Naval Academy program is an unyielding crucible and some midshipmen simply cannot meet the honor standard that must be maintained in the military profession.**

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Admiral Lawrence graduated with distinction from the Naval Academy in 1951. As midshipmen class president, he led in the establishment of the present day Brigade Honor Concept. A career naval aviator, he spent six years as a POW in North Vietnam. He also served as Superintendent of the Naval Academy and Chief of Naval Personnel.

# Integrity Is Up To You

**GEN George Lee Butler,  
USAF (Ret.)**

I got my first lesson in personal integrity from Mrs. Criss, an English teacher of mine when I was growing up and absorbing the small-town values of rural northern Mississippi. She caught me helping one of my slower classmates prepare a book report, and I will never forget the look on her face when she said, "Lee, your friend Joe was only in danger of failing this report. But you have failed *me*—and worse yet, you have failed *yourself*." Those words are seared into my brain. I will never forget them as long as I live.

Why spend this time retracing my steps over the broken glass of painful experience? Why dwell on concepts of ethics, honor, and integrity anyway? Can they ever be separated? Is it possible to be both honorable and unethical at the same time? Can anyone adhere to a rigid ethical code and still be dishonorable?

The answer is that an honor code and a code of ethics are both essential, but they are insufficient—singly or in combination—because they deal with absolutely *minimum standards* of behavior. Anyone who finds himself struggling with such basic codes in a school situation will never make it in the real world after graduation; the challenges are far too great. On the other hand, the singular distinguishing, defining value of our military profession is a quality called *integrity*—the touchstone upon which everything else depends. Integrity must be cherished and guarded against all assaults, temptations, snares, and illusions, if we are to uphold the public trust and confidence of the American people and the respect and loyalty of our seniors, peers, and subordinates.

Why? Because when integrity fails, everything else fails. There is no sense of outrage equal to that of a public shocked by scandal in high places, or that of a unit whose mission and reputation are soiled by an incompetent or unscrupulous leader, or that of a subordinate abused by a trusted boss, or that of a spouse betrayed by an unfaithful wife or husband. There is a visceral rejection of the hypocrisy of public officials who violate their oath and trample on the most common standards of human behavior. They have committed the professional's cardinal sin: proving themselves unworthy of their trust.

The expectations and demands placed upon the military profession are so high that our First Commandment must be: "Thou shalt not violate thine integrity, lest public trust be lost."

What are the elements of integrity? What are the standards of behavior that will create an internal alarm system capable of ensuring unflinching sensitivity to ethical issue?

First, there are honor and ethics—but they are two sides of the same coin, distinguished only in degree. Blatant lying, cheating, and stealing are relatively easy to deal with—but what about the shades of gray: misleading statements, quibbles, and half-truths of omission; infidelity on either a personal or public level; or unauthorized use of public funds or materials for personal gain or convenience?

A second element of integrity is competence. Professionals in general are entrusted with public safety and security and the lives and fortunes of others. The responsibility of the military professional, on the other hand, goes all the way to the survival of the nation and directly encompasses the lives of peers and subordinates. Lapses in professionalism can be fatal—often quite suddenly and unexpectedly. There can be no substitute for basic competence that continually strives for excellence.

The third element of integrity, which goes to the very core of our most basic beliefs, is morality. Throughout my career, my role models have been those who get the job done while maintaining high standards of personal and professional conduct. They treat people with unswerving dignity, decency, equality, and impartiality—in stark contrast to the abusive, corrosive authority that sometimes passed for so-called "leadership" in earlier times. My cardinal rule as a commander—from cadet days on—has been to get rid of any person in authority who abuses a subordinate. Mutual

respect is part and parcel of integrity, which is defined in terms of relationships with and among human beings. Inequality and double standards—with regard to race, sex, or other arbitrary divisions—can never exist where integrity reigns.

If the need for integrity is so clear, how and why is integrity lost so often? Here are my observations, taken from years of coping with fallen heroes and shattered trust.

First of all, there is the fundamental character flaw of confusing who you are with what you do. As Lord Acton said, "Power corrupts, and absolute power corrupts absolutely." Ambition, greed, and ego can cause leaders to focus on their positions and their perks, instead of their responsibilities. Remember that greatness seeks the power to do, not merely the power to be.

Integrity also can fall victim to a fear of failure or embarrassment, born of a lack of self-confidence. Avoiding confrontation, shifting blame, covering up mistakes, and failing to insist on proper standards of performance and conduct all are manifestations of such weakness.

A third culprit in the loss of integrity is often a sheer lack of competence. It is impossible for a "Peter Principle" leader—promoted beyond his competence—to adhere to a proper standard, if he cannot visualize or fully appreciate such a standard to begin with.

Finally, integrity fails because of moral dilemmas or conflicts, or just plain moral blindness. This can stem from

**Anyone who finds himself struggling with such basic codes in a school situation will never make it in the real world after graduation.**

deficiencies in education, the lack of a personal code, or the failure to keep a personal code alive.

In nourishing and reinforcing a personal code of integrity, the first task is to develop your own appreciation of what is at stake—through reading, study, and close observation of real-life examples, both good and horrible. Your personal code must be clearly defined.

The second task is to develop true mental toughness—accepting responsibility, holding subordinates accountable, upholding standards, and never hiding behind excuses or rationalizing mistakes. It means focusing on the mission, rather than self or career.

The third imperative is to maintain a sense of perspective, keeping in mind that the military professional must focus on public service—not money, power, or status. Beyond military service, there will always be a full range of responsibilities—to God, to family, to self, and to right living—that will help keep things in balance.

Three maxims apply:

► *Always do and say the right thing.* Don't worry about the consequences. Remember, no one has ever improved

on The Golden Rule.

► *Work hard, but for the right reasons.* The mission is paramount, not personal advancement.

► *Live your life as though you will someday have to account for every word, thought, and deed—public or private.* Leaving aside the fact that for some, that will be precisely the case—you should be your own toughest judge, as part of being your own best friend.

When you get right down to it, your integrity is up to you. It cannot be imposed from outside. To paraphrase a famous saying:

"Integrity is what you are in the dark."

So be it.

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General Butler retired in February as Commander-in-Chief U.S. Strategic Command. He graduated from the U.S. Air Force Academy in 1961, and, after flying F-4s in Vietnam and earning a Master's degree in international affairs at the University of Paris, taught at the Air Force Academy 1969-1972. He later commanded a bombardment wing, served as Inspector General for the Strategic Air Command, and was the Director of Strategic Plans and Policy for the Joint Chiefs of Staff.

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## The Honor Code: Master or Servant?

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**VADM Howard B. Thorsen,  
USCG (Ret.)**

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**T**he American public consistently ranks our military at the very top of the nation's major professions and institutions in terms of trust and confidence, a position earned by more than two centuries of high ethical behavior and strict standards of accountability imposed on those few who transgress.

For the same reason, the four military academies (along with a small number of private institutions with a strong military orientation) have a special place in the public's mind. To be sure, the portrayal of a near-perfect moral and ethical atmosphere is an important, unique differentiator during the highly competitive annual quest by those schools for the very best candidates.

Each year, they accept a total of about 4,000 of this nation's finest young men and women and, in an intense atmosphere, confront them simultaneously with a demanding military indoctrination and academic challenge.

Entrants arrive each summer with their own individual established characters. Highly motivated, they embark on the rigorous routine of midshipmen or cadets. Training and studying from early morning to late at night, they are transformed from civilians to proud members of an elite military organization in an astounding two-month metamorphosis.

They learn how to march and drill . . . and they learn the proud history and traditions of their service. They are introduced to discipline, regulations, and an honor code. Discipline is a broad, dynamic principle of any military unit, and involves far more than the stereotypical

"blind obedience to orders" sometimes used by critics intent on discrediting the military. Regulations, on the other hand, guide them in their daily routine within the military organization.

But what about the honor code? That short phrase that states the obvious: that anyone who lies, cheats, steals, or otherwise attempts to deceive is unworthy to remain in the group. What could be more straightforward?

How, then, can it be that violations by large numbers of our nation's finest over the years have occurred not during the first few transition months as they adapt to a new life, but long after they have been accepted into the group and, in some cases, have earned positions of leadership within the corps?

What has gone wrong? Where do we apply the corrections? Of course, we can always find someone to "hang" for letting things slip, conduct a quick study that validates the code, and then go about our business for another decade—confident that the code has been fixed.

Anyone associated with the administration of any of the academies soon learns that the "old grad" solution is invariably more stringent, wishing that less flexible standards of conduct be applied to ever-younger people.

A typical view, perhaps the most common, of what it takes to put things right includes the following:

► An honor code must be strict, strictly enforced, and based on a zero-defect goal.

► Despite diverse backgrounds, young men and women voluntarily brought together by a common goal can and should be treated as homogeneous parts of a whole.

► An intense, high-pressure academic environment offers an excellent opportunity for testing an individual's adherence to the honor code, particularly as it pertains to cheating.

► Those who are living by the code are best qualified to judge the severity of infractions by their contemporaries and determine the punishment, but always with the first principle as the single, unchallengeable precept.

Much of this might have been appropriate 30 or more years ago, but it falls woefully short today, when young officers must be far more skilled as leaders than the junior officers of the pre-1960s. Understanding and appreciating the *concept* of honor is required of all who would lead others, and is directly dependent upon one's own personal experience and stage of maturity. While all candidates achieve parity of authority and responsibility when commissioned, the four years spent at an academy afford an unparalleled opportunity to nurture the moral and ethical standards of the students. To delegate that task primarily to the student body is largely to ignore or waste the chance.

We must consider honor from a broader perspective. Except immediately following those infrequent episodes of cheating, how much effort is expended to develop the nascent apprentices' perception of honor? What tangible evidence to include this vital aspect in the students' education can be found? For example, are all members of the military faculty and staff selected for tours of duty at the academy *primarily* because they personify the high standards we want all graduates to emulate? Do *all* members of the permanent faculty and staff, civilian as well as military, realize that their conduct and approach to duty are on parade every day as part of students' total experience?

The cost associated with the education and training at our academies is considerable. The value of the total experience must prove to be well worth the price. There are no academy courses that could not be duplicated at a civil-

ian institution. There is no civilian institution, however—other than the ones alluded to—that even comes close to duplicating the conditions of discipline and responsibility that exist at the military academies. You have to go to class and you have to shine your shoes, for starters. But you also have to tell the truth because you are being groomed to enter a profession in which lives—not dollars—will depend on your integrity.

At what point is a midshipman expected to have achieved that high sense of honor deemed essential for an ensign? How does that ensign's sense of honor, at that point, compare to those who have a few more crows feet around their eyes and scrambled eggs on their visors?

Is it reasonable to have a strict honor code applicable to college-age youths with totally diverse backgrounds—but then have only a general, unstated expectation for a “nicer sense of duty” from those same individuals once commissioned and serving? Does anyone think that the Uniform Code of Military Justice functions as a tool for raising the standards of honorable conduct, or even heightens the awareness among those subject to it?

An individual's personal standards of ethical and moral behavior—integrity—and acceptance of responsibility for his own action or inaction—accountability—will define his sense of honor. Only the consistent demonstration of a high degree of integrity, coupled with a sincere, forthright acceptance of personal accountability, will meet the high standards of our officer corps.

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Admiral Thorsen, a distinguished Coast Guard aviator, graduated from the U.S. Coast Guard Academy in 1955, taught there 1969-1972, and was the Commandant of Cadets 1980 to 1983.

**You also have to tell the truth because you are being groomed to enter a profession in which lives—not dollars—will depend on your integrity.**

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## What Price Honor?

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### Josiah Bunting III

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American youth are taught, in a thousand ways, to define themselves in competition with those of their generation—in schools, in sports, in the early achievement of public distinction, and the aggrandizement of wealth. Thus students matriculate at competitive colleges having succeeded in a culture that rewards academic success and demonstrated high academic potential. Inevitably, all is reduced to competition and invidious distinction.

In a kind of Gresham's law of schooling, such competition scours ways or stunts the desire to learn for learning's sake, for the “joy of learning singular things”—or the connections among them—and the intellectual self-reliance such things lead to. Students do not pursue personal records; they pursue the highest possible Scholastic Aptitude Test scores (with all the ridiculous and clattering

baggage of special courses to prepare to do well on the SATs), the highest possible grades (including absurd markings like 4.1 or 4.2), and distinctions that exalt and reward them above their fellows. Earned admission to famous and competitive colleges is believed to assure admission to the best law and medical and business schools, which in turn leads to . . . etc., etc.

In this context, in such rich soil, the seeds of a willingness to compromise personal integrity in the name of personal gain find a most congenial and nourishing home. Our culture emphasizes competitive academic success, and such success confers the highest prestige. The connections, incidentally, between such success and the distinctions earned in certain competitive sports are multiple, and given recent, and hideous, punctuation in the Tonya Harding-Nancy Kerrigan episode.

Many, perhaps a majority, of American secondary school students cheat. We can see why. But diagnosis does not lead easily to prescription. Our interest is in the various means by which the different institutional cultures in

# Honor

our colleges train or educate young people not to cheat.

Some use fear and shame. Some have single-sanction penalties, in which cheating leads automatically to dismissal, although, given the severity of the punishment, it is likely that such a system

may militate *against* reporting the cheater. Others require the observer to confront the thief or the liar and some retain the formal and formulaic archaism, to be written and signed on examination papers: "On my honor I certify that I have neither given nor received aid."

The essential issue is that the roots of character and integrity are planted in childhood, watered, tended, and cultivated in adolescence, and are not reliably capable of effective pruning in early adulthood. Nonetheless, academe

**Unfortunately for them, the federal military academies more-or-less reproduce the most flagrantly contributing factors in the national climate of pushing and shoving, lusting and striving, for competitive professional and academic advantage.**

Understanding is measured in ways that cannot really be counterfeited—cheating simply is not a useful option. Obviously, there are exceptions; there always will be. But the daily, constant demonstration that the purpose of undergraduate education is under-

standing, and the beginning of the cultivation of wisdom—not competitive advantage or academic "distinction"—is a potent immunizing substance.

Unfortunately for them, the federal military academies more-or-less reproduce the most flagrantly contributing factors in the national climate of pushing and shoving, lusting and striving, for competitive professional and academic advantage. It is not their intention to do so, but they do it all the same. Then, in exasperation and public shame,



U.S. NAVAL ACADEMY

**Graduation is a singular moment for these Naval Academy midshipmen. Will they measure up to the standards set by those who won the battles inscribed on this stadium's walls? It will depend to a great degree on their concept of honor.**

mic programs that implicitly or explicitly emphasize the fecklessness of cheating (in distinction to its wrongness) are, it seems to me, moving in the right direction. Where competition for grades is sharply reduced, cheating must be reduced apace; but the reduction of such competition should stimulate—rather than impede—those who seek a real education.

In an ideal undergraduate setting, which I take to be the small residential liberal arts college—in which professors are motivated fundamentally by the desire to teach and live among the young, in which education proceeds by discussion, in tutorials, in small seminars, and in which un-

they blame themselves for succumbing to the virus that their new recruits have brought in with them and their means of healing themselves are never original or radical.

The time has come to look at the issue in a radical way, by asking the question, "How can we educate midshipmen, cadets, and officer candidates not to cheat, and to live a life of moral and professional integrity after they leave us?" There may be a number of answers; the current code is a laudable ideal. Apparently, for many students, it is just that. It is not an answer.

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Mr. Bunting is Head Master of The Lawrenceville School, Lawrenceville, New Jersey. He was an enlisted Marine before he graduated from the Virginia Military Institute as First Captain of the Corps of Cadets and was commissioned in the U.S. Army. A Rhodes Scholar, he served with the Ninth Infantry Division in Vietnam, taught at the U.S. Military Academy and the Naval War College, and was President of Hampden-Sydney College 1977-1987.

# The U.S. Naval Academy

## Where to in the 21st Century?

COL David A. Smith,  
USAF (Retired)



## The Legacy of Leadership

RADM Thomas C. Lynch,  
USN

It seems that nothing has been going right for the Naval Academy during the last few years. Midshipmen are charged with cheating on electrical engineering exams, with sexual harassment, and with disregard for the honor code. Even the football team has been a source of embarrassment.

The basic problem is that the Naval Academy has strayed from its mission of developing young men and

women into military officers and leaders, becoming instead an "almost university." The trend toward demilitarization must be ended, and the Naval Academy's programs need to be refocused:

- ▶ The curriculum needs to be trimmed and reoriented.
- ▶ Midshipmen need to be held to higher standards of behavior.
- ▶ The athletic program needs to emphasize martially oriented sports and develop varsity schedules with appropriate opponents.

For those of us who graduated before 1957, the Naval Academy was casually and irreverently referred to as the "boat school" or the "small boat and barge school." The program was simple: a lock-step curriculum that focused on the operation of ships, with some math, science, and general engineering thrown in. The degree awarded was not in engineering; it was a Bachelor of Science.

In 1957, the Soviet Union launched Sputnik, stunning the Free World and the U.S. armed forces. As a nation, we were obviously behind the power curve in fundamental areas of technology—basic math, science, and engineering. It was a wake-up call, and the nation responded. So did the service academies. The Naval Academy initiated the first of a long series of changes in modernizing its curriculum. The lock-step program was abandoned. New, more stringent courses were introduced. Previous college credits were accepted, new majors were approved, and a wider range of degrees appeared.

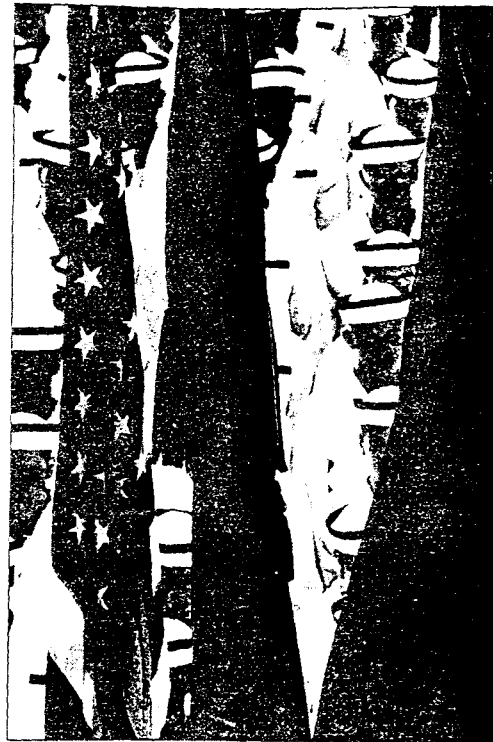
Little more than 30 years ago, when Admiral Arleigh Burke was the Chief of Naval Operations, he spoke to a roomful of Navy captains who had just been selected for rear admiral. They undoubtedly expected to hear words of high praise for having attained the pinnacle of flag rank; instead, Admiral Burke left them momentarily stunned:

"In the eyes of the Navy," he said, "you are old men!" He went on to explain that only the most promotable

of them would remain in active service for as many as ten more years; most would be gone years sooner. The quarter-century or so of achievement that had brought them to this point served only as prologue to a few brief years when they would have the power and influence to get the things done the Navy most needed doing, before their time on center stage expired. Therefore, their sense of commitment and dedication to the Navy had to be stronger and more intense than ever.

No one could make such a statement with more force and clarity than Admiral Burke. The epitome of honor and integrity, he has always lived for the Navy, and probably could not conceive of any other existence. With unwavering physical and moral courage—in World War II combat and in the Pentagon wars that followed—he set the moral tone for the U.S. Navy, including my generation of midshipmen, then on the verge of graduating from the Naval Academy into one of the most tumultuous periods of American history.

Looking back, I see that my classmates and I probably were more closely attuned philosophically to Admiral Burke's generation of naval leaders than today's midshipmen are to mine—even though my days at the Naval Academy fell roughly at midpoint between Admiral Burke's time and today. Since those early 1960s, the effects of a long and divisive war, along with rapid and profound technological advances and social upheaval and still



U.S. NAVAL ACADEMY

Suffering through a spate of scandals in recent years, the Naval Academy—and its critics—are re-charting the course of its future.

Smith

Today, degrees are offered in 18 majors: eight in engineering, six in math and science, and four in liberal arts (political science, economics, English, and history).

Has the Naval Academy gone too far in establishing too many degree programs? Today, its academic program differs little from undergraduate programs at most public and private colleges and universities. Consider some sample numbers of degrees awarded by the Academy in 1993: Only 26 (2.4%) midshipmen graduated with majors in electrical engineering, 21 (2.0%) in marine engineering, and 22 (2.1%) in chemistry, while 155 (14.5%) graduated with majors in political science. Majoring in liberal arts were 365 graduates (34.08%), a number significantly higher than the 19.83% just seven years earlier.

These majors figures raise several issues: Should the Naval Academy be competing with colleges and universities by teaching liberal arts to a large portion of the Brigade? How expensive is it to maintain a large number of academic departments, each of which teach a small number of midshipmen? What level of educational quality can we expect from a wide range of academic programs in a relatively small institution?

What can the Naval Academy do?

First, phase out liberal arts degrees. Higher-quality liberal arts degrees are available at lower cost from colleges and universities—public and private. Dropping these programs will allow the Naval Academy to focus on the remaining science and engineering majors, enhancing their excellence. Savings in faculty and staff—thus in dollars—would result. The Naval Academy would no longer be duplicating academic programs available—at better prices—in the private sector.

The focus on a science-and-engineering curriculum is more appropriate for high-tech armed forces that will become even more technical in the future. Graduates of such a program will be better prepared to lead the evolving forces. A solid underpinning in the humanities is essential—liberal arts degrees are not.

Phasing out liberal arts degrees will, of course, reduce the percentage of faculty committed to these programs, as well as department heads and other staff. Faculty members may argue that it will be difficult to hire top-quality academics to teach survey courses rather than full liberal arts degree programs, but in fact there is a buyer's market in the humanities today.

Second, sharpen the focus on technology-based disci-

Lynci

other wars, have brought about an acceleration of change that makes the generation gap a fact of life rather than a mere sociological concept. It is ironic that such a gulf in understanding between succeeding generations was first foreseen by the masterful science-fiction author Robert Heinlein, himself a Naval Academy graduate. I wonder if he ever thought that his prediction would hit so close to home.

My biggest challenge as Superintendent of the Naval Academy in guiding the total personal growth of each midshipman has been to maintain equilibrium among the competing demands of academic, athletic, professional, and personal development requirements. In the face of continuing change, it is a never-ending balancing act. Change is generally beneficial, but the change we have experienced also has fostered a complacency that takes for granted the principles upon which the Naval Academy—and the nation—were founded.

Clearly, today's midshipmen are bringing to Annapolis far different sets of cultural values and expectations than those of my generation. An instructive case in point has been the perennial issue of falsifying age on identification cards, in order to buy alcohol. This always has been an honor violation, and several midshipmen have been dismissed for it. Those who doctor their cards know that in doing so they are accepting the risk

of dismissal; yet I am concerned that more than a few within the Brigade today believe the issue is more of a bureaucratic nuisance than the abandonment of one's personal integrity. The recent investigation spotlight has revealed similar attitudes in a cheating incident, in which too many of the participants managed to rationalize away honor violations—even after admitting misconduct—with little or no remorse. Such a gap between basic sets of understanding about the principle of honor is totally unacceptable, and I recognize that the responsibility for bridging that generation gap does not belong to the midshipmen; it is mine and I accept that responsibility.

Amid all the change, one principle has remained rock-solid: Admiral Burke's concept of committed and dedicated service to the Navy and the nation is intertwined so tightly with personal honor and integrity that they can

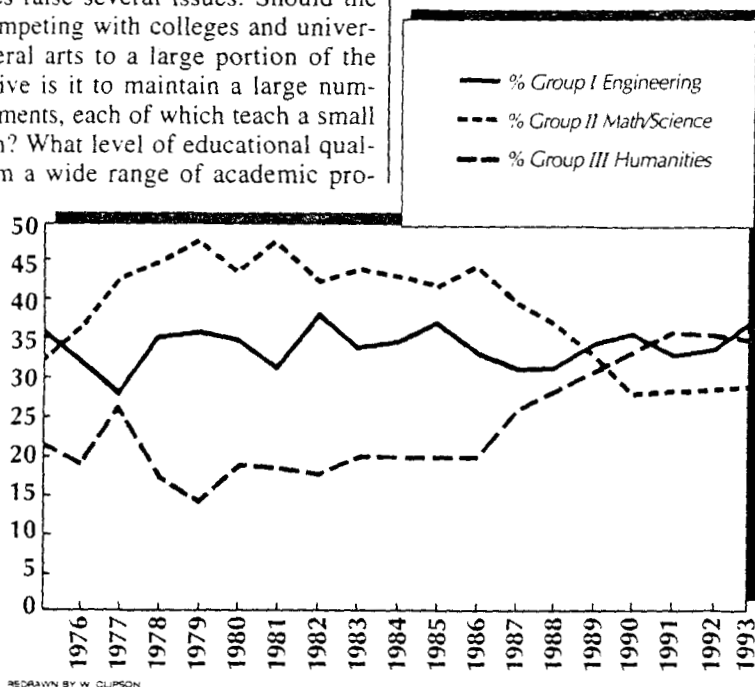


Figure 1: Distribution of Midshipmen among Majors by Class Over the course of nearly two decades, the numbers of midshipmen majoring in the humanities and social sciences have increased steadily, while those in math and science have dropped. Midshipmen choosing engineering majors have held fairly steady.

**Smith**

plines. Since a technical education enhances problem-solving abilities in a high-tech environment—especially in operational and crisis situations—technology disciplines are vital to the success of the armed forces of the future. Dropping liberal arts degrees and refocusing the curriculum on science and engineering may result in a temporary slump in applicants to the Naval Academy. With an increased reputation for its technology-based program, however, the Naval Academy might eventually receive increased numbers of applications from more technically oriented youth.

Third, reintroduce and emphasize foreign language study. All midshipmen, not just liberal arts majors, should be required to study at least two years of a foreign language. In today's increasingly interdependent world, the Naval Academy needs to move toward, rather than away from, increased understanding of other peoples and cultures. Any complete education should include some knowledge of a foreign language. Such knowledge is both an introduction to different cultures and a basis for later study, as career assignments may dictate. Study of a foreign language improves the understanding of English, as well.

In fairness, it should be pointed out that those days before Sputnik carried their own challenges. Because we all took the same courses, I had the dubious privilege of enduring three years of freshman English—first at a college I attended after high school, then at a prep school, and finally at the Naval Academy. Many other midshipmen also arrived with college credits; some had even completed a four-year degree program elsewhere. Except for their selection of foreign languages, midshipmen in the 1950s followed identical academic paths.

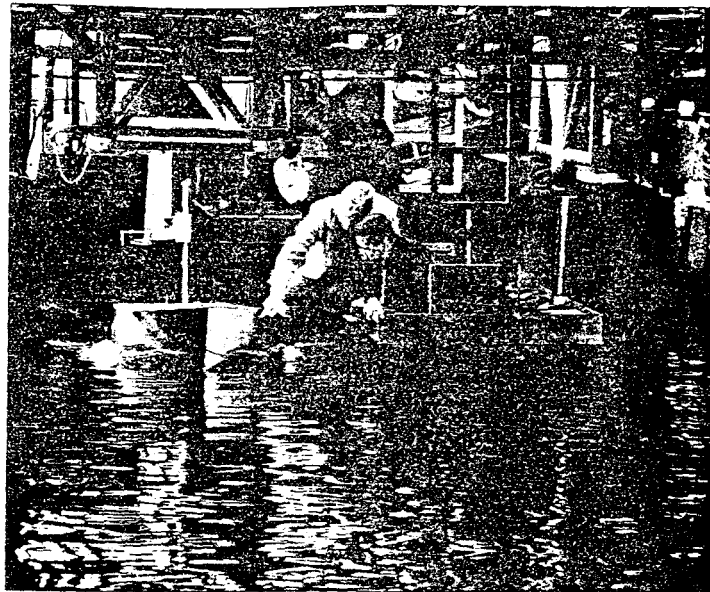
The backgrounds and capabilities of midshipmen were significantly different. Some had graduated from prestigious high schools with rigorous math and science programs; others came from far weaker schools. Many went unchallenged, and some were downright bored. The curriculum was broad, bland, and shallow.

Still, each of us got a basic engineering education with a focus on shipboard systems, from both a marine engineering and an operational standpoint. New ensigns were comfortable when they reported for their first assignments at sea, and this education provided the basis for a continuum of solid ship and operational knowledge for

**Lynch**

never be separated. What value is such service otherwise? And what better place to inculcate such values—while providing first-rate intellectual, professional, and personal development—than a service academy? Other high-quality schools may provide comparable or even in some cases superior academic surroundings, but only the service academies can serve as repositories for their services' full array of customs and traditions, ideals and honor—sources of pride for their graduates and of inspiration for their cadets and midshipmen. Many universities might react strongly to evidence of widespread cheating, but how many also would see their way clear to deal with other, more sensitive issues of personal integrity—which the service academies *must* deal with in no uncertain terms?

Our nation has traditionally and rightly placed the highest expectations on its service-academy graduates, partly because of their demanding training regimen, partly because of their tight focus on issues of honor and integrity, and partly because of their strong sense of commitment. To ensure that Naval Academy graduates will continue to meet these expectations in the future, a Strategic Plan—developed by the officer and civilian faculty, staff members, and midshipmen—was published in June 1992. The Strategic Plan acknowledges that the focal



Midshipmen studying ocean engineering and naval architecture work in one of the Academy's two towing tanks in the hydromechanics lab.

point of all effort expended at the Naval Academy must be to develop midshipmen morally, mentally, and physically, to provide the naval service and the nation leaders of character. Any endeavor that fails to contribute to that end must be evaluated, then corrected or discarded as required. The Strategic Plan is subject to continuous scrutiny, and already has seen several updates and improvements in the three major areas of Academy life:

► **Academics:** For the past quarter-century, the Naval Academy has offered variety in major fields of study, evolving to its current level of 14 technical and 4 non-technical majors. Because of the rigorous core curriculum, which is strong in science and engineering, all midshipmen graduate with accredited Bachelor of Science degrees, as they did before the majors program was introduced. After completing a recent three-year-long review of the core curriculum, we have reduced the academic load somewhat, but midshipmen still carry 17-19 credit hours per semester. There are no easy courses and no easy majors. At the Naval Academy, everyone works but John Paul Jones, resting in his elegant crypt beneath the Academy Chapel.



**Smith**

many years of each shipboard naval officer's career. (Marine Corps, Supply Corps, and Air Force officers obviously did not receive comparable benefits.)

What else can the Naval Academy do?

Issues of honor and ethics must be examined anew. Even more important than the overhaul of the academic curriculum is fulfillment of the Naval Academy's mission: "To develop midshipmen morally, mentally, and physically and to imbue them with the highest ideals of duty, honor, and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest

**Lyncl**

The Naval Academy's engineering laboratories are the finest to be found anywhere at the undergraduate level. All courses are taught by full-fledged faculty members—not graduate teaching assistants—and extra instruction is always available. The faculty is balanced evenly between civilian professors with doctorates and officers with at least master's degrees in their disciplines—a practice that goes back to the school's founding in 1845. Class size remains small, averaging fewer than 18 midshipmen per section. The Naval Academy has had a Rhodes Scholar for each of the past two years, and other midshipmen have won Marshall, Fitzgerald, Pownall, and Zipf scholarships.

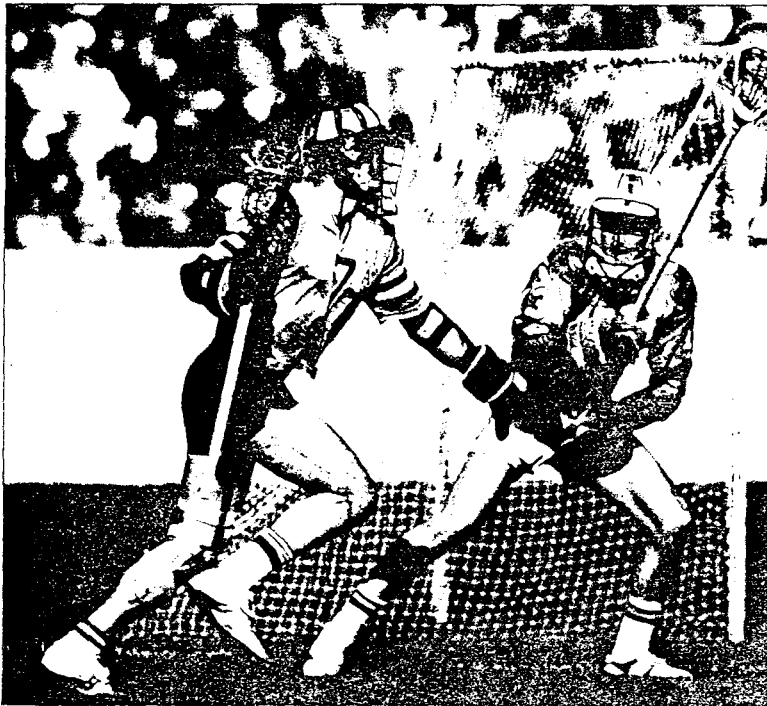
Twenty more each year initiate their graduate education while still midshipmen. In the Strategic Plan, the faculty members of the Naval Academy are challenged with the task of taking this wonderful academic system and creating a new partnership between student and teacher, to produce an environment that fosters leadership, creativity, and a life-long thirst for knowledge in each graduate.

► *Athletics:* Rigorous physical development has long been a staple of Naval Academy life, and will continue focusing on a lifetime of personal fitness. At present, about one midshipman in four participates in varsity intercollegiate competition (18 male and 11 female varsity teams), and every midshipman engages in some form of organized physical activity at the intercollegiate, club, or intramural level each semester. Virtually all intercollegiate varsity athletes and most of the others are involved in year-round strength and conditioning programs.

With regard to NCAA competition, the Naval Academy (and our alumni) must remember that the most important by-products of athletics are the leadership principles absorbed on the field of play—not just pride in having winning seasons and beating Army.

► *Professional Development:* The recent change in this area has been the most significant. From Plebe Summer to summer training to precommissioning service indoctrination, the thrust of revisions made has been to emphasize ideal leadership concepts and instill in all midshipmen Vice Admiral James Stockdale's philosophy of "Moralist, Jurist, Teacher, Steward and Philosopher." Because the successful leader must be a selfless person, midshipmen must consider, first and at all times, the impact of each thought, word, or action on their command and those who live and work around them, before considering any personal benefits they may accrue. Leadership training is conducted over a four-year continuum, with formal instruction reinforced by practical experience in running the affairs of the Brigade in Bancroft Hall.

Because most military-specialty training is conducted after graduation, the Naval Academy is able to concentrate on the personal development of midshipmen. At



P. HOFFMAN

Sports at the Naval Academy traditionally have been the focus of midshipmen development and pride. One midshipman in four plays intercollegiate sports at the varsity level.

responsibilities of command, citizenship, and government."

Midshipmen should be held to a higher standard than those in the general culture. Many people today—including elected and appointed officials—seem more willing than in the past to shade the truth or even lie outright. It is no surprise that problems of discipline and ethics continue to be most troubling. The exam-cheating problems—reflecting as they may broader problems in ethics throughout the Naval Academy—are exceptionally serious because of the impact they may have on the character of future officers. The biggest mistake that can be made is to make marginal changes in the ethics program (e.g., in the Honor Concept) and then announce that the problems have been solved.

Discipline, too, becomes less rigorous with each passing year. Recent changes in plebe-year indoctrination have scaled back this basic training to a single summer. A visitor to Annapolis finds midshipmen outside of the Yard

## Commentary

### Smith

at nearly all times of the day and night. Even the Commandant of Midshipmen recognizes the problems and has started tightening some of the behavior standards. Now all hands—not just plebes—are up at reveille; all hands—not just plebes—are in proper uniform.

The Naval Academy should be a military school, not a university with a military program or flavor. Virginia Tech, Texas A&M, the Citadel, and Virginia Military Institute have programs with more military content and higher standards of personal behavior than the Naval Academy.

Finally, make some changes in the athletic and extracurricular program. Even after weakening the schedules, current football and basketball schedules are counterproductive to accomplishing the Naval Academy's mission. Navy can no longer compete successfully with nationally ranked colleges and universities in these varsity sports, especially where athletic scholarships and opportunities for professional sports contracts exist. Winning is important, and winning varsity sports seasons provide many incentives for midshipmen to support their teams and certainly help maintain high morale.

The Naval Academy should encourage and support martial sports, such as rifle, pistol, fencing, water polo, lacrosse, soccer, track, boxing, wrestling, and sailing. Last year, the Naval Academy's fencing and pistol teams lost their varsity status, joining boxing which lost its varsity billing many years ago. One might ask how a military school can discontinue martial sports that are central to the military ethos.

The Drum and Bugle Corps is another example of the civilianization of Naval Academy traditions. Over recent years, the corps looks and performs little differently from a regular college or university marching band, complete with popular music, complicated formations, and waving of colored flags. The corps must be more than a spirited, talented group of young people; it stands for the centuries that armies, (and navies) and music have gone together into battle.

A service academy must be a school for the education and training of officers of the armed forces. The course work should emphasize the handling of weapons, drilling, tactics, strategy, ceremony, and leadership of men and women. Further, the instruction must include science and general subjects to accommodate the increasing part played by science and technology in organizing for modern warfare. Midshipmen must learn to behave like the officers and leaders they are striving to become.

It is time for the Naval Academy to become, once again, a truly military institution.

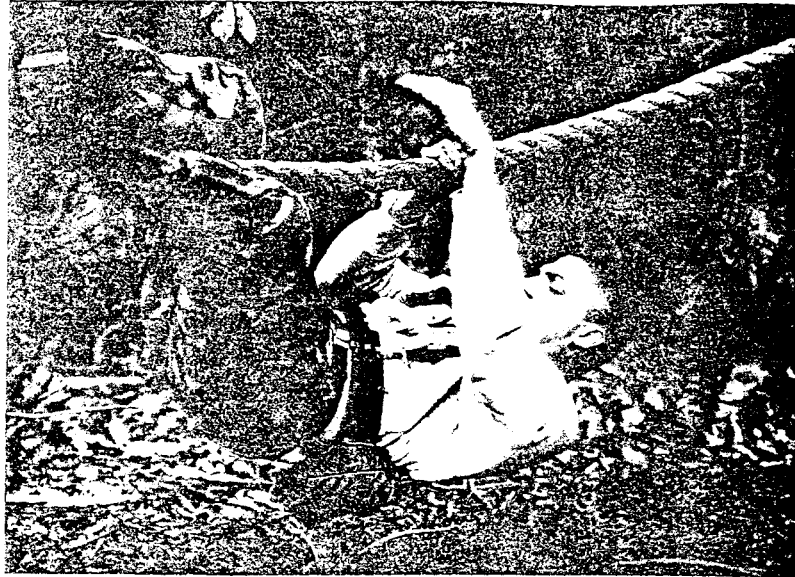
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A 1957 graduate of the Naval Academy, Colonel Smith served 20 years on active duty. As a consultant, he is working on a congressional study about consolidation of the services' command and staff colleges.

### Lynch

the recommendation of our Board of Visitors, we have established a Character Development Center, headed by a senior Naval Academy graduate—Colonel Mike Hagee, U.S. Marine Corps—who reports directly to me. The Center coordinates all aspects of character development, going well beyond the Honor Concept to include the faculty's continuum of ethics instruction, the Navy's core values program, and our own command-managed equal-opportunity program.

The goal of this unprecedented concentration of effort and resources is to produce high-impact junior officers for the Navy and Marine Corps who will prove inspira-



U.S. NAVAL ACADEMY (P. SALEBI)

During the academic year and summer "cruises," the Naval Academy's mission is to develop young men and women—morally, mentally, and physically—into military officers who will be strong leaders.

tional for their seniors, subordinates, peers—and the nation at large. Midshipmen at the Naval Academy today are being held—properly so—to a higher standard than most of them have ever before experienced. Some have faltered; others will falter as they proceed further down the line. But most are thriving as they receive continuous guidance and encouragement to achieve their highest potential.

There are times in life when adversity sounds a wake-up call—and a call for action. We are heeding that call. I have every confidence that Admiral Burke—and the generations of Navy and Marine Corps men and women who share his commitment to integrity, honor, and undying devotion to a life of service—will continue to take pride in the graduates of the Naval Academy and all the service academies. In our relatively short span of remaining active-duty service, my generation will keep working hard to make it happen.

---

A 1964 graduate of the Naval Academy and its 54th Superintendent, Admiral Lynch is a surface warfare officer who also has served as the Navy's Chief of Legislative Affairs.



75 Years of Success

**Don Fuqua**  
President

March 13, 1995

Honorable Alan J. Dixon  
Chairman  
Defense Base Closure  
and Realignment Commission  
1700 North Moore Street  
Suite 1425  
Arlington, Virginia 22209

Please refer to this number  
when responding 950314-2

Dear Senator Dixon:

Let me first offer my congratulations on your selection as Chairman of the 1995 BRAC Commission. I wish you luck as you face this challenging and contentious assignment. However, if anyone is up to the task, it is you.

The Aerospace Industries Association is the national trade association representing the nation's manufacturers of commercial, military and business aircraft, helicopters, aircraft engines, missiles, spacecraft, and related components and equipment.

Our members are intensely interested and involved in those matters that affect the well-being of the defense technology and industrial base. For the past two years or more, AIA has been the spokesman on defense issues involving depot maintenance and industrial capabilities for a nine-member industry coalition of defense associations. We have worked closely with the Defense Science Board Task Force mandated by Congress to address defense depot maintenance policy and procedures. During that effort we were able to develop industry consensus positions on all of the major issues involved and, in fact, near-consensus government-industry positions as well.

Our members would like me to present our views and concerns on the recently-released DoD list of recommended base closings and realignments. We feel that our reasoned positions reflect the mainstream of participating defense contractors, and deserve to be heard.

We are looking forward to your affirmation of our request, and will work closely with your staff once the details have been finalized.

Once again, congratulations. Please contact me if I can be of any assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Fuqua", with a long horizontal line extending to the right.

Don Fuqua

DF:wmb



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 23, 1995

Please refer to this number  
when responding 950314-2R1

Mr. Don Fuqua  
Aerospace Industries Association  
of America, Inc.  
1250 Eye Street, N.W.  
Washington, DC 20005-3922

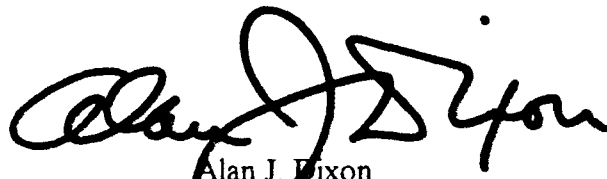
Dear Mr. Fuqua:

Thank you for your letter requesting an opportunity to present to the Commission your views on Secretary Perry's base closure and realignments recommendations.

As you may be aware, the Commission thus far has held a series of hearings with the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and numerous government officials. The Commission intends to have additional hearings as needed in the coming months and we will keep your request to testify in mind when scheduling future hearings. In the meantime, the Commission would welcome any views your organization would like to provide in writing regarding the Secretary of Defense's base closure and realignment recommendations at your earliest convenience.

I appreciate your interest in the base closure and realignment process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950314-2

<b>FROM:</b> FUQUA, DON	<b>TO:</b> DIXON
<b>TITLE:</b> PRESIDENT	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> AEROSPACE INDUSTRIES ASSOC	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER ROBLES			
				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**  
 HE WOULD LIKE OPPORTUNITY TO PRESENT VIEWS TO DBCRC.

<b>Due Date:</b> 950321	<b>Routing Date:</b> 950314	<b>Date Originated:</b> 950313	<b>Mail Date:</b>
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**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950314-3

FROM: CHAPMAN, Jim	TO: KLING, S. LEE
TITLE: (REP) - (TX)	TITLE: Commissioner
ORGANIZATION: U. S. CONGRESS	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED: RED RIVER	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING	✓		
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		X		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A			
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER			
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES				BRITTA BRACKNEY		Ⓢ	

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input checked="" type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

CONFIRMING MEETING FOR EITHER DINNER MARCH 15 OR BREAKFAST MARCH 16. ALSO, REQUESTING Comm. KLING TRAVEL TO RED RIVER APRIL 7 WITH CHAIRMAN DIXON.

Due Date: 950316	Routing Date: 950314	Date Originated: 950308	Mail Date:
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CONGRESS OF THE UNITED STATES  
HOUSE OF REPRESENTATIVES  
WASHINGTON, D. C. 20515

JIM CHAPMAN  
1ST DISTRICT  
TEXAS

March 8, 1995

Please refer to this number  
when responding 950314-3

Mr. S. Lee Kling, Chairman  
Kling Rechter & Co.  
1401 South Brentwood Boulevard, Suite 800  
Saint Louis, Missouri 63144-1437

Dear Mr. Kling:

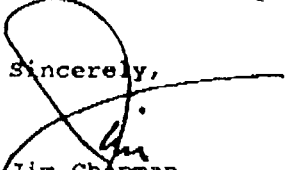
Thank you for meeting with me during yesterday's hearing of the Defense Base Closure and Realignment Commission. I very much enjoyed meeting you, and I appreciate your taking the time to talk to me about Red River Army Depot, located in my Congressional District.

I also want to follow up on our tentative plans to meet when you return to Washington next week. If you are available for either dinner on Wednesday, March 15 or breakfast on Thursday, March 16, I will be happy to accommodate whichever option is more convenient for you. My Executive Assistant, Leslie Schindel, will be in touch with Britta to work out the details.

I also understand that Commission Chairman Alan Dixon tentatively plans to travel to Red River on Thursday, April 7, to pay a base visit. I would be grateful to you if you could accompany Chairman Dixon to Northeast Texas to see first-hand what a tremendous job these folks do. Hopefully, we can discuss a site visit next week.

Thank you again for your kind attention to my concerns, and I look forward to working with you as the Commission considers the difficult choices it must make in service to the American people. With warm regards, I am

Sincerely,

  
Jim Chapman  
Member of Congress



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Jim Chapman  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950314-3R1

Dear Representative Chapman:

Thank you for your letter requesting an opportunity to discuss the Secretary of Defense's recommendations for the Red River Army Depot and the Defense Distribution Depot Red River. I appreciate your strong interest in the Commission and its process.

I plan to accompany Chairman Dixon to Texarkana, Texas, on April 6, 1995, to visit the Red River facilities, and I look forward to the opportunity to hear from the base commander and community representatives about the facility. The Commission staff will be in contact with your office to seek a mutually agreeable time to meet.

Again, thank you for your letter. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

S. Lee Kling  
Commissioner

AWC:js  
ECTS#: 950314-3



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950314-4

FROM: CHAPMAN, Jim	TO: CORNELLA, AL
TITLE: REP. (TX)	TITLE: COMMISSIONER
ORGANIZATION: U. S. CONGRESS	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED: RED RIVER ARMY DEPOT	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA	✓		
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER ROBLES			
				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A			
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER			
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES				WAYNE PURSER	✓		

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Ⓢ	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

**Subject/Remarks:**

REQUESTING OPPORTUNITY TO DISCUSS RED RIVER WITH MR. CORNELLA AND ASKING THAT HE ACCOMPANY CHAIRMAN DIXON ON APRIL 7 VISIT TO DEPOT.

Due Date: 950316	Routing Date: 950314	Date Originated: 950310	Mail Date: 950403
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CONGRESS OF THE UNITED STATES  
HOUSE OF REPRESENTATIVES  
WASHINGTON, D. C. 20515

JIM CHAPMAN  
1ST DISTRICT  
TEXAS

March 10, 1995

Please refer to this number  
when responding 950314-4

Commissioner Al Cornella  
The Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Dear Commissioner Cornella:

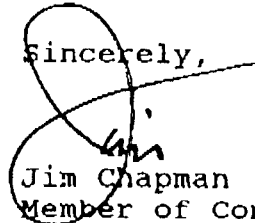
I want to thank you very much for meeting with representatives of the Red River Defense Steering Committee and the legislative staffs from the Congressional delegation. I regret the House floor voting schedule prevented me from leading the briefing as I had planned.

I am very grateful to you for your kind offer to travel to Northeast Texas to visit Red River, and I have been informed that Chairman Dixon is likely to lead such a trip on April 7. I hope you can accompany the Chairman on that trip. Please let me know if there is anything I can do to assist you in making necessary travel arrangements.

Finally, I would appreciate the opportunity to meet with you in person to discuss Red River and the difficult task ahead for the Commission. Please have your staff call my office so we can arrange a convenient time for us to meet.

I look forward to working with you in the weeks and months ahead. With warm regards, I am

Sincerely,



Jim Chapman  
Member of Congress



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Jim Chapman  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Chapman:

Please refer to this number  
when recording 950314-4 R1

Thank you for your letter requesting an opportunity to discuss the Secretary of Defense's recommendations for the Red River Army Depot and the Defense Distribution Depot Red River. I appreciate your strong interest in the Commission and its process.

I plan to accompany Chairman Dixon to Texarkana, Texas, on April 6, 1995, to visit the Red River facilities, and I look forward to the opportunity to hear from the base commander and community representatives about the facility. The Commission staff will be in contact with your office to seek a mutually agreeable time for us to meet.

Again, thank you for your letter. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

Alton W. Cornella  
Commissioner

AWC:js  
ECTS#: 950314-4

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950314-5

<b>FROM:</b> BROWDER, GLEN	<b>TO:</b> DIXON
<b>TITLE:</b> REP. (AL)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> FORT MCCLELLAN	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES				W. A. SCHUFREIDER	✓		

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

FORWARDING REQUEST FOR COBRA INFORMATION SENT TO LT COL DAVE REED.

Due Date: _____	Routing Date: 950314	Date Originated: 950313	Mail Date: _____
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GLEN BROWDER  
3d DISTRICT, ALABAMA

COMMITTEE ON ARMED SERVICES  
COMMITTEE ON THE BUDGET

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-0103**

March 13, 1995

Lt. Col. David M. Reed  
Office of the Secretary of the Army  
Legislative Liaison  
1600 Army Pentagon (Pentagon 2C638)  
Washington, DC 20310-1600

Please refer to this number  
when responding 950345

Dear Lt. Col. Reed:

I respectfully request that the Department of the Army provide me with the following COBRA (Cost of Base Realignment Action) analyses involving Fort McClellan, Alabama, by Monday, March 20. The COBRA information provided should include the complete COBRA run, including all inputs.

1. Full COBRA analysis of the Army's current closure recommendation involving Fort McClellan, including the cost to demilitarize the Chemical Defense Training Facility (CDTF) and caretaker costs until the CDTF is demilled, the cost to build a new CDTF at the relocation site, and operating and maintenance costs to preserve the Reserve enclave at Fort McClellan, as well as operating and maintenance costs expected from the addition of two new schools at Fort Leonard Wood, Missouri. This analysis also should include the cost of replicating resources for the chemical demilitarization function to be carried out at Anniston Army Depot.

2. Full COBRA analysis for moving the U.S. Army Engineering School from Fort Leonard Wood, Missouri, to Fort McClellan, Alabama.

3. Full COBRA analysis on maintaining the status quo, i.e., retaining the U.S. Army Chemical School, Military Police School and Defense Polygraph Institute at Fort McClellan, Alabama.

Thank you for your assistance with this request, and I look forward to your response. If you have any questions about this request, please contact Vickie Plunkett of my staff at 225-3261.

Sincerely,

*Glen Browder*

Glen Browder  
Member of Congress

cc: Defense Base Closure and Realignment Commission

WASHINGTON OFFICE  
1221 LONGWORTH BUILDING  
WASHINGTON, DC 20515-0103  
(202) 225-3261

DISTRICT OFFICES:  
104 FEDERAL BUILDING  
POST OFFICE BOX 2042  
ANNISTON, AL 36202  
PHONE: 236-5655

107 FEDERAL BUILDING  
OPELIKA, AL 36801  
PHONE: 745-6221

116 EAST NORTHSIDE  
TUSKEGEE, AL 36083  
PHONE: 727-8490

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950314-6

<b>FROM:</b> HUDBLESTON, MIKE	<b>TO:</b> GENERAL
<b>TITLE:</b> MAYOR	<b>TITLE:</b>
<b>ORGANIZATION:</b> CITY OF WAKE VILLAGE, TX	<b>ORGANIZATION:</b> OBCRC
<b>INSTALLATION (S) DISCUSSED:</b> RED RIVER ARMY DEPOT	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⊕		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER		X	
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

⊕	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

LETTER OF SUPPORT FOR RED RIVER.

Due Date: 950316	Routing Date: 950314	Date Originated: 950310	Mail Date:
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## City of Wake Village, Texas

Bob Long - City Administrator

MIKE HUDDLESTON - MAYOR

Maxine Orr - City Secretary

March 10, 1995

Defense Base Closure and  
Realignment Commission  
1700 N. Moore Street, Suite 1425  
Arlington, Virginia 22209

Please refer to this number  
when responding 956314-6

Dear Sir:

I can only imagine the enormous responsibility placed on the BRAC Commission as you try and accomplish your mission. I am sure the letters you receive could be interchanged as far as personal and economic impact on families, schools, businesses and governmental entities.

I ask that you look at Red River Army Depot and let it stand on its own merit. It is an effective operation which has achieved excellence awards year after year.

The City of Wake Village is only one of many cities directly effected each time Red River Army Depot has a reduction in force or even the talk of one. Wake Village, Texas (population 5,000) has 123 citizens employed at Red River. This equates to 6% of our households. The elementary school has 150 students who have one or both parents employed at Red River. The impact would be heavy for Wake Village but much heavier in Hooks, New Boston, Texarkana, Texas and Texarkana, Arkansas. Four thousand one hundred jobs directly effected, and thousands indirectly effected, will take years to overcome.

I am convinced that Red River Army Depot fulfills a mission for this Country that is necessary and unmatched. With the expansion of Highway 59 and the extension of Interstate 49, it seems the geographic location of RRAD will become even more important.

The movement in the Country to cut across political lines and do the right thing should be easy to apply in this case. I ask that you meet with your colleagues and counterparts to help make the next few months count for our part of the Country.

Please accept this as a letter of encouragement to give 110% effort to the economic survival of our area. The impact of Red River Army Depot closing its gates, even on a 24-36 month phased-out basis, will touch every person whether employed at Red River or not.

Thank you for your consideration in this most important matter.

Sincerely,



Mike Huddleston, Mayor



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950314-6R1

The Honorable Mike Huddleston  
Mayor  
Post Office Box 3776  
Wake Village, TX 75501

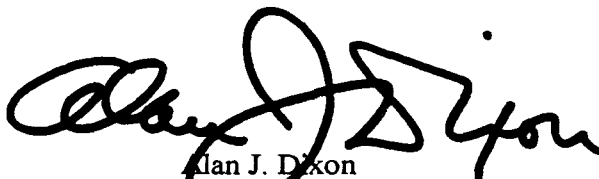
Dear Mayor Huddleston:

Thank you for your letter regarding the Red River Army Depot. I certainly understand your interest in the base closure and realignment process.

You may be certain that the Commission will thoroughly review the information used by the Defense Department in making its recommendations. I can assure you that the information you have provided will also be used in the Commission's review and analysis process.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cmc



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950315-1

FROM: BARRETT, JIM	TO: YELLYN, ALEX
TITLE: EXECUTIVE OFFICER	TITLE: NAVY TEAM LEADER
ORGANIZATION: NAVY BASE STRUCTURE ANALYSIS TEAM	ORGANIZATION: DBCRC
INSTALLATION (S) DISCUSSED: <u>NEW C. IN NEW LONDON, CT</u>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		Ⓢ	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Ⓢ	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

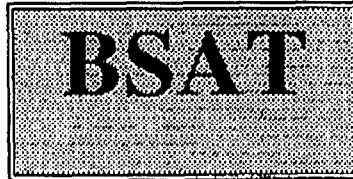
Subject/Remarks:

INFORMING THAT QUESTIONS FORWARDED BY DBCRC FOR SEN 0000 WILL HAVE TO BE SENT TO DPNAV FOR CERTIFIED RESPONSE.

\*HANDLED PHONE CONVERSATION PER ALEX Y.\*

Due Date: 950317      Routing Date: 950315      Date Originated: 950315      Mail Date: \_\_\_\_\_

# Department of the Navy Base Structure Analysis Team



## Facsimile Transmission Cover Sheet

Date: 15 March 1995

**From: CDR Jim Barrett, Executive Officer**

Office: (703) 681-0451

Fax: (703) 756-2174

**To: Mr. Alex Yellin/LCDR Eric Lindenbaum**

Org: Defense Base Closure and Realignment Commission

Office: (703) 696-0504

Fax: (703) 696-0550

### Message:

Alex --

From the list of QFR that you FAXed to me on 08 March, for the last page with questions from Senator Dodd on NUWC New London, as shown on the attached, we do not hold implementation data and would have to go to OPNAV for "certified" response... or you could go direct. Right now, we are "on hold, awaiting your guidance"; please let me know what you would like me to do. Thanks,

Very respectfully,

A handwritten signature in black ink, which appears to be "Alex Yellin", is written over the typed name "Very respectfully,".

Number of Pages (including cover page): 2

Question Submitted For the Record by Sen. Dodd (CT)

**Question:** With respect to the Navy decision to close the Naval Underwater Warfare Center (NUWC) in New London, Connecticut:

Please refer to this number  
when responding 950315-1

**1. Total estimated costs for BRAC implementation:**

(a) A detailed (by line item) of cost expenditures to date comparing:

*N444*

(1) costs spend or obligated to date vs.

*N444*

(2) costs to complete the redirection as proposed.

*BRAC 95 COBRA costs*

**2. A complete accounting of billets and ACTUAL personnel transferred from Norfolk, VA to Newport RI as of this data.**

*N444*

**3. A complete accounting of billets and ACTUAL personnel transferred from New London, CT. to Newport, RI as of this date.**

*N444*

**4. Savings in personnel and operating costs achieved per year to date at New London.**

*N444*

**5. What would be the impact upon laboratory military value and cost analysis to collocate all Navy acoustic research and development and system engineering at New London, Connecticut?**

*This was not an evaluated scenario. Therefore it was not costed. Alex Y. needs to clarify with the Commission whether a new COBRA is required.*

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950315-2

<b>FROM:</b> MOYNIHAN, DANIEL	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR (NY)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> DIBCRC	<b>ORGANIZATION:</b> DIBCRC
<b>INSTALLATION (S) DISCUSSED:</b> REDCAP	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL		X		COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

REQUESTING JUDGEMENT BY THE COMMISSION ON APPROPRIATENESS OF OOD INCLUDING THE REALTIME ELECTROMAGNETIC DIGITALLY CONTROLLED ANALYZER & PROCESSOR FACILITY ON LIST FOR CLOSURE.

Due Date: 950317	Routing Date: 450315	Date Originated: 950313	Mail Date:
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# United States Senate

WASHINGTON, D.C. 20510

March 13, 1995

The Honorable Alan Dixon  
Chairman, Defense Base Closure  
& Realignment Commission  
1700 North Moore Street - Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950315-2

Dear Chairman Dixon:

We are writing to request a judgement by the Commission on the appropriateness of the Defense Department (DoD) including the Real-time Electromagnetic Digitally Controlled Analyzer & Processor (REDCAP) facility on the list of bases recommended for closure.

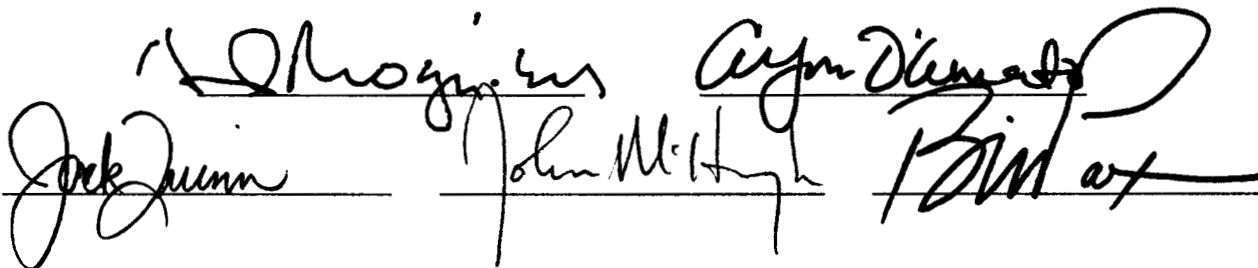
REDCAP is contractor owned and operated. CALSPAN Corporation developed the original REDCAP simulation using independent research and development dollars. Since then, under contract with the Air Force (AF), CALSPAN has been responsible for the operation and modernization of REDCAP. All of the engineering, test, support, and maintenance personnel are CALSPAN employees. The AF presence on-site is limited to one officer. REDCAP itself, part of a larger complex housing a range of test and evaluation operations, is wholly owned by CALSPAN. As is typical with defense contractors, the test equipment, though CALSPAN developed, is government owned.

We believe DoD erred by including REDCAP on the closure list. REDCAP no more qualifies as a: "base, camp, post, station, yard, center, homeport for any ship, or other activity under the Department of Defense, including any leased facility", as described in P.L. 101-510 (as amended), than does Lockheed's "Skunk Works".

We would appreciate it if your legal team could provide us with a ruling on the appropriateness of including REDCAP on the closure list as quickly as possible. If REDCAP does not meet the criteria for inclusion on the list, we would value any guidance you could offer on rectifying this error. If, on the other hand, your staff finds that DoD acted correctly, we will need as much time as possible to prepare a defense of the facility.

We look forward to hearing from you.

Sincerely,

  
Jack Quinn      John McHugh      Bill at



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950318-2R

April 3, 1995

The Honorable Alfonse D'Amato  
United States Senate  
Washington, D.C. 20510

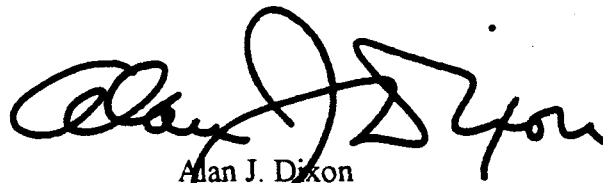
Dear Al:

Thank you for your letter regarding the Department of Defense's recommendation to add the Real-time Electromagnetic Digitally Controlled Analyzer and Processor (REDCAP) facility on its list of bases recommended for closure. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You have raised a valid concern in your letter which our General Counsel is carefully reviewing. As part of this review, a copy of your letter has been forwarded to the General Counsel of the Air Force for official comment. You may be certain that a copy of the response received from the Air Force will be forwarded to your office as soon as it is received. We will also apprise you of the Commission's conclusion regarding REDCAP.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when recording 950315-2R

April 3, 1995

The Honorable Bill Paxton  
United States House of Representatives  
Washington, D.C. 20515

Dear Congressman Paxton:

Thank you for your letter regarding the Department of Defense's recommendation to add the Real-time Electromagnetic Digitally Controlled Analyzer and Processor (REDCAP) facility on its list of bases recommended for closure. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You have raised a valid concern in your letter which our General Counsel is carefully reviewing. As part of this review, a copy of your letter has been forwarded to the General Counsel of the Air Force for official comment. You may be certain that a copy of the response received from the Air Force will be forwarded to your office as soon as it is received. We will also apprise you of the Commission's conclusion regarding REDCAP.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 150315-2R

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

April 3, 1995

The Honorable John McHugh  
United States House of Representatives  
Washington, D.C. 20515

Dear Congressman McHugh:

Thank you for your letter regarding the Department of Defense's recommendation to add the Real-time Electromagnetic Digitally Controlled Analyzer and Processor (REDCAP) facility on its list of bases recommended for closure. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You have raised a valid concern in your letter which our General Counsel is carefully reviewing. As part of this review, a copy of your letter has been forwarded to the General Counsel of the Air Force for official comment. You may be certain that a copy of the response received from the Air Force will be forwarded to your office as soon as it is received. We will also apprise you of the Commission's conclusion regarding REDCAP.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw





**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950315-2R

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

April 3, 1995

The Honorable Daniel Patrick Moynihan  
United States Senate  
Washington, D.C. 20510

Dear Pat:

Thank you for your letter regarding the Department of Defense's recommendation to add the Real-time Electromagnetic Digitally Controlled Analyzer and Processor (REDCAP) facility on its list of bases recommended for closure. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You have raised a valid concern in your letter which our General Counsel is carefully reviewing. As part of this review, a copy of your letter has been forwarded to the General Counsel of the Air Force for official comment. You may be certain that a copy of the response received from the Air Force will be forwarded to your office as soon as it is received. We will also apprise you of the Commission's conclusion regarding REDCAP.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

950315-2R

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

April 3, 1995

The Honorable Jack Quinn  
United States House of Representatives  
Washington, D.C. 20515

Dear Congressman Quinn:

Thank you for your letter regarding the Department of Defense's recommendation to add the Real-time Electromagnetic Digitally Controlled Analyzer and Processor (REDCAP) facility on its list of bases recommended for closure. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You have raised a valid concern in your letter which our General Counsel is carefully reviewing. As part of this review, a copy of your letter has been forwarded to the General Counsel of the Air Force for official comment. You may be certain that a copy of the response received from the Air Force will be forwarded to your office as soon as it is received. We will also apprise you of the Commission's conclusion regarding REDCAP.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950315-4

<b>FROM:</b> SERINO, JANET	<b>TO:</b> GENERAL
<b>TITLE:</b> NATIONAL BOARD MEMBER	<b>TITLE:</b>
<b>ORGANIZATION:</b> MANA	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (S) DISCUSSED:</b> KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

CONCERNED THAT NUMBER OF EEO COMPLAINTS FILED WITH AIR FORCE WAS A FACTOR IN THE DECISION TO CLOSE KIRTLAND AFB.

Serino.let

Due Date:	Routing Date:	Date Originated:	Mail Date:
-----------	---------------	------------------	------------

# MANA

## A National Latina Organization

### MANA: A NATIONAL LATINA ORGANIZATION

March 13, 1995

Defense Base Closure  
and Realignment Commission  
1700 N. Moore Street  
Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950315-4

To Whom It May Concern:

MANA, A Latina Organization is writing to you concerning the recent announcement of Kirtland Air Force Base being targeted for proposed closure. We are requesting that you reconsider your determination for the following reasons:

1. As you should know by now Kirtland Air Force Base total civilian workforce is 2,571. The EEO Protective group consists of 1,717 which consists of Women, Hispanics, Afro-Americans and Asian-Americans.

2. In years past it has been told by several Generals to Community Representatives that if they continue to file EEO complaints and Labor grievances that has caused a high Congressional involvement in Affairs at KAFB they could easily set themselves up for closure of the base. Since KAFB has close to 500 EEO, Labor grievances and overall Agency complaints filed in 1993 and 1994 in which the Air Force has been unable to resolve and basically given up in trying to resolve them.

We feel that this could be the basis for the proposed closure and we also would request that the demographics of the Protective Population at KAFB and the impact it would have on EEO statistics for the overall Air Force be considered.

We are requesting that the issues listed above be re-evaluated and that reconsideration be given on the proposed closure of KAFB.

We look forward to hearing from you soon and if you are in need of additional information, please feel free to contact me at (505) 842-8531.

Sincerely,

*Janet G. Serino*  
Janet G. Serino  
MANA National Board

cc: Honorable Jeff Bingaman

*Founded By Mexican American Women In 1974*  
**1305 Forrester N. W., Albuquerque, New Mexico 87102**

# MANA

## A National Latina Organization

March 13, 1995 **MANA: A NATIONAL LATINA ORGANIZATION**

Honorable William J. Perry  
Secretary  
U.S. Department of Defense  
Office of the Secretary  
3E880 Pentagon  
Washington, DC 20301-1155

Dear Secretary Perry:

MANA, A Latina National Organization is writing to you concerning the recent announcement of Kirtland Air Force Base being targeted for closure. We are requesting that you reconsider your determination for the following reasons:

1. Kirtland Air Force Base total civilian workforce is 2,571. The EEO Protective group consists of 1,717 which consists of Women, Hispanics, Afro-Americans and Asian-Americans.

2. In years past it has been told by several Generals to Community Representatives that if they continue to file EEO complaints and Labor grievances that has caused a high Congressional involvement in Affairs at KAFB they could easily set themselves up for closure of the Base. Since KAFB has close to 500 EEO, Labor grievances and overall Agency complaints filed in 1993 and 1994 in which the Air Force has been unable to resolve and basically given up in trying to resolve them.

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We are requesting that the issues listed above be re-evaluated and that reconsideration be given on the proposed closure of KAFB.

We look forward to hearing from you soon and if you are in need of additional information, please feel free to contact me at (505) 842-8531.

Sincerely,

*Janet G. Serino*  
Janet G. Serino  
MANA National Board

cc: Honorable Jeff Bingaman

*Founded By Mexican American Women In 1974*  
**1305 Forrester N. W., Albuquerque, New Mexico 87102**



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 29, 1995

Ms. Janet G. Serino  
MANA National Board  
1305 Forrester N.W.  
Albuquerque, New Mexico 87102

Please refer to this number  
950315-4R1

Dear Ms. Serino:

Thank you for your letter expressing your concern that past Equal Employment Opportunity complaints filed at Kirtland Air Force Base may have played a part in the Secretary of Defense's recommendation regarding Kirtland AFB. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You may be certain that the Commission will thoroughly review the information used by the Defense Department in making its recommendations. I can assure you that the information you have provided will be considered by the Commission in our review and analysis of the Secretary of Defense's recommendations.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950315-3

<b>FROM:</b> McHUGH, JOHN	<b>TO:</b> Dixon
<b>TITLE:</b> REP. (NY)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U. S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> PLATTSBURGH AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

REQUESTING DBCRC TO RE-DIRECT THE 1993 DECISION TO CLOSE PLATTSBURGH AFB,

Due Date: 950317

Routing Date: 950315

Date Originated: 950315

Mail Date:

CONGRESSMAN JOHN M. McHUGH  
U.S. HOUSE OF REPRESENTATIVES  
WASHINGTON, D.C. 20515

FAX COVER SHEET

DATE: March 15, 1995  
TO: Honorable Alan Dixon, Chairman, Base Closure and Realignment Commission  
FROM: Representative John M. McHugh

NUMBER OF PAGES INCLUDING COVER SHEET

3

FACSIMILE TELEPHONE NUMBER - (202) 226-0621

*If you encounter difficulties in receiving this facsimile transmission,  
please call (202) 225-4611.*

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Document Separator

JOHN M. McHUGH  
24TH DISTRICT, NEW YORK

416 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-3224  
(202) 225-4811

COMMITTEE ON ARMED SERVICES

SUBCOMMITTEE ON MILITARY  
INSTALLATIONS AND FACILITIES

SUBCOMMITTEE ON OVERSIGHT  
AND INVESTIGATIONS

COMMITTEE ON GOVERNMENT OPERATIONS

SUBCOMMITTEE ON ENVIRONMENT,  
ENERGY, AND NATURAL RESOURCES

SUBCOMMITTEE ON EMPLOYMENT,  
HOUSING, AND AVIATION



Congress of the United States  
House of Representatives

March 15, 1995

ARMY CAUCUS  
CO-CHAIRMAN  
CONGRESSIONAL STUDY GROUP ON CANADA  
CO-CHAIRMAN  
CAUCUS FOR WOMEN'S ISSUES  
CONGRESSIONAL RURAL CAUCUS  
OLDER AMERICANS CAUCUS  
SPORTSMEN'S CAUCUS  
NORTHEAST AGRICULTURE CAUCUS  
FIRE SERVICES CAUCUS  
RURAL HEALTH CARE COALITION  
HEALTH CARE POLICY TASK FORCE  
FORESTRY 2000 TASK FORCE  
TASK FORCE ON SOCIAL SECURITY  
TASK FORCE ON AGRICULTURE

Honorable Alan Dixon  
Chairman, Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Please refer to this number  
when responding 950315-3

Dear Chairman Dixon:

We understand that you have been contacted by the Town of Plattsburgh, New York, as well as several other local entities, with a request that the Commission hold a hearing to review the 1993 Commission's decision to close Plattsburgh Air Force Base. We strongly support this request and urge you hold a hearing regarding this matter as soon as possible.

As you know, in 1993, the Commission, acting in direct contravention of Department of Defense and the Air Force recommendations, selected Plattsburgh AFB for closure. This action was taken by the Commission as an alternative to the Air Force's preferred option, the realignment of McGuire Air Force Base, New Jersey. Under the Air Force's original scenario, Plattsburgh would have become the east coast headquarters of the Air Mobility Command with an additional 36 C-141s being stationed there.

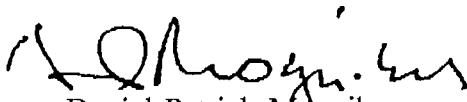
The Air Force's 1993 recommendation was based on its conclusion that Plattsburgh AFB has the airspace, environment and excess facilities to accommodate a significant increase in aircraft and/or new missions; critical factors which were not found at McGuire AFB. In fact, General Ronald Fogelman, then Commander of the Air Mobility Command and now Air Force Chief of Staff, testified before the 1993 Commission to urge that Plattsburgh AFB be removed from the Commission's final base closure list. As you know, his professional expertise in this matter was ignored.


We strongly believe that the facts and circumstances surrounding the 1993 Commission decision to close Plattsburgh AFB merit a Commission re-direct. The citizens of New York are entitled to a hearing regarding this matter. We believe the overwhelming mountain of evidence supports the maintenance of an active Air Force mission at Plattsburgh AFB.

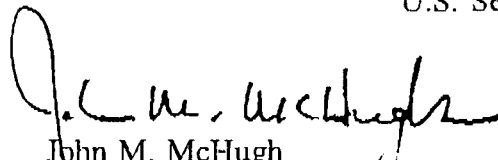
Chairman Dixon  
Page 2

We hope you are able to honor this request for a re-direct. Our offices are available if you need any information or assistance.

Sincerely,

  
Daniel Patrick Moynihan  
U.S. Senator

  
Alfonse D'Amato  
U.S. Senator

  
John M. McHugh  
Member of Congress



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-3R1

The Honorable Alfonse M. D'Amato  
United States Senate  
Washington, D.C. 20510

Dear Al:

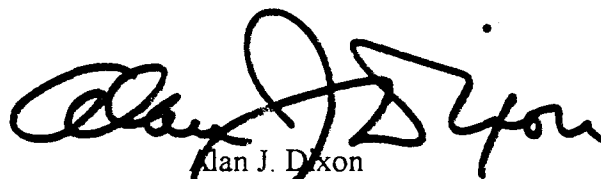
Thank you for your letter urging the Commission to reconsider the 1993 decision to close Plattsburgh Air Force Base. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950315-322

March 21, 1995

The Honorable Daniel Patrick Moynihan  
United States Senate  
Washington, D.C. 20510

Dear Pat:

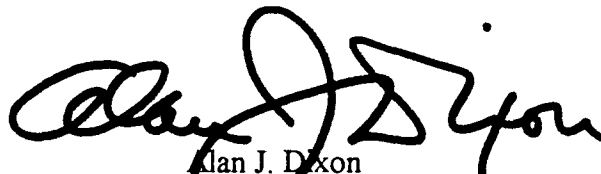
Thank you for your letter urging the Commission to reconsider the 1993 decision to close Plattsburgh Air Force Base. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-3R3

The Honorable John M. McHugh  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative McHugh:

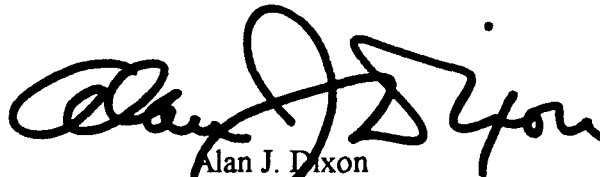
Thank you for your letter urging the Commission to reconsider the 1993 decision to close Plattsburgh Air Force Base. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950315-5

<b>FROM:</b> HORN, STEPHEN	<b>TO:</b> DIXON
<b>TITLE:</b> REP. (CA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U. S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (S) DISCUSSED:</b> LONG BEACH NAVAL SHIPYARD	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

REQUESTING THAT A SEPARATE HEARING BE HELD AT OR NEAR LONG BEACH:

Due Date: 950317	Routing Date: 950315	Date Originated: 950314	Mail Date:
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**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515**

March 14, 1995

Please refer to this number  
when responding 95035-5

The Honorable Alan J. Dixon  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Dear Mr. Chairman:

We understand that the Base Closure and Realignment Commission has now issued its regional hearing schedule for bases recommended for closure or realignment by the Department of Defense. We were deeply disappointed to learn that the Commission intends to hold the hearing for the Long Beach Naval Shipyard in San Francisco, California instead of at a location in or near Long Beach.

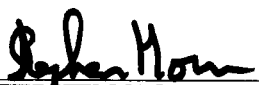
As one of the three largest facilities considered for closure by the Department of Defense, we believe, the Long Beach Naval Shipyard merits a hearing site in or around Long Beach. San Francisco is hundreds of miles from Long Beach, thus making it extremely difficult for the many parties interested in the future of the Long Beach Naval Shipyard to participate in or attend this hearing. In contrast to this distance, we note that the Commission is hearing testimony in both Baltimore and New York City, cities which are significantly closer to each other than are Long Beach and San Francisco. Second, we are concerned about the large number of bases which are due to be considered at the San Francisco hearings. We believe it will be difficult for the Commission to give adequate consideration to each of the 26 separate facilities whose representatives are scheduled to testify at the San Francisco hearing. We note that at three other hearings, only two facilities will be considered. With 12 of these bases located in the Southern California region, we believe a separate hearing in the Long Beach area makes far more sense, and would represent a greater commitment to an accessible process on the part of the Commission.

Failing the ability to change the location of the regional hearing site, we strongly urge that as many Commissioners as possible to come and visit LBNSY. In the 1993 closure round, only one Commissioner, Mr. Harry McPherson, was able to visit the shipyard. From our conversations with him, we believe that he found his visit quite insightful. We hope that far more Commissioners in the 1995 round will have this experience. Finally, we hope that you, Mr. Chairman, will personally be able to visit LBNSY as head of the group of visiting Commissioners. Again, we believe that Long Beach Naval Shipyard, as one of the largest facilities considered for closure, merits this kind of attention.


We appreciate your time and attention to this request, and we look forward to working with you in the months ahead. We are busy reviewing the Navy's shipyard category data, and hope to have the opportunity to sit down with you and the other Commissioners to explain our point of view and discuss flaws in the Navy's analysis. We have always been impressed by the professionalism of the previous Commissioners and Commission staff, and their willingness to listen to and review community positions. This is a hard process for everyone who must be engaged in it, but we have the highest confidence that, whatever the final decisions, those decisions will be based on a fair and rational process.

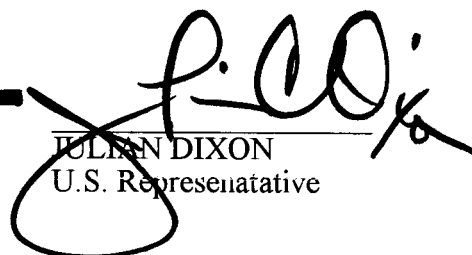


Sincerely,

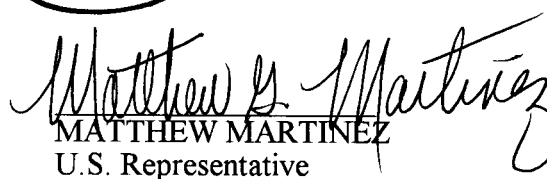
  
STEPHEN HORN  
U.S. Representative

  
DANA ROHRABACHER  
U.S. Representative

  
JANE HARMAN  
U.S. Representative

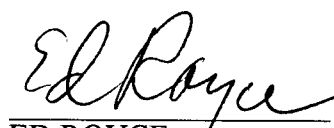
  
JULIAN DIXON  
U.S. Representative

  
ESTEBAN TORRES  
U.S. Representative

  
MATTHEW MARTINEZ  
U.S. Representative

  
WALTER TUCKER  
U.S. Representative

  
MAXINE WATERS  
U.S. Representative

  
ED ROYCE  
U.S. Representative

  
BOB DORNAN  
U.S. Representative

  
BUCK McKEON  
U.S. Representative



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-521

The Honorable Stephen Horn  
United States House of Representatives  
Washington, D.C. 20515


Dear Representative Horn:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

The Honorable Dana Rohrabacher  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950315-5R1

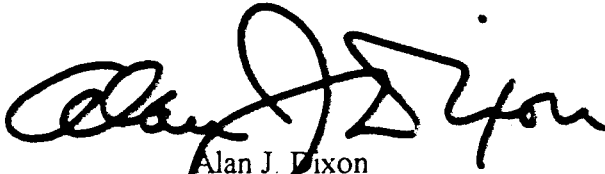
Dear Representative Rohrabacher:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

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Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding. 950315-5R1

The Honorable Jane Harman  
United States House of Representatives  
Washington, D.C. 20515


Dear Representative Harman:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5R1

The Honorable Julian Dixon  
United States House of Representatives  
Washington, D.C. 20515

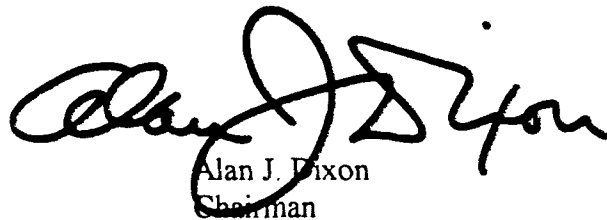
Dear Representative Dixon:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

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The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5R1

The Honorable Esteban Torres  
United States House of Representatives  
Washington, D.C. 20515

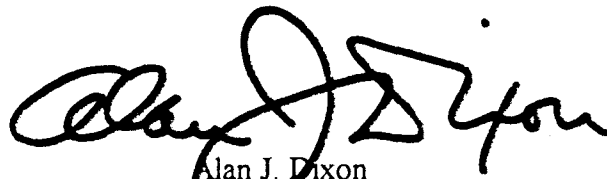
Dear Representative Torres:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number:  
when responding 950315-BR1

The Honorable Matthew Martinez  
United States House of Representatives  
Washington, D.C. 20515

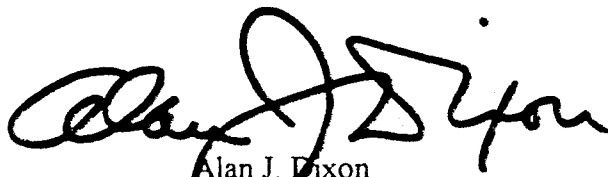
Dear Representative Martinez:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5 R1

The Honorable Maxine Waters  
United States House of Representatives  
Washington, D.C. 20515


Dear Representative Waters:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD.js  
ECTS#: 950315-5





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5R1

The Honorable Ed Royce  
United States House of Representatives  
Washington, D.C. 20515


Dear Representative Royce:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5R1

The Honorable Bob Dornan  
United States House of Representatives  
Washington, D.C. 20515


Dear Representative Dornan:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5721

The Honorable Howard "Buck" McKeon  
United States House of Representatives  
Washington, D.C. 20515

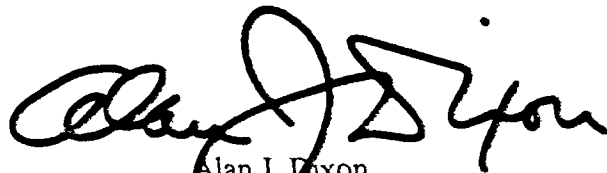
Dear Representative McKeon:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-5R1

The Honorable Walter Tucker  
United States House of Representatives  
Washington, D.C. 20515

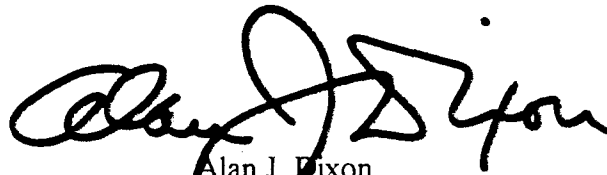
Dear Representative Tucker:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-5



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950315-6 R1

March 20, 1995

The Honorable Stephen Horn  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Horn:

Thank you for your letter of March 15, 1995, setting forth your concerns about Long Beach Naval Shipyard. The Base Closure and Realignment Commission is an independent Commission. As I have said on many occasions, maintaining the independence and integrity of the Commission is absolutely essential to a successful process.

The Commission and its professional review and analysis staff will review each of the recommendations contained on the Secretary's list of bases recommended for closure or realignment. This review will include a thorough analysis of the Navy's recommendations for the closure of Long Beach Naval Shipyard.

The allegations that you raise in your letter are serious ones. At the hearing on March 16, 1995, I asked each of the witnesses to whom you had posed questions to submit written answers to those questions as soon as possible. I have asked them to submit written answers because the focus of the March 16 hearing was on the progress and problems of reuse and development at previously closed bases. The witnesses are fully aware that they continue to be under oath when responding to these questions. I have provided the full text of your letter, together with the questions, to Mr. Brad Arvin and Assistant Secretary of Defense Joshua Gotbaum as you requested. I will provide you with the responses to your questions as soon as we receive them.

The Commission will look closely at the responses to your questions, the information gathered during base visits and regional hearings, and the analysis of the Commission staff in making our decision with respect to Long Beach.

I and the other members of the Commission remain available to discuss this issue with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan J. Dixon". The signature is fluid and cursive, with the first name "Alan" written in a large, sweeping loop.

Alan J. Dixon  
Chairman

MRC  
ECTS#950315-6

STEPHEN HORN  
38TH DISTRICT, CALIFORNIA

WASHINGTON OFFICE:  
129 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-6676

DISTRICT OFFICE:  
4010 WATSON PLAZA DRIVE  
SUITE 160  
LAKEWOOD, CA 90712  
(310) 425-1336

# Congress of the United States

## House of Representatives

Washington, DC 20515-0538

March 15, 1995

COMMITTEE:  
TRANSPORTATION AND  
INFRASTRUCTURE

SUBCOMMITTEES:  
SURFACE TRANSPORTATION  
WATER RESOURCES  
AND ENVIRONMENT

COMMITTEE:  
GOVERNMENT REFORM AND  
OVERSIGHT

SUBCOMMITTEE:  
CHAIRMAN:  
GOVERNMENT MANAGEMENT, INFORMATION,  
AND TECHNOLOGY

The Honorable Alan J. Dixon  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950315-6

Dear Mr. Chairman:

Through our review of the Navy's data and process with regard to the recommendation to close the Long Beach Naval Shipyard, which we will be presenting to the Commission in the near future, an issue has arisen that we believe deserves investigation.

We would like to ascertain whether certain Department of Defense entities, industry associations, and individuals have made improper and unauthorized inputs into the process which was used to determine which Naval Shipyards would be recommended for closure. On numerous occasions during the Navy process of collecting and analyzing shipyard data, we attempted to meet with Mr. Charles Nemfakos and other working members of the Base Structure Evaluation Committee. We were informed that although these individuals were available to Members of Congress during the 1993 BRAC process, a policy decision had been made not to make these individuals available to Members of Congress during the 1995 BRAC process.

The possibility exists that although these Navy officials were not made available to Members of Congress, they may have been available to "insiders" who have a vested interest in the closure in the Long Beach Naval Shipyard. The possibility also exists that the funding for the efforts of these "insiders" was provided indirectly by the United States government.

On February 26, 1995, the San Diego Union reported that the consultant to the San Diego private ship repair interest's was being paid based on (1) whether the Long Beach Naval Shipyard was placed on the list of closures recommended by the Department of Defense, and (2) whether the Long Beach Naval Shipyard was ultimately closed (see attachment A). As Commission files will attest, the private shipyards in San Diego engaged in a vigorous campaign to close the Long Beach Naval Shipyard in the 1993 BRAC.

On March 8, 1995, an article in the Long Beach Press-Telegram disclosed that the San Diego private ship repair interests' consultant is also the General Counsel of the National Association of Installation Developers (NAID); that as the General Counsel he is reimbursed for travel, copying files and other out-of-pocket expenses; and that the federal government has provided more than \$350,000 of funding annually to NAID. A question therefore exists as to whether federal funding may have been indirectly provided to defray some of the costs of the private sector interests which are attempting to close the Long Beach Naval Shipyard.

While press accounts are sometimes distorted or entirely inaccurate, we believe at this point that there are enough inconsistencies in the Navy shipyard data base and the relationship between the Navy/Department of Defense, federal funding of the National Association of Installation Developers and the actions of the General Counsel, who also represents the San

Diego private ship repair interests, to at least establish the appearance of potential conflict of interest.

According to the Navy data, closure of the Long Beach Naval Shipyard could result in a maximum potential reduction of 13,261 jobs (4,029 direct jobs and 9,232 indirect jobs) over the 1996-2001 period. In addition, the closure of the Long Beach Naval Shipyard represents approximately 25 percent of the entire impact of the 1995 closure actions recommended by the Department of Defense. By any measure, the decision on whether to close the Long Beach Naval Shipyard is significant.

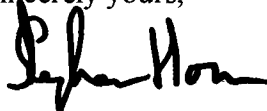
We therefore believe that the Commission should investigate whether or not the Navy/Department of Defense deliberations and recommendations made in regard to the Long Beach Naval Shipyard were impartial, based on an accurate data base, and conducted in the absence of political and/or "insider" influence. It was the responsibility of the Navy/Department of Defense to protect the integrity of the closure recommendation process. Since press articles suggest that there is at least the appearance of the conflict of interest, we believe that the only prudent way to learn the truth is through witnesses testifying under oath.

On March 16, 1995, Mr. Joshua Gotbaum, the Assistant Secretary of Defense for Economic Security, which has jurisdiction over the Office of Economic Adjustment, and Mr. Brad Arvins of the National Association of Installation Developers will be testifying before your Commission. We have certain questions which we believe should be answered, under oath, which are attached. We would also respectfully request that the Commission reserve an option to question the General Counsel of NAID at a later date.

Thank you for your consideration of this request, which is important to making the correct decision with regard to closing the Long Beach Naval Shipyard, as well as the integrity of the 1995 defense base closure and realignment process.

With kindest regards,

Sincerely yours,



STEPHEN HORN  
U. S. Representative

SH/drt



**Questions for Mr. Brad Arvins, of the National Association of Installation Developers:**

- (1) Does the National Association of Installation Developers conduct any federal lobbying activities?
- (2) How much money does the Office of Economic Adjustment contribute annually to the National Association of Installation Developers? What percentage of NAID's annual budget does OEA's contribution represent?
- (3) How is the National Association of Installation Developers chartered, i.e. is it a not-for-profit corporation? Is so, what is the exact designation of the not-for-profit corporate status (501(c))?
- (4) In the 1995 National Association of Installation Developers Directory, Mr. George Schlossberg appears as one of your members. Is he also the General Counsel of your Association? Is he a member of your Board of Directors?
- (5) In regard to Mr. Schlossberg's position as General Counsel of NAID, is he compensated for the services which he provides? Does NAID pay expenses which Mr. Schlossberg incurs in conjunction with his duties as its General Counsel? Is so, what expenses are paid?
- (6) Since July 1, 1993, has the National Association of Installation Developers reimbursed Mr. Schlossberg for any travel to the Long Beach-Los Angeles area, to the San Diego area, or to the Norfolk-Newport News area? Has NAID reimbursed Mr. Schlossberg for the copying of any files, or any other out-of-pocket expenses relevant to the potential closure of the Long Beach Naval Shipyard?

**Questions for Secretary Gotbaum:**

- (1) If the City of Long Beach were a state, it would rank fifth -- behind California, Virginia, Pennsylvania, and Texas -- in total base closure-related job losses and related economic impact. Yet the Navy analysis indicates that the Long Beach Naval Shipyard closure would amount to only 0.3 percent of economic area employment. This is because the Navy economic data is based on the Los Angeles-Long Beach PMSA economic area, which has a total population of several million, instead of the City of Long Beach, which has a population of 437,816. PMSA economic areas are also used in determining eligibility for federal funding related to military installation closures and Economic Development Conveyances for former military property. Due to PMSA geographic boundaries, some deserving communities are deemed to be ineligible. Why has an arbitrary geographic criterion, rather than real world economic conditions, been established as the basis to make these decisions, which are critical to the economic well-being of our nation's most severely impacted communities.
- (2) Was the Office of Economic Adjustment in any way involved in the Department of Defense and Military Services processes which recommended base closure candidates to the 1995 Defense Base Closure and Realignment Commission? If so, what was the nature and extent of this

involvement? Is there a record of meeting dates, and a record of issues discussed during those meetings? Were any of the personnel of the Office of Economic Adjustment involved, either officially or unofficially, in the Department of Defense closure deliberations? Did any of the personnel of the Office of Economic Adjustment attempt, in any way, to influence the Department of Defense deliberations in the 1995 base closure process?

(3) Does the Office of Economic Adjustment provide funding to the National Association of Installation Developers either directly, or through the Department of Labor? If so:

- (a) How much funding is provided?;
- (b) What is the purpose of the funding?
- (c) Are there limitations on the use of this funding?

(4) Does the Office of Economic Adjustment influence the positions the National Association of Installation Developers takes with regard to base closures and installation reuse issues?

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(6) Has the Office of Economic Adjustment, or personnel working for the agency, ever attempted to recommend consultants to local communities near bases already closed under previous decisions of the Defense Base Closure and Realignment Commission?

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Sunday, February 26, 1995

# S.D. shipyards offer lobbyist bounty if rival falls to U.S. ax

By JAMES W. CRAWLEY  
Staff Writer

San Diego's private ship repair companies have placed a \$75,000 bounty on their worst enemy, the government's Long Beach Naval Shipyard.

The Port of San Diego Ship Repair Association may pay Washington lobbyist George Schlossberg up to \$75,000 extra if the Pentagon and the independent Base Closure and Realignment Commission (BRAC) decide to shut down the competing shipyard.

The lobbyist would receive a portion of the money if Long Beach is on the Pentagon base closing list to be released Tuesday, said Howard Ruggles, military affairs director for the San Diego Chamber of Commerce. Up to \$75,000 could be

## Bounty

Lobbyist being paid for 'murder' of rival yard

Continued from A-1

awarded to Schlossberg if BRAC votes to close the shipyard, Ruggles said.

Paying bounties based on whether a military base is shut down illustrates how the base-closure process has become a high-stakes, us-against-them battle for jobs and money. As units disband or move, towns can lose or gain millions of dollars and thousands of new residents.

On Tuesday, the Pentagon will release a list of military bases and facilities it wants closed as part of continued cost-cutting moves. The list will be reviewed by the BRAC

panel.

San Diego firms argue that the publicly owned Long Beach shipyard is unnecessary and too expensive. If Long Beach stays open, some San Diego companies will go out of business, said Bob McKay, president of the local ship repair group.

Long Beach supporters say the shipyard has a greater ability to repair warships and is unfettered by lengthy contract negotiations or labor strikes.

McKay confirmed that Schlossberg could receive a bonus "if a great deal of effort" is made by the lobbyist. McKay said the bonus details are still "formative."

Schlossberg, who was the Pentagon's base closure counsel during the Bush administration, declined to comment on his lobbying agreement.

The bonus appalled the leading supporter of the Long Beach ship-

See Bounty on Page A-15

yard.

"I really don't know how to react to them paying a bonus for the murder of a competitor," said William Gurzi, chairman of the Save Our Shipyard committee.

"I find it reprehensible, but not surprising."

Schlossberg may be one step closer to collecting the bonus following news reports yesterday that Long Beach was one of only two California bases placed on the Pentagon's closure list. If correct, the Washington attorney would likely get some of the \$75,000 bounty.

The San Diego chamber's BRAC '95 Committee has a \$200,000 war chest for BRAC expenses.

The city of San Diego, county government, the San Diego Port Authority, smaller cities and chamber members have contributed. In addition to the bonus, the ship repair group pledged \$25,000 to the chamber effort.

Much of the money will pay Schlossberg for his lobbying efforts. His potential bonus, however, does not come from the BRAC committee's coffers.

In 1993, the chamber raised \$20,000 to defray costs of fighting the closure of the Naval Training Center. "That's not going to hack it in '95," said the chamber's Ruggles.

The local effort is modest compared to cities that have collected about \$1 million each to defend bases placed on the base closing list, Ruggles said.

"We're still pikers compared to most towns," he said.

Chamber and city officials have been working for nearly a year gathering information and visiting Pentagon officials and members of Congress. A member of the cham-

ber committee, usually with Navy or Marine Corps experience, was assigned to each base and met with commanding officers and offered assistance in answering the Pentagon's questionnaires.

Schlossberg has been the committee's eyes and ears in Washington.

"We created a brain trust, so we're out in front," said Tim Johnson, a special assistant hired by the city to deal with base closing and reuse issues.

That brain trust will go into high gear starting Tuesday, either trying to erase local bases from the closing list or fighting efforts to add San Diego facilities to the list.

"If there are no San Diego bases on the list, our mode will be to keep that status for the next four months," Ruggles said.

# L.B. officials: S.D. lobbyist has conflict of interest

By Neil Strassman  
Staff writer

LONG BEACH — The lobbyist hired to help San Diego close the Long Beach Naval Shipyard is engaged in conflict of interest, say Long Beach city officials, because he also serves as the attorney for a federally funded group that helps communities recover from base closure.

George Schlossberg, the lobbyist and former Pentagon base closure counsel during the Bush administration, is the general counsel for the National Association of Installation Developers.

He denies any conflict of interest.

NAID is an organization of urban planners, base-closure consultants, lawyers and cities near bases that have been closed. It was formed in 1978 to assist in the redevelopment of surplus military land, and since 1993 has received more than \$350,000 annually from the government.

## Demanding an apology

Long Beach, like other member cities, pays dues of about \$400 a year. It has been a NAID member for two years. City officials now say unless they get an apology and Schlossberg resigns, Long Beach will resign from NAID.

Schlossberg, 42, who left the Pentagon in 1990 after 10 years, is not a paid NAID employee. He is, however, employed by the San Diego Chamber of Commerce, and one of his San Diego-appointed tasks is to make the case in Washington that the Long Beach

shipyard should be closed.

"What I do as a lawyer is one thing, and what I do as a volunteer is another. I've never been embarrassed by that," said Schlossberg. He is repaid by NAID for travel, copying files and other out-of-pocket expenses, but doesn't charge for phone calls made on NAID's behalf.

"I don't see how he can be general counsel to a group trying to help communities in the aftermath of base closure, and at the same time be in the business to achieve base closings," said City Manager James Hankla.

Hankla said he is concerned that Schlossberg has access to data and decision-makers because of his years with the Pentagon, and that he may have played a role in getting Long Beach added to the federal base closure list.

Schlossberg is listed in the 1995 NAID Membership Directory as a member of NAID's board of directors and as a NAID director in the group's newsletters.

But NAID President Ann Summers said Schlossberg, who as general counsel is responsible for advising the group about its legal responsibilities, has no vote or decision-making power.

"It's (Schlossberg's lobbying for San Diego) not something we could condone of board members," said Summers. "We don't consult at all with communities that are fighting base closure or are on the list."

## Issue to be discussed

Summers said the board would

probably discuss the issue at its upcoming meeting on March 16.

NAID Executive Director Brian O'Connell said Schlossberg's dual role as a lobbyist for San Diego and NAID Counsel is awkward for the organization.

"We are skittish about that. It's a nervous point for us. Of course there's a problem in terms of perception," he said. "But in no way, shape or form is Schlossberg representing NAID when he's acting as a lobbyist."

O'Connell said that for fiscal 1995 NAID has a budget of \$394,000, \$350,000 of which is part of a three-year technical assistance grant from the Office of Economic Adjustment that is administered by the Department of Labor's Office of Worker Retraining and Adjustment Programs.

NAID has no other grants and the remainder of its budget comes from membership dues, he said.

Howard Ruggles, military affairs director for the San Diego chamber, said that while Schlossberg's job is to lobby for closing Long Beach, he was not offered a \$75,000 bonus if the yard made the closure list, as was reported last week.

"It's already caused problems for us. He's employed by our (base-closure) committee to be our eyes and ears in Washington," said Ruggles.

For his part, Schlossberg declined to discuss the bonus issue.

"I've been embarrassed, annoyed and angry. I've gotten in all sorts of trouble with friends," he said.



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

April 10, 1995

The Honorable Stephen Horn  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950315-6R2


Dear Congressman Horn:

The Defense Base Closure and Realignment Commission has recently received the written responses to the questions you submitted for Mr. Brad Arvin of the National Association of Installation Developers following the hearing held on March 16, 1995. As you requested, I am forwarding Mr. Arvin's responses to you. You also asked that questions be submitted to the Department of Defense witnesses, and the Commission will provide the responses to these questions to you when we receive them.

The Commission will closely examine the responses to all of your questions, in addition to the information gathered during our base visits, regional hearings, and the analysis of the Commission staff, in the course of our review of the Secretary of Defense's proposal to close the Long Beach Naval Shipyard.

Please let me know if I or any other member of the Commission can be of any more assistance in this matter.

Sincerely,



Alan J. Dixon  
Chairman

Enclosure

CDS  
ECTS#950321-3R1





National Association of Installation Developers

March 23, 1995

Honorable Alan P. Dixon  
Defense Base Closure  
and Realignment Commission  
1700 N. Moore Street  
Suite 1425  
Arlington, VA 22209

Please refer to the number  
when responding 950324-10

Reference 950321-3

Dear Mr. Chairman:

This responds to the matter raised by Congressman Steve Horn in the letter that you cited in the March 16, 1995 Commission hearing on the reuse of closing military installations. We are familiar with the issue and quite agree it has nothing to do with reuse. We appreciate your not addressing the issue in the hearing when there were so many matters of broad application to discuss. More importantly, after investigation, we believe the suggestions of impropriety raised by the Congressmen are groundless.

The second paragraph of our prepared testimony states that NAID does not take a position, officially or unofficially, on which bases or how many bases need to be closed. That is our policy and that is our practice. NAID has not been involved as an organization in any pre-announcement contact with any element in the Department of Defense about the selection process. We understand that each of the Services and the Office of the Secretary of Defense has a very thorough and audited decision process. Secretary Perry in his announcement on February 28th, said that he got "lots of advice" from around the country but none of it caused him to change any of the Service's recommendations. Neither he or anyone else in the Department of Defense got any "advice" or recommendations from NAID. We conclude that the Navy decided to propose the closure of the Long Beach Naval Shipyard for the reasons presented in the report to the Secretary of Defense that is now before the Commission.

Anger is a natural reaction of a community when placed on the closure list. We know this well at NAID, because each of our communities have had the same feelings when "their" base first appeared on the "list". We also know that anger can be misdirected against even those who are trying to help. The challenge communities face is to channel that energy in a more positive direction. Mr. Chairman, I know you know and respect Mayor Katy Podagrosi of Rantoul. Attached are her suggestions on how communities should react when they find their base on the closure list. We invite you to ask her if she thinks NAID is a positive force in base reuse or whether she thinks we engage in the activity suggested by Congressman Horn. We think there is some misdirected anger in Long Beach. We have explained our position, as outlined above, to our NAID member in Long Beach and our Executive Director has spoken with the Long Beach Mayor.

All members of the NAID Board of Directors are volunteers as is the NAID General Counsel. No NAID funds were used by our General Counsel, George Schlossberg, who provides his services to the organization on a pro bono basis.

The contents of this letter were approved by our Board of Directors which met on March 17, 1995. We are satisfied with Mr. Schlossberg's assurances that he knows the difference between his NAID responsibilities and his personal professional practice. We have full confidence in him. He has provided much of the legislative research that has allowed NAID to respond to Congressional requests for community analysis relevant to recent base reuse legislation like the Pryor amendment and the Base Closure Community Redevelopment and Homeless Assistance Act of 1994 ("Act"). In fact NAID's role, and Mr. Schlossberg's role specifically, is acknowledged by Senator Pryor during the debates on the Act (see: Cong. Rec., October 6, 1994, pp. S. 14457-14458). His contributions to improved public policy on base closure matters has been very helpful to all impacted communities, including Long Beach.

With regard to the specific questions raised by Congressman Horn, we offer the following responses:

Question 1: Does the National Association of Installation Developers conduct any Federal lobbying activities ?

Answer 1: No.

Question 2: How much money does the Office of Economic Adjustment contribute annually to the National Association of Installation Developers ? What percentage of NAID's annual budget does OEA's contribution represent ?

Answer 2: NAID does not receive any money from OEA. Nevertheless, NAID did receive a \$350,000 grant from the Department of Labor in 1993, which was renewed in the same amount in 1994.

Question 3: How is the National Association of Installation Developers chartered, i.e. is it a not-for-profit corporation ? Is [SIC] so, what is the exact designation of the not-for-profit corporate status (501(c)) ?

Answer 3: NAID was incorporated on October 23, 1984 under the State of Illinois General Not For Profit Corporation Act. The Internal Revenue Service has determined that NAID is exempt from Federal Income Tax pursuant to section 501(c)(6) of the Internal Revenue Code.

Question 4: In the 1995 National Association of Installation Developers Directory, Mr. George Schlossberg appears as one of your members. Is he also the General Counsel of your association ? Is he a member of your Board of Directors ?

Answer 4: George Schlossberg is a member in good standing of NAID; Mr. Schlossberg serves also as the volunteer NAID General Counsel. Mr. Schlossberg is not a member of the

Board of Directors. Article IV of the NAID by-laws (contained in the Directory referred to by Mr. Horn) identifies members of the NAID Board of Directors as the President, the Vice President, the Secretary, the Treasurer, and the immediate Past President.

Question 5: In regard to Mr. Schlossberg's position as General Counsel of NAID, is he compensated for the services which he provides? Does NAID pay expenses which Mr. Schlossberg incurs in conjunction with his duties as its General Counsel? Is [SIC] so, what expenses are paid?

Answer 5: Mr. Schlossberg has never been compensated for his services to NAID; he volunteers his time on a pro bono basis. NAID compensates Mr. Schlossberg's law firm for telephone, faxing, and copying charges incurred by the Firm on NAID business. The last bill sent to NAID by Mr. Schlossberg's law firm was for December 1994 in the amount of \$ 10.86.

Question 6: Since July 1, 1993, has the National Association of Installation Developers reimbursed Mr. Schlossberg for any travel to the Long Beach-Los Angeles area, to the San Diego area, or to the Norfolk-Newport News area? Has NAID reimbursed Mr. Schlossberg for the copying of any files, or any other out-of-pocket expenses relevant to the potential closure of the Long Beach Naval Shipyard?

Answer 6: NAID has not reimbursed Mr. Schlossberg for travel to the Long Beach-Los Angeles, San Diego, or Norfolk-Newport News areas. NAID has not reimbursed Mr. Schlossberg for copying files relevant to the potential closure of the Long Beach Naval Shipyard.

I acknowledge that this response is submitted as though under the oath you administered at the hearing.

Once again, we thank you for the opportunity to testify before the Commission. We think all those involved in the base closure process should be encouraged by the interest the Commission has shown on matters that are vital to them.

Sincerely,



Brad Arvin  
Secretary

Enclosure: as stated.

cc. w/encl.: Honorable Josh Gotbaum

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950315-6

<b>FROM:</b> HORN, STEPHEN	<b>TO:</b> DIXON
<b>TITLE:</b> REP. (CA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DOD/DCRC
<b>INSTALLATION (S) DISCUSSED:</b> LONG BEACH NAVAL SHIPYARD	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		X	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
X ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

LETTER QUESTIONING THE DECISION TO CLOSE THE LONG BEACH NAVAL SHIPYARD. ALSO, QUESTIONS ATTACHED FOR MARCH 16 HEARING.

**Due Date:** 950317      **Routing Date:** 950315      **Date Originated:** 950315      **Mail Date:** 950321



ECONOMIC SECURITY

ASSISTANT SECRETARY OF DEFENSE  
3300 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3300



April 20, 1995

Honorable Stephen Horn  
House of Representatives  
Washington, DC 20515-0538

Please refer to this number  
when responding 950315-6R3

Dear Congressman Horn:

On March 15, you wrote to the Chairman of the Base Realignment and Closure Commission (BRAC), Mr. Alan Dixon, regarding the Long Beach Naval Shipyard. Your letter forwarded a list of questions about the base closure selection process and the role in it of the National Association of Installation Developers (NAID) and the Department of Defense (DoD). While answers to your questions were provided for the record (copy enclosed), I was concerned about some of the accusations you have heard and wanted to respond to your letter directly as well.

As you and I have discussed many times, DoD does not like closing bases. We are acutely aware of and greatly regret the losses to people and communities that have supported the Department for decades. Nonetheless, our budget gives us no choice--we must close bases.

Congress, recognizing that this process was both essential and sensitive, required that every closing be done on a basis that is public, objective and fair. All the data used must be signed, certified, and made available to the public and every interested party. Congress requires the General Accounting Office to audit the process and the BRAC Commission to review each recommendation. Frankly, we welcome that scrutiny--it provides further comfort that we are doing the job "by the book."

These judgments are, of course, hard for communities to accept. There are many who will--reflexively, though wrongly--claim that politics or simple error is the basis for a closure recommendation.

The closing of Long Beach Naval Shipyard was recommended by the Navy and the Secretary of Defense only after a careful review of the alternatives. While there often are all sorts of rumors about closure decisions in many communities, I assure you that this recommendation, too, was made entirely "by the book." In order to provide further protection, it is of course being reviewed by the BRAC Commission.

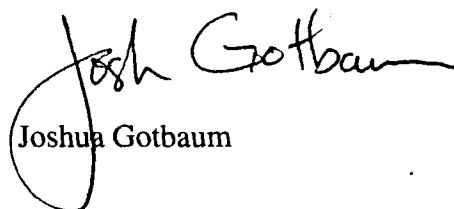


In the case of Long Beach, the situation was aggravated by charges in *The San Diego Union* and *The Long Beach Press-Telegram* that DoD's Office of Economic Adjustment (OEA) and NAID were involved in the closure recommendation.

You should know that these charges are just plain wrong. Both OEA and NAID are in the business of helping the communities affected by BRAC decisions *once those decisions are made, but they play no part whatsoever in the closure recommendations themselves*. Within DoD, I supervise OEA: that office does not learn which bases have been recommended for closure until the Secretary's public announcement. Likewise, NAID is in no way involved in the BRAC decision process.

I hope this helps to clear up any misunderstanding. I would be happy to meet with you at your convenience to discuss this situation further, if you like.

Sincerely,



Joshua Gotbaum

Enclosure:  
As stated

cc:  
The Honorable Alan Dixon  
The Honorable Beverly O'Neill

**Responses to Questions for the Record  
from the  
Defense Base Closure and Realignment Commission**

**From Representative Horn:**

**Question #1:** If the City of Long Beach were a state, it would rank fifth -- behind California, Virginia, Pennsylvania, and Texas -- in total base closure related economic impact. Yet the Navy analysis indicates that the Long Beach Naval Shipyard closure would amount to only 0.3 percent of economic area employment. This is because the Navy economic data is based on the Los Angeles-Long Beach PMSA economic area, which has a total population of several million, instead of the City of Long Beach which has a population of 437,816. PMSA economic areas are also used in determining eligibility for federal funding related to military installation closures and Economic Development Conveyances for former military property. Due to PMSA geographic boundaries, some deserving communities are deemed to be ineligible.

Why has an arbitrary geographic criterion, rather than real world economic conditions, been established as the basis to make these decisions, which are critical to the economic well-being of our nation's most severely impacted communities?

**Answer:** First, let me say with regard to Representative Horn's concerns expressed in his letter to Chairman Dixon that we understand that he and the residents of Long Beach are upset about the recommended closure of the Long Beach Naval Shipyard. We don't like closing bases, but as you well know, it is necessary.

Communities hear all sorts of stories about closure decisions. Many of them are inaccurate. So, it is important to clear the air. The Long Beach Naval Shipyard recommendation, like all others, was "by the book." The BRAC process was designed to be as objective, as public, as auditable as any process in government.

The law requires that every DoD recommendation must be made in accordance with the force structure plan. It must be made in accordance with a specific set of published criteria. All the data must be signed, certified, and made available to the public and every interested party. Finally, the entire process is audited and overseen by the General Accounting Office.

Regarding Representative Horn's first question, Primary Metropolitan Statistical Areas (PMSAs) were used to measure economic effects because the closure of the shipyard affects communities outside Long Beach as well.

The DoD BRAC 95 Joint Cross-Service Group on Economic Impact established and then consistently applied standard rules to assign each military installation in the United States to an economic area. DoD assigned installations to economic areas to reflect employment and commuting patterns. Far from being "arbitrary" these assignments were made painstakingly over a period of many months, base-by-base, taking into account local commuting and economic patterns. An independent panel of government, academic, and private sector economic experts endorsed this general approach in May 1994.

In general, DoD used PMSAs as the economic areas for installations because of the close conceptual match between the standards used by the Office of Management and Budget (OMB) to define PMSAs and the Department's goal for defining economic areas for BRAC 95. OMB defines PMSAs based on information from the US Census on commuting patterns and population density. In some circumstances, which are clearly defined in the Joint Cross-Service Group's standard rules, DoD assigned installations to multi-county areas, rather than the PMSA defined by OMB.

In no case did the Joint Cross-Service Group assign an installation to an economic area smaller than a county. In addition to the theoretical reasons discussed above, there are practical reasons why counties are the smallest economic units used for BRAC 95. Counties are the smallest economic units for which uniform and authoritative national economic statistics are available from the Departments of Commerce and Labor. DoD analyzed economic information at the county- and PMSA-levels to provide objective, fair, and consistent comparisons of alternative realignments and closures.

Also, it should be noted that DoD considered the total potential job change as an absolute number and historic economic information, in addition to the percentage of area jobs that could be affected, in its BRAC 95 decision processes.

Finally, with regard to Economic Development Conveyances (EDC) for former military property, PMSAs are not used in determining eligibility. Any base closure community can make an EDC application.

**Question #2:** Was the Office of Economic Adjustment (OEA) in any way involved in the Department of Defense and Military Services processes which recommended base closure candidates to the 1995 Defense Base Closure and Realignment Commission?



**Answer:** No. Unfortunately some parties have misrepresented the role of OEA. OEA was not in any way involved in the process that recommended base closure candidates to the Commission. OEA plays no part whatsoever in any BRAC closure decision. All of their work focuses on helping communities after the fact, for which their work is justly recognized as thoroughly professional.

**Question #3:** Does OEA provide funding to the National Association of Installation Developers (NAID) either directly, or through the Department of Labor?

**(a):** How much funding is provided?

**Answer:** OEA does not provide funding to NAID either directly or indirectly. Over a three-year period, the Congress directed the transfer of \$225 million of DoD funding to the Department of Labor (DoL) in support of their efforts to help base closure and defense industry dislocated workers. DoL has awarded two grants to NAID for a total of \$700,000. As with OEA, NAID and DoL have no role in the BRAC closure recommendations.

**(b):** What is the purpose of this funding?

**Answer:** The funds are used to help pay salaries, benefits, and operating costs of the organization.

**(c):** Are there limitations on the use of this funding?

**Answer:** Yes. The limitations on the DoL/NAID funding are governed by the Grant Agreement and Common Rule implementing OMB Circular A-110.

**Question #4:** Does OEA influence the positions the NAID takes with regard to base closures and installation reuse issues?

**Answer:** No.

**Question #5:** Does OEA, or personnel working for the agency, ever attempt to recommend consultants to local communities which may be affected by Department of Defense closure recommendations?

**Answer:** No. See Question 2.

**Question #6:** Has OEA, or personnel working for the agency, ever attempted to recommend consultants near bases already closed under previous decisions of the BRAC?

**Answer:** No. The Inquirers are generally referred to NAID or to other communities.

Finally, let me close by saying that it is unfortunate that such misleading and erroneous charges were made about OEA and other organizations that are trying to help communities.

STEPHEN HORN

30TH DISTRICT, CALIFORNIA

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(310) 426-1338

# Congress of the United States

## House of Representatives

Washington, DC 20515-0538

March 15, 1995

INFRASTRUCTURE  
SUBCOMMITTEE  
SURFACE TRANSPORTATION  
WATER RESOURCES  
AND ENVIRONMENT  
COMMITTEE  
GOVERNMENT REFORM AND  
OVERSIGHT  
SUBCOMMITTEE  
CHAIRMAN:  
GOVERNMENT MANAGEMENT, INFORMATION,  
AND TECHNOLOGY

The Honorable Alan J. Dixon  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950315-6

Dear Mr. Chairman:

Through our review of the Navy's data and process with regard to the recommendation to close the Long Beach Naval Shipyard, which we will be presenting to the Commission in the near future, an issue has arisen that we believe deserves investigation.

We would like to ascertain whether certain Department of Defense entities, industry associations, and individuals have made improper and unauthorized inputs into the process which was used to determine which Naval Shipyards would be recommended for closure. On numerous occasions during the Navy process of collecting and analyzing shipyard data, we attempted to meet with Mr. Charles Nemfakos and other working members of the Base Structure Evaluation Committee. We were informed that although these individuals were available to Members of Congress during the 1993 BRAC process, a policy decision had been made not to make these individuals available to Members of Congress during the 1995 BRAC process.

The possibility exists that although these Navy officials were not made available to Members of Congress, they may have been available to "insiders" who have a vested interest in the closure in the Long Beach Naval Shipyard. The possibility also exists that the funding for the efforts of these "insiders" was provided indirectly by the United States government.

On February 26, 1995, the San Diego Union reported that the consultant to the San Diego private ship repair interest's was being paid based on (1) whether the Long Beach Naval Shipyard was placed on the list of closures recommended by the Department of Defense, and (2) whether the Long Beach Naval Shipyard was ultimately closed (see attachment A). As Commission files will attest, the private shipyards in San Diego engaged in a vigorous campaign to close the Long Beach Naval Shipyard in the 1993 BRAC.

On March 8, 1995, an article in the Long Beach Press-Telegram disclosed that the San Diego private ship repair interests' consultant is also the General Counsel of the National Association of Installation Developers (NAID); that as the General Counsel he is reimbursed for travel, copying files and other out-of-pocket expenses; and that the federal government has provided more than \$350,000 of funding annually to NAID. A question therefore exists as to whether federal funding may have been indirectly provided to defray some of the costs of the private sector interests which are attempting to close the Long Beach Naval Shipyard.

While press accounts are sometimes distorted or entirely inaccurate, we believe at this point that there are enough inconsistencies in the Navy shipyard data base and the relationship between the Navy/Department of Defense, federal funding of the National Association of Installation Developers and the actions of the General Counsel, who also represents the San

Diego private ship repair interests, to at least establish the appearance of potential conflict of interest.

According to the Navy data, closure of the Long Beach Naval Shipyard could result in a maximum potential reduction of 13,261 jobs (4,029 direct jobs and 9,232 indirect jobs) over the 1996-2001 period. In addition, the closure of the Long Beach Naval Shipyard represents approximately 25 percent of the entire impact of the 1995 closure actions recommended by the Department of Defense. By any measure, the decision on whether to close the Long Beach Naval Shipyard is significant.

We therefore believe that the Commission should investigate whether or not the Navy/Department of Defense deliberations and recommendations made in regard to the Long Beach Naval Shipyard were impartial, based on an accurate data base, and conducted in the absence of political and/or "insider" influence. It was the responsibility of the Navy/Department of Defense to protect the integrity of the closure recommendation process. Since press articles suggest that there is at least the appearance of the conflict of interest, we believe that the only prudent way to learn the truth is through witnesses testifying under oath.

On March 16, 1995, Mr. Joshua Gotbaum, the Assistant Secretary of Defense for Economic Security, which has jurisdiction over the Office of Economic Adjustment, and Mr. Brad Arvins of the National Association of Installation Developers will be testifying before your Commission. We have certain questions which we believe should be answered, under oath, which are attached. We would also respectfully request that the Commission reserve an option to question the General Counsel of NAID at a later date.

Thank you for your consideration of this request, which is important to making the correct decision with regard to closing the Long Beach Naval Shipyard, as well as the integrity of the 1995 defense base closure and realignment process.

With kindest regards,

Sincerely yours,



STEPHEN HORN  
U S. Representative

SH/drt

# Document Separator



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

April 10, 1995

The Honorable Stephen Horn  
United States House of Representatives  
Washington, D.C. 20515

Dear Congressman Horn:

Please refer to this number

when responding 950315-6R2

The Defense Base Closure and Realignment Commission has recently received the written responses to the questions you submitted for Secretary Joshua Gotbaum following the hearing held on March 16, 1995. As you requested, I am forwarding Secretary Gotbaum's responses to you.

The Commission will closely examine the responses to all of your questions, in addition to the information gathered during our base visits, regional hearings, and the analysis of the Commission staff, in the course of our review of the Secretary of Defense's proposal to close the Long Beach Naval Shipyard.

Please let me know if I or any other member of the Commission can be of any more assistance in this matter.

Sincerely,

Alan J. Dixon  
Chairman

Enclosure

CDS

ECTS#950321-2R1



ECONOMIC  
SECURITY

ASSISTANT SECRETARY OF DEFENSE

3300 DEFENSE PENTAGON  
WASHINGTON DC 20301-3300



April 19, 1995

*1700110-2111 AS*

*950321-2R1*

Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

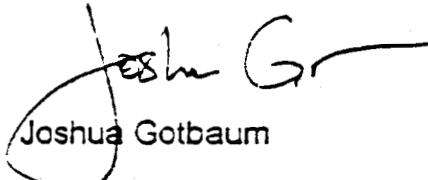
Dear Mr. Chairman:

I would like to thank you for the opportunity to testify before the Commission on the Department's efforts to enhance the reuse process at closing bases. Enclosed are my responses to your questions for the record.

Also, at the hearing, Commissioner Robles asked me to provide the backup data associated with my chart showing BRAC costs and savings that results in \$56.7 billion net savings over 20 years discounted to present value of 4.2%. The cost data for this calculation is contained in the biennial budget estimates for the three previous BRAC rounds plus the COBRA estimate for BRAC 95. The biennial budget estimates the three previous BRAC rounds are attached in response to a similar question from Commissioner Cox.

I believe the Department has made great strides in the base reuse process but, as I testified before your Commission, there is much more that needs to be done. I look forward to assisting the Commission in the weeks ahead as you explore opportunities to enhance base reuse and develop recommendations in your report to the President.

Sincerely,

  
Joshua Gotbaum

Enclosure



**Responses to Questions for the Record  
from the  
Defense Base Closure and Realignment Commission**

**From Commissioner Davis:**

Mr. Secretary, you indicated that you supported legislative changes to the current law which gives DoD little latitude when another Federal Agency claims all or part of a military base.

There is a situation now where a Federal Agency has indicated that it would like a base closed in 1993 so that it might trade that property for other property not on the base which it would like to acquire. This would leave the base in the hands of private interests and might be construed as avoiding the reuse process altogether.

**Question #1a:** Is this appropriate use of the military lands?

**Answer:** DoD is committed to promoting economic recovery and rapid job creation in the communities affected by base closure, while still ensuring that Federal resources are available for other important public uses. The law requires that Federal agencies be notified whenever excess property is available. Traditionally, this has meant that Federal agencies are given priority, even before other uses are considered. This means we must still decide whether to transfer base closure property to another Federal agency before declaring it "surplus" and making it available for community development. We need to change the law to evaluate the needs and requests of all parties at the same time, rather than sequentially, in order to make the best transfer decisions.

With respect to a transfer of property for a trade for other property, this is considered an inappropriate request and would be denied based on the criteria in the Federal Property Management Regulations (FPMR).

**Question #1b:** If not, do you have the authority to prevent it? If not, should the law be changed?

**Answer:** We have the authority we need to reject requests for indirect transfers of property for the purpose of trading.

**Question #2:** With regard to the chart showing that BRAC savings are greater than expected, please explain the impact on the numbers of the cuts in defense spending and/or changes in the force structure.

For example, in 1991 the Commission accepted a recommendation to close a base, a cost to close of \$10 million. By the time it closed in 1994, however, cuts in defense spending or force structure changes dictated that functions on the base be



terminated. Therefore, the costs were incurred for reasons other than closure. Would that show up as less "closure costs" and therefore greater savings"?

**Answer:** In calculating the savings associated with base closures our policy precludes the consideration of the savings associated with force structure drawdowns. If, as cited in your example, reductions in force structure impact a base closure plan during the implementation period then closure costs would decrease and net savings would be greater than originally anticipated. This reduction in costs and commensurate increase in net savings is partially attributable to the reduced requirement for military construction needed to support reduced missions at receiving bases. Reductions in force structure probably contributed to some of the \$1.4 billion increase in BRAC net savings depicted on our chart. This is understandable given the highly volatile period (1990-1995) in which substantial force structure reductions and BRAC implementation were occurring simultaneously.

**From Commissioner Cox:**

**Question 1a:** Does the BRAC savings and cost chart include the cost to the Department of Defense of the reuse efforts (for example, monies that apparently went to the Department of Labor and the Economic Development Agency for economic development and training or the Department's personnel and travel costs involved in reuse) ?

**Answer:** No it does not.

**Question 1b:** Please provide for the record all DoD costs involving base closures/reuse since 1988 that are not included as part of the costs to close a base.

**Answer:** In general, DOD's costs associated with closing a base are included in the DoD Base Realignment and Closure Executive Summary and Budget Justification FY 1996/1997 Biennial Budget Estimates book. This justification document highlights the total DoD cost to close or realign bases and includes funds from a variety of appropriation sources. The costs are two-fold. First, the document displays the budget request for the BRAC accounts. Secondly, in addition to discussing the BRAC budget request, the document displays the funds the Services provide from outside the BRAC accounts for related costs. Examples of these related costs include funding for environmental cleanup, operation and maintenance and the homeowner assistance program. The attachments highlight DOD's biennial budget estimates associated with the BRAC budget request and the related costs for BRACs 88, 91 and 93. They are DOD's best estimate of the costs associated with closing a base.

Base reuse costs, such as funding for DoD's Office of Economic Adjustment (OEA), are generally not included in these figures since by definition they are not costs of closing a base. However, for the period of FY 1989-1994, OEA funding totaled

\$67.1 million (grants: \$54.6 million; salaries and expenses: \$12.5 million). DoD funding for the Economic Development Administration (EDA), for infrastructure grants, and the Department of Labor (DoL), for worker retraining and job placement assistance, was approximately \$70 million and \$100 million, respectively, during the period FY 1993 -FY 1994.

From Representative Horn:

**Question #1:** If the City of Long Beach were a state, it would rank fifth – behind California, Virginia, Pennsylvania, and Texas – in total base closure related economic impact. Yet the Navy analysis indicates that the Long Beach Naval Shipyard closure would amount to only 0.3 percent of economic area employment. This is because the Navy economic data is based on the Los Angeles-Long Beach PMSA economic area, which has a total population of several million, instead of the City of Long Beach which has a population of 437,816. PMSA economic areas are also used in determining eligibility for federal funding related to military installation closures and Economic Development Conveyances for former military property. Due to PMSA geographic boundaries, some deserving communities are deemed to be ineligible.

Why has an arbitrary geographic criterion, rather than real world economic conditions, been established as the basis to make these decisions, which are critical to the economic well-being of our nation's most severely impacted communities?

**Answer:** First, let me say with regard to Representative Horn's concerns expressed in his letter to Chairman Dixon that we understand that he and the residents of Long Beach are upset about the recommended closure of the Long Beach Naval Shipyard. We don't like closing bases, but as you well know, it is necessary.

Communities hear all sorts of stories about closure decisions. Many of them are inaccurate. So, it is important to clear the air. The Long Beach Naval Shipyard recommendation, like all others, was "by the book." The BRAC process was designed to be as objective, as public, as auditable as any process in government.

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In general, DoD used PMSAs as the economic areas for installations because of the close conceptual match between the standards used by the Office of Management and Budget (OMB) to define PMSAs and the Department's goal for defining economic areas for BRAC 95. OMB defines PMSAs based on information from the US Census on commuting patterns and population density. In some circumstances, which are clearly defined in the Joint Cross-Service Group's standard rules, DoD assigned installations to multi-county areas, rather than the PMSA defined by OMB.

In no case did the Joint Cross-Service Group assign an installation to an economic area smaller than a county. In addition to the theoretical reasons discussed above, there are practical reasons why counties are the smallest economic units used for BRAC 95. Counties are the smallest economic units for which uniform and authoritative national economic statistics are available from the Departments of Commerce and Labor. DoD analyzed economic information at the county- and PMSA-levels to provide objective, fair, and consistent comparisons of alternative realignments and closures.

Also, it should be noted that DoD considered the total potential job change as an absolute number and historic economic information, in addition to the percentage of area jobs that could be affected, in its BRAC 95 decision processes.

Finally, with regard to Economic Development Conveyances (EDC) for former military property, PMSAs are not used in determining eligibility. Any base closure community can make an EDC application.

**Question #2:** Was the Office of Economic Adjustment (OEA) in any way involved in the Department of Defense and Military Services processes which recommended base closure candidates to the 1995 Defense Base Closure and Realignment Commission?

**Answer:** No. Unfortunately some parties have misrepresented the role of OEA. OEA was not in any way involved in the process that recommended base closure candidates to the Commission. OEA plays no part whatsoever in any BRAC closure decision. All of their work focuses on helping communities after the fact, for which their work is justly recognized as thoroughly professional.

**Question #3:** Does OEA provide funding to the National Association of Installation Developers (NAID) either directly, or through the Department of Labor?

**(a):** How much funding is provided?

**Answer:** OEA does not provide funding to NAID either directly or indirectly. Over a three-year period, the Congress directed the transfer of \$225 million of DoD funding to the Department of Labor (DoL) in support of their efforts to help base closure, as well as defense industry dislocated workers. DoL has awarded two grants to NAID for a total of \$700,000. As with OEA, NAID and DoL have no role in the BRAC closure recommendations.

**(b):** What is the purpose of this funding?

**Answer:** The funds are used to help pay salaries, benefits, and operating costs of the organization.

**(c):** Are there limitations on the use of this funding?

**Answer:** Yes. The limitations on the DoL/NAID funding are governed by the Grant Agreement and Common Rule implementing OMB Circular A-110.

**Question #4:** Does OEA influence the positions the NAID takes with regard to base closures and installation reuse issues?

**Answer:** No.

**Question #5:** Does OEA, or personnel working for the agency, ever attempt to recommend consultants to local communities which may be affected by Department of Defense closure recommendations?

**Answer:** No. See Question 2.

**Question #6:** Has OEA, or personnel working for the agency, ever attempted to recommend consultants near bases already closed under previous decisions of the BRAC?

**Answer:** No. Inquirers are generally referred to NAID or to other communities.

Finally, let me close by saying that it is unfortunate that such misleading and erroneous charges were made about OEA and other organizations that are trying to help communities.

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950315-7

FROM: COMBEST, LARRY	TO: DIXON
TITLE: REP. (TX)	TITLE: CHAIRMAN
ORGANIZATION: U.S. CONGRESS	ORGANIZATION: DBCRC
INSTALLATION (S) DISCUSSED: REESE AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

<input checked="" type="checkbox"/>	Prepare Reply for Chairman's Signature	<input type="checkbox"/>	Prepare Reply for Commissioner's Signature
<input type="checkbox"/>	Prepare Reply for Staff Director's Signature	<input type="checkbox"/>	Prepare Direct Response
<input checked="" type="checkbox"/>	ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/>	FYI

Subject/Remarks:

REQUESTING COMMISSION REVIEW UNDERGRADUATE PILOT TRAINING AND FORWARDING A COPY OF A PRELIMINARY REVIEW OF AIR FORCE AND JOINT CROSS SERVICE GROUP ANALYSES.

1 REPORT IN LIBRARY, 1 GIVEN TO AF, COPY PROVIDED TO COMMISSIONERS

Due Date: 950317	Routing Date: 950315	Date Originated: 950315	Mail Date:
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LARRY COMBEST  
19TH DISTRICT, TEXAS

CHAIRMAN  
PERMANENT SELECT COMMITTEE  
ON INTELLIGENCE

COMMITTEE ON AGRICULTURE

ROOM 1511  
LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-4319  
(202) 225-4005

**Congress of the United States**  
**House of Representatives**

March 15, 1995

DISTRICT OFFICES:

ROOM 611  
GEORGE H. MAHON  
FEDERAL BUILDING  
LUBBOCK, TX 79401-4089  
(806) 763-1611

SUITE 205  
3800 E. 42ND STREET  
ODESSA, TX 79762-5941  
(915) 550-0743

SUITE 205  
5809 S. WESTERN  
AMARILLO, TX 79110-3626  
(806) 353-3945

The Honorable Alan Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Rosslyn, Virginia 22209

Please refer to this number  
when responding 950315-7

Dear Mr. Chairman:

I am writing to request that the Base Closure and Realignment Commission (BRAC) undertake a special review of Undergraduate Pilot Training (UPT) as a part of the Commission's deliberations. While this functional area represents only a small portion of the Department of Defense (DoD)-wide base closure recommendations, pilot training is a vital component of our military strength and an important factor in maintaining military readiness.

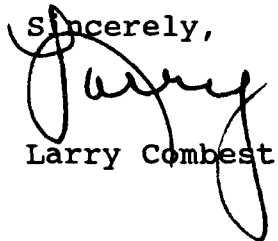
Over the past two weeks, I have completed a preliminary analysis of the data used by the Joint Cross Service Group on UPT and the Air Force data and analysis. I have had the support of experts in the field of pilot training in this endeavor, and it is clear from our analysis that there are major errors in the DoD analysis. There are substantial factual errors in important data areas such as airspace availability for training, weather and other measures of merit. There are also flaws in the analysis which tend to distort the outcome.

Attached you will find a brief White Paper which seeks to identify the numerous errors of fact and flaws in the analytical model. This analysis is preliminary and, as further analysis is complete, I will share it with the BRAC commissioners and staff. However, I do believe the enclosed paper documents errors in the DoD analysis which represent a substantial deviation from the guidelines for base closure analysis.

This is a matter of great concern to me. I believe that the DoD analytical model has generated an outcome which is illogical and inappropriate. Numerous senior Air Force officers, both active duty and retired, have contacted me to let me know that in their judgment, Reese Air Force Base is the premier pilot training base within the Air Education and Training Command. They have indicated that the analysis used to select Reese as the UPT base to be closed is flawed.

The Honorable Alan Dixon  
March 15, 1995  
Page 2

I would appreciate an opportunity to discuss this matter at your earliest convenience. Also, I would be pleased to meet with appropriate staff members of the Commission to review our analysis.

Sincerely,  
  
Larry Combest

LC/lec  
Enclosure



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 30, 1995

The Honorable Larry Combest  
United States House of Representatives  
Washington, D.C. 20515

Reference to file number  
950315-7R1

Dear Representative Combest:

Thank you for your letter requesting a review of Undergraduate Pilot Training (UPT) by the Defense Base Closure and Realignment Commission as part of the Commission's deliberations. I appreciate your strong support for the Commission and its process.

You may be certain that the Commission staff is actively reviewing the Secretary of Defense's recommendations to the Commission in all areas, including Undergraduate Pilot Training. The Commission intends to hold a hearing on April 17, 1995, in Room 216 of the Hart Senate Office Building, which will address the Joint Cross Service Group's analysis of UPT bases. The UPT portion of the hearing will begin at 1 P.M.

You can be assured that the information you have shared with the Commission will be utilized during the review and analysis process.

My office will be in contact with your office in the near future to try and arrange a mutually agreeable time to discuss your concerns.

Again, thank you for your letter. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950315-7



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950315-8

FROM: BINGAMAN, JEFF	TO: PERRY, WILLIAM
TITLE: SENATOR (Nm)	TITLE: SEC OF DEFENSE
ORGANIZATION: U.S. CONGRESS	ORGANIZATION: DEPT OF DEFENSE
INSTALLATION (s) DISCUSSED: KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓	1		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

LETTER QUESTIONING THE TREATMENT OF ALBUQUERQUE IN REGARD TO AIR QUALITY CONFORMITY.

Due Date: _____	Routing Date: 950315	Date Originated: 950315	Mail Date: _____
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# United States Senate

March 15, 1995

Please refer to this number  
when responding 950315-8

The Honorable William Perry  
Secretary of Defense  
The Pentagon  
Washington, D.C. 20301

Dear Mr. Secretary:

I have obtained the Department of the Air Force Base Closure Executive Group (BCEG) analysis of Air Force facilities considered for closure in the 1995 Base Closure and Realignment (BRAC) round. In the analysis I have found that on December 6, 1994, "the BCEG concluded that all proposed force structure moves should be reviewed for air quality concerns first." They stated that "if the move can't satisfy conformity requirements, the move should not be considered further." On December 15, the BCEG directed that the option of moving Los Angeles Air Force Base (LAAFB) to Kirtland AFB, was not a viable option because of air quality conformity problems in Albuquerque. From this point on, Kirtland was considered a candidate for realignment and LAAFB was essentially immune to closure because the alternative of moving LAAFB to McClellan and Hill was also non-viable.

I have been unable to locate any compelling rationale in the Air Force analysis data which would warrant a non-conformity rating for Kirtland AFB. If indeed the Air Force conducted an analysis which led to the non-conformity conclusion, I would like the results made available to my office. In addition, I would like to know if the Air Force worked in concert with the Environmental Protection Agency in making this decision that so heavily determined the Air Force's decision-making on Kirtland and Los Angeles.

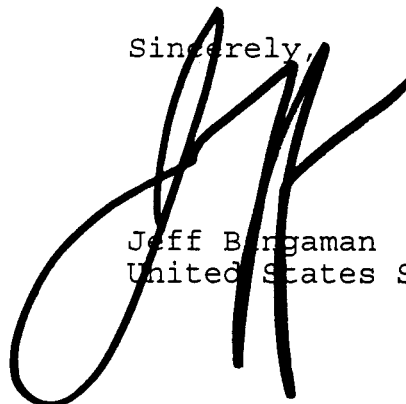
More importantly, I question a BRAC process that does not regard air quality conformity as essentially a non-factor in decision-making. That is the way economic impact is appropriately treated. Obviously any additional difficulty in meeting air quality standards in Albuquerque would be offset by reduced difficulty in meeting such standards in the Los Angeles basin. To preserve many thousands of jobs in Albuquerque and to potentially add thousands more, local officials would surely have sought to take the additional measures needed to insure air quality conformity, had they been afforded that opportunity.

Losing 6850 jobs would, on the other hand, adversely affect the local tax base and impede local officials' ability to meet air quality standards.

Finally, I want to reiterate that I believe the Air Force cost figures for Kirtland are seriously flawed. It is clear that significant costs have been omitted, particularly cost-shifting to the Department of Energy's defense programs. It is also unclear thus far whether the civil service and military compensation differentials between Los Angeles and Albuquerque were included in the Air Force cost analysis.

On every military criterion, the BCEG analysis placed Kirtland ahead of Los Angeles. Only on cost and return on investment was Kirtland rated lower. If the cost figures prove to be flawed and the air quality issue, which suddenly we have discovered was a determining factor, proves to be similarly flawed, I am hopeful the BRAC Commission will overturn the Air Force recommendation.

Sincerely,

A large, stylized handwritten signature in black ink, appearing to be 'JB' with a large loop on the left side.

Jeff Bingaman  
United States Senator

JB/jjo

cc: Alan Dixon  
Charles Bowsher

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950315-9

<b>FROM:</b> PICKETT, OWEN	<b>TO:</b> DIXON
<b>TITLE:</b> REP. (VA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> NADEP NORFOLK	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		X	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

REQUESTING COMMISSION CONSIDER RE-DIRECTING DECISION TO CLOSE NADEP, NORFOLK IN LIEU OF 1995 DECISION TO MOVE ALL F-14'S. TO NAS, OCEANA.

Due Date: 950317

Routing Date: 950315

Date Originated: 950302

Mail Date:



HOUSE OF REPRESENTATIVES  
OF THE UNITED STATES  
WASHINGTON, D.C. 20515

COMMITTEES.  
ARMED SERVICES  
MERCHANT MARINE & FISHERIES

OWEN PICKETT  
2ND DISTRICT  
VIRGINIA

March 2, 1995

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street  
Suite 1425  
Arlington, Virginia 22209

Please refer to this number  
when responding 950315-9

Dear Chairman Dixon:

The list of base closures and realignments transmitted to you on February 28, 1995, by the Secretary of Defense includes a recommendation that all F-14s be assigned to Naval Air Station, Oceana, Virginia. This action will utilize that installation's capacity and avoid "the need to provide support on both coasts for this aircraft series which is scheduled to leave the active inventory."

The Naval Aviation Depot (NADEP), located at the Norfolk Naval Base, has as its primary mission the repair, modification, and engineering support for the EA-6B and F-14 aircraft and associated components. NADEP Norfolk was one of the three Naval Aviation Depots designated for closure in BRAC 93. Its target date for closure is September 30, 1996. Due to funding constraints there has to date been only a minimal transfer of capability. It is likely that the planned closure date may slip further.

With all F-14s and 163 F/A-18s to be sited at Oceana Naval Air Station, just 20 miles from NADEP Norfolk, there is now a compelling reason to preserve NADEP Norfolk as an integral part of the infrastructure at Naval Base Norfolk. In an era of shrinking budgets, the Navy can make good use of the savings to be realized from the operation of aviation depot maintenance activities in close proximity to flight activities.

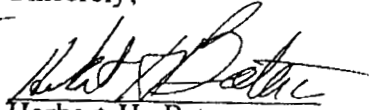
We request that the Commission consider reversing or modifying the action taken with respect to NADEP Norfolk in the BRAC 93 process. The new facts bearing on this issue should be thoroughly and favorably considered by the Commission in its review process this year.

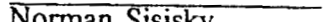
The Honorable Alan J. Dixon  
March 2, 1995  
Page 2

With kindest regards, we are

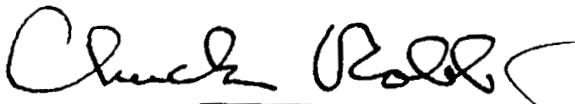
Sincerely,


  
Owen Pickett

  
Herbert H. Bateman

  
Norman Sisisky

  
Robert Scott

  
Charles S. Robb

  
John W. Warner



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950315-921

March 21, 1995

The Honorable John W. Warner  
United States Senate  
Washington, D.C. 20510

Dear John:

Thank you for your letter urging the Commission to reconsider the 1993 decision to close the Naval Aviation Depot Norfolk. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950315-9R2

March 21, 1995

The Honorable Charles S. Robb  
United States Senate  
Washington, D.C. 20510

Dear Chuck:

Thank you for your letter urging the Commission to reconsider the 1993 decision to close the Naval Aviation Depot Norfolk. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan J. Dixon".

Alan J. Dixon  
Chairman

AJD:cw





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 95 0315-9R3

March 21, 1995

The Honorable Robert Scott  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Scott:

Thank you for your letter urging the Commission to reconsider the 1993 decision to close the Naval Aviation Depot Norfolk. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,

A handwritten signature in black ink that reads "Alan J. Dixon". The signature is stylized and cursive.

Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950315-9124

March 21, 1995

The Honorable Norman Sisisky  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Sisisky:

Thank you for your letter urging the Commission to reconsider the 1993 decision to close the Naval Aviation Depot Norfolk. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-925

The Honorable Herbert H. Bateman  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Bateman:

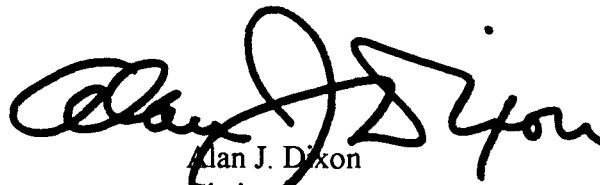
Thank you for your letter urging the Commission to reconsider the 1993 decision to close the Naval Aviation Depot Norfolk. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950315-426

The Honorable Owen Pickett  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Pickett:

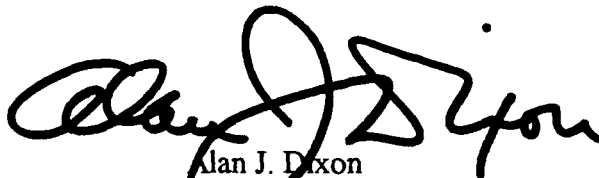
Thank you for your letter urging the Commission to reconsider the 1993 decision to close the Naval Aviation Depot Norfolk. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950316-1

<b>FROM:</b> CALUERT, KEN	<b>TO:</b> DIXON
<b>TITLE:</b> REP. (CA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DRCRC
<b>INSTALLATION (s) DISCUSSED:</b> MARCH AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		X	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Ⓢ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

REQUESTING THAT COMMISSION CONSIDER MOVING THE HELICOPTER AND RELATED FORCES FROM EL TORO AND TUSTIN TO MARCH AFB. SUPPORTING INFO INCLUDED.

\*COPY PROVIDED TO ALL COMMISSIONERS\*

Due Date: 950318	Routing Date: 950316	Date Originated: 950314	Mail Date:
------------------	----------------------	-------------------------	------------

**KEN CALVERT**  
43D DISTRICT, CALIFORNIA

COMMITTEE ON NATURAL RESOURCES  
SUBCOMMITTEES:  
NATIONAL PARKS, FORESTS  
AND PUBLIC LANDS  
OVERSIGHT AND INVESTIGATIONS  
NATIVE AMERICAN AFFAIRS  
COMMITTEE ON SCIENCE,  
SPACE, AND TECHNOLOGY  
SUBCOMMITTEES:  
SPACE  
TECHNOLOGY, ENVIRONMENT,  
AND AVIATION



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1523 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-0543  
(202) 225-1986

DISTRICT OFFICE:  
3400 CENTRAL AVENUE  
SUITE 200  
RIVERSIDE, CA 92506  
(909) 784-4300

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-0543**

March 14, 1995

Alan Dixon  
Chairman  
Base Realignment and Closure Commission  
1700 North Moore Street  
Suite 1425  
Arlington, VA. 22209

Please refer to this number  
when responding 950316-1

Dear Chairman Dixon,

I am writing to formally request that the 1995 Base Realignment and Closure Commission consider altering the redirect of certain Marine units that was requested by the Department of Defense. The communities now planning the reuse of excess portions of March Air Force Base and I would welcome BRAC exploring the inter-service option of receiving the helicopter and related forces from El Toro and Tustin at March. It would seem that the requested redirect of helicopter forces from Tustin and associated units opens the door for BRAC to consider additional options which are less costly and operationally superior. I understand that in testimony the Air Force spoke approvingly of this idea.

I believe that if questions regarding operations, cost and desirability of a March scenario are put to the Marines in the field, at El Toro and Tustin, and here in Washington the facts will speak for themselves. And when one thinks of readiness, capability, and the federal budget -- the citizen/taxpayer is the winner:

- Real defense dollars are both saved and maximized;
- A recently refurbished March is put to maximum military use;
- Operational capability is enhanced at both March and Miramar;
- Previous BRAC decisions are built upon and enhanced; and
- The taxpayer still gets a bang for the buck from previously spent MilCon funds at March and funds that never have to be spent at Miramar.

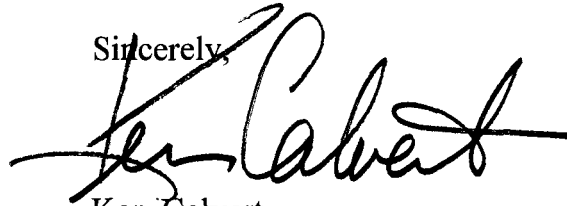
If I may be permitted, a word on community support. As you can see from the enclosed letter, the March AFB Joint Powers Authority, which is empowered to plan the reuse of excess property and facilities at the base, has endorsed the option

of the Marines coming to March. The community has a long and distinguished history of supporting the Air Force and other forces that have passed through the base. I am sure that these elected and civic leaders would welcome an opportunity to testify before your Commission should you consider the redirect of Marine helicopter forces to March AFB.

Also enclosed are other correspondence and most importantly, some preliminary cost and pro/con scenarios that I had previously requested from Marines here in Washington and in southern California. I have not yet received from DOD the cost-scenario comparisons requested in the last paragraph of the enclosed letter to Secretary Perry. I will forward to you that information and any other data I receive regarding this request.

Thank you for considering this proposal. My community, the Air Force and the Marines are poised to prove that the BRAC process is not merely a play in four acts to do what it was thought that Congress wouldn't -- close bases. As necessary as closing bases is, this final BRAC commission can be remembered as the one that consolidated the work of previous rounds into a creative, coordinated whole. Marines at March is good for the country, the treasury, the Marines and California. I look forward to working with you on this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Calvert", written in a cursive style.

Ken Calvert

cc: BRAC Commissioners, Navy Team, Congressional Liaison  
March AFB Joint Powers Authority

## MARCH JOINT POWERS AUTHORITY

February 15, 1995

William Perry, Secretary  
Department of Defense  
The Pentagon  
Washington, D.C. 20330

Dear Secretary Perry:

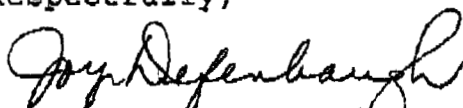
The purpose of this letter is to convey the support of the March Joint Powers Commission, which is the governing body of the March Joint Powers Authority, for continued active duty military missions at March Air Force Base. We fully realize you will not be revisiting the drawdown of the active duty Air Force at March; however, other military operations for March may exist which would strengthen our national defense and receive support from our neighboring communities.

We believe the March facilities are far superior to those found at many military installations and are easily adaptable for use by other services. Specifically, we have done some preliminary inquiries related to the Tustin Marine Corps move to Miramar NAS scheduled to occur in the next few years. It may well be possible that changing the destination base from Miramar to March may result in much greater effectiveness for the Marines and with greater economy than the proposed plan.

We think it would be in our national interest and the interest of our region to explore opportunities that can maximize military efficiency.

Thank you for your consideration.

Respectfully,

  
Joy Defenbaugh, Chairwoman  
March Joint Powers Commission

cc: President Bill Clinton  
Members, the California Congressional Delegation  
Allen Dixon, Chairman  
1995 Base Realignment and Closure Commission



## Opinion

## Commentary

Bob McDaniels

# Miramar aircraft mix: Too close for comfort

All the collective intellect, logic and professionalism resident at the Navy Department, the Marine Corps Headquarters and the Base Closure and Realignment Commission have failed to develop a cogent plan for the relocation of West Coast Marine Corps fixed wing and rotary wing aircraft. Most of the aviation assets from Marine Corps air stations at El Toro, Tustin and Kaneohe Bay are to be sent to Naval Air Station Miramar, with some of the redeployed helicopters going to Camp Pendleton and Okinawa.

Combining so many fast-moving, fixed-wing aircraft and relatively slow-moving helicopters together on a base the size of Miramar is an invitation to disaster. Almost since the dawn of the helicopter, agencies having responsibility for traffic control (the Federal Aviation Administration and the military services) have consciously separated helicopter and fixed-wing operations. This was due solely to safety and ease of operations. Yet the Navy and the Marine Corps now are planning to amass a higher concentration of these disparate types of aircraft on one base than has ever been attempted.

Miramar has only two parallel runways. It is difficult to see how extensive helicopter operations can be melded safely and efficiently into the existing runway configuration at Miramar. It is also safe to predict that the risk of midair collisions between the two types of aircraft will be unacceptably increased. Operational tempo will have to be severely curtailed to avoid these risks.

The infrastructure facilities at Miramar and Camp Pendleton are inadequate to accommodate the planned moves. New shops, warehouses, hangars, offices and military housing will have to be constructed at both sites. The cost will be staggering. If the purpose of base closures and/or realignments was to save money, the planned "solution" is a strange way to go about it.

Along with sending most of the displaced helicopters to Miramar, several will be relocated to Camp Pendleton. This can only be done, however, after excessively high expenditures for military construction.

What's overlooked is that the airfield at Camp Pendleton lies in a flat valley barely above sea level. Have our leaders already forgotten the devastating floods at the Camp Pendleton airfield in 1992 that caused about \$17 million in damage to helicopters and facilities? The entire airfield and associated aircraft were again put at risk during the most recent siege of flooding in Southern California. This alone refutes

basing even more helicopters at Camp Pendleton.

For years, Marine officials at Tustin and El Toro have been on the receiving end of numerous civilian noise complaints and safety concerns over flight operations. At times, both bases have had to curtail or drastically alter operation to appease the surrounding communities.

Miramar is bordered on two sides by a high-density concentration of residences and businesses, and the Navy has had to deal with numerous complaints from civilians. Yet, Navy flight operations at Miramar do not begin at present to approach the operational tempo that would result from the planned intake of even more Marine fixed-wing aircraft than the Navy has been operating. Adding a large number of helicopters will only compound the problem, then wait until the Marine fixed-wing and helicopter flight operations at Miramar build up to full tempo.

March Air Force Base in Riverside, Calif., is just up the road from Camp Pendleton. Riverside could be the most viable solution to the Marine Corps dilemma. March is scheduled to be downgraded from full Air Force Base status to an Air Guard and Air Force Reserve operation, mostly on weekends. The only other major tenant will continue to be the U.S. Customs Service.

Immediate steps should be taken to have March transferred to the Marine Corps for redesignation as Marine Corps Air Station Riverside. All Marine helicopter assets from El Toro, Kaneohe, and Tustin should then be relocated there. Those attack and utility helicopters currently based at Camp Pendleton should also be considered for relocation to March. Air Guard and Air Force Reserve units and the U.S. Customs facility could remain as tenants. Marine Corps fixed-wing units at El Toro and Kaneohe should continue to be relocated to Miramar.

March boasts a solid infrastructure. It also has a runway longer than 10,000 feet, which would accommodate Marine transport logistical flights. Little, if any, construction would be needed to accommodate this move. In addition, there is considerable affordable housing available in surrounding communities if the on-base housing proves inadequate in number.

Miramar lies close to several airports in the San Diego area (e.g., Montgomery Field, Lindbergh International Airport, North Island Naval Air Station and Gillespie Field.) March, on the other hand, doesn't face this congestion. The nearest airport is about five miles away.

Another outstanding feature about March is the relative

lack of civilian encroachment on its boundaries. Thus, the frequency of noise complaints and safety concerns would be dramatically less than at present.

March lies almost midway between Twentynine Palms, Marine Base and Camp Pendleton. Big savings in flight operations would accrue from having the helicopters based at March than at Miramar. Helicopters departing March for Twentynine Palms would have to travel only 75 nautical miles vs. 102 nautical miles if departing from Miramar.

A flight from March to Camp Pendleton is about 42 nautical miles compared with 34 from Miramar to Camp Pendleton. But that longer flight would occur over mostly sparsely settled areas, thus reducing noise complaints and safety concerns.

Canceling the move of Marine helicopters to Miramar and Camp Pendleton would negate spending considerable military construction funds. Some construction would still be needed to accommodate the influx of Marine fixed-wing units at Miramar, but considerably less than if helicopters and their associated personnel were included. The number of aircraft at Miramar, furthermore, would be much more manageable.

This writer spent 31 years in ground combat components of the Marine Corps and Marine Corps Reserve — mostly in Southern California. In addition, 11 years were spent in the region as a commercial helicopter pilot with the U.S. Customs Service and Drug Enforcement Administration. Numerous flights were made in and out of the bases in question.

Taking over operation of March Air Force Base for most of its West Coast helicopter fleet would allow the Marine Corps to adopt a much more cost-effective solution to the present dilemma. Maj. Gen. Drax Williams, commander of Marine Air Bases West, was quoted last summer as saying, "The train already left the station [for Miramar] and we're on it."

That may very well be true, but it should still not be too late to divert the train onto a more acceptable track. All it takes is for somebody to admit a mistake has been made, or that a better solution has been developed since the 1993 base closure hearings. To do otherwise and continue the current, head-long dash of all the fixed-wing and helicopter assets to Miramar would be a tremendous waste of scarce budget dollars.

*Bob McDaniels is a retired master gunnery sergeant in the Marine Corps Reserve who lives in Washington state.*

**KEN CALVERT**  
43<sup>D</sup> DISTRICT, CALIFORNIA

COMMITTEE ON NATURAL RESOURCES  
SUBCOMMITTEES:  
NATIONAL PARKS, FORESTS  
AND PUBLIC LANDS  
OVERSIGHT AND INVESTIGATIONS  
NATIVE AMERICAN AFFAIRS  
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RIVERSIDE, CA 92506  
(909) 784-4300

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-0543**

February 3, 1995

General Carl Mundy  
Commandant, U.S. Marine Corps  
Head Quarters Marine Corps  
#2 Navy Annex  
Washington, D.C. 20380-1775

Dear General Mundy,

I am writing to request your assistance in a matter regarding the Base Realignment and Closure Commission and the redirect of some Marine units now stationed at El Toro and Tustin. I represent western Riverside County in southern California, a district which includes March Air Force Base. March will become an Air Force reserve base in early 1996. The "availability" of March with its housing, recent infusion of MilCon funds, two runways, proximity to other Marine assets and unparalleled community support presents a tremendous opportunity for the Marine Corps.

The communities now planning the reuse of excessed portions of the base and I would welcome BRAC exploring the inter-service option of receiving the helicopter and related forces from El Toro and Tustin at March. It would seem that the requested redirect of helicopter forces from Tustin and associated units opens the door for BRAC to consider additional options which are less costly and operationally superior. Analyses regarding a March option which I requested from USMC Congressional Liaison and from Marine forces in Southern California support this idea.

Now that the door seems to be open for BRAC to take a look at this option, some affirmative sign by you and/or the Secretary of the Navy that you are not averse to BRAC evaluating this option would be most welcome. Perhaps Monday's hearing before the BRAC commission could be used to give such a sign. If not in an exchange between you and the BRAC commissioners, then perhaps staff inquiries from BRAC could be positively received.

The Marine Corps was very helpful in the last round of BRAC when the Air Force recommended the realignment of March as a reserve base. Marines from Camp Pendleton were most forthright in asserting their expectations of the Air Force for deployment from March. I appreciated then the accuracy and speed of the information provided. Marine concerns voiced to me helped turn a very poor deployment scenario into a tolerable one. I realize that a cross-service redirect may seem problematic. However, at this time of budget restraint, and considering that BRAC '95 represents a singular framework for inter-service creativity, I hope that you will seize this opportunity. Thank you for your consideration of this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Calvert", written over a horizontal line.

Ken Calvert

**KEN CALVERT**

43D DISTRICT, CALIFORNIA

COMMITTEE ON NATURAL RESOURCES

SUBCOMMITTEES:

NATIONAL PARKS, FORESTS  
AND PUBLIC LANDS

OVERSIGHT AND INVESTIGATIONS  
NATIVE AMERICAN AFFAIRS

COMMITTEE ON SCIENCE,  
SPACE, AND TECHNOLOGY

SUBCOMMITTEES:

SPACE

TECHNOLOGY, ENVIRONMENT,  
AND AVIATION



**Congress of the United States**

**House of Representatives**

**Washington, DC 20515-0543**

February 24, 1995

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1523 LONGWORTH HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-0543

(202) 225-1986

DISTRICT OFFICE:

3400 CENTRAL AVENUE

SUITE 200

RIVERSIDE, CA 92506

(909) 784-4300

Honorable William Perry  
Secretary of Defense  
The Pentagon  
Washington, D.C. 20330

Dear Secretary Perry:

I am writing to you with an urgent request regarding the Department of Defense's 1995 BRAC report. A particular, inter-service, opportunity has come to my attention. Because this is an inter-service matter, I feel it can best (and properly) be handled only at your level.

As a result of BRAC '93, Marine forces at Tustin and El Toro are to consolidate at Miramar. These moves will require substantial MilCon funds. Recently, cost estimates requested by me show large savings if the helicopter forces are redirected to March AFB. The scenarios I have seen demonstrate savings of at least \$311 million or more. I feel that this is significant enough to merit your attention. The reports also indicate that March is a better operational choice. Additionally, a pro/con analysis of this proposal, which primarily addresses issues other than cost, was provided at my request by USMC Legislative Liaison.

I request that you pursue both of these documents in the hope that the evidence they present will affect DOD's BRAC '95 report. If the savings and enhanced military value of this proposal are substantiated by your inquiries, I hope that DOD's submission to BRAC would request this redirect. If you are not able to include this in your submission due to the fast-approaching deadline, then I request that you "leave the door open" for the BRAC Commission to investigate and consider this redirect. Either your report and testimony, or perhaps the testimony of the service chiefs on March 6 and 7, could be a vehicle for the Department to ask the Commission to actively pursue this proposal. At this time of budget restraint, and considering that BRAC '95 represents a singular framework for inter-service creativity, I hope that you will seize this opportunity.

I also request that you provide me with an official analysis of a redirect of helicopter and related units now slated for Miramar under BRAC '93 to March AFB. Please include cost as well as other, military value, considerations. Considering that some of this information is available "off the shelf," I would need this analysis prior to the opening of the service chiefs testimony on March 6.

Thank you for your attention to this request. Please have your staff contact David Ramey (225-1986) with any questions. I look forward to working with you on this and other issues in the 104th Congress.

A handwritten signature in black ink that reads "Ken Calvert".

Ken Calvert  
Member of Congress

cc: Gen. Carl Mundy, Commandant USMC  
Hon. Alan Dixon, Chairman BRAC 95  
March AFB Joint Powers Authority

**SCENARIO #2A**  
 MAG-16, MACG-38,  
 MWSG-37, 3DMAW HQ,  
 COMCABWEST at March AFB.  
 MAG 11 (to include KC-130's) remain at  
 Miramar. March becomes MCAS.  
 Miramar remains an NAS.

**PRO'S**

**MILCON:**

1. Well maintained base with recent two hundred million dollar facilities improvements. Excellent infrastructure.
2. Communications Center has modern capabilities in place at March and would support current and future requirements at lower cost.
3. Allows Navy to remain at Miramar saving Lemoore MILCON.
4. Excellent MWR Facilities at March.

**FISCAL:**

5. March VHA rates are lower than San Diego.
6. Housing is more affordable near March.

**ENVIRONMENTAL:**

7. March and El Toro are under the same air quality district.
8. Reduces Air Compliance criteria at Miramar.

**OPERATIONS:**

9. Deconflicts rotary and fixed wing operations.
10. We retain current CALS/MALS vicinity El Toro for training.
11. Miramar fixed wing siting locates them closer to operating/training areas.
12. Allows Marine Corps on site embarkation of helicopters at I MEF APOE/APOD.
13. Reduces commuting time.
14. Reduces transient time to support 29 Plans. Transient to support Camp Pend remains the same.
15. Reduces loading at Miramar to allow transient/det deployments in support of fleet/amphibious operations.

**USMC 93 BRAC  
 MILCON  
 COSTS**

	USMC 93 BRAC MILCON COSTS	SCENARIO #2A COSTS
El Toro	0	0
Miramar	407.2	220.0
CamPen	144.6	144.6
March	0	323.3

**NAVY 93 BRAC  
 MILCON COSTS**

	NAVY 93 BRAC MILCON COSTS	SCENARIO #2A COSTS
Miramar	0	0
Lemoore	344.2	0
Fallon	40.1	40.1
Oceana	0.5	0.5

*TOTAL \$687M*

**TOTAL BRAC 93  
 MILCON COSTS**

**TOTAL # 2A  
 SCENARIO  
 COSTS**

936.6	728.5
-------	-------

**CONS:**

1. Like Miramar, March hangars require some modification to support helos.
2. ANG occupy March facilities.
3. Community Reuse Plan is actively pursuing redevelopment of closing portions of March.
4. No helo lighting capabilities.
5. No hot refueling capabilities.
6. No existing fiber optic backbone presently at March (would cost \$1 million to install).
7. Status of current runway conditions and anticipated required repairs.
8. Requires an EIS .
9. We assume environmental responsibilities for IR clean-up at March.

896  
585  
311

**SCENARIO #2B**  
 MAG-16, MACG-38,  
 MWSG-37, 3DMAW HQ,  
 COMCABWEST, four  
 CH-46 squadrons from  
 MCAS Camp Pend to March  
 AFB. MAG 11 (to include  
 KC-130's) remain at  
 Miramar. March becomes  
 MCAS. Miramar remains an  
 NAS.

	USMC 93 BRAC MILCON COSTS	SCENARIO #2B COSTS
El Toro	0	0
Miramar	407.2	220.0
CamPen	144.6	0
March	0	364.6

**PRO'S**

**MILCON:**

1. Well maintained base with recent two hundred million dollar facilities improvements. Excellent infrastructure.
2. Communications Center has modern capabilities in place at March and would support current and future requirements at lower cost.
3. Allows Navy to remain at Miramar, saving MILCON from Lemoore.
4. Excellent MWR Facilities at March.
5. Will reduce maintenance and supply requirements due to single siting of aircraft.

**NAVY 93 BRAC  
MILCON COSTS**

TOTAL \$584.6m

Miramar	0	0
Lemoore	344.2	0
Fallon	40.1	40.1
Oceana	0.5	0.5

**TOTAL BRAC 93  
MILCON COSTS**

**TOTAL # 2B  
SCENARIO  
COSTS**

936.6	625.2
-------	-------

**FISCAL:**

6. March VHA rates are lower than San Diego.
7. Housing is more affordable at March.

**ENVIRONMENTAL:**

8. March and El Toro are under the same air quality district.
9. Reduces Air Compliance criteria at Miramar.

**OPERATIONS:**

10. Deconflicts rotary and fixed wing operations.
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**CONS:**

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6. No existing fiber optic backbone presently at March (would cost \$1 million to install).
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9. We assume environmental responsibilities for IR clean-up at March.

Source: USMC Congressional Liaison

22 Feb 95

Subj: MARCH AFB AS BASING SITE FOR 3D MAW HELICOPTERS

Encl: (1) SOCAL Map  
(2) DISTANCE CHART

1. 1993 BRAC commission found March AFB ranked low in military value and recommended realignment, basically turning it into a reserve base with other DoD tenants (DEA, U.S. Customs). BRAC report did not list March AFB as one of the bases that MCAS El Toro could relocate to.

2. An action officer contacted BRAC office at El Toro based on Code A request to look into relocation status in SOCAL, specifically at March AFB. The following are notes that relate to the March AFB issue:

COMCABS West BRAC comments regarding March AFB; March is a good option. Of all local bases his BRAC office has considered March looks the best. COMCAB will conduct a more in-depth survey in the next couple of weeks in anticipation of questions from BSAT. CO of March AFB considers "IMEF primary customer". An old base, built in 1918 it was built well, concrete construction. MAG-16 would fit easy. MAG-16 and MAG-11 should fit. There is plenty of room for all support squadrons and headquarters. Beautiful base!

1918  
↙

PRO'S

- Lower cost of living in Riverside, many El Toro Marines already live in that direction.
- Many new facilities (\$200M in recent MILCON on facilities)
- HUGE hangars including simulator space.
- HUGE ramp space
- New BEQs, never been used.
- Other BEQs can be occupied as is.
- ~~the~~ largest commissary
- Good family housing.
- Currently 50-60 acft going down to 12 reserve KC-135s plus 15 C-141s
- No more encroached than Miramar.
- Excellent underground refueling.

2st

CON'S

- Manpower structure not available to support operation of base
- Host Reserve Air Force unit will not have resident manpower to operate base and air field operations 7 days a week/24 hours a day
- Only one runway (13,300')
- 2nd runway 6,900 feet (used by Aeroclub)

? →



RECEIVED

FEB 23 1995

**BOB HOPE CHAPTER 257****AIR FORCE ASSOCIATION**

An Independent Nonprofit Aerospace Organization

18 February 1995

Congressman Ken Calvert  
1034 Longworth Building  
Washington, D.C. 20515

Dear Congressman Calvert,

Representing over 1300 members of the Riverside County, Bob Hope Chapter of the Air Force Association, I would like to formally express our concern for the future of March Air Force Base and reaffirm our support for maintaining it as a military facility and especially as an active duty base if at all possible.

As veterans of WWI, WWII, Korea, Vietnam, Desert Storm, Panama, Granada and other military operations, we represent thousands of years of military service, with positions at all levels of command and support.

It is therefore with the greatest concern that we point out the current administration's apparent lack of appreciation for the requirements of a strong defense posture. In the words of Secretary Cheney when he was Secretary of Defense: "Every time we've gone through one of these cycles we've blown it! We all know that in our haste to take down the forces in the past, we've always set ourselves up for trouble down the road." As a veteran of three wars, to that I say a big "AMEN!" Even during peacetime we cannot afford to feel too secure. We must remain prepared, and that calls for a renewed commitment to our most strategically critical military operations. That includes March Air Force Base. The strategic importance of March for contingency operations in Latin America and the Pacific Rim cannot be over-emphasized. This has been proven over the past few years by the support provided our Marines stationed at Camp Pendleton and Twenty Nine Palms in their successful deployments to the Gulf War and Somalia.

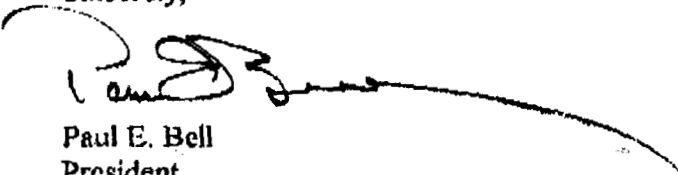
As March continues through the realignment process, we have been advised that several Marine units have expressed interest in relocating to March. Some may think that fixed wing and rotary wing operations are not compatible. This is not correct. Fixed wing and rotary wing operations are compatible, and the noise factor would be less than we now experience at March. I state this from experience as commander of a wing containing two helicopter squadrons and a fighter squadron in Vietnam, operating from single air field. In addition, there were continuous transport operations similar to those currently conducted at March. The assignment of substantial Marine

Post Office Box 2413 Riverside, California 92516

units would produce an immediate influx of money and services similar to that being lost by the transfer of the current Air Force units and would protect the heritage of March's seventy-seven years of service to our country. But more importantly, this would add economy and efficiency to our national defense.

We believe the relocation of active duty Marine aviation groups should be pursued with great vigor. We appreciate your consideration and support as the process of March Realignment proceeds.

Sincerely,



Paul E. Bell  
President

CC Ms. Sue A Miller



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

March 28, 1995

COMMISSIONERS:  
AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

The Honorable Ken Calvert  
United States House of Representatives  
Washington, D.C. 20515

950316-1R1

Dear Representative Calvert:

Thank you for your letter requesting a redirect of certain Marine rotary wing units from Marine Corps Air Station El Toro and Marine Corps Air Station Tustin to March Air Force Base. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I look forward to working with you. Please do not hesitate to contact me if I may be of additional assistance as we go through this difficult and challenging process.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950316-1

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950316-2

<b>FROM:</b> CARPENTER, HERBERT	<b>TO:</b> DIXON
<b>TITLE:</b> CHAIRMAN	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> PLATTSBURGH INTERMUNICIPAL	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER ROBLES			
				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Ⓢ Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
X ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

REQUESTING DBCRC CONSIDER REDIRECTING THE SHARED AIR/FORCE/CIVILIAN REUSE OF THE EXISTING PLATTSBURGH AIR FORCE BASE.

<b>Due Date:</b> 950323	<b>Routing Date:</b> 950316	<b>Date Originated:</b> 950315	<b>Mail Date:</b>
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# PLATTSBURGH INTERMUNICIPAL DEVELOPMENT COUNCIL

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324 U.S. OVAL • PLATTSBURGH AFB, NY 12903 • (518) 561-0232 • FAX: (518) 561-0686

March 15, 1995

Please refer to this number  
when responding 950316-2

Mr. Alan Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Dear Chairman Dixon:

As a consequence of your predecessor commission's deliberations, the Plattsburgh Air Force Base is presently scheduled to close on September 30, 1995, after more than 40 years of service to the Country. The organization upon whose stationery this letter is written is the official Local Redevelopment Authority ("LRA") for recycling the base from military to civilian use. Rest assured that the greater Plattsburgh area is prepared to deal with the trauma of base closure even after its extraordinary experience as a model of military and community interrelationship.

Nonetheless, we would prefer not to exclude the Air Force from our future. In fact, our reuse plan contemplates some continuing military presence: whether it be the State's Air National Guard or an active Air Force mission, the Champlain Valley International Trade Park will be able to accommodate it. Our plan of development anticipates leaving the existing airside facilities intact and reserved within a clearly demarked cantonment area for the first several years of civilian reuse.

In light of the significant problems that the Air Force is encountering in adapting McGuire AFB to its refueling mission and as an alternative to relying upon ANG units at Pease and Bangor to meet the demanding requirements of the Air Force's Tanker Task Force mission, we are writing to urge that both your commission and the Air Force give the most serious consideration to a "redirect" for the shared Air Force/civilian reuse of the existing Plattsburgh Air Force Base.

Mr. Alan Dixon  
Page 2  
March 15, 1995

We look forward to an opportunity to detail our thoughts on these matters with you personally, and remain ready willing and able to travel to do so. By the way, we signatories to this letter represent all three municipalities at jurisdiction in the matter as well as the LRA. We have in the past, and will continue to in the future, speak with a single voice on this critical matter.

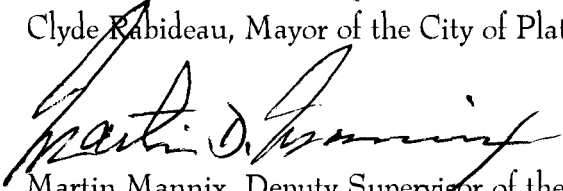
Sincerely,



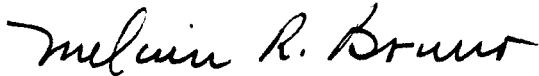
Herbert Carpenter, Chairman



Clyde Rabideau, Mayor of the City of Plattsburgh



Martin Mannix, Deputy Supervisor of the Town of Plattsburgh



Melvin R. Bruno, Chairman of the Clinton County Board of Supervisors



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950316-2R1

Mr. Herbert Carpenter  
Chairman  
Plattsburgh Intermunicipal Development Council  
324 U.S. Oval  
Plattsburgh AFB, NY 12903

Dear Mr. Carpenter:

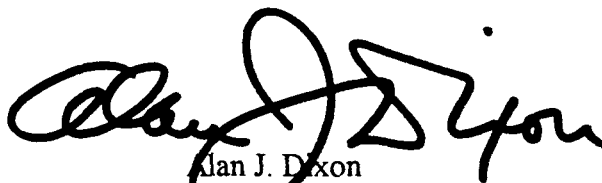
Thank you for the letter from you and other members of the Council urging the Commission to reconsider the 1993 decision to close Plattsburgh Air Force Base. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I appreciate your interest in the base closure and realignment process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950316-3

<b>FROM:</b> BORSKI, ROBERT A.	<b>TO:</b> FARRELL, LAWRENCE P.
<b>TITLE:</b> REP. (PA)	<b>TITLE:</b> DEPUTY DIRECTOR
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DLA
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

**Subject/Remarks:**

FORWARDING REQUEST FOR INFORMATION ~~SENT~~ TO  
 MAJ GEN. FARRELL REGARDING THE DEFENSE  
 LOGISTICS AGENCY'S INVENTORY CONTROL POINTS

Due Date: 950320	Routing Date: 950316	Date Originated: 950316	Mail Date:
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ROBERT A. BORSKI  
30 DISTRICT, PENNSYLVANIA

COMMITTEES:  
PUBLIC WORKS AND  
TRANSPORTATION  
CHAIRMAN—SUBCOMMITTEE ON  
INVESTIGATIONS AND OVERSIGHT  
FOREIGN AFFAIRS

Congress of the United States  
House of Representatives  
Washington, DC 20515-3803

WASHINGTON OFFICE  
ROOM 2181  
RAYBURN HOUSE OFFICE BLDG  
(202) 225-8261  
FAX (202) 225-4628

DISTRICT OFFICES  
7141 FRANKFORD AVE.  
PHILADELPHIA, PA 19136  
(215) 338-3355  
FAX: (215) 333-4608

2830 MEMPHIS ST  
PHILADELPHIA, PA 19126  
(215) 428-4816

FAX COVER SHEET

FROM: Mark Vieth TO: BRAC COMMISSION  
OFFICE: \_\_\_\_\_  
CITY: \_\_\_\_\_  
PHONE #: \_\_\_\_\_  
FAX #: \_\_\_\_\_

DATE: 3/16  
TIME: 12:30

DOCUMENT REFERENCE: Letter to General Farrell

We are transmitting 12 pages, including this cover sheet.

If you do not receive all of the pages, please inform:

Sender: \_\_\_\_\_  
Phone: \_\_\_\_\_

FYI

ROBERT A. BORSKI  
30 DISTRICT, PENNSYLVANIA

COMMITTEES:  
TRANSPORTATION  
AND INFRASTRUCTURE  
RANKING DEMOCRAT—SUBCOMMITTEE ON  
WATER RESOURCES AND ENVIRONMENT

STEERING COMMITTEE  
REGIONAL WHIP

Congress of the United States  
House of Representatives  
Washington, DC 20515

WASHINGTON OFFICE:  
ROOM 2182  
RAYBURN HOUSE OFFICE BLDG.  
(202) 225-8251  
FAX: (202) 225-4628  
DISTRICT OFFICES:  
7141 FRANKFORD AVE  
PHILADELPHIA, PA 19135  
(215) 336-3365  
FAX: (215) 333-4608  
2630 MEMPHIS ST.  
PHILADELPHIA, PA 19125  
(215) 428-4616

March 16, 1995

Major General Lawrence P. Farrell, Jr., USAF  
Principal Deputy Director  
Defense Logistics Agency  
Cameron Station  
Alexandria, VA 22304-6100

Please refer to this number  
when responding 950316-3

Dear General Farrell:

I am writing to request additional material relating to your base closure recommendation for the Defense Logistics Agency's (DLA) Inventory Control Points (ICPs).

I greatly appreciate the supporting materials your staff has provided to me to date relating to the ICP recommendation. However, in order to execute a thorough review of your recommendation, I need all materials you have relating to the following minutes of the DLA BRAC meetings:

- 1) An explanation of General Babbit's concerns on the ICP Concepts of Operation from DLA BRACEG meeting, April 12, 1994.
- 2) All supporting data from the meetings of July 6-8, 1994, specifically on the significant concerns that were raised regarding organization of the Hardware ICPs under a management style grouping.
- 3) Details of discussions on workload consolidation by type of management from the January 23, 1995 meeting.

In addition, I need any additional supporting material you have relating to your analysis of reorganizing ICPs along the lines of "like styles of items managed."

Finally, I would greatly appreciate receiving the COBRA analysis for the ICP recommendation on computer diskette.


Because time is of the essence in the BRAC process, I would greatly appreciate receiving the above as soon as possible, preferably within the next few days.

I have enclosed copies of the meeting minutes referenced above. Please contact my Legislative Director, Mr. Mark Vieth, at (202) 225-8251 if you have any questions regarding this request.

March 16, 1995  
Page 2

Thank you in advance for your attention to these important matters.

Sincerely,



ROBERT A. BORSKI  
Member of Congress

RAB/mdv  
Enclosures

✓ cc: Honorable Alan Dixon, Chairman  
Defense Base Closure and Realignment Commission



**DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100**



IN REPLY  
REFER TO CAAJ (BRAC)

**CLOSE HOLD**

**08 AUG 1994**

**MEMORANDUM OF MEETING**

**SUBJECT: Summary of Base Realignment and Closure (BRAC) Executive Group (BRACEG)  
Meeting - 6 July 1994**

**I. PURPOSE:** To revisit the Inventory Control Point (ICP) and Distribution Concepts of Operations prior to presenting the Concepts to the Director. A list of BRACEG attendees is at enclosure 1. Briefing charts are at enclosure 2. Revised ICP and Distribution Concepts of Operations are enclosures 3 and 4, respectively.

**II. BRIEF SUMMARY OF DISCUSSION:**

A. Gen Babbitt indicated that he had some concern about the broad organizing principles associated with the ICP concept of operation approved by the BRACEG on 12 Apr 94. A revised concept of operation was presented that will allow more flexibility.

1. Items have traditionally been assigned to DLA ICPs on the basis of industry groupings. Assigning items based on the management process involved (i.e., military specification vs. commercial item), or venue (i.e., Air/Land/Sea), or weapon systems might make more sense. The traditional order focuses on the supplier. Venue and weapons system are oriented more to the customer. Structuring around management process is more internally focused. There are advantages and disadvantages to each principle. Modern technology and Commodity Business Units allow the choice of an organizing principle to be independent of basing decisions. The actual execution of the concept philosophy would be determined by what made the most business sense in light of the BRAC analysis process.

2. MMS recommended using the management process as the organizing principle. Several significant concerns were raised, including de-emphasizing moving to more commercial practices, moving away from "one face to industry," and diluting emphasis on weapon system support items.

3. The BRACEG agreed that the ideas and issues should be taken to the Director.

B. Minor changes associated with the Distribution region concept were reviewed.

1. The distribution Concept of Operations was changed to remove any appearance of a predecision about the location of the primary distribution sites. The concept was also changed to emphasize that command and control is the primary function of the Regions.

2. Another change emphasizes that the Commanders of Depots, which DLA is permitted to operate, should be the Base Commander. All other Depots should "buy" support services which do not require standardization from whatever source makes sense.

**CLOSE HOLD**

08 AUG 1994

CAAJ(BRAC) PAGE 2  
SUBJECT: Summary of Base Realignment and Closure (BRAC) Executive Group (BRACEG)  
Meeting - 6 July 1994

III. DECISIONS REACHED: It was agreed that these concepts were ready for presentation to the Director on 7 Jul 94.


IV. FOLLOW-UP ACTIONS:


A. We need to be more specific on the objective we want to achieve in the ICP concept change and what latitude still exists—MMS.

B. Change the "Personal Staff" chart in the Distribution Region revision chart to management support or something similar—MMD.

4 Encl

  
M. V. McMANAMAY  
Team Chief  
DLA BRAC Team

  
GARY S. THURBER  
Deputy Director  
(Corporate Administration)

  
LAWRENCE P. FARRELL, JR.  
Major General, USAF  
Principal Deputy Director

CLOSE HOLD



DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100



IN REPLY  
REFER TO CAAJ (BRAC)

*referenced  
in 6 Jul 94  
Minutes 94-8 Aug 94*

26 APR 1994

MEMORANDUM OF MEETING

SUBJECT: Summary of Base Realignment and Closure (BRAC) 95 Executive Group (BRACEG) Meeting - 12 April 94

I. PURPOSE: To provide the BRACEG status of BRAC 95 actions. A list of BRACEG attendees is at enclosure 1.

II. BRIEF SUMMARY OF DISCUSSION:

A. Changes to the Defense Supply Center (DSC) concept of operations were briefed and are at enclosure 2. Narrative changes are at enclosure 3. A productivity increase of 4 - 5% is envisioned through initiatives such as accommodation of new or increased business, acquisition streamlining, and expanded use of Electronic Commerce/Electronic Data Interchange (EC/EDI). DoD standard systems in development will improve efficiencies and will be beneficial but not mandatory for future improvements. Supply management streamlining and initiatives for improvement will continue to consider socioeconomic programs.

B. Changes to the Distribution concept of operations, since the initial concept briefing on 18 Mar 94, included the points below:

1. Container Consolidation Points and Air Lines of Communication capabilities are additional factors that make our two Primary Distribution Sites more uniquely valuable.
2. A FY 93 study showed that depots were operating at 57% of their receipt and issue production capacity (rather than 57% of their total).
3. Cites justification for facilities improvement.

C. The command and control concept of operation for Distribution is not yet completed.

D. The DCMC concept of operation briefing is at enclosure 4. The written concept of operation is at enclosure 5. Key points discussed during the DCMC concept of operation briefing were:

1. The need to specifically identify the National Aeronautics and Space Administration (NASA) as a key element of the DCMC mission was reviewed. The discussion revealed that NASA workload makes up a larger share of DCMC workload than all other non-DoD activities put together. Therefore, specifically mentioning NASA as a key customer is appropriate.

CAAJ (BRAC) PAGE 2

26 APR 1994

SUBJECT: Summary of Base Realignment and Closure (BRAC) 95 Executive Group  
(BRACEG) Meeting - 12 April 94

2. DCMC personnel reductions/projections, mission changes and workload impacts (obligated value of contracts, contracts on hand, and undelivered orders) were reviewed. While the dollar value of contracts rose slightly in 1993, the number of contracts on hand declined. Workload was declining slower than reductions in personnel. Unliquidated obligations were inflated by slow close outs.

3. DCMC forecasts that grant workload will increase. Efforts to administer more overhaul and repair contracts are also expected.

4. Options and alternatives to manage the DCMC should be explored.

5. Providing common support (e.g., personnel, resource management, etc.) is a major part of the mission of DCMC districts and the Distribution regions. Therefore, ongoing discussions about the potential for Regional Administrative Support Centers need to be considered in conjunction with discussions of the mission/value added of Districts and Regions. The possibility that operation of Administrative Support Centers might be more costly than the current DCMD and Distribution Region management was discussed.

6. The concept of operation as it relates to the function of district management and the "value added" by retaining the district level of management needs to be addressed in more detail.

E. Key points of discussion during the COBRA briefing (enclosure 6) were:

1. COBRA is not an optimizer.

2. COBRA develops cost comparisons based on three key cost areas; i.e., cost of operation at the present location(s), cost of operation at the new location(s), and cost of the move from the present location to the new location(s). For BRAC 95 we will input costs directly that cannot be accommodated in the model.

3. Our decision-making rationale should be based on more than just economic factors shown in COBRA results. Military value, taking into account mission requirements and changes, must drive the decision process.

4. Within a scenario, COBRA uses over 80 standard factors when calculating costs and savings. Where actual factors are not available, a methodology for estimating the factor(s) needs to be developed and documented.

5. COBRA outputs consist of recurring and one-time costs and savings.

### III. FOLLOW-UP ACTIONS:

A. Compare the DLA vision, used in the upcoming DLA briefing to the Joint Chiefs of Staff, in concert with the DSC and Distribution vision statements and make changes as necessary—MMD/ MMS.

26 APR 1994

CAAJ (BRAC) PAGE 3

SUBJECT: Summary of Base Realignment and Closure (BRAC) 95 Executive Group (BRACEG) Meeting - 12 April 94

B. Identify DCMC management alternatives to include pros and cons for each alternative. These should be developed before the concept of operation is presented to the Director--AQ.

C. Program manager support should be highlighted in the written DCMC concept of operation--AQ.

D. Dovetail DASC's Administrative Support Center concept with the Region/DCMD support concept and initiate further discussion between DD, CA, and CAH--CA.

E. Provide additional comments concerning the DCMC concept of operations to AQ--BRACEG.


F. Review Service methodologies in estimating standard factors for such factors as number of people relocating and reduction-in-force costs--CAAJ (BRAC).

G. The composition of cost factors input into the COBRA model (when it is not appropriate for the model to generate these costs) should be reviewed with the BRACEG Chairman, before input--CAAJ(BRAC).

H. Schedule ICP/Distribution concept briefs to the Director--CAAJ (BRAC).

6 Encl

  
M. V. McMANAMAY  
Team Chief  
DLA BRAC

  
GARY S. THURBER  
Deputy Director  
(Corporate Administration)

  
LAWRENCE P. FARRELL, JR.  
Major General, USAF  
Principal Deputy Director





DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100



CLOSE HOLD

IN REPLY  
REFER TO

CAAJ(BRAC)

9 AUG 1994

MEMORANDUM OF MEETING

SUBJECT: Summary of Meeting with the Director - 7 and 8 July 1994

I. PURPOSE: To gain the Director's approval of the Defense Supply Center Concept of Operations previously accepted by the BRAC Executive Group. A list of attendees is enclosure 1. Briefing Charts are at enclosure 2. The revised narrative Concept of Operations is enclosure 3.

II. BACKGROUND: DLA is not directly identified in the DoD Force Structure Plan. Therefore, Concepts of Operations for each of the major business elements are used to translate between the DoD Force Structure Plan and DLA's operations. Each Business Area Concept of Operations is the basis of Military Value analysis.

III. BRIEF SUMMARY OF DISCUSSION:

A. Wide-ranging discussion of the organizing concept which should frame the Agency's approach to item management into the twenty-first century exceeded the time available on 7 July. The meeting resumed at 1400 on 8 July 1994.

\*

B. It was agreed that whatever organizing principles the Agency adopted should, first of all, make sense to the customer. From the customer's perspective, structuring material management around the intended use (i.e., weapon systems support and troop/general support) of the item would make more intuitive sense than structuring around the processes by which the various items were managed. Commodity Business Units are the basic building blocks of the organization, continuing the Agency's focus on weapon system support while positioning the Agency to adapt rapidly to changing workload and requirements.

IV. CONCLUSION: The Director concluded that the Defense Supply Center Concept of Operations, as revised, made management sense and was likely to increase the efficiency of

CLOSE HOLD

**CLOSE HOLD**

9 AUG 1994


CAAJ(BRAC) PAGE 2

SUBJECT: Summary of Meeting with the Director - 7 and 8 July 1994

operations regardless of the outcome of the BRAC analysis process. The Concept is also broad enough to allow future/follow-on decisions based on what makes sound business sense. Therefore, the Concept of Operations was approved as revised.

3 Encl

  
M. V. McMANAMAY  
Team Chief  
DLA BRAC

  
GARY S. THURBER  
Deputy Director  
(Corporate Administration)

  
LAWRENCE P. FARRELL, JR.  
Major General, USAF  
Principal Deputy Director

U

**CLOSE HOLD**



DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100



CLOSE HOLD

CAAJ(BRAC)

IN REPLY  
REFER TO

3 FEB 1995

MEMORANDUM OF MEETING

SUBJECT: Summary of Meeting with the Director - 23 January 1995

I. PURPOSE: To present the outcome of the Executive Group's analysis of Inventory Control Point (ICP) and Depot scenarios, in preparation to react to preliminary Service decisions, expected on 25 January 1995. (Army and Air Force decisions on maintenance sites will drive the scope of Depot decisions, and Navy action on the Aviation Supply Office (ASO) could constrain ICP decisions.) DLA decisions are due 48 hours after the Military Service decisions. A list of attendees is at enclosure 1. Briefing charts are at enclosure 2.

II. BRIEF SUMMARY OF DISCUSSION:

A. Service decisions to close more maintenance sites than we had initially thought could constrain DLA decisions regarding Stand-Alone Depots because of capacity shortfalls. Closing both Defense Depot Ogden and Defense Depot Memphis still make sense from a military judgment perspective. However, we may have to consider keeping some capacity at a site where the maintenance operation is closing, but the base, or some portion of the base, will remain open.

B. There is an element of risk in any of the ICP options. However, workload consolidation by the different type of management needed by weapon system items and troop and general support items increases synergy and allows better management control.

1. The data says it requires more people to manage troop and general support items than it does to manage weapon system items. Different mixes of active and inactive items explains some of the difference, but much is cultural (i.e., since funding is based on sales, the more purchase requests generated, the more an ICP "earns"). Singling-up management of troop and general support items would sharpen management focus on the problem. However, the split at Defense General Supply Center (DGSC) and Defense Construction Supply Center (DCSC) needs to be verified.

2. If Navy closes the ASO, the cost for DLA to operate the base has to be figured into Options 2a and 2b. That makes Option I the highest pay back option.

CAAJ(BRAC) PAGE 2 CLOSE HOLD  
SUBJECT: Summary of Meeting with the Director - 23 January 1995

3 FEB 1995

3. Options I and II are the highest risk options because of turmoil and single point of failure.

4. The Executive Group recommends either Option I or IIIa because Richmond is a much better facility, and there is some synergy in having a collocated ICP and Depot. However, the Executive Group did not reach a consensus on which Option they preferred because of the perception of greater risk inherent in Option I. However, Option I is more consistent with the Supply Management Concept of Operations. If the Agency does not take advantage of the opportunity to single up now, it will not be able to do so later.


5. The advantage of moving management of Industrial Plant Equipment (IPE) items again is questionable, even though the Federal Supply Class is more similar to general support items than to weapon system items. Consider the impact of keeping IPE at DGSC in Option IIIa.


III. FOLLOW-UP ACTIONS:


A. Analyze a version of Option IIIa keeping IPE at DGSC--CAAJ(BRAC).

B. Verify the split between equivalents supporting weapon system items and troop and general support items at DCSC and DGSC--MMS.

2 Encl

  
M. V. McMANAMAY  
Team Chief  
DLA BRAC

  
GARY S. THURBER  
Deputy Director  
(Corporate Administration)

  
LAWRENCE P. FARRELL, JR.  
Major General, USAF  
Principal Deputy Director

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950316-4

<b>FROM:</b> DOMENICI, PETE	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR (NM)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U. S. CONGRESS	<b>ORGANIZATION:</b> OBCRC
<b>INSTALLATION (s) DISCUSSED:</b> KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

INFORMING OBCRC THAT MR JOHN VUKSICH, SCIENCE ADVISOR. TO THE GOVERNOR OF NEW MEXICO, HAS MET WITH AF ANALYSTS AND HAS QUESTIONS REGARDING ANALYSES OF KIRTLAND.

Due Date: 950320	Routing Date: 950316	Date Originated: 950315	Mail Date:
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United States Senate  
WASHINGTON, DC 20510-3101

March 15, 1995

Please refer to this number  
when responding 950316-4

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear Chairman Dixon:

As you are aware, I have grave concerns about the Department of Defense (DOD) recommendation to realign Kirtland Air Force Base. I asked John Vuksich, the Science Advisor to the Governor of New Mexico, to review the Kirtland data recently made available at your reading room in Rosslyn to help me more fully understand the Air Force's rationale. I am informed by Mr. Vuksich that you have a first rate staff who could not have been more cooperative. Please convey my thanks to them, particularly Bob Bivins, Jeff Campbell, Toni Forkin and Amy Smith.

Mr. Vuksich met with Air Force analysts on March 14 and, prepared with information from his visit to your facility, we now have a better understanding of the Air Force cost position regarding Kirtland AFB. The reported recurring cost-savings of the realignment of Kirtland AFB are illusory; what is represented as savings is a combination of some omissions in the estimate and significant cost-shifting, both to non-Air Force, DOD organizations and other federal agencies. I am aware of the DOD policy which directs that costs to other agencies generally not be considered; however, these cost shifts fall within DOD's published exceptions to that rule.

More important than cost considerations, however, is the issue of national security. I continue to have concerns that the Air Force recommendation might adversely impact the infrastructure of the nation's strategic deterrent. Modifications to this infrastructure should be the result of deliberate policy review rather than an unintended by-product of the BRAC process. I fear this is not the case.

I know that the New Mexico Congressional Delegation is preparing a detailed presentation of these issues for your review when you hold your regional hearing. I hope that our schedules will permit an opportunity for you and me to discuss my concerns prior to that presentation. I am particularly anxious that you and other members of the Commission have an opportunity to tour and examine the Underground Munitions Storage Center at Kirtland, which is so vital to our nation's security.

Sincerely



Pete V. Domenici  
United State Senator



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 24, 1995

Please refer to this number  
when responding 9503.16-4121

The Honorable Pete V. Domenici  
United States Senate  
Washington, D.C. 20510

Dear Pete:

Thank you for your recent letter concerning the Secretary of Defense's recommendation regarding Kirtland Air Force Base and its possible impact on national security.

I appreciate your concerns about the base and especially about the Kirtland Underground Munitions Storage Complex (KUMSC). You may be certain that the Commission will thoroughly review the information used by the Department when making its recommendations. I can assure you that the information you have provided will also be used in the review and analysis process.

I am aware of your very strong interest in ensuring that the Commissioners have an opportunity to tour the KUMSC facility. As you may know, a Commission base visit to Kirtland AFB is scheduled for Tuesday, April 18. We have already made the necessary arrangements to ensure that the Commissioners who visit Kirtland Air Force Base can inspect the KUMSC facility.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I may be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 24, 1995

Please refer to this number  
when responding 9503.16-4121

The Honorable Pete V. Domenici  
United States Senate  
Washington, D.C. 20510

Dear Pete:

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I am aware of your very strong interest in ensuring that the Commissioners have an opportunity to tour the KUMSC facility. As you may know, a Commission base visit to Kirtland AFB is scheduled for Tuesday, April 18. We have already made the necessary arrangements to ensure that the Commissioners who visit Kirtland Air Force Base can inspect the KUMSC facility.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I may be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950316-5

<b>FROM:</b> GUIDI, LARRY M.	<b>TO:</b> GENERAL
<b>TITLE:</b> MAYOR	<b>TITLE:</b>
<b>ORGANIZATION:</b> CITY OF HAWTHORNE	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (S) DISCUSSED:</b> LONG BEACH NAVAL SHIPYARD + OTHER SOUTHERN CA. BASES	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

FORWARDING COPY OF RESOLUTION PASSED BY CITY COUNCIL SUPPORTING LONG BEACH NAVAL SHIPYARD AND OTHER SOUTHERN CALIFORNIA FACILITIES.

<b>Due Date:</b> 950320	<b>Routing Date:</b> 950316	<b>Date Originated:</b> 950316	<b>Mail Date:</b>
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RESOLUTION NO. 6236

Please refer to this number  
when responding 950316-5

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HAWTHORNE, CALIFORNIA, SUPPORTING THE CONTINUED OPERATIONS OF THE LONG BEACH NAVAL SHIPYARD AND OTHER SOUTHERN CALIFORNIA MILITARY FACILITIES.

WHEREAS, the State of California has endured billions of dollars of losses through a disproportionate share of Department of Defense closures as mandated by the Federally appointed Base Closures and Realignment Commissions in 1988, 1991, and 1993; and

WHEREAS, it has been documented that the State of California has suffered more than its share of economic devastation during the current worldwide recession, and will be the last of the States to show signs of a positive recovery; and

WHEREAS, the State of California has sustained both human and natural disasters in recent years from earthquakes in San Francisco and Los Angeles areas, fires in Northern and Southern California, and from the civil unrest in the greater Los Angeles area; and

WHEREAS, the State of California through its world pre-eminence in the technologies of earth and space travel, military defense systems and interglobal communications has been the free world's greatest guarantor of peace through strength of leadership; and

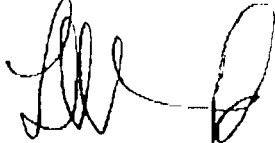
WHEREAS, the Southern California region has suffered significant job losses due to federally mandated base closures in 1991-1993; and

WHEREAS, 970 private sector businesses will be affected by closure of Long Beach Naval Shipyard; and

WHEREAS, the closure of Long Beach Naval Shipyard will result in \$757 million annually in regional economic losses;


NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Hawthorne, California supports the continued operations of the Long Beach Naval Shipyard and all other military facilities in the Southern California region and will transmit this resolution to the President of the United States and the members of the State of California Congressional delegation in Washington, D.C.

PASSED, APPROVED and ADOPTED this 17th day of MARCH, 1995.



LARRY M. GUIDI, MAYOR  
City Of Hawthorne, California

ATTEST:

  
City Clerk

APPROVED AS TO FORM:

  
GLEN E. SHISHIDO  
Acting City Attorney

STATE OF CALIFORNIA )  
COUNTY OF LOS ANGELES) SS  
CITY OF HAWTHORNE )

I, LISA CASEY, Deputy City Clerk of the City of Hawthorne, California, DO HEREBY CERTIFY that the foregoing Resolution, being Resolution No. 6236, was duly adopted by the City Council of the City of Hawthorne, at a regular meeting of the City Council held March 13, 1995, and that it was adopted by the following vote, to wit:

- AYES: Councilmembers Lambert, Ainsworth, Bails, Mayor Guidi.
- NOES: None.
- ABSTATN: None.
- ABSENT: Councilmember Steve Andersen.

*Lisa Casey*  
Deputy City Clerk  
City of Hawthorne, California



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Please refer to this number  
when responding 950.316-5R1

The Honorable Larry M. Guidi  
Mayor  
Hawthorne, California 90250

Dear Mayor Guidi:

Thank you for a copy of your resolution regarding Long Beach Naval Shipyard. I certainly understand your interest in the base closure and realignment process.

You may be certain that the Commission will thoroughly review the information used by the Defense Department when making its recommendations. I can assure you that the information you have provided will also be used in the Commission's review and analysis process.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan J. Dixon".

Alan J. Dixon  
Chairman

AJD:cmc

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950317-1

<b>FROM:</b> MEIER, RAYMOND	<b>TO:</b> DIXON
<b>TITLE:</b> COUNTY EXECUTIVE	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b>	<b>ORGANIZATION:</b> DBCR
<b>INSTALLATION (s) DISCUSSED:</b> ROME LAB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⊙		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**  
 SENDING INFORMATION THAT IS FIRST PART OF A  
 COMPREHENSIVE RECORD OF "FACTS FOR CONSIDERATION"  
 NOTEBOOK.  
 COPY SENT TO COMMISSIONERS AND APPROPRIATE STAFF  
 COPY KEPT IN LIBRARY.

<b>Due Date:</b> 950321	<b>Routing Date:</b> 950317	<b>Date Originated:</b> 950314	<b>Mail Date:</b> 950403
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GLDC

Steven J. DiMeo  
Executive Director

Please refer to this number  
when responding 95037-1

March 14, 1995

Alan J. Dixon, Chairman  
Base Realignment and Closure Commission  
1700 North Moore Street  
Arlington, Virginia 22209

Dear Mr. Dixon:

As you know, the Department of Defense recommended to you on March 1, 1995, the closure of the Air Force's Rome Laboratory, located at the realigned Griffiss Air Force Base in Central New York's Mohawk Valley. The proposal is to maintain the Lab's mission at three locations: Hanscom Air Force Base in Massachusetts, Fort Monmouth in New Jersey, and Rome, New York which will continue as the venue for the Air Force's uniquely situated and instrumented test sites.

The local community, with the full backing of the State of New York, will refute this recommendation before the BRAC Commission and seek to have Rome Lab omitted from the list that the Commission sends to the President on June 30, 1995. We will be making our arguments to you throughout the formal BRAC process.

For your convenience, we are sending you a loose-leaf binder which, by the end of your deliberations, will provide a comprehensive record of *Facts For Consideration* by the Commission when determining the future of Rome Lab. As you may be aware, Rome Lab is at the heart of the community's reuse plan and so, though we understand the Commission hearings on reuse are not a part of your formal BRAC '95 deliberation, we have chosen the occasion of the March 16 hearings to begin to inform you about Rome Lab and its envisioned future at the hear of *Rome Lab Research Park*.

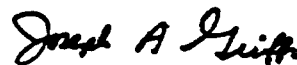
We are well aware that ours is not the only matter before you for consideration. We will therefore endeavor to send you materials on only two remaining occasions, those being immediately prior to: (1) April 5 BRAC Commissioner(s) visit to Rome Lab and (2) May 5 Regional Hearing. Materials will be carefully marked for easy insertion into the binder we are providing you today.

Though we regret that our community must endure another BRAC fight only two years after we fought the realignment of Griffiss, we are confident that on the merits our case is strong and that our cause is just. We look forward to a fair hearing.

Sincerely,



Raymond Meier, County Executive



Joseph Griffo, Mayor

**GRIFFISS**  
Local Development Corporation  
153 Brooks Road  
Griffiss AFB, New York 13441  
Phone (315)338-6393 Fax (315)338-6694



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 24, 1995

The Honorable Joseph Griffo  
Mayor  
153 Brooks Road  
Griffiss Air Force Base, New York 13441

Please refer to this number  
when responding 950317-1R1


Dear Mayor Griffo:

Thank you for your letter regarding Rome Lab, New York. I certainly appreciate your interest in the base closure and realignment process and look forward to receiving additional information concerning Rome Lab.

You may be certain that the Commission will thoroughly review the information used by the Defense Department in making its recommendations. I can assure you that the information you have provided will be considered by the Commission in our review and analysis of the Secretary of Defense's recommendation on Rome Lab.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cmc



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950317-2

FROM: <u>GE BERER, STAN</u>	TO: <u>YELLIN, ALEX</u>
TITLE: <u>ASSOCIATE</u>	TITLE: <u>NAVY TEAM LEADER</u>
ORGANIZATION: <u>FISHKIND &amp; ASSOC.</u>	ORGANIZATION: <u>DBCRC</u>
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

STATING THEY BELIEVE THE ALC SQUARE FOOTAGE USED BY NAVY AND AIR FORCE MAY BE IN ERROR. INFORMATION INCLUDED.

Due Date:	Routing Date: <u>950317</u>	Date Originated: <u>950317</u>	Mail Date:
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THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-12

FROM: WILKES, JOHN S.	TO: GENERAL
TITLE: COMMISSIONER	TITLE:
ORGANIZATION: BOARD OF LAND Comm. (CO)	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED: FITZSIMONS ARMY MEDICAL CENTER	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓		INT	COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		✓		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION			INT	AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

✓ Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

REQUESTING THE DBCRC CONSIDER USING THE FITZSIMONS ARMY MEDICAL CENTER FOR RESEARCH ON THE GULF WAR SYNDROME.

Gulf War Ills

Due Date: 950328	Routing Date: 950321	Date Originated: 950316	Mail Date:
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Comm. began the work of 870 list of recs. 2nd  
Once the ~~Comm.~~ was an appeal by City  
The

# STATE OF COLORADO

## BOARD OF LAND COMMISSIONERS

Department of Natural Resources  
1313 Sherman Street, Room 620  
Denver, Colorado 80203  
Phone: (303) 866-3454  
FAX: (303) 866-3152



DEPARTMENT OF  
**NATURAL  
RESOURCES**

March 16, 1995

Please refer to this number  
when responding 950321-12

Base Realignment and Closure Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Roy Romer  
Governor

James S. Lochhead  
Executive Director

Max Vezzani  
Director

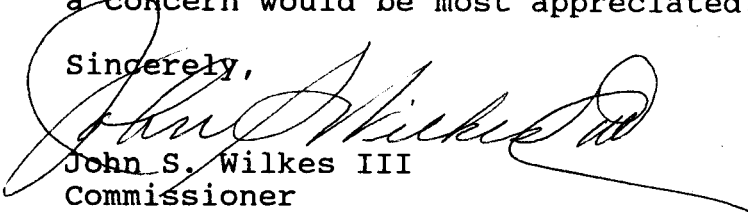
Dear Mr. Chairman:

With the announcement by the Secretary of Defense that Fitzsimons Army Medical Center is included on the list of Base Realignments and Closures and currently before your Commission for consideration, I am compelled to address one or two points you may not have already heard. Of course your Commission has received letters from Western Governors, to include our own Governor Romer. Additionally, the Colorado General Assembly has passed a Resolution on the subject of closure of Fitzsimons Army Medical Center which you have. Our Congressional members of Congress have expressed their views as have the local communities of Aurora and Denver.

The property on which FAMC was constructed was sold to private parties by the State of Colorado and was part of the original grant to us by the Federal Government for the support of the common schools upon Statehood in 1876. Later, the City of Denver acquired the property on behalf of the Federal Government to locate the Medical Center in Colorado. Should the Medical Center close, the State of Colorado might be interested in a part of the property back in ownership to continue that trust responsibility.

But putting that decision aside for the moment, much has been said nationally about the situation of the Gulf War Veterans and the unknown cause of their syndrome and medical condition affecting one of six veterans who served there. At FAMC progress has been made to begin proper care for such veterans and their families. I am not convinced that the Department of the Army has as yet fully demonstrated to the public what it intends to do to solve that growing problem. Congressional testimony has been weak at best on the matter. Logic tells me that at least for an interim use of FAMC, the Defense Department could make prudent and proper use of the existing facility, without major new construction, to assist in resolution of this great national need. Your consideration of such a concern would be most appreciated.

Sincerely,

  
John S. Wilkes III  
Commissioner



**MEMORANDUM**

**TO:** Alex Yellin, Navy Team Leader  
Jim Owsley, Cross Service Team Leader  
Frank Cirillo, Air Force Team Leader

**FROM:** Stan Geberer, Associate *Stan Geberer*

**RE:** ALC COBRA Analysis

**DATE:** March 17, 1995

Please refer to this number  
when responding 950317-2

**1.0 Follow up From March 8 Fishkind Memo**

As indicated in our March 8 memo, we believe Air Force ALC Cobra runs used square footage of entire bases not just the ALC facilities. The COBRA run we used to get Air Force ALC square footage from Static Screen 4 is **TRC-CONS.cbr**. This scenario is a realignment of all ALCs. Navy COBRAs also used the same ALC square footage in a preliminary Navy run; **JAX-080.cbr**, which is a realignment of NADEPs and ALC Ogden. We believe the ALC square footage used by Navy and Air Force may be in error.

**2.0 Source of Fishkind Estimate of ALC Square Footage**

The square footage estimates used by Fishkind for ALC square footage are calculated from the 1993 Air Force Base Questionnaire for each of the facilities. Examples of this information accompany this memo. Please feel free to call me at (407) 382-3256 with any questions or comments.

Hill AFB

29 January 1993

Little Mtn	Test Annex	731	30
UTTR South	Test & Trng Range	572,751	unlimited
UTTR North	Test & Trng Range	366,327	unlimited
UTTR Nevada	Test & Trng Range	14,595	unlimited
Boulder	Seismic Rsch	57	0

(II.2.B) B. BASE FACILITIES (EXCLUDING FAMILY HOUSING): Provide data on the capacity and condition of base facilities to include facilities at geographically separated sites for the following three digit facility category code families. Except where specifically excluded under "category description" in para B-2 below, provide data to the three-digit facility category code level of detail within the units of measure indicated.

- For the category codes listed below, bases will extract the required data from their most current (1 Aug 92) Real Property Records.
- If a category code is not applicable, place a "0" in both the capacity and percent condition code 1 columns. Do not report N/A or leave these columns blank. It is imperative that a number is provided.

	FAC CODE	CAT DESCRIPTION	UNIT OF MEASURE	CAPACITY (QUANTITY)	PERCENT CODE 1	PERCENT CODE 2	PERCENT & CODE 3
(II.2.B.1.a)	141	Operations Bldgs	SF	1,428,183	88%	11%	1%
(II.2.B.1.b)	131	Comm Bldgs	SF	46,174	82%	18%	0
(II.2.B.1.c)	171	Trng Bldgs	SF	199,196	66%	20%	14%
(II.2.B.1.d)	211	Main/Acft Bldgs	SF	2,687,464	52%	45%	3%
(II.2.B.1.e)	221	Prod/Acft Bldgs	SF	0	0%	0%	0%
(II.2.B.1.f)	212	Maint-Guid Missile	SF	485,239	90%	9%	1%
(II.2.B.1.g)	214	Maint-Automotive	SF	112,370	100%	0%	0%
(II.2.B.1.h)	217	Maint-Elect/Comm	SF	347,691	61%	37%	2%
(II.2.B.1.i)	219	Main I, R, & O	SF	144,780	70%	0%	30%
(II.2.B.1.j)	310	Science Labs	SF	0	0%	0%	0%

Hill AFB  
29 January 1993

(II.2.B.1.k)	311	Acft RDT&E	SF	0	0%	0%	0%
(II.2.B.1.l)	312	Missile/Space RDT	SF	44,483	100%	0%	0%
(II.2.B.1.m)	315	Weapons/Sust RDT&E	SF	0	0%	0%	0%
(II.2.B.1.n)	317	Elec Comm/Equip	SF	76,381	100%	0%	0%
(II.2.B.1.o)	318	Propulsion RDT&E	SF	0	0%	0%	0%
(II.2.B.1.p)	411	Liquid Fuel Stor	BL	142,028	86%	0%	14%
(II.2.B.1.q)	422	Ammunition Stor	SF	521,418	88%	0%	12%
(II.2.B.1.r)	441	Stor Covered Dep	SF	2,098,546	76%	0%	24%
(II.2.B.1.s)	442	Stor Covered Inst	SF	416,614	59%	16%	25%
(II.2.B.1.t)	510	Med Center/Hosp	SF	90,110	100%	0%	0%
(II.2.B.1.u)	530	Med Lab	SF	3,382	100%	0%	0%
(II.2.B.1.v)	540	Dental clinics	SF	5,270	100%	0%	0%
(II.2.B.1.w)	550	Disp/Clinics	SF	17,280	100%	0%	0%
(II.2.B.1.x)	610	Admin Bldgs	SF	1,703,317	92%	7%	1%
(II.2.B.1.y)	721	Dorms	SF	298,642	97%	0%	3%
(II.2.B.1.z)	722	Dining Hall	SF	13,619	100%	0%	0%
(II.2.B.1.aa)	724	OQ & VQ	SF	52,373	74%	0%	26%
(II.2.B.1.ab)	730	Personnel Sup/Ser	SF	104,360	61%	24%	15%
(II.2.B.1.ac)	740	MWR	SF	640,730	90%	2%	8%
(II.2.B.1.ad)	111	Airfield Pavement	SY	344,444	100%	0%	0%
(II.2.B.1.ae)	112	Airfield Pave/Taxi	SY	568,434	90%	10%	0%
(II.2.B.1.af)	113	Airfield Pave/Apron	SY	843,133	85%	15%	0%
(II.2.B.1.ag)	812	Elec Trans/Dist Ln	LF	1,032,733	43%	57%	0%
(II.2.B.1.ah)	822	Heat Trans/Dist Sys	LF	407,605	50%	50%	0%
(II.2.B.1.ai)	832	Sew/Indust Waste	LF	449,222	50%	50%	0%
(II.2.B.1.aj)	842	Water Dis Sys	LF	1,053,540	75%	25%	0%
(II.2.B.1.ak)	843	Water/Fire Protec	LF	45,782	75%	25%	0%
(II.2.B.1.al)	851	Roads	SY	1,927,147	50%	50%	0%
(II.2.B.1.am)	852	Veh Equip Parking	SY	1,415,282	50%	50%	0%

2. For the category codes listed below, most bases will need to conduct an in-house survey to accurately capture the condition of these facilities. This survey is required because, in most cases, Real Property Records lump all pavements and utility

McClellan AFB  
29-Jan-93

community development (i.e., playground, picnic, etc.) only.

(II.2.B) B. BASE FACILITIES (EXCLUDING FAMILY HOUSING): Provide data on the capacity and condition of base facilities to include facilities at geographically separated sites for the following three digit facility category code families. Except where specifically excluded under "category description" in para B-2 below, provide data to the three-digit facility category code level of detail within the units of measure indicated.

1. For the category codes listed below, bases will extract the required data from their most current (1 Aug 92) Real Property Records.

If a category code is not applicable, place a "0" in both the capacity and percent condition code 1 columns. Do not report N/A or leave these columns blank. It is imperative that a number is provided.

(Note: Scope was included in the various category codes.)

QUESTION NUMBER	FACILITY CAT CODE	CATEGORY DESCRIPTION	UNIT OF MEASURE	CAPACITY PERCENT CON CODE:			
				(QUANTITY)	1	2	3
(II.2.B.1.a)	141	Land Operational Facs	SF	1,365,106	70%	14%	16%
(II.2.B.1.b)	131	Communications-Buildings	SF	146,529	100%	0	0
(II.2.B.1.c)	171	Training Buildings	SF	229,412	40%	55%	5%
✓(II.2.B.1.d)	211	Maintenance-Aircraft	SF	3,074,586	56%	40%	4%
(II.2.B.1.e)	221	Production-Aircraft	SF	0	0	0	0
(II.2.B.1.f)	212	Maint-Guided Missiles	SF	0	0	0	0

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Phone: \_\_\_\_\_ Charge: \_\_\_\_\_

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015 P0  
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14073823254  
1995-03-17 12:36

McClellan AFB ↙  
29-Jan-93

(II.2.B.1.g)	214	✓ Maintenance-Automotive	SF	101,797	49.5%	21.4%	29.1%
(II.2.B.1.h)	217	✓ Maint-Electronics and Communications Equipment	SF	549,734	75%	24%	1%
(II.2.B.1.i)	219	✓ Maintenance-Installation, Repair, and Operation	SF	154,287	58.8%	5.7%	35.5%
(II.2.B.1.j)	310	Science Labs	SF	18,500	95.7%	4.3%	0
(II.2.B.1.k)	311	Aircraft RDT&E Facilities	SF	7,578	0%	100%	0
(II.2.B.1.l)	312	Missile and Space RDT&E Facs	SF	0	0	0	0
(II.2.B.1.m)	315	Weapons and Weapon Syst RDT&E Facilities	SF	0	0	0	0
(II.2.B.1.n)	317	Electronic Comm, and Electrical Equipment RDT&E Facilities	SF	0	0	0	0
(II.2.B.1.o)	318	Propulsion RDT&E Facilities	SF	0	0	0	0
(II.2.B.1.p)	411	Liquid Fuel Storage Bulk	BL	101,217	49.5%	0%	50.5%
(II.2.B.1.q)	422	Ammunition Storage- Installation and Ready Use	SF	8,584	100%	0	0
(II.2.B.1.r)	441	✓ Storage-Covered- <u>Depot</u> & Arsenal	SF	1,859,337	21%	37%	42%
(II.2.B.1.s)	442	Storage-Covered- Installation & Organ	SF	430,410	13%	30%	57%



McClellan AFB  
29-Jan-93

z

(II.2.B.1.t)	510	Medical Center and/or Hospital	SF	884	100%	0	0
(II.2.B.1.u)	530	Medical Laboratories	SF	1,248	0%	0	100%
(II.2.B.1.v)	540	Dental Clinics	SF	8,461	0%	0	100%
(II.2.B.1.w)	550	Dispensaries and/or Clinics	SF	75,200	100%	0	0
(II.2.B.1.x)	610	Administrative Buildings	SF	1,496,788	53%	39%	8%
(II.2.B.1.y)	721	Unaccompanied Enlisted Personnel Housing (Dorms)	SF	290,970	91%	9%	0
(II.2.B.1.z)	722	Dining Hall	SF	19,371	100%	0	0
(II.2.B.1.aa)	724	Unaccompanied Officer Personnel Housing (OQ & VOQ)	SF	60,689	0%	100%	0
(II.2.B.1.bb)	730	Personnel Support and Services Facilities	SF	61,100	50%	36%	14%
(II.2.B.1.cc)	740	Morale, Welfare, and Recreational (MWR)-Interior	SF	431,544	70%	24%	6%

Do not include 740-657

2. For the category codes listed below, most bases will need to conduct an in-house survey to accurately capture the condition of these facilities. This survey is required because, in most cases, Real Property Records lump all pavements and utility distribution systems under one facility number. The condition of these facilities is determined by the predominant condition of the entire system. This does not accurately indicate the true condition of the entire system and, therefore, necessitates a survey so you can report the percent of the system that is condition code 1. When the

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950317-4

FROM: GOLDSMITH, STEPHEN	TO: COX, REBECCA
TITLE: MAYOR	TITLE: COMMISSIONER
ORGANIZATION: INDIANAPOLIS, IN.	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX	✓		
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		✓	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Ⓢ	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

REQUESTING THE DBCRC CONSIDER THEIR PROPOSAL AS AN ALTERNATIVE. CLOSURE IMPLEMENTATION.

Due Date: 950321 Routing Date: 950317 Date Originated: 950316 Mail Date: 950403



CITY OF INDIANAPOLIS

STEPHEN GOLDSMITH  
MAYOR

March 10, 1995

Ms. Rebecca G. Cox  
Commissioner  
1995 Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950317-4

Dear Ms. Cox:

Best of luck during the 1995 base closure and realignment process. Your work as a commissioner is very challenging and vital to the future of the nation's defense. I look forward to meeting you and your colleagues this spring.

I appreciate the thoughtful questions you posed to the Secretary of the Navy John Dalton and his team, during the Navy's testimony to the Base Closure and Realignment Commission (BCRC) on March 6th, regarding our public-private partnership proposal to the Department of Navy (DON) and Department of Defense (DOD). We believe our plan accomplishes the goals of DON and DOD (i.e. closure of a base, reduction in the number of federal government employees), saves more money than the recommended scenario and keeps existing project teams and assets co-located for maximum efficiency. As you know, we presented our concept to the BCRC staff in January and February for their review. Your staff provided good insight and suggestions regarding our proposal and the process. Under our proposal, the project teams would be reconfigured into public or private settings in a customer-supplier relationship versus all as a public entity.

As you probably know, we attempted to get DON and DOD to run or consider our proposal as an official scenario; however, the current model and rules that DON and DOD must follow, did not allow these entities to do so until the closure and realignment list was forwarded to the BCRC. DON and DOD appear to be ready to work with the City and the BCRC to evaluate this plan as an alternative closure implementation. We believe in the base closure and realignment process because of the need to rightsize our nation's military. We are not arguing against the closure, rather, we are suggesting that the BCRC, DOD and DON accept a proposal that we believe will save DOD more money, accomplish the goals of DOD and DON and retain a more valuable public-private asset in the United States.

We look forward to the opportunity to meet with you and your colleagues on the BCRC to discuss our proposal. Thank you for your consideration!

Yours truly,

Stephen Goldsmith

SG:lp

cc: Larry Gigerich, Executive Assistant for Economic Development

f:\lg\cox.ag

OFFICE OF THE MAYOR  
SUITE 2501, CITY COUNTY BUILDING  
200 EAST WASHINGTON STREET • INDIANAPOLIS, INDIANA 46204-3372  
(317) 327-3601 • FAX: (317) 327-3980 • TDD FOR HEARING IMPAIRED (317) 327-5186





**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 28, 1995

The Honorable Stephen Goldsmith  
Mayor  
City of Indianapolis  
Office of the Mayor  
Suite 2501, City County Building  
200 East Washington Street  
Indianapolis, IN 46204-3372

Please refer to this number  
when responding 950317-4R1

Dear Mayor Goldsmith:

Thank you for contacting the Defense Base Closure and Realignment Commission regarding the City of Indianapolis' proposed alternative partnership for the Naval Air Warfare Center in Indianapolis.

I appreciate the City's concern about the Department of Defense's recommendation concerning NAWC, Indianapolis. You may be certain that the Commission will thoroughly review the data used by the Department when making its recommendations. I can assure you that the information you have provided will also be used in our review and analysis process.

I look forward to working with you as we go through this difficult and challenging process. Please do not hesitate to contact me if I can be of further assistance.

Sincerely,

Rebecca G. Cox  
Commissioner

RGC:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950317-5

<b>FROM:</b> FILNER, BOB	<b>TO:</b> DIXON
<b>TITLE:</b> REP. (CA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U. S. CONGRESS	<b>ORGANIZATION:</b> OBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

REQUESTING THAT HE BE ABLE TO TESTIFY AT REGIONAL HEARING IN SAN FRANCISCO.

Due Date: 950321	Routing Date: 950317	Date Originated: 950314	Mail Date:
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**BOB FILNER**  
50TH DISTRICT, CALIFORNIA

504 CANNON BUILDING  
WASHINGTON, DC 20515  
TEL: (202) 225-8045  
FAX: (202) 225-9073

333 F STREET, SUITE A  
CHULA VISTA, CALIFORNIA 91910  
TEL: (619) 422-5963  
FAX: (619) 422-7290



PUBLIC WORKS AND  
TRANSPORTATION COMMITTEE

VETERANS' AFFAIRS  
COMMITTEE

CONGRESS OF THE UNITED STATES  
HOUSE OF REPRESENTATIVES

March 14, 1995

Please refer to this number  
when responding 950317-5

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore St #1425  
Arlington, VA 22209

Dear Mr. Dixon:

Thank you for your March 13, 1995 notification of the Defense Base Closure and Realignment Commission's regional hearings schedule. As a Representative of the San Diego area, I would like the opportunity to testify at the hearings to be held in San Francisco, April 28-29, 1995.

If you have any questions or need further information, please contact me or Luise Woolever of my staff, at (202) 225-8045. I look forward to hearing from you and hope to see you in San Francisco.

Thank you for your assistance in this matter.

Sincerely,

A large, stylized handwritten signature in black ink, appearing to read "BF".

**BOB FILNER**  
Member of Congress

BF/lw  
164808



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

March 30, 1995

COMMISSIONERS:  
AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

The Honorable Bob Filner  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
950317-SR1

Dear Representative Filner:

Thank you for your letter requesting an opportunity to testify before the Defense Base Closure and Realignment Commission (DBCRC) in San Francisco, California, on April 28, 1995. I certainly understand your interest in the base closure and realignment process and welcome your comments.

The Commission has allocated blocks of oral testimony time to states for their use during the regional hearings of the Commission. It is the responsibility of the affected Congressional Members, working with the Senators and Governor of a state, to determine who will testify before the Commission, and for how long each witness will testify. I strongly encourage you to work with the other affected Members of the California Congressional delegation in developing a witness list to testify before the Commission in San Francisco.

Again, thank you for your letter. I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950317-5





INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
400 ARMY NAVY DRIVE  
ARLINGTON, VIRGINIA 22202-2884



MAR 15 1995

Please refer to this number  
when responding 950317-6

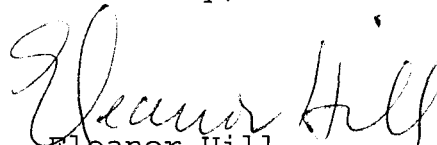
Honorable Alan Dixon  
Chairman, Defense Base Realignment  
and Closure Commission  
1700 North Moore Street  
Arlington, Virginia 22202

Dear Mr. Dixon:

Enclosed for your information and use is an analysis by this office of the consequences of some actions taken during the first three rounds of the Base Realignment and Closure (BRAC) process. The sample chosen for analysis was designed to highlight problems and may not be representative of the entire universe of BRAC actions. Nevertheless, it highlights some of the problems that can arise in implementation of BRAC actions. I believe the analysis may be useful to new commissioners as part of their education process.

Also enclosed are two inspection reports by this office on medical and personal property issues related to the BRAC process that may be useful to you.

Sincerely,

  
Eleanor Hill  
Inspector General

Enclosures

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950317-6

<b>FROM:</b> HILL, ELEANOR	<b>TO:</b> DIXON
<b>TITLE:</b> INSPECTOR GENERAL	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> DEPT OF DEFENSE	<b>ORGANIZATION:</b> DIBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

**Subject/Remarks:**

FORWARDING COPIES OF REPORTS.  
 INSPECTION REPORT ON MEDICAL - COPY GIVEN TO DAVE LEWIS.  
 INSPECTION REPORT ON PERSONAL PROPERTY AND REPORT  
 OF SOME CONSEQUENCES OF PAST BRAC ACTIONS GIVEN  
 TO SYLVIA THOMPSON.

<b>Due Date:</b> _____	<b>Routing Date:</b> 950317	<b>Date Originated:</b> 950315	<b>Mail Date:</b> _____
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cc: Assistant Secretary of Defense (Economic Security)  
Assistant Secretary of Defense (Force Management  
Policy)  
Assistant Secretary of Defense (Health Affairs)  
Assistant Secretary of Defense (Reserve Affairs)  
Assistant to the Secretary of Defense (Public Affairs)  
Inspector General, Department of the Army  
Inspector General, Department of the Navy  
Inspector General, Department of the Air Force  
Inspector General, Headquarters, U.S. Marine Corps  
Inspector General, Joint Staff  
Director, U.S. Army Audit Agency



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-6R1

March 20, 1995

Honorable Eleanor Hill  
Inspector General  
Department of Defense  
400 Army Navy Drive  
Arlington, VA 22202-2884

Dear Ms. Hill:

Thank you for providing the Defense Base Closure and Realignment Commission a copy of your recent report entitled "Implementation Impacts of DOD Base Realignments and Closure" which analyzes some of the problems in the implementation of past BRAC decisions. This report is very timely, and will hopefully help the 1995 Commission avoid some of the problems which you found in past rounds as we review the recommendations of the Secretary of Defense and prepare our report to the President.

The two inspection reports on medical and personal property issues related to the BRAC process which you provided will also be useful to the Commission as we carry out our responsibilities in the coming months.

I appreciate your contribution to the work of the Defense Base Closure and Realignment Commission.

Sincerely,

Alan J. Dixon  
Chairman

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950317-7

<b>FROM:</b> ORIENMAN, BRUCE C.	<b>TO:</b> CORNELLA, AL
<b>TITLE:</b> PROGRAM MANAGER	<b>TITLE:</b> COMMISSIONER
<b>ORGANIZATION:</b> TAMPA CHAMBER OF COMMERCE	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> MACDILL AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⓪		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

✓	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

LETTER OF SUPPORT FOR A RE-DIRECT FOR  
MACDILL AFB.

**\* NO RESPONSE PER CECE \***

Due Date: 950324

Routing Date: 950317

Date Originated: 950309

Mail Date:



March 9, 1995

Mr. Al Cornella  
Commissioner  
Base Realignment and Closure Commission (BRAC) 95  
1700 N. Moore Street, Suite 1425  
Arlington, VA 22209

Dear Mr. Cornella:

Thank you for meeting with our delegation from Tampa, Florida, Monday, March 6, for breakfast. We understand the enormous task that you are undertaking and applaud your efforts and dedication of time. Our task with MacDill AFB has been long and arduous since the BRAC 91 decisions were handed down and we feel very fortunate to be in the position of a re-direct recommendation by DOD. As we discussed, MacDill is unique in that it is the only base in the world that is home to two Joint Unified Commands with national command authority missions and has the infrastructure to support any flying mission in the DOD inventory. We are sure the facts will bear out that MacDill stands on its own merit as an ideal receiving base for units relocating from other bases slated for closure and/or realignment.

Again, we are very pleased that you took time out from your very busy schedule to meet with us. We look forward to seeing you at the regional hearings through out the United States and when the commission visits MacDill AFB and Tampa, Florida. Thank you again for your time and if we can be of any assistance in helping you or your staff with the BRAC process please let us know. I can be reached at the Greater Tampa Chamber of Commerce at (813) 276-9446.

Sincerely,

A handwritten signature in black ink that reads "Bruce C. Drennan". The signature is written in a cursive, flowing style.

Bruce C. Drennan  
Program Manager  
Governmental Affairs

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950317-8

FROM: DALTON, JOHN H.	TO: DIXON
TITLE: SEC OF THE NAVY	TITLE: CHAIRMAN
ORGANIZATION: DEPT OF THE NAVY	ORGANIZATION: DIBCRC
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A			
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER			
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

OFFERING THE NAVY'S SUPPORT DURING PROCESS AND THANKING HIM FOR MARCH 6 HEARING.

Due Date: 950311	Routing Date: 950309	Date Originated: 950307	Mail Date: 950317
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THE SECRETARY OF THE NAVY

WASHINGTON, D.C. 20350-1000

March 7, 1995

Please refer to this number  
when responding 950377-8

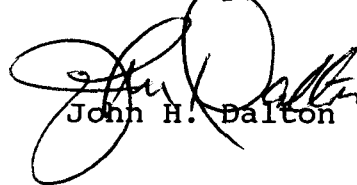
The Honorable Alan Dixon  
Chairman, Defense Base Closure  
and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear Alan,

I am writing to congratulate you on your appointment and confirmation. It was a pleasure to appear before you and the commission yesterday, and I appreciated your thoughtful and comprehensive questions.

I pledge full support by the Department of the Navy to you and to the commission as you work through this process. I wish you well as you carry out this very important responsibility.

Sincerely,

A handwritten signature in black ink, appearing to read "John H. Dalton", is written over the typed name.

John H. Dalton





**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

March 16, 1995

Please refer to this number  
when responding 950317-821

The Honorable John H. Dalton  
Secretary of the Navy  
Department of the Navy  
Washington, D.C. 20350-1000

Dear Secretary Dalton:

Thanks for your kind note and for your testimony  
before the Commission. The Navy's cooperation in this  
difficult process is greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan J. Dixon". The signature is stylized and cursive, with a large loop at the end.

Alan J. Dixon

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-1

<b>FROM:</b> BLEDSOE, HARRY	<b>TO:</b>
<b>TITLE:</b> Comm.'s ACTION OFFICER	<b>TITLE:</b> AIR FORCE TEAM
<b>ORGANIZATION:</b> TINKER AFB	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> TINKER AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

FORWARDING COPIES OF:  
 1) BIOS - COMMANDER, EXECUTIVE DIRECTOR (3 EACH)  
 2) ORGANIZATIONAL CHARTS (3)  
 3) 1994 BROCHURE (3)  
 COPY OF EACH IN LIBRARY  
 COPIES GIVEN TO AIR FORCE TEAM

<b>Routing Date:</b> 950320	<b>Date Originated:</b> 950317	<b>Mail Date:</b>
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**DEPARTMENT OF THE AIR FORCE**  
HEADQUARTERS OKLAHOMA CITY AIR LOGISTICS CENTER (AFMC)  
TINKER AIR FORCE BASE, OKLAHOMA

17 March 1995

OC-ALC/CCX  
3001 Staff Drive  
Tinker AFB OK 73145-3001

Defense Base Closure and Realignment Commission  
ATTN: Mr. Brian Kerns  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Dear Mr. Kerns

As requested, I am forwarding three copies of bios of our commander and Executive Director, OC-ALC Organizational Charts, and the latest brochures that provide information on the ALC and Tinker Air Force Base. We are looking forward to the visit and please do not hesitate to call if your need additional information. My numbers are commercial 405, 739-2205 or DSN 339-2205.

Sincerely

  
HARRY R. BLEDSOE  
Commander's Action Officer

- 3 Attachments
1. Bios (3 each)
  2. Organizational Charts (3 each)
  3. Brochures (3 each)

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-2

<b>FROM:</b> LANDRY, ROBERT L., LT. COL	<b>TO:</b> CANTWELL, FRANK
<b>TITLE:</b> DEPUTY CARE TEAM OFFICER	<b>TITLE:</b> AF SENIOR ANALYST
<b>ORGANIZATION:</b> DEPT OF THE AIR FORCE	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI <input checked="" type="checkbox"/>

**Subject/Remarks:**

FORWARDING COPIES OF: (CONCERNING KIRTLAND AFB)  
 1) LOCAL NEWS ARTICLES ON AIR QUALITY ISSUE  
 2) DRAFT BRAC COSTING SITE SURVEY INFORMATION  
 3) MAR 95 ENVIRONMENTAL CONFORMITY ANALYSIS  
 \*COPIES PUT IN LIBRARY AND GIVEN TO AF TEAM\*

Due Date: _____	Routing Date: <u>950320</u>	Date Originated: <u>950</u>	Mail Date: _____
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DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 377TH AIR BASE WING (AFMC)

Please refer to this number  
when responding 950320-2

MEMORANDUM FOR MR. FRANK CANTWELL  
Defense Base Closure & Realignment Commission  
1700 N. Moore St, Suite 1425  
Arlington VA 22209

FROM: KIRTLAND AFB CARE TEAM (LT COL LANDRY)

SUBJECT: REQUESTED BRAC INFORMATION

1. As you requested, please find enclosed the information we discussed, in preparation for your visit next week. Please fax a copy of orders of all visitors to DSN 246-2371 (comm'l 505/846-2371). In the meantime, just let us know if you need anything else.
2. We're looking forward to seeing you. If you have any questions/needs, call us at DSN 246-2751 (comm'l 505/846-2751). We stand ready to help in your difficult task.

A handwritten signature in black ink that reads "Robert L. Landry".

ROBERT L. LANDRY, Lt Col, USAF  
Deputy CARE Team Officer

Attachments:

1. Local News Articles on Air Quality Issue
2. DRAFT BRAC Costing Site Survey Information
3. Mar 95 Environmental Conformity Analysis

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-3

<b>FROM:</b> GAMACHE, KEVIN R.	<b>TO:</b> REESE, ANN
<b>TITLE:</b> MAJOR	<b>TITLE:</b> CROSS SERVICE. DOD ANALYST
<b>ORGANIZATION:</b> USAF / LGmm	<b>ORGANIZATION:</b>
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES				ANN REESE	✓		

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**  
 FAX RESPONDING TO QUESTIONS OR INFORMATION REQUESTED BY DBCRC

Due Date:	Routing Date: 950320	Date Originated: 950320	Mail Date:
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HQ USAF/LGMM

Washington DC 20330-1030

**FAX**

Please refer to this number  
when responding 950320-3

Date: 03/20/95

Number of pages including cover sheet: 6

To:

Ann Reese

Defense Base Closure and  
Realignment Commission

Phone:

Fax phone: 696-0550

CC:

From:

Major Kevin R. Gamache

Phone: DSN 227-8775

Fax phone: DSN 225-9811

REMARKS:  Urgent  For your review  Reply ASAP  Please comment

Attached is my compilation of information requested prior to your meeting with Mr. Orr, during the meeting, and in the fax which followed on Saturday. I have attempted to identify when a request was superceded or supplemented by a later request. The taskings which came out of your 9 March meeting with Lt Col Eckhardt and Lt Col Pitcher have all been met with the exception of providing workload data. Lt Col Pitcher if finishing that information this afternoon.

As I stated on the phone, we will deliver as much of the information as possible by COB today. Mr. Orr has suspended AFMC to provide some of the information to him by COB today, so we should have additional information for you tomorrow.

We realize the time constraints you are working against and are committed to being as responsive as we can possibly be in providing you the information you need.

**Questions/Info**

Ref Num	Question
	depot closure option?
079-06	What is the variance in cost of labor to depot closure and downsizing options.
079-07	Provide the 3 charts prepared by Capt depot closure and downsizing options.
079-08	Provide a copy of the letter from Mr. E values/tiers for depots
079-09	When will a decision be made on which utilized by other organizations?
079-10	Provide support data on 6 & 8 million sq
079-11	Provide information on effect of 2.1 ew
080-01a	Provide manpower authorizations that BRAC recommendations)
080-01b	Provide details of migration of position outs for each ALC function (reductions)
080-01c	Provide list of buildings and square foot by others (indicate category)
080-02a	Provide military construction projects all of each and description by ALC, by year
080-02b	Provide military construction projects pre description by ALC, by year 1996-2001
080-03	Base operating costs for Depot Activities: depot Industrial Fund totals for the fund payroll line for each ALC (See attached).
080-04a	Provide numbers of personnel for each A 96-01)
080-04b	Provide numbers of personnel for each A major organizational component (actual
080-04c	Provide numbers of personnel for each m (authorizations FY 88-95)
080-04d	Provide numbers of supervisors and man and for each major organizational compo

As of: 03/20/95 11:55 AM  
Prepared by Major Kevin Gamache, AF/LGM

Information Requested by Base Realignment and Closure Commission Staff

	Date Rec	Rec From	Susp	GPR	Comments
our between ALC	17 Mar 95	Reese		Lt Col D'Neill	
Coguns depicting payback associated with	17 Mar 95	Reese		AF/LGMM Lt Col Pucher	
to right to the ICSG with the military	17 Mar 95	Reese		AF/LGMM Major Ganache	
h facilities will be mothballed, destroyed, or	17 Mar 95	Reese		AF/LGMM Lt Col Pucher	
late feet of space to be effected by downsizing.	17 Mar 95	Reese		AF/LGMM Lt Col Pucher	
el vs. 3-Level Maintenance on depot workload	17 Mar 95	Reese		AF/LGMM Lt Col Pucher	
match force structure plan (based on 1995	20 Mar 95	Frank		AFMOCXP	
authorizations (military and civilian) in and	20 Mar 95	Frank			
and reallocations)		Cirillo			
age to be disposed of or mothballed or used	20 Mar 95	Frank		AFMOCXP	
thorized and projects executed - dollar value	20 Mar 95	Frank			
r 1985-1995		Cirillo			
rogrammed - dollar value of each and	20 Mar 95	Frank			
y, referring to COBRA screen 4, provide	20 Mar 95	Frank			
total for equivalent RPMA and BOS non-		Cirillo			
screen 4)		Cirillo			
LC (authorizations FY 88-95 and projections	20 Mar 95	Frank			Supplements 078-01c
LC installation, each ALC, and each ALC	20 Mar 95	Frank			Supplements 078-01d
n-board as of August 1994)		Cirillo			Changes reference date
ajor organization within each ALC	20 Mar 95	Frank			Supplements 080-04c
base of "hands-on" personnel for each ALC	20 Mar 95	Frank			Supplements 080-04d
ent of each ALC		Cirillo			

M, 703-697-8775, DSN 227-8775, Fax XX5-2811, email:kgamache@pafoos2.hq.af.mil

Questions/Information Requested by Base Realignment and Closure Commission

	Date Rec	Rec From	Susp	OPR
er of personnel at each function collocated with each ALC (DISA,	20 Mar 95	Frank		
ization migration and eliminations based on downsize in place strategy	20 Mar 95	Frank		
(recommendation)		Cirillo		
nce version of COBRA to close Kelly AFB	20 Mar 95	Frank		
nce version of COBRA to close McClellan ATB	20 Mar 95	Frank		
nce version of COBRA to close Kelly and McClellan ATB	20 Mar 95	Frank		
nce version of COBRA to close Kelly ALC	20 Mar 95	Frank		
nce version of COBRA to close McClellan ALC	20 Mar 95	Frank		
nce version of COBRA to close Kelly and McClellan ALCs	20 Mar 95	Frank		
A for each installation with an ALC for the downsize strategy (1995	20 Mar 95	Frank		
andation)		Cirillo		
urned environmental compliance costs for each ALC installation and	20 Mar 95	Frank		
15-01		Cirillo		
ted environmental cleanup costs for each ALC installation and each	20 Mar 95	Frank		
that portion already contained in the funded program)		Cirillo		
quare footage by depot in years 1991, 1993, 1995	20 Mar 95	Frank		
quare footage to be mothballed by depot, by ALC, by installation	20 Mar 95	Frank		
quare footage to be demolished by depot, by ALC, by installation	20 Mar 95	Frank		
entation to show agreements to use available space by depot, by ALC,	20 Mar 95	Frank		
ing useable square footage by depot, by ALC, by installation after	20 Mar 95	Frank		
n		Cirillo		
g currently programmed to be mothballed and demolished by depot, by	20 Mar 95	Frank		
ation		Cirillo		
; footage currently programmed to be mothballed and demolished by	20 Mar 95	Frank		
; by installation		Cirillo		
20, 1995, 7:09 PM				

in Gamache, AF/LGMM, 703-697-8775, DSN 227-8775, Fax XX5-2811, email:kgamache@pafoos2.hq.a



# Staff

## Comments

Supplements 078-01b Adds numbers of personnel
Supersedes 079-04
Supersedes 079-04
Supersedes 079-04
Supersedes 079-04
Supersedes 079-04
Supersedes 079-04
Supersedes 079-04
Supersedes 079-02
Supersedes 079-08a

**Questions/Information Requested by Base Realignment and Closure Commission Staff**

Ref Num	Question	Date Rec	Rec From	Susp	OPR	Comments
080-08a	Provide workload movement from each ALC by commodity in hours for the downsize in place strategy	20 Mar 95	Frank Cirillo			
080-08b	Provide workload movement to each ALC by commodity in hours for the downsize in place strategy.	20 Mar 95	Frank Cirillo			
080-08c	Provide workload movements from each ALC by commodity in hours for the Air Force version of close Kelly option	20 Mar 95	Frank Cirillo			
080-08d	Provide workload movements to each ALC by commodity in hours for the Air Force version of the close Kelly option	20 Mar 95	Frank Cirillo			
080-08e	Provide workload movements from each ALC by commodity in hours for the Air Force version close McClellan option	20 Mar 95	Frank Cirillo			
080-08f	Provide workload movements to each ALC by commodity in hours for the Air Force version close McClellan option	20 Mar 95	Frank Cirillo			
080-08g	Provide workload movements from each ALC by commodity in hours for the Air Force version close McClellan and Kelly option	20 Mar 95	Frank Cirillo			
080-08h	Provide workload movements to each ALC by commodity in hours for the Air Force version close McClellan and Kelly option	20 Mar 95	Frank Cirillo			

As of: 03/20/95 11:55 AM

Prepared by Major Kevin Gamache, AF/LGMM, 703-697-8775, DSN 227-8775, Fax XX5-2811, email:kgamache@pafosu2.hq.af.mil

002

HQ USAF/LGMM

703 697 3986

13:21

03/20/95

## Questions/Information Requested by Base Realignment and Closure Commission Staff

Ref Num	Question	Date Rec	Rec From	Susp	OPR	Comments
078-01a	Describe structures of ALC	16 Mar 95	Ann Reese		AFMC/XP Mr. Van Gilst	
078-01b	List major organizational components of each ALC	16 Mar 95	Ann Reese		AFMC/XP Mr. Van Gilst	
078-01c	Provide numbers of personnel for each ALC (authorizations FY 88-95 and projections 95-01)	16 Mar 95	Ann Reese		AFMC/XP	Superseded by 080-04a
078-01d	Provide numbers of personnel for each ALC installation, each ALC, and each ALC major organizational component (actual on-board as of 1 October, 1994)	16 Mar 95	Ann Reese		AFMC/XP	Superseded by 080-04b
078-01e	Provide numbers of personnel for each major organization within each ALC (authorizations FY 88-95)	16 Mar 95	Ann Reese		AFMC/XP	Superseded by 080-04c
078-01f	Provide numbers of supervisors and numbers of "hands-on" personnel for each ALC and for each major organizational component of each ALC	16 Mar 95	Ann Reese		AFMC/XP	Superseded by 080-04d
078-01g	Describe relationship of maintenance function to other function within ALC	16 Mar 95	Ann Reese		AFMC/XP	
078-01h	List other functions collocated with the ALCs (i.e. DISA Megacenters)	16 Mar 95	Ann Reese		AFMC/XP Lt Col Eckhardt	Superseded by 080-04e
078-02a	Why are personnel eliminated numbers based on efficiency factor rather than specific workload data utilized by Army and Navy	16 Mar 95	Ann Reese		AFMC/XP	
078-02b	What was the basis for the 15% factor for eliminating positions through consolidation of like workload?	16 Mar 95	Ann Reese		AFMC/XP	
078-02c	Why were positions eliminated on the Air Force depot closure scenarios based on a 6% efficiency factor?	16 Mar 95	Ann Reese		Capt Coggins Lt Col Callahan	
078-02d	What was the basis for the % of positions moved vs. eliminated as a result of a closure action?	16 Mar 95	Ann Reese		AFMC/LGP	
078-03a	One time cost to close vs. one time cost to realign	16 Mar 95	Ann Reese		AF/RTR Lt Col O'Neill	
078-03b	Cost of annual maintenance of 5 depots vs. 3	16 Mar 95	Ann Reese		AF/RTR Lt Col O'Neill	
078-03c	Cost of modernizing 5 depots vs. 3	16 Mar 95	Ann Reese		AF/RTR Lt Col O'Neill	
078-04a	How was the 15% "industrial benefit factor" considered when sizing the ALCs?	16 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	
078-04b	Why was CORE reduced 15%?	16 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	

As of : 03/20/95 11:55 AM

Prepared by Major Kevin Gamache, AF/LGMM, 703-697-8775, DSN 227-8775, Fax XX5-2811, email:kgamache@pafosu2.hq.af.mil

## Questions/Information Requested by Base Realignment and Closure Commission Staff

Ref Num	Question	Date Rec	Rec From	Susp	OPR	Comments
078-04c	Why does capacity now equal the CORE workload?	16 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	
078-05a	What percentage of the ALC activity square footage will be mothballed or demolished and why?	16 Mar 95	Ann Reese		AFMCXP	
078-05b	What is the basis of support for \$24 million in demolition costs?	16 Mar 95	Ann Reese		AFMCXP	
078-05c	What is the remaining useable square footage of each ALC?	16 Mar 95	Ann Reese		AFMCCE	
078-05d	What is the basis for the \$44 million cost for the renovation of shop space?	16 Mar 95	Ann Reese		AFMCCE	
078-05e	Why is the Air Force only now identifying/validating specific buildings for demolition/mothballing?	16 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	
078-05f	Why weren't the numbers based on requirements certified by local commanders?	16 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	
078-06	Installation tiering vs. depot activity tiering: which was given to the Joint Cross Service Group and why?	16 Mar 95	Ann Reese		AF/RTR Lt Col Eckhardt	
078-07a	Describe workload transfers in terms of hours, by commodity, to and from each ALC	16 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	Superseded by 080-08a-h
078-08a	Please discuss in general terms the environmental condition of each ALC installation. Provide costs for compliance and clean-up (information should be available from data calls)	16 Mar 95	Ann Reese		AF/CEV Jack Bush	Superseded by 080-05a
078-08b	Did the Air Force consider environmental costs during the BRAC process?	16 Mar 95	Ann Reese		AF/CEV Jack Bush	
079-01	Please provide copy of 23 Jan 95 Depot Closure briefing from BCEG meeting	17 Mar 95	Ann Reese		AF/RTR Lt Col Eckhardt	
079-02	Please provide details behind downsizing option. Please provide COBRA run if one was done.	17 Mar 95	Ann Reese		AF/LGMM Lt Col Pitcher	Superseded by 080-05g
079-03	Please provide date/details of first time downsizing was discussed	17 Mar 95	Ann Reese		AF/RTR Lt Col Eckhardt	
079-04	Provide "Air Force only" depot closure COBRA runs briefed during the 23 January 95 BCEG	17 Mar 95	Ann Reese		AF/RTR Lt Col O'Neill	Superseded by 080-05a-f
079-05	Do AF COBRA runs include MILCON cost avoidances?	17 Mar 95	Ann Reese		AF/RTR Lt Col O'Neill	
079-05a	What were the military construction projects cost avoidance associated with each	17 Mar 95	Ann Reese		AF/RTR	

As of: Monday, March 20, 1995, 7:09 PM

Prepared by Major Kevin Gamache, AF/LGMM, 703-697-8775, DSN 227-8775, Fax XX5-2811, email:k.gamache@pafosus2.hq.af.mil

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-4

<b>FROM:</b> BOXER, BARBARA	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR, (CA)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DBCR
<b>INSTALLATION (s) DISCUSSED:</b> LONG BEACH NAVAL SHIPYARD	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Ⓢ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

REQUESTING THAT A HEARING IN LONG BEACH BE ADDED TO THE LIST OF REGIONAL HEARINGS.

Due Date: 950322

Routing Date: 950320

Date Originated: 950314

Mail Date:

# United States Senate

WASHINGTON, DC 20510

March 14, 1995

Please refer to this number  
when responding 950320-41

The Honorable Alan C. Dixon  
Chairman  
Base Realignment and Closure Commission  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Dear Mr. Chairman:

We find it hard to believe that the Base Realignment and Closure Commission is not planning to conduct a field hearing on the future of the Long Beach Naval Shipyard in the Long Beach area.

We urge you to reconsider this decision in light of the huge economic impact on this fine community.

The proposed closure of Long Beach NSY is the Navy's most significant recommendation of the 1995 BRAC round. Surely a decision of this magnitude merits a comprehensive field hearing. Holding a full scale hearing in Long Beach would also enable the Commission to better understand the special attributes of this unique community.

Conducting a field hearing in Long Beach would also demonstrate a sense of fairness to the nearly 4,000 people whose jobs are threatened by the recommendation to close the facility. Local elected officials, business groups, and labor leaders would very much appreciate the opportunity to make their case to you personally. It is unfair to expect many shipyard workers to travel long distances to participate at the Commission's proposed hearing in Northern California.

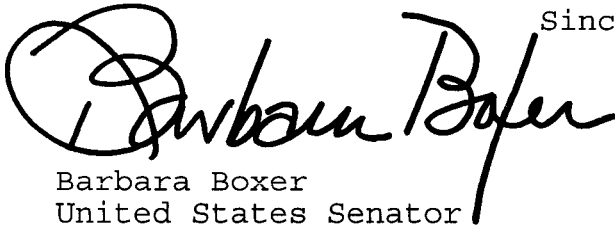
Yesterday's announcement that a West Coast regional hearing would occur in San Francisco was met with great disappointment in Long Beach. Local leaders fear that the proposed closure of Long Beach NSY will not garner the attention it deserves at a hearing hundreds of miles away.

For these reasons, we respectfully request that you keep one hearing in San Francisco to discuss the proposed realignment actions at Onizuka AFB and Sierra Army Depot and add an additional field hearing in Long Beach.

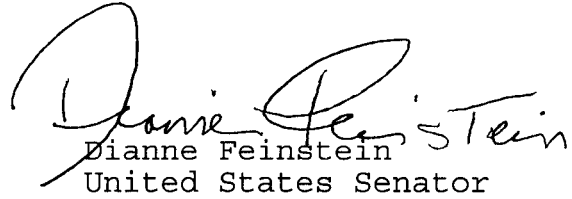
The Honorable Alan Dixon  
March 14, 1995  
Page 2

Mr. Chairman, we thank you in advance for your consideration. We owe it to the people to bring their government to them in a situation where an action of government will have such a negative impact on their lives.

Sincerely,



Barbara Boxer  
United States Senator



Dianne Feinstein  
United States Senator



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 27, 1995

The Honorable Barbara Boxer  
United States Senate  
Washington, D.C. 20510

Please refer to this number  
when responding 950320-4R1

Dear Senator Boxer:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950320-4





**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 27, 1995

The Honorable Dianne Feinstein  
United States Senate  
Washington, D.C. 20510

Please refer to this number  
when responding 950320-4 R1

Dear Senator Feinstein:

Thank you for your letter requesting a hearing of the Defense Base Closure and Realignment Commission in or near Long Beach, California. I appreciate your strong interest in the Commission and its process.

The Commission has received numerous requests from affected communities offering to host hearings. While each community has raised noteworthy concerns, I regret that it would be impossible to accommodate all requests. The Commission is scheduled to hold a regional hearing in San Francisco, on Friday, April 28, 1995, and looks forward to receiving testimony from communities affected by the Secretary of Defense's recommendations during this regional hearing. In addition, a number of Commissioners are scheduled to personally visit the Long Beach Naval Shipyard on April 27, 1995.

The Commission stands ready to work with you and the Long Beach community through this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950320-4

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-5

<b>FROM:</b> HELMS, JESSE	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR, (NC)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

**FORWARDING QUESTIONS FOR MR. MARTIN LANCASTER TO BE ANSWERED BY THE SEC OF THE NAVY. (MARCH 6 HEARING)**

Due Date: <u>950322</u>	Routing Date: <u>950320</u>	Date Originated: <u>950313</u>	Mail Date:
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# United States Senate

WASHINGTON, DC 20510-3301

March 13, 1995

Please refer to this number  
when responding 950320-5

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street  
Arlington, Va. 22209

Dear Alan:

The enclosed letter is from Martin Lancaster (currently associated with North Carolina Governor Jim Hunt). Perhaps you have met Martin; he served in the House for a number of years concurrent with your years in the Senate.

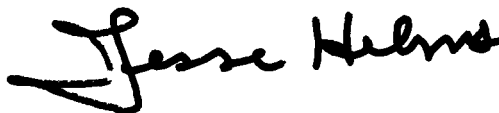
Martin's March 8 letter includes questions which he desires to be submitted by you to the Navy relative to the Commission's public hearing which was held on March 6.

Although Martin's belated request arrived after the deadline, I will genuinely appreciate your assistance in obtaining from the Navy an official response to the enclosed questions.

Alan, I do not envy the task you have before you as Chairman of this Commission. If there is anything my staff or I can do to lend a hand, let me know.

We miss you in the Senate.

Sincerely,



JESSE HELMS:dn  
cc: The Honorable James B. Hunt



STATE OF NORTH CAROLINA  
OFFICE OF THE GOVERNOR  
RALEIGH 27603-8001

JAMES B. HUNT JR.  
GOVERNOR

March 8, 1995

The Honorable Jesse Helms  
The United States Senate  
403 Dirksen Senate Office Building  
Washington, DC 20510

Dear Senator Helms:

At the BRACC hearing on Navy closures and realignments, Senator Alan Dixon indicated that he would submit questions for the record to the Navy for members of the Congress. Would you please consider asking him to put the following questions to the Navy:

"BRACC 1993 included an innovative joint basing of Navy and Marine Corps aviation assets at Cherry Point Marine Air Station. From the very beginning, the Navy resisted the basing of one of their wings on a Marine base commanded by a Marine general. Consequently, the Secretary of the Navy has recommended that the wing be redirected to Oceana Naval Air Station in Virginia Beach. Was the Navy's opposition to being based on Marine Air Station the reason for this change? If we cannot inter-service Marine and Navy aviation assets when they are of the same service, how can we ever expect to inter-service Navy and Air Force aviation assets?"

Thank you for your considering this request.

With kindest regard, I am

Sincerely,

A handwritten signature in dark ink, appearing to read "Martin", written over a faint, larger signature.

H. Martin Lancaster

HML:phm



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

The Honorable Jesse Helms  
United States Senate  
Washington, D.C. 20510

Please refer to this number  
when responding 950320-5R1

Dear Jesse:

Thank you for forwarding questions to the Commission from former Congressman Martin Lancaster for submission to the Secretary of the Navy. I appreciate your contacting me and welcome the opportunity to be of assistance.

Although the Commission has already submitted questions to Secretary John Dalton from the March 6 hearing, I would be pleased to forward these additional questions to the Navy. I have asked the Navy to respond directly to you and provide a copy of its response to the Commission.

Jesse, it was good to hear from you. If I can be of additional assistance as we go through this difficult and challenging process, please let me know.

Sincerely,

Alan J. Dixon  
Chairman



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950320-5R2

The Honorable John Dalton  
Secretary of the Navy  
1000 Navy Pentagon  
Washington, D.C. 20350-1000

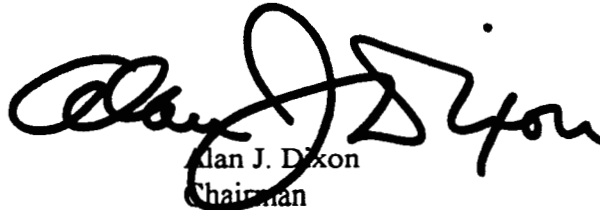
Dear Secretary Dalton:

Attached is a question that has been forwarded to me from Senator Jesse Helms for former Congressman Martin Lancaster concerning Marine Corps Air Station Cherry Point.

Although I have already submitted questions to you from Members of Congress for the March 6 hearing, I would appreciate your reviewing former Congressman Lancaster's question and sending a response directly to Senator Helms. In addition, please provide the Commission a copy of your response.

Thank you in advance for your attention to this matter.

Sincerely,



Alan J. Dixon  
Chairman

Enclosure



DEPARTMENT OF THE NAVY  
THE ASSISTANT SECRETARY OF THE NAVY  
(INSTALLATIONS AND ENVIRONMENT)  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

APR 7 1995

The Honorable Alan J. Dixon  
Chairman, Defense Base Closure  
and Realignment Commission  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Please refer to this number  
when reporting 950320-5R3

Re: 950320-5R

Dear Chairman Dixon:

This is in response to your letter of March 21, 1995, to the Secretary of the Navy, forwarding correspondence Senator Jesse Helms received from Mr. Martin Lancaster, concerning Marine Corps Air Station, Cherry Point, North Carolina.

As you requested, a copy of our response to Mr. Helms is provided.

As always, if I can be of any further assistance, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Pirie, Jr.", written in a cursive style.

ROBERT B. PIRIE, JR.

Attachment



DEPARTMENT OF THE NAVY  
THE ASSISTANT SECRETARY OF THE NAVY  
(INSTALLATIONS AND ENVIRONMENT)  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

APR 7 1995

The Honorable Jesse Helms  
United States Senate  
Washington, DC 20510

Dear Senator Helms:

This responds to Mr. H. Martin Lancaster's letter to you of March 8, 1995, concerning the relocation of aviation assets from Naval Air Station (NAS) Cecil Field, Florida, to Marine Corps Air Station (MCAS) Cherry Point, North Carolina.

As you know, the Department of Defense recommended to the 1995 Base Closure and Realignment Commission that MCAS Cherry Point be removed from among the receiving sites for assets relocating from NAS Cecil Field as approved during the 1993 round of base realignment and closure. Our recommendations to close or realign a base, resulted from a careful, in-depth, and objective review of our infrastructure, consistent with a smaller force structure and based on criteria established by the Secretary of Defense. During the 1995 round of base realignment and closure the Secretary of Defense authorized the Military Departments, in accordance with the Act, to propose changes to previously approved designated receiving base recommendations. Our process allowed consideration of such proposals if significant revisions to cost or mission effectiveness had occurred since the relevant Commission recommendation was made.

Since the 1993 round there have been significant reductions in naval aviation forces. For instance, we have retired the A-6 attack aircraft series, reduced the maritime patrol aircraft inventory by about one-third and have eliminated approximately fifty percent of the Navy's F-14 inventory. Additionally, the number of F/A-18 squadrons that will require relocation from NAS Cecil Field will be reduced from thirteen to eleven.

Our analysis found that these reductions provided us with excess capacity at both NAS Oceana and NAS Jacksonville, Florida, allowing us to propose redirecting the F/A-18s to NAS Oceana. The S-3s scheduled to move to NAS Oceana would go to Jacksonville instead. To take advantage of the robust demographics of the Atlanta area, two reserve squadrons would be redirected from MCAS Beaufort, South Carolina, to NAS Atlanta, Georgia, an action that would provide additional space at MCAS Beaufort in which to move two active Navy F/A-18 squadrons. In addition to saving about \$290 million in new construction at MCAS Cherry Point, our recommendations will result in the establishment of a Naval Aviation Anti-Submarine Warfare Center of Excellence in the Jacksonville area.

ATTACHMENT



We are aware that significant effort has been expended to date at the state and local levels, both in the public and private sectors, to implement the expansion of MCAS Cherry Point. We greatly appreciate how hard everyone involved has worked to make it happen smoothly and efficiently. And, to comply with provisions of the Act, we will only stop working toward relocating the NAS Cecil Field F/A-18 aircraft to MCAS Cherry Point if and when our recommended redirection of those assets is approved by the Congress.

Since this is the last opportunity we have to make infrastructure adjustments under the current law, it is critical that we make well-informed, responsible decisions that are in the nation's long term national security interests. The Department's recommendations represent our best judgment as to the infrastructure alignment most suitable to meet the future requirements of our operational forces. Additionally, the projected savings accrued from our recommended closure and realignment actions are essential to the Department's recapitalization efforts, an integral part of our future readiness.

As always, if I can be of any further assistance, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Pirie, Jr.", written in a cursive style.

ROBERT B. PIRIE, JR.

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950320-6

FROM: DOMENICI, PETE	TO: DIXON
TITLE: SENATOR (NM)	TITLE: CHAIRMAN
ORGANIZATION: U. S. CONGRESS	ORGANIZATION: DIBCRC
INSTALLATION (S) DISCUSSED: KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

Subject/Remarks:

FOLLOW UP TO LETTER OF MARCH 15. REQUESTING THAT ALL COMMISSIONERS VISIT THE UNDERGROUND MUNITIONS STORAGE COMPLEX ON APRIL 19.

\*ECTS#950316-4\*

Due Date: 950322      Routing Date: 950320      Date Originated: 950316      Mail Date:

## United States Senate

WASHINGTON, DC 20510-3101

March 16, 1995

Please refer to this number  
when responding 950320-6

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear Chairman Dixon:

As you are aware, I have grave concerns about the Department of Defense (DOD) recommendation to realign Kirtland Air Force Base. I asked John Vuksich, the Science Advisor to the Governor of New Mexico, to review the Kirtland data recently made available at your reading room in Rosslyn to help me more fully understand the Air Force's rationale. I am informed by Mr. Vuksich that you have a first rate staff who could not have been more cooperative. Please convey my thanks to them, particularly Bob Bivins, Jeff Campbell, Toni Forkin and Amy Smith.

Mr. Vuksich met with Air Force analysts on March 14 and, prepared with information from his visit to your facility, we now have a better understanding of the Air Force cost position regarding Kirtland AFB. The reported recurring cost-savings of the realignment of Kirtland AFB are illusory; what is represented as savings is a combination of some omissions in the estimate and significant cost-shifting, both to non-Air Force, DOD organizations and other federal agencies. I am aware of the DOD policy which directs that costs to other agencies generally not be considered; however, these cost shifts fall within DOD's published exceptions to that rule.

More important than cost considerations, however, is the issue of national security. I continue to have concerns that the Air Force recommendation might adversely impact the infrastructure of the nation's strategic deterrent. Modifications to this infrastructure should be the result of deliberate policy review rather than an unintended by-product of the BRAC process. I fear this is not the case. I have attached a copy of a letter I sent to Secretary of Defense Perry about this issue.

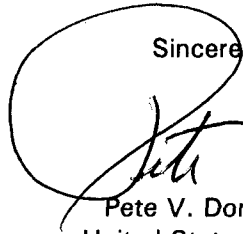
I believe it is absolutely imperative and essential that each and every member of the Commission not only be fully briefed about the Kirtland Underground Munitions Storage Complex (KUMSC), but also take the necessary time required to tour this facility with me in the morning prior to the Regional Hearing scheduled in Albuquerque on April 20, 1995. The KUMSC is a munitions maintenance and storage complex facility under the umbrella of the 377th Air Base Wing.

Because of the vital national security mission of the KUMSC, access to this facility is highly classified. In addition to a top secret security clearance, a top secret security compartmented information clearance, critical nuclear weapons design information clearance, top secret special sensitive background investigation clearance, critical personnel reliability program clearance, and a need to know authorization clearance, are also required.

My staff met with Mr. Chip Walgren, of your staff, this afternoon about this issue. I understand that there may be some of the Members of the Commission who are not cleared at this level. Because of the vital importance this facility serves to the national security interest, and because of the unquestionable need the Commission has for a complete picture of the implications of the DoD's recommendation to realign Kirtland in this context, I will be happy to assist in any way I can to expedite the process so that all of the Commissioners can tour and be briefed about the facility.

I appreciate your attention to this matter and look forward to working with you in this regard.

Sincerely,



Pete V. Domenici  
United State Senator

PS This is very important to me.



## United States Senate

WASHINGTON, DC 20510-3101

February 24, 1995

The Honorable William Perry  
Secretary  
United States Department of Defense  
The Pentagon  
Washington, D.C.

Dear Mr. Secretary:

I am concerned that the scope of the Department of the Air Force's review of the future of Kirtland Air Force Base was unfortunately narrow and may result in a recommendation to the Base Realignment and Closure Commission that will jeopardize the national security.


A major realignment of Kirtland and/or a reduction in the Air Force's operational presence at the Base will undoubtedly draw increased attention to those activities that remain and understandable speculation that portions of the Base could be transferred to the community as has occurred at other Department of Defense sites.

Continued operation of the Kirtland Underground Munitions Storage Complex would be seriously jeopardized by increased attention to its presence or an admission that its operations require that Kirtland be maintained as a military reservation. Frankly, I am concerned that community opposition to such a facility in close proximity to a large metropolitan area could result in significantly scaled back use of the facility or even its forced closure.

I understand your hesitancy to override the recommendations of the respective branches on these issues. However, in this case consideration must be given to issues outside the scope of the Air Force's review--I understand the Department of Energy was not even consulted on this decision.

This is clearly a matter that requires the perspective of the Secretary of Defense, and I hope you will give it your personal attention.

Sincerely,



Pete V. Domenici  
United States Senator

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-7

<b>FROM:</b> CAMPBELL; BEN NIGHTHORSE	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> OBCRC
<b>INSTALLATION (s) DISCUSSED:</b> FITZSIMONS ARMY MEDICAL CENTER	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		ⓧ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER		X	
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

ⓧ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

LETTER OF SUPPORT FOR FITZSIMONS

Due Date: 950322

Routing Date: 950320

Date Originated: 950316

Mail Date:

# United States Senate

WASHINGTON, DC 20510-0605

March 16, 1995

Please refer to this number  
when responding 950 320-7

The Honorable Alan J. Dixon  
Chair  
Defense Base Closure and Realignment Commission  
1700 N. Moore St., Suite 1425  
Arlington, VA 22209

Dear Chairman Dixon:

I am writing to bring to your attention facts that may have been overlooked during the Defense Department's consideration of Fitzsimons Army Medical Center.

As you can see from the attached map, Fitzsimons serves the largest of the DOD's twelve Health Service Regions, and is one of only eight medical centers in the Army's Health Services Command. It is the lead agent for the provision of health care in the Defense Department's medical region 8, encompassing 12 states (Colorado, Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, North Dakota, South Dakota, Utah and Wyoming). According to the Army, Fitzsimons serves a beneficiary population of nearly 750,000, the sixth-largest regional population in the DOD health care system. This midwestern region already has the fewest tertiary and referral beds in the United States.

Closing Fitzsimons would leave a huge hole in the middle of the defense medical system. Independent economic analyses conducted in 1987 and 1991 determined that the most cost-effective way to deliver the necessary health care to this region of the country was to continue operation of Fitzsimons. A 1991 study by Vector Research concluded that

the total savings generated by providing care at Fitzsimons, as compared to not operating Fitzsimons, are enough to pay back the costs of constructing a new facility...Overall, it is cheaper to provide for a given amount of workload at Fitzsimons than it is to purchase it from the civilian sector through the CHAMPUS program.

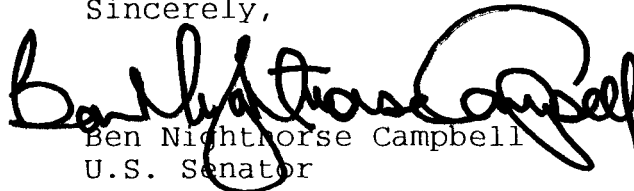
Army and DOD planners believe that existing military and civilian medical facilities can take up the slack if FAMC closes. These are the facts:

- FAMC is a leading teaching hospital and the only accredited military medical center in the entire region;
- FAMC provides advanced training in trauma care, critical care, and a number of other medical disciplines, as well as offering training half of the sub-specialties taught to Army doctors;

- FAMC hosts a wide array of DOD offices, including the headquarters of the Office of Civilian Health and Medical Program for Uniformed Services, the Army Medical Equipment and Optical School, and the Army Environmental Hygiene Agency (Western Region).

It is my hope that all BRAC commissioners will review these facts, and also personally attend the Fitzsimons field hearing to learn first-hand about services provided by this facility. I am certain that once you consider the facts, you will agree that Fitzsimons is much too important to the Defense Department health care system to eliminate.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Nighthorse Campbell". The signature is written in a cursive, flowing style with a large, prominent loop at the end.

Ben Nighthorse Campbell  
U.S. Senator

BNC:me





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

Please refer to this number  
when responding 950320-721

The Honorable Ben Nighthorse Campbell  
U.S. Senate  
Washington, D.C. 20510

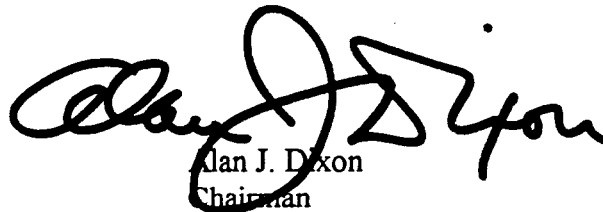
Dear Senator Campbell:

Thank you for your letter regarding Fitzsimons Army Medical Center. I certainly understand your interest in the base closure and realignment process.

You may be certain that the Commission will thoroughly review the information used by the Defense Department in making its recommendations. I can assure you that the information you have provided will also be used in the Commission's review and analysis process.

I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cmc

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950320-8

FROM: FARRELL, LAWRENCE	TO: DIXON
TITLE: PRINCIPAL DEPUTY DIRECTOR	TITLE: CHAIRMAN
ORGANIZATION: DLA	ORGANIZATION: DBCRC
INSTALLATION (S) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

~~FORWARDED TO THE CHAIRMAN FOR HIS REVIEW AND COMMENT~~  
 FORWARDING INFORMATION REQUESTED BY REP. FORV  
 CONCERNING DLA DISTRIBUTION DEPOTS.

Due Date: <u>9/15</u>	Routing Date: <u>950320</u>	Date Originated: <u>950316</u>	Mail Date: _____
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DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100



IN REPLY  
REFER TO

CAAJ(BRAC)

16 MAR 1995

Honorable Alan Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950320-8

Dear Mr. Chairman:

Attached, for your information, is a copy of a letter I sent to the Honorable Harold Ford, Congressman from the 9th District, Tennessee. Mr. Ford asked us to provide him with a breakdown of DLA Distribution Depot employees by race, age, gender, and average length of service.

Sincerely, *2 Very Respectfully,*

LAWRENCE P. FARRELL, JR.  
Major General, USAF  
Principal Deputy Director

1 Encl



DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100



IN REPLY  
REFER TO

CAAJ(BRAC)

16 MAR 1995

Honorable Harold Ford  
House of Representatives  
Washington, DC 20515-4209

Dear Mr. Ford:

This is in response to your letter of 7 March 1995 addressed to Vice Admiral Edward M. Straw, SC, USN, Director, Defense Logistics Agency (DLA).

Data regarding the race, age, gender, and average length of Federal service of DLA's depot employees, by depot, is provided as enclosure 1 to this letter.

We do not maintain data on the Department of Defense employees outside of DLA. I suggest you contact the Department of Defense Civilian Personnel Management Service, ATTN: Mr. John Mosley, 5113 Leesburg Pike, Suite 302, Falls Church, VA 22041 for the information you are seeking.

I hope this information will be of help to you.

Sincerely,

LAWRENCE P. FARRELL, JR.  
Major General, USAF  
Principal Deputy Director

1 Encl

**DLA Distribution Depot Demographics: Race/National Origin**

Depot	Total Civilian Employee Population	White: Number	White %	White: Average Years of Service	Black: Number	Black %	Black: Average Years of Service	American Indian, Alaskan Native: Number	American Indian, Alaskan Native %	American Indian, Alaskan Native: Average Years of Service	Asian, Pacific Islander: Number	Asian, Pacific Islander %	Asian, Pacific Islander: Average Years of Service	Hispanic Origin: Number	Hispanic Origin %	Hispanic Origin: Average Years of Service
<b>Stand Alone Depots:</b>																
Columbus, OH	512	234	45.7%	14.6	262	51.2%	17.3	7	1.4%	14.0	2	0.4%	9.5	7	1.4%	14.9
Memphis, TN	1,288	281	21.8%	15.2	992	77.0%	16.2	6	0.5%	19.2	4	0.3%	11.3	5	0.4%	13.0
Ogden, UT	1,207	1,022	84.7%	17.6	22	1.8%	13.7	16	1.3%	16.8	12	1.0%	18.3	135	11.2%	20.0
Richmond, VA	826	183	22.2%	15.5	631	76.4%	15.8	0	0.0%	0.0	4	0.5%	10.5	8	1.0%	11.5
San Joaquin (Lathrop-Tracy-Stockton, CA)	1,467	805	54.9%	17.8	197	13.4%	17.0	35	2.4%	17.5	115	7.8%	16.2	315	21.5%	18.0
Susquehanna (New Cumberland-Mechanicsburg, PA)	2,048	1,795	87.6%	17.7	217	10.6%	18.2	13	0.6%	14.3	5	0.2%	0.1	18	0.9%	16.2
<b>Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.</b>																

DLA Distribution Depot Demographics: Race/National Origin															
Depot	Total Civilian Employee Population	White: Number	White %	White: Average Years of Service	Black: Number	Black %	Black: Average Years of Service	American Indian, Alaskan Native:			Asian, Pacific Islander:			Hispanic Origin: Number	
								Number	%	Average Years of Service	Number	%	Average Years of Service		Number
Collocated Depots:															
Albany, GA	186	126	67.7%	12.5	58	31.2%	13.7	0	0%	0	0.5%	1	20	1	0.5%
Anniston, AL	377	268	71.1%	17.3	102	27.1%	16.5	5	1.3%	19.4	0.5%	2	5	0	0%
Barstow, CA	215	111	51.6%	15.0	44	20.5%	13.9	3	1.4%	13.7	2.8%	6	13	51	23.7%
Puget Sound (Bremerton, WA)	155	125	80.6%	16.1	14	9.0%	15.1	2	1.3%	18.5	6.5%	10	10	4	2.6%
Letterkenny (Chambersburg, PA)	449	410	91.3%	17.3	34	7.6%	17.2	2	0.4%	16.5	0.2%	1	13	2	0.4%
Cherry Point, NC	155	95	61.3%	16.7	60	38.7%	18.4	0	0%	0	0%	0	0	0	0%
Corpus Christi, TX	185	58	31.4%	15.0	12	6.5%	17.4	0	0%	0	0%	0	0	115	62.2%
Hill (Hill AFB, UT)	596	514	86.2%	16.8	14	2.3%	17.0	2	0.3%	14.0	0.8%	5	18	61	10.2%
Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.															

DLA Distribution Depot Demographics: Race/National Origin

Depot	Total Civilian	White %	White %	White %	Black %	Black %	Black %	Average	Years of	Indian,	American	American	Asian,	Pacific	Asian,	Pacific	Hispanic	Hispanic	Origin %
Employee	Number	Average	Years of	Service	Number	Years of	Alaskan	Indian,	Alaskan	Indian,	Alaskan	Native %	Number	Islander:	Islander %	Islander:	Number	Origin:	Number
Population								Average	Years of										
Collocated Depots:																			
Jacksonville, FL	190	149	78.4%	16.6	28	14.7%	18.0	1	0.5%	10.0	8	4.2%	11.4	4	2.1%				
Norfolk, VA	982	225	22.9%	15.1	643	65.5%	16.2	3	0.3%	12.7	97	9.9%	11.6	14	1.4%				
Oklahoma City, OK	927	730	78.7%	14.8	148	16.0%	15.8	32	3.5%	14.2	5	0.5%	11.2	12	1.3%				
McClellan (Sacramento, CA)	552	359	65.0%	19.3	79	14.3%	19.1	19	3.4%	18.3	20	3.6%	18.0	75	13.6%				
San Antonio, TX	943	184	19.5%	13.5	74	7.8%	13.6	1	0.1%	15.0	5	0.5%	8.4	679	72.0%				
San Diego, CA	481	181	37.6%	17.2	106	22.0%	16.8	4	0.8%	13.0	133	27.7%	13.4	57	11.9%				
Red River (Texarkana, TX)	1043	651	62.4%	16.6	322	30.9%	17.5	61	5.8%	18.7	3	0.3%	17.0	6	0.6%				
Tobyhanna, PA	284	275	96.8%	16.8	6	2.1%	20.5	1	0.4%	10.0	1	0.4%	13.0	1	0.4%				
Warner Robins, GA	807	432	53.5%	15.3	364	45.1%	18.8	5	0.6%	16.6	2	0.2%	8.0	4	0.5%				

Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.

DLA Distribution Depot Demographics: Age													
Depot	Total Civilian Employee Population	Age 0-29: Number	Age 0-29 %	Age 0-29: Average Years of Service	Age 30-39: Number	Age 30-39 %	Age 30-39: Average Years of Service	Age 40-49: Number	Age 40-49 %	Age 40-49: Average Years of Service	Age 50 +: Number	Age 50 + %	Age 50 +: Average Years of Service
<b>Stand Alone Depots</b>													
Columbus, OH	512	14	2.7%	6.3	93	18.2%	11.5	286	55.9%	16.8	119	23.2%	18.6
Memphis, TN	1,288	33	2.6%	6.3	234	18.4%	11.5	726	56.4%	17.4	295	22.9%	17.1
Ogden, UT	1,207	33	2.7%	6.3	231	19.1%	12.8	556	46.1%	18.2	387	32.1%	21.2
Richmond, VA	826	34	4.1%	6.6	195	23.6%	11.6	410	49.6%	17.5	187	22.6%	17.5
San Joaquin (Lathrop-Tracy-Stockton, CA)	1,467	45	3.1%	7.0	261	17.8%	12.5	731	49.8%	18.6	430	29.3%	20.1
Susquehanna (New Cumberland-Mechanicsburg, PA)	2,048	21	1.0%	7.6	369	18.0%	14.0	1,236	60.4%	19.1	422	20.6%	17.4
Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.													



DLA Distribution Depot Demographics: Age													
Depot	Total Civilian Employee Population	Age 0-29: Number	Age 0-29 %	Age 0-29: Average Years of Service	Age 30-39: Number	Age 30-39 %	Age 30-39: Average Years of Service	Age 40-49: Number	Age 40-49 %	Age 40-49: Average Years of Service	Age 50 +: Number	Age 50 + %	Age 50 +: Average Years of Service
<b>Collocated Depots:</b>													
Albany, GA	186	4	2.2%	7.8	46	24.7%	12.1	75	40.3%	12.8	61	32.8%	14.2
Anniston, AL	377	6	1.6%	5.2	70	18.6%	12.3	201	53.3%	18.2	100	26.6%	18.9
Barstow, CA	215	7	3.3%	7.0	53	24.7%	10.7	81	37.7%	16.4	74	34.4%	17.9
Puget Sound (Bremerton, WA)	155	5	3.2%	7.2	34	21.9%	12.1	73	47.1%	17.3	43	27.7%	16.7
Letterkenny (Chambersburg, PA)	449	7	1.6%	7.4	105	23.4%	14.5	239	53.2%	19.0	98	21.8%	17.0
Cherry Point, NC	155	1	0.6%	6.0	26	16.8%	13.2	72	46.5%	18.5	56	36.1%	17.9
Corpus Christi, TX	185	1	0.5%	9.0	34	18.4%	10.6	100	54.1%	16.9	50	27.0%	16.3
Hill (Hill AFB, UT)	596	10	1.7%	7.4	146	24.5%	12.4	310	52.0%	18.8	130	21.8%	18.3
Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.													

DLA Distribution Depot Demographics: Age

Depot	Total Civilian	Age 0-29:	Age 0-29 %	Age 0-29:	Age 0-29 %	Age 30-39:	Age 30-39 %	Age 30-39:	Age 30-39 %	Age 40-49:	Age 40-49 %	Age 40-49:	Age 40-49 %	Age 50 +:	Age 50 + %
	Employee Number	Number	Average	Years of	Average	Number	Average	Years of	Average	Number	Average	Years of	Average	Number	Average
	Population		Service		Service		Service		Service		Service		Service		Service
Jacksonville, FL	190	1	0.5%	11.0	22	11.6%	13.2	88	46.3%	16.9	79	41.6%	17.1		
Norfolk, VA	982	17	1.7%	5.8	200	20.4%	11.9	443	45.1%	16.6	322	32.8%	16.4		
Oklahoma City, OK	927	23	2.5%	7.9	304	32.8%	11.9	371	40.0%	16.6	229	24.7%	16.8		
McClellan (Sacramento, CA)	552	0	0%	0	65	11.8%	14.4	309	56.0%	18.9	178	32.2%	21.0		
San Antonio, TX	943	36	3.8%	7.9	322	34.1%	11.1	382	40.5%	15.3	203	21.5%	16.7		
San Diego, CA	481	13	2.7%	5.4	58	12.1%	11.9	182	37.8%	17.3	228	47.4%	16.7		
Red River (Texarkana, TX)	1043	17	1.6%	3.5	237	22.7%	13.5	501	48.0%	17.6	288	27.6%	19.6		
Tobyhanna, PA	284	2	0.7%	7.0	36	12.7%	14.0	165	58.1%	17.4	81	28.5%	17.2		
Warner Robins, GA	807	18	2.2%	7.4	182	22.6%	11.8	378	46.8%	17.9	229	28.4%	19.7		

Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.

DLA Distribution Depot Demographics: Gender								
Depot	Total Civilian Employee Population	Males: Number	Males %	Males: Average Years of Service	Females: Number	Females %	Females: Average Years of Service	
<b>Stand Alone Depots:</b>								
Columbus, OH	512	382	74.6%	16.2	130	25.4%	15.3	
Memphis, TN	1,288	912	70.8%	16.0	376	29.2%	16.0	
Ogden, UT	1,207	765	63.4%	19.1	442	36.6%	15.6	
Richmond, VA	826	563	68.2%	16.4	263	31.8%	14.0	
San Joaquin (Lathrop-Tracy-Stockton, CA)	1,467	1,072	73.1%	18.4	395	26.9%	15.6	
Susquehanna (New Cumberland-Mechanicsburg, PA)	2,048	1,696	82.8%	18.3	352	17.2%	15.0	
<b>Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.</b>								

DLA Distribution Depot Demographics: Gender									
Depot	Total Civilian	Employee	Population	Collocated Depots:					
	Males:	Number	Average	Years of	Service	Females:	Number	Average	Years of
	Males %					Females:			
						Females %			
									Service
Albany, GA	186	136	73.1%	13.5		50	26.9%	11.6	
Aniston, AL	377	244	64.7%	18.0		133	35.3%	15.3	
Barstow, CA	215	138	64.2%	16.0		77	35.8%	13.6	
Puget Sound (Bremerton, WA)	155	104	67.1%	16.7		51	32.9%	13.5	
Letterkenny (Chambersburg, PA)	449	309	68.8%	18.5		140	31.2%	14.8	
Cherry Point, NC	155	96	61.9%	17.5		59	38.1%	17.1	
Corpus Christi, TX	185	142	76.8%	15.8		43	23.2%	14.7	
Hilli (Hill AFB, UT)	596	346	58.1%	18.4		250	41.9%	14.9	
Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.									

DLA Distribution Depot Demographics: Gender								
Depot	Total Civilian Employee Population	Males: Number	Males %	Males: Average Years of Service	Females: Number	Females %	Females: Average Years of Service	
<b>Collocated Depots:</b>								
Jacksonville, FL	190	139	73.2%	16.4	51	26.8%	16.8	
Norfolk, VA	982	601	61.2%	15.8	381	38.8%	14.9	
Oklahoma City, OK	927	530	57.2%	15.6	397	42.8%	14.1	
McClellan (Sacramento, CA)	552	386	69.9%	19.1	166	30.1%	19.1	
San Antonio, TX	943	650	68.9%	14.5	293	31.1%	12.6	
San Diego, CA	481	379	78.8%	15.9	102	21.2%	16.6	
Red River (Texarkana, TX)	1,043	607	58.2%	17.9	436	41.8%	15.7	
Tobyhanna, PA	284	238	83.8%	17.2	46	16.2%	14.8	
Warner Robins, GA	807	495	61.3%	17.2	312	38.7%	16.3	
<b>Source: DLA Headquarters Automated Civilian Personnel Data Bank, February 1995.</b>								

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-9

<b>FROM:</b> GOLDSMITH, STEPHEN	<b>TO:</b> DIXON
<b>TITLE:</b> MAYOR	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> INDIANAPOLIS, IN	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> NAWC INDIANAPOLIS	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		X	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

SENDING COPY OF CITY'S . PUBLIC / PRIVATE PARTNERSHIP ALTERNATIVE . BASE CLOSURE PROPOSAL TO ALL COMMISSIONERS.

**Due Date:** 950322

**Routing Date:** 950320

**Date Originated:** 950316

**Mail Date:**



CITY OF INDIANAPOLIS

STEPHEN GOLDSMITH  
MAYOR

March 16, 1995

Mr. Alan J. Dixon  
Commissioner  
1995 Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950320-9

Dear Mr. Dixon:

Best of luck during the 1995 base closure and realignment process. Your work as a commissioner is very challenging and vital to the future of the nation's defense. I look forward to meeting you and your colleagues this spring.

On March 8, 1995, Senator Richard Lugar, Senator Dan Coats, Lieutenant Governor Frank O'Bannon, Congressman Dan Burton, Congressman Andy Jacobs, Congressman David McIntosh and I met with Deputy Secretary of Defense John Deutch, Assistant Secretary of Defense for Economic Security Josh Gotbaum, Secretary of Navy John Dalton and Assistant Secretary of Navy Charlie Nemfakos to present and discuss our public/private partnership alternative base closure proposal for the Naval Air Warfare Center (NAWC) in Indianapolis. The group we met with stated that they were interested in our proposal, would work with us in structuring and evaluating our plan, and would strongly consider our proposal as an "attractive alternative" to the Department of Defense (DOD) and Department of Navy (DON) closure recommendation for NAWC. The group also indicated the significant importance of gaining support from the BCRC members and staff would be critical to a final decision. We believe our plan accomplishes the goals of DON and DOD (i.e. closure of a base, reduction in the number of federal government employees and retention of critical assets), saves more money than the recommended scenario and keeps existing project teams/assets co-located for maximum efficiency. As you know, we presented our concept to BCRC staff members in January and February for their review. Your staff provided good insight and suggestions regarding our proposal and the process. Under our proposal, the project teams would be reconfigured into public or private organizations in a customer-supplier relationship versus all teams functioning as a public entity. We also attempted to get DON and DOD to run or consider our proposal as an official scenario; however, the current model and rules that DON and DOD must follow, did not allow these entities to do so until the closure and realignment list was forwarded to the BCRC. DON and DOD appear to be ready to work with the City and the BCRC to evaluate this plan as an alternative closure implementation.



Mr. Alan J. Dixon  
March 16, 1995  
Page Two

In closing, we have stated in our meetings with DON, DOD and BCRC staff members, the city, state and congressional delegation are not fighting or opposing a base closure and the military's need to reduce infrastructure during the upcoming years. Enclosed you will find a copy of our proposal for your review. Please contact us with any questions or comments. We look forward to the opportunity to meet with you and your colleagues on the BCRC to discuss our proposal at the Midwest Regional BCRC hearing on April 12, 1995, in Chicago, Illinois. Thank you for your consideration!

Yours truly,



Stephen Goldsmith

SG:js

cc: Larry Gigerich, Executive Assistant for Economic Development

f:bcrc.sg



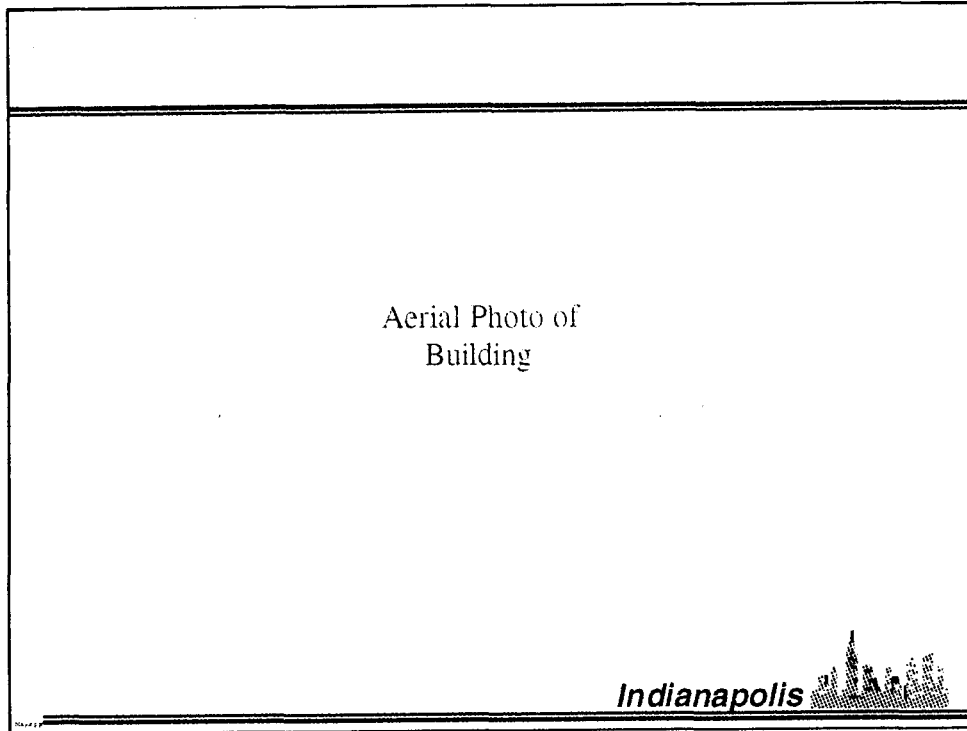
NAWC INDIANAPOLIS  
BRAC - 95  
PROPOSED ALTERNATIVE-  
**PARTNERSHIP**

## Purpose

- NAWC Indianapolis Background
- Indy **Closure** Scenario
- **Partnership** Alternative
- Low Cost and Benefits of **Partnership** Alternative

*Indianapolis* 

Partnership alternative provides the benefits of the closure but at a significantly lower cost.



- One building without the costs of a large base or naval port

## Mission

# Naval Air Warfare Center Indianapolis

- Acquisition Management
- Electronics/Avionics Engineering
- Prototyping/Quick Response Manufacturing

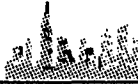
*Indianapolis* 

- NAWC Indianapolis is the only Navy facility that has the total integrated capability for design, development, production, and acquisition of advanced avionics and electronics for military systems.
- Other facilities offer only partial support in these areas.

## Summary of NAWC Indpls Unique Issues

- One building at a single site
- Knowledge factory not a manufacturing facility
- Fulfills role of “smart buyer” and problem solver for DOD
- Significant role in dual use technology transfer
- Only 90 miles from Crane
- Overall mission fits into DODs plans and desire to privatize more defense work - ahead of most military facilities

*Indianapolis*



### Bullet

- 1 - Modern state-of-the art facility of 16 acres under one roof
  - 2 - Design and development of advanced electronics by 1600 scientists, engineers, and technicians is supported by prototyping/emergency manufacturing capability
  - 4 - Partners with academia, industry, and government activities in cooperative research and development to foster dual use technology transfer
  - 6 - Operates much like private industry in which all costs are paid by customers with no level funding
- Documents the Navy's requirements or solves Fleet problems then transitions to industry for production

## Product Focus

• Aviation Electronics	68%
• Weapons Guidance & Control	14%
• Ship-Based Electronic Systems	11%
• Ground-based Electronic Systems	7%

*Indianapolis* 

– Typical current customers:

PEO/NAVAIR      68%  
(Project Executive Officer/Naval Air Systems Command)

NAVSUP            11%  
(Naval Supply Systems Command)

NAVSEA            6%  
(Naval Sea Systems Command)

SPAWAR            4%  
(Space and Naval Warfare Systems Command)

Air Force            4%

Marine Corps      2%

FAA                 2%  
(Federal Aviation Administration)

OCNR                1%  
(Office of Chief of Naval Research)

Army                 1%

NASA                < 1%  
(National Aeronautics and Space Administration)

– Non-NAVAIR customers have continued to grow at an accelerated rate

## Future DOD Role of NAWC Indianapolis in the 21st Century

- **SPECIALIZED ACQUISITION SUPPORT (HELPING THE PROGRAM MANAGER BE SUCCESSFUL)**

- Evaluate acquisition and technical design alternatives
- Perform knowledge-based source selection ("smart buyer")
- Develop and define requirements

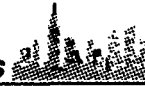
- **TAILORED ASSISTANCE TO INDUSTRY PARTNERS (HELPING THE CONTRACTOR MEET THE NAVY'S NEEDS)**

- Develop new commercial sources
- Transfer technology and manufacturing processes to industry partners
- Transition from development to production

- **RAPID OPERATIONAL SOLUTIONS FOR THE FLEET (HELPING THE FLEET ACCOMPLISH ITS MISSION)**

- Develop and deliver rapid prototypes for operational validation
- Provide emergency readiness and safety solutions
- Satisfy mobilization/contingency requirements

Indianapolis



- Why the Navy Needs this capability
  - Fleet emergencies **do** arise
  - Contractors **do** get into difficulties
  - Unforeseen international conditions **do** accelerate Fleet deployment
  - Industry is **not** interested in low-quantity, small-profit manufacturing
  - Navy **needs** credible yardstick for evaluating electronic systems
- To help Program Managers be successful ("smart buyer")
  - \$170M saved through acquisition strategies, multiple-source development, and streamlined technical requirements for Standard Airborne Computers and Sonobuoys
- To help Contractor meet Navy needs (partnering with private companies to solve problems)
  - Reduced the weight in V-22 by 340 lbs/aircraft and increased reliability and maintainability by developing and transitioning aircraft wiring technology to an industry design team. (Note: NAWC Indpls also teams with the V-22 engine manufacturer Allison in Indianapolis)
- To help the Fleet accomplish its mission (development of military specifications)
  - Resolved landing safety problems by delivering the AV-8B Optical Landing System to the Fleet in 12 months which improves the ability of helicopters and Harrier aircraft to safely land aboard ships

## Unique Business Factors

- 100% DBOF Activity - Funds only come from customers
- Efficient Operation - Low Labor Rates - Low Overhead Cost
- Not a base - one building in excellent condition
- Innovative management environment
  - Reinvention Laboratory designation
  - originated competency aligned organization now being adopted by NAVAIR
- Unique government, industry, academia consortium for electronics technology transfer



### Bullet

- 1 - No general operating support funding
  - All costs are reflected in rates to customers
  - Satisfied Customers - Workload increases
    - Indpls' s customer satisfaction rating has increased the last five years
    - Workload (funds received) have increased above expectations (FY93 - \$321M & FY94 - \$343M) despite declining defense budgets
- 2 - Lowest labor rates in NAWC and reduced overhead by 28% in last 2 years
- 3- Without an airstrip, range, port, or extensive base road system, infrastructure costs are very low
- 4 - Reinvention designation creates an environment that supports innovative acquisition reform
  - Indpls originally organized around integrated project teams in a competency aligned organization
  - Naval Air Systems Command is now adopting this same organizational concept
- 5 - Includes partnership between private industry, Purdue University, Indiana University, NAWC Indianapolis and NSWC Crane.
  - Academic partners provide leading edge technology research in advanced electronics processes and help infuse this technology into defense products, and assist in dual use technology transfer.



## Closure Scenario

- 1150 jobs move only 90 miles south to NSWC Crane
- 150 jobs move to Pax River and 300 to China Lake to protect "hubs"
- 1300 government jobs eliminated but workload requires at least 800 jobs must be replaced by industry
- Seamless customer support lost through elimination of the integrated engineering and quick response manufacturing capability

*Indianapolis* 

### Bullet

- 1/2/3 - Job moves were defined in certified BRAC scenarios
- 3 - Approximately 800 engineering and prototyping work years of eliminated government personnel must be replaced by contractors as certified in scenarios
- 4 - Engineering capabilities dispersed to Pax River, China Lake, and Crane
- The quick response prototyping/manufacturing capability is dispersed among many contractor locations and no longer integrated with engineering

## Partnership Proposal

### Equivalent closure and downsizing:

- City owns Indpls land, facility and excess equipment
- Only 100 jobs move to NSWC Crane and 100 to NAWC Indianapolis for functional co-location of teams
- 1300 government jobs eliminated with as many people as economically feasible placed in a complementary private enterprise(s) on site
- Government and private industry partnership housed in Indianapolis facility provides integrated engineering and quick response manufacturing capability



### Bullet

- 1 - City would take ownership of the Indpls site and assume operating and maintenance costs
  - City would indemnify government against environmental liability
  - City would develop unused acreage and obtain rent from privatized enterprise
- 2 - Transfer approx 200 personnel between Crane and Indpls to efficiently co-locate common projects/functions
  - Retain approx. 1450 government employees at the Indpls site
- 3 - Create a privatized enterprise to perform necessary projects/functions previously performed by eliminated government workers
  - At least 800 private sector jobs will be required for anticipated workload
- 4 - Indpls site would house both government tenants and complementary private industry enterprise(s)
  - Government/private industry partnership would provide an integrated electronics engineering and prototyping capability for seamless customer support
  - Transitional basic ordering agreement would assure continuity of personnel between Navy and new private enterprise as well as the economic viability of the new enterprise
  - New private enterprise would seek and perform commercial work that would be performed at Indpls site

## Partnership Impacts

		<u>Partnership</u>	<u>Closure</u>
• One Time Costs	➔	\$30M	\$180M
• MILCON (included in one time costs)	➔	None	\$40M
• Annual Savings	➔	\$11M/yr	\$11M/yr
• Breakeven.	➔	3 yrs	35 yrs
• Gov Jobs Eliminated	➔	1300	1300
• People Moving	➔	200	1600
• Base Closure	➔	Yes	Yes
• Command Alignment	➔	NAVSEA	NAVSEA

*Indianapolis*

<u>One Time Costs</u>	<u>Partnership</u>	<u>Closure</u>
People and equipment moves	\$8M	\$84M
MILCON	0	\$40M
Disruption	\$10M	\$20M
Planning & support	\$6M	\$11M
Excessing equipment	\$2M	\$6M
Personnel eliminations	\$4M	\$4M
Other (closedown, environmental, etc.)	<u>0</u>	<u>\$15M</u>
	\$30M	\$180M

### Annual Savings (FY 2001 and beyond) \*

1300 government employees at \$50,000**	=	\$65M
800 contract work years	=	<u>\$54M ***</u>
annual savings	=	\$11M

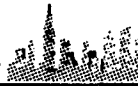
### Assumptions:

- \* Breakeven calculated using a discount rate of 5%
- \*\* \$50,000/year for each employee is Cobra model factors
- \*\*\* \$54M contract costs are in certified scenarios

## Net Partnership Proposal Benefits

- Save substantial taxpayer dollars
- Retains streamlined but critical integrated engineering and quick response manufacturing capability that would otherwise be lost
- Lowers economic impact to City of Indianapolis
- Establishes a unique public/private partnership
- Retains essential electronics knowledge-based capability

*Indianapolis*

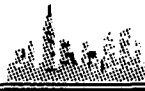


- 1 - Significantly less costs with Partnership due to fewer personnel transferred, less equipment moves, no MILCON, and less disruptive inefficiencies
- 2 - Consolidation of Crane and Indpls would result in improved efficiencies and redundancy eliminations
  - Partnership provides full life cycle support across air and surface electronics systems:
    - Indpls' design, development, transition to industry
    - Crane's product-evaluation, in-service engineering, industrial support
    - Indpls' "air" electronics expertise
    - Crane's "surface" electronics expertise
- 3 - Avoids negative \$1 billion economic impact on city
- 5 - Almost 1200 engineers and scientists with high tech electronics knowledge retained for DOD

## Recommendation

DOD and Navy work with BCRC to implement the **Partnership** alternative

*Indianapolis*





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 21, 1995

The Honorable Stephen Goldsmith  
Mayor  
City of Indianapolis  
Office of the Mayor  
Suite 2501, City County Building  
200 East Washington Street  
Indianapolis, IN 46204-3372

Please refer to this number  
when responding 950320-9R1

Dear Mayor Goldsmith:

Thank you for providing the Defense Base Closure and Realignment Commission with a copy of the City of Indianapolis' proposed alternative partnership for the Naval Air Warfare Center in Indianapolis.

I appreciate the City's concern about the Department of Defense's recommendation concerning NAWC, Indianapolis. You may be certain that the Commission will thoroughly review the data used by the Department when making its recommendations. I can assure you that the information you have provided will also be used in our review and analysis process.

I look forward to working with you as we go through this difficult and challenging process. Please do not hesitate to contact me if I can be of further assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950320-10

FROM: TAIBL, PAUL E.	TO: CORNELLA, AL
TITLE: DIRECTOR, ECONOMIC SECURITY PROG	TITLE: COMMISSIONER
ORGANIZATION: BENS	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA		X	
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A			
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER			
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Ⓢ	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

FORWARDING INFORMATION CONCERNING BENS CORPORATION

\* NO RESPONSE PER ~~DATA~~ CECE \*

Due Date: 950327	Routing Date: 950320	Date Originated: 950317	Mail Date:
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**Business Executives  
for National Security, Inc.**  
1615 L Street, N.W.  
Suite 330  
Washington, D.C. 20036  
(202) 296-2125  
(202) 296-2490 FAX



March 17, 1995

Al Cornella  
Defense Base Closure and Realignment Commission  
1700 N. Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear Commissioner Cornella:

BENS appreciated the opportunity to testify before the Commission at yesterday's hearing on base reuse. Bill Tremayne asked me to follow up on your request for information about the BENS organization. I have enclosed some materials which catalog our goals and current policy objectives.

I have also sent along an extra copy of our prepared testimony which I believe you may already have received. I do so, however, because it details in the introduction BENS long involvement in the base closure and reuse process. In my newly created position as director of economic security programs I intend to keep the organization active in these areas.

BENS lauds Chairman Dixon's intent to make closure and reuse recommendations part of your report to the President and Congress. We welcome the opportunity to work with the Commission and, in particular, with Sylvia Davis Thompson to ensure those recommendations facilitate the reuse process. We will also continue our work after the Commission disbands with EDA in the Department of Commerce and with the Defense Department to see that the recommendations move from proposal to implementation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul E. Taibl', written in a cursive style.

Paul E. Taibl  
Director  
Economic Security Programs

enclosures

cc: Sylvia Davis Thompson



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-11

<b>FROM:</b> CONNELL, JACK P.	<b>TO:</b> DAVIS, W. B.
<b>TITLE:</b> EXECUTIVE DIRECTOR	<b>TITLE:</b> COMMISSIONER
<b>ORGANIZATION:</b> IUV 2000 PARTNERSHIP FOR PROGRESS	<b>ORGANIZATION:</b> DIBCR C
<b>INSTALLATION (s) DISCUSSED:</b> CHINA LAKE	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS	✓		
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⓪		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER		X	
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input checked="" type="checkbox"/>	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature		<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/>	<input type="checkbox"/> FYI

**Subject/Remarks:**

SUPPORTING ALTERNATIVE PLAN TO RELOCATE EC THREAT SIMULATORS TO CHINA LAKE FROM EGLIN.

Due Date: 950327	Routing Date: 950320	Date Originated: 950317	Mail Date:
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# IWV 2000

PARTNERSHIP  
FOR PROGRESS

Ridgecrest-Inyokern-China Lake, California

March 17, 1995

Please refer to this number  
when responding 950320-11

Commissioner J. B. Davis  
Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear General Davis,

I listened with interest to your question to Secretary Dalton at the Navy hearing on March 6, concerning an alternative disposition of the EC threat simulators recommended for realignment from Eglin AFB to Nellis AFB. At that time you asked if these threat simulators could be relocated to China Lake vice Nellis. The Navy's response provided by Mr. Nemfakos, was positive, subject to review of additional information on the simulators.

IWV 2000 is a community group supporting the Naval Air Warfare Center China Lake. Several of us in the organization have extensive backgrounds with the Navy at China Lake. My personal experience includes flight test experience on the China Lake Electronic Combat Range (ECR) with a variety of EW systems in A-4, A-7 and F/A-18 aircraft. I also have experience on various Nellis ranges. Based on this experience and our observations of the BRAC process the past year, we wish to provide you several comments and amplifying information relative to your question.

First, we are surprised and disappointed at the near total absence of cross-servicing evident in DoD's recommendations. We believe that the EC threat simulators you have questioned, provide one opportunity, however small, for cross-servicing.

Second, we have consulted with knowledgeable personnel currently involved with management of the China Lake ECR (formerly ECHO Range), and have been assured that both the physical facilities and operating capacity exist to support the Eglin EC threat simulator systems. Our investigation also indicates that Nellis is in fact the better choice for the two pod systems as Nellis is currently assigned aircraft modified to carry these pods. We further believe that the

assignment of the threat simulators to China Lake and the pod systems to Nellis, could provide the opportunity for greater cross-service utilization of the ranges and equipment in question.

In addition to the disposition of the 10 threat simulator systems addressed in the Air Force recommendations, there are an additional 37 systems which apparently are planned to remain at Eglin. Enclosure (1) provides a complete listing of these systems, two thirds of which show low or no usage during the most recent year for which we have data. As BRAC 95 is likely to be the last opportunity for realignment and reduction of excess capacity for some time to come, we believe it prudent to take a comprehensive look at all of these simulators.

Should you have any question concerning this matter or need additional information please do not hesitate to contact me or have your staff contact me at 619-371-2722.

Sincerely,

A handwritten signature in black ink, appearing to read "Jack P. Connell". The signature is fluid and cursive, with a large initial "J" and "C".

Jack P. Connell  
Executive Director

EGLIN LIST

EGLIN SYSTEM DESIGNATOR	EGLIN SITE LOCATION * PER 1990 MAP	FY93 EMTE USAGE*
SADS-1	A-7	MED
SADS-1 (SS)	B-1	
SADS-2	A-17A	HIGH
SADS-2 (SS)	B-1	
SADS-2W (SS)	A-17A	
SADS-3B	A-13A	HIGH
SADS-3 (SS)	B-1	
SADS-3C	A-13A	
SADS-4	A-21	MED
SADS-4 (SS)	A-3	
SADS-4B		LOW
SADS-4C		LOW
SADS-5 (SS)	A-13A	LOW
SADS-6M	A-11	LOW
HPISS	A-11	MED
LPISS	A-7	
SADS-8	A-13A	MED
SADS-8R	A-30	HIGH
SADS-11		MED
SATS	A-13	
TWS-1 (SS)	A-13A	
TWS-2 (SS)	A-13A	
TWS-3 (SS)	A-7	
WEST-1A (MOBILE)	A-12	MED
WEST-1B	A-3	
WEST-1C	A-3	
WEST-2	B-1	
WEST-3	B-1	
WEST-3A	B-1	
WEST-4	B-10	
WEST-4A	B-10	
WEST-4B	B-10	LOW
WEST-5	B-10	LOW
WEST-5B	B-10	
WEST-10	A-30	MED
WEST-10A	A-30	LOW
WEST-11B	A-30	MED
WEST-11C	A-30	MED
ORC-554	A-13	
FLYCATCHER	A-30	MED
MPQ-46 (I-HAWK)	A-13	MED
NIKE	A-13	LOW
MPQ-39 (HAWK)	A-13	
ROLAND		LOW
WEST-15		LOW
MMW JAMMER		
MLO-T4 JAMMER		

\* BLANKS NOT REPORTED OR MARKED

NOTES

- SADS=SIMULATED AIR DEFENSE SYSTEM
- WEST= WEAPONS EFFECTIVENESS SIMULATED THREAT (SIGNAL SOURCES)
- TWS=TRACK WHILE SCAN
- SATS- SIMULATED AIRBORNE TRANSPONDER SYSTEM



Ridgecrest-Inyokern-China Lake, California

Please refer to this number  
when responding 950320-11

March 20, 1995

Commissioner J. B. Davis  
Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, Virginia 22209

Dear General Davis,

When writing you on March 17, I had intended to enclose a copy of our report on the Southwest Complex. It is included herein. The report was previously briefed to the Commission's staff and is on file in the Commission library.

For the past year IWV 2000 has advocated consolidation of air warfare systems RDT&E in the southwest United States. Regrettably the concept did not find favor with the Department of Defense judging by their recommendations to the Commission.

If there is any additional information I can provide you or your staff, please do not hesitate to contact me at 619-371-2722.

Sincerely,

A handwritten signature in cursive script that reads 'Jack P. Connell'.

Jack P. Connell  
Executive Director

encl (1)

---

P.O. Box 2000, Ridgecrest, California 93556  
815 North Downs Street, Suite D  
(619) 371-BRAC (371-2722)  
Fax: 619-371-2724



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 21, 1995

Mr. Jack P. Connell  
Executive Director  
IWV 2000  
Post Office Box 2000  
Ridgecrest, California 93556

Please refer to this number  
when responding 0150320-11

Dear Mr. Connell:

Thank you for providing the Commission information concerning the Department of Defense's recommendation to move the EC threat simulators from Eglin Air Force Base to Nellis Air Force Base. I appreciate your interest in the base closure and realignment process and welcome your suggestions.

You may be certain that the Commission will thoroughly review the information used by the Defense Department when making its recommendation on this issue. I can assure you that the information you have provided will be considered by the Commission in our review and analysis of the Secretary of Defense's recommendations.

Thank you for sharing your concerns in this matter with the Commission.

Sincerely,

General J. B. Davis, USAF (Ret.)  
Commissioner

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-12

<b>FROM:</b> DUNN, JAMES A.	<b>TO:</b> DIXON
<b>TITLE:</b> CHAIRMAN	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> CALHOUN COUNTY COMMISSION	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (S) DISCUSSED:</b> FORT MCCLELLAN	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		✓		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

STATING CALHOUN COUNTY COMMISSION IS IN FAVOR OF EFFORT TO SAVE FORT.

Due Date: 950322	Routing Date: 950320	Date Originated: 950313	Mail Date:
------------------	----------------------	-------------------------	------------



## CALHOUN COUNTY COMMISSION

1702 NOBLE STREET, SUITE 103  
ANNISTON, ALABAMA 36201  
TELEPHONE (205) 236-3521  
FAX (205) 237-6956

### COMMISSIONERS

JAMES A. DUNN  
District 1  
ROBERT W. DOWNING  
District 2  
JAMES "ELI" HENDERSON  
District 3  
J. D. HESS  
District 4  
PHILLIP PRITCHETT  
District 5

KENNETH L. JOINER  
Administrator/Treasurer

March 13, 1995

Please refer to this number  
when responding 950320-12

Honorable Alan J. Dixon  
Base Closure & Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

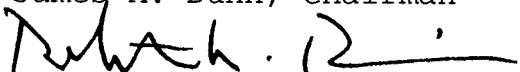
Dear Sir:

A live agent training facility has operated in Calhoun County for many years and has been accepted by the community.

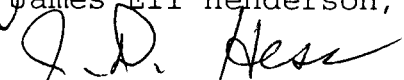
Please be advised, as a matter of record, that the Calhoun County Commission is in total support of all efforts of the Fort McClellan Task Force to save the fort.

Sincerely,

  
James A. Dunn, Chairman

  
Robert W. Downing, Commissioner

  
James Eli Henderson, Commissioner

  
J. D. Hess, Commissioner

  
Phillip Pritchett, Commissioner

/jg

cc: Congressman Glen Browder  
Fort McClellan Task Force





THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 29, 1995

Mr. James A. Dunn  
Chairman  
Calhoun County Commission  
1702 Noble Street, Suite 103  
Anniston, Alabama 36201

Please refer to this number  
when responding 450320-12R1

Dear Mr. Dunn:

Thank you for providing the Defense Base Closure and Realignment Commission with information pertinent to the present round of closure and realignment recommendations.

I appreciate your interest in the Department of Defense's recommendations concerning Fort McClellan. You may be certain that the Commission will thoroughly review the information used by the Defense Department when making its recommendations. I can assure you that the information you have provided will also be carefully examined in the Commission's review and analysis process.

I appreciate your interest in the base closure and realignment process.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950320-13

<b>FROM:</b> DIXON	<b>TO:</b> STEPHENS, DONALD
<b>TITLE:</b> CHAIRMAN	<b>TITLE:</b> MAYOR
<b>ORGANIZATION:</b> DBCRC	<b>ORGANIZATION:</b> VILLAGE OF ROSEMONT, IL
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

THANK YOU FOR HELP IN SETTING UP ~~ON~~ APRIL 12 HEARING.

Due Date: _____	Routing Date: 950320	Date Originated: 950316	Mail Date: 950320
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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

March 16, 1995

The Honorable Donald Stephens  
Mayor  
Village of Rosemont  
Village Hall, Mayor's Office  
9501 West Devon Avenue  
Second Floor  
Rosemont, Illinois 60018

Please refer to this number  
when responding 950320-1E

Dear Mayor Stephens:

Thanks for your willingness to help us secure  
a site for our April 12th regional hearing.

Jim Freeman has met with our staff and has been  
most helpful.

Again, thanks for your assistance.

Sincerely,

Alan J. Dixon

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950321-1

<b>FROM:</b> GOODE, CHRIS	<b>TO:</b> REESE, B. A.
<b>TITLE:</b> DIRECTOR OF ADMIN	<b>TITLE:</b> DIRECTOR OF ADMIN
<b>ORGANIZATION:</b> DBCRC	<b>ORGANIZATION:</b> OFFICE OF ACQUISITION & TECHNOLOGY - SECDEF
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

INFORMING THAT DBCRC HELD NO CLOSED MEETINGS IN 1994.

Due Date:

Routing Date: 950321

Date Originated: 950318

Mail Date: 950321



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 18, 1995

**MEMORANDUM FOR B. A. REESE, DIRECTOR OF ADMINISTRATION,  
ACQUISITION AND TECHNOLOGY, OFFICE OF THE SECRETARY OF DEFENSE**

**From:** Mr. Christopher J. Goode, Director of Administration *CJA*  
**Ref:** OSD Acquisition and Technology Memorandum dated Mar 9, 1995.  
**Subject:** Report of Closed Meetings in CY 1994.

In accordance with section 10(d) of Public Law 92-463, "The Federal Advisory Committee Act," this memorandum and nine copies are to report that the Defense Base Closure and Realignment Commission held no closed meetings in calendar year 1994.

Please refer questions to Christopher Goode, Director of Administration, at 703-696-0504.

**EXECUTIVE ROUTING SLIP**

ORIGINATED BY: *Goode / Admin/tr / Closemtg*

DATE: *3/18*

	ACTION REQUIRED	INFORMATION	INITIAL	DATE
STAFF DIRECTOR	X			
EXECUTIVE DIRECTOR				
MILITARY ASSISTANT				
GENERAL COUNSEL	X		<i>WRC</i>	<i>3/20</i>
DIRECTOR OF COMMUNICATIONS				
DIRECTOR OF ADMINISTRATION	X		<i>C/A</i>	<i>3/18</i>
DIRECTOR OF CONG. AFFAIRS				
DIRECTOR OF INFO. SYSTEMS				
DIRECTOR OF REVIEW AND ANALYSIS	X		<i>B on B</i>	<i>3/21</i>
ARMY TEAM LEADER				
NAVY TEAM LEADER				
AIR FORCE TEAM LEADER				
INTERAGENCY TEAM LEADER				
CROSS SERVICE TEAM LEADER				

COMMENTS:



ACQUISITION AND  
TECHNOLOGY

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON DC 20301-3000



9 MAR 1995

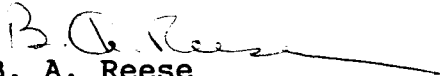
MEMORANDUM FOR DISTRIBUTION

SUBJECT: Reports of Closed Meetings of Federal Advisory  
Committee

The attached Director, Administration and Management memorandum dated February 17, 1995, subject as above, requests reports for each Federal Advisory Committee or subcommittee holding closed or partially closed meetings in CY 1994. If there were no closed meetings, please submit memorandum stating that there were no closed meetings.

Please prepare original and nine copies according to attached memorandum and forward to this office NLT March 22, 1995.

Please direct any questions to Mrs. Cindy K. Worley at (703) 695-4893, Mr. Hank Gioia at (703) 695-4281, or the undersigned at (703) 697-1816.

  
B. A. Reese  
Director for Administration

Attachment





OFFICE OF THE SECRETARY OF DEFENSE  
 1950 DEFENSE PENTAGON  
 WASHINGTON, DC 20301-1950



ADMINISTRATION &  
 MANAGEMENT

17 FEB 1995

Rec'd 3-9-95  
 RSR

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
 CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
 UNDER SECRETARIES OF DEFENSE  
 ASSISTANT SECRETARY OF DEFENSE (COMMAND, CONTROL,  
 COMMUNICATIONS, AND INTELLIGENCE)  
 ASSISTANT SECRETARY OF DEFENSE (FORCE MANAGEMENT  
 POLICY)  
 ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS)  
 ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC  
 AFFAIRS  
 DIRECTOR, ADVANCED RESEARCH PROJECTS AGENCY  
 DIRECTOR, BALLISTIC MISSILE DEFENSE ORGANIZATION  
 DIRECTOR, DEFENSE INFORMATION SYSTEMS AGENCY  
 DIRECTOR, DEFENSE INTELLIGENCE AGENCY  
 DIRECTOR, NATIONAL SECURITY AGENCY

SUBJECT: Reports of Closed Meetings of Federal Advisory Committees

Under section 10(d) of Public Law 92-463, "The Federal Advisory Committee Act," federal advisory committees which held closed meetings, either totally or partially, are required to prepare an annual report giving a summary of their activities and such related matters as would be informative to the public, consistent with Section 552b(c), Title 5, U.S.C.

It is requested that you prepare a report for each federal advisory committee or subcommittee which held a closed or partially closed meeting in CY 1994. The reports should be prepared in accordance with the attached instructions and submitted in an original and eight copies not later than COB March 24, 1995.

Please ensure that each report is signed by the chairperson of the advisory committee and contains the specific Title 5 citation for the closed meeting. Copies of these reports will be filed with the Library of Congress, as required by Public Law 92-463.

If there are any questions regarding this requirement, please contact Hank Gioia at 695-4281.

*D. O. Cooke*  
 D. O. Cooke  
 Director



**INSTRUCTIONS FOR PREPARATION OF ANNUAL  
REPORT OF CLOSED MEETINGS/ACTIVITIES  
OF FEDERAL ADVISORY COMMITTEES**

1. A separate report shall be prepared for each federal advisory committee and subcommittee for each meeting which was closed, either totally or partially, to public attendance during CY 1994. Do not report any meeting which was totally open to the public.

2. Each report shall be prepared in narrative form and shall include, as a minimum, the following items of information regarding each closed portion of a meeting:

-- The date and place of the meeting.

-- What portion of the meeting (by time and agenda item) was closed to the public, and the provision(s) of Section 522b(c), Title 5, U.S.C. cited to authorize the closure.

-- The title or topic of all reports, records, or other information (written or oral) presented to the advisory committee during the meeting, provided in advance to the members in preparation for the meeting.

-- An appropriate description of any actions taken at the closed session, to include any reports or recommendations made to a DoD official. It would also be appropriate to include the disposition of any such report or recommendation.

3. Each report shall be typed on plain bond paper, under the following heading:

DEPARTMENT OF DEFENSE  
(Name of Organization)  
CY 1994 Report of Closed Meetings of  
(official name of advisory committee, underlined)  
under Section 10(d)  
Federal Advisory Committee Act

4. Each report must be signed by the chairperson of the advisory committee.

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950321-2

<b>FROM:</b> DIXON	<b>TO:</b> GOTBAUM
<b>TITLE:</b> CHAIRMAN	<b>TITLE:</b> ASST SEC DEF - ECONOMIC SECURITY
<b>ORGANIZATION:</b> OBCRC	<b>ORGANIZATION:</b> DEPT OF DEFENSE.
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS	✓			<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**  
 FORWARDING QUESTIONS FOR THE RECORD FROM MARCH 16 HEARING, REQUESTING RESPONSE BY MARCH 31.

<b>Due Date:</b>	<b>Routing Date:</b> 950321	<b>Date Originated:</b> 950320	<b>Mail Date:</b> 950321
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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Please refer to this number  
when responding 950321-2

**The Honorable Joshua Gotbaum**  
**Assistant Secretary of Defense (Economic Security)**  
3310 Defense Pentagon  
Washington, D.C. 20301-1000

Dear Secretary Gotbaum:

I would like to thank you for your recent testimony before the Commission concerning the Department of Defense's 1995 base closure and realignment recommendations.

As I mentioned at the conclusion of your testimony, attached are a number of additional questions that I would like answered for the record. I would appreciate your response to these questions by March 31, 1995, in order that the Commission can consider them during its deliberative process.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Alan J. Dixon  
Chairman

CDS  
Encl.

**QUESTIONS FOR THE RECORD  
FOR MR. JOSHUA GOTBAUM  
ASSISTANT SECRETARY OF DEFENSE (ECONOMIC SECURITY)**

**From Commissioner Davis:**

1. Mr. Secretary, you indicated that you supported legislative changes to the current law which gives DoD little latitude when another federal agency claims all or part of a military base.

There is a situation now where a federal agency has indicated that it would like a base closed in 1993 so that it might trade that property for other property not on the base which it would like to acquire. This would leave the base in the hands of private interests and might be construed as avoiding the reuse process altogether.

Is this an appropriate use of the military lands?

If not, do you have the authority to prevent it? If not, should the law be changed?

2. With regard to the chart showing that BRAC savings are greater than expected, please explain the impact on the numbers of the cuts in defense spending and/or changes in the force structure.

For example, in 1991 the Commission accepted a recommendation to close a base, a cost to close of \$10 million. By the time it closed in 1994, however, cuts in defense spending or force structure changes dictated that functions on the base be terminated. Therefore, the costs were incurred for reasons other than closure. Would that show up as less "closure costs" and therefore "greater savings"?

**From Commissioner Cox:**

1. Does the BRAC savings and cost chart include the cost to the Department of Defense of the reuse efforts (for example, monies that apparently went to the Department of Labor and the Economic Development Agency for economic development and training or the Department's personnel and travel costs involved in reuse)?

Please provide for the record all DoD costs involving base closures/reuse since 1988 that are not included as part of the costs to close a base.

**From Representative Stephen Horn:**

1. If the City of Long Beach were a state, it would rank fifth--behind California, Virginia, Pennsylvania, and Texas--in total base closure-related job losses and related economic impact. Yet the Navy analysis indicates that Long Beach Naval Shipyard closure would amount to only 0.3 percent of economic area employment. This is because the Navy economic data is based on the Los Angeles-Long Beach PMSA economic area, which has a total population of several million, instead of the City of Long Beach, which has a population of 437, 816. PMSA economic areas are also used in determining eligibility for federal funding related to military installation closures and Economic Development Conveyances for former military property. Due to PMSA geographic boundaries, some deserving communities are deemed to be ineligible.

Why has an arbitrary geographic criterion, rather than real world economic conditions, been established as the basis to make these decisions, which are critical to the economic well-being of our nation's most severely impacted communities?

2. Was the Office of Economic Adjustment in any way involved in the Department of Defense and Military Services' processes which recommended base closure candidates to the 1995 Defense Base Closure and Realignment Commission? If so, what was the nature and extent of this involvement? Is there a record of meeting dates and a record of issues discussed during those meetings? Were any of the personnel of the Office of Economic Adjustment involved, either officially or unofficially, in the Department of Defense deliberations in the 1995 base closure process?

3. Does the Office of Economic Adjustment provide funding to the National Association of Installation Developers either directly, or through the Department of Labor? If so:

- (a) How much funding is provided?
- (b) What is the purpose of this funding?
- (c) Are there limitations on the use of this funding?

4. Does the Office of Economic Adjustment influence the positions the National Association of Installation Developers takes with regard to base closures and installation reuse issues?

5. Does the Office of Economic Adjustment, or personnel working for the agency, ever attempt to recommend consultants to local communities which may be affected by Department of Defense closure recommendations?

6. Has the Office of Economic Adjustment, or personnel working for the agency, ever attempted to recommend consultants to local communities near bases already closed under previous decisions of the Defense Base Closure and Realignment Commission?



ECONOMIC  
SECURITY

## ASSISTANT SECRETARY OF DEFENSE

3300 DEFENSE PENTAGON  
WASHINGTON DC 20301-3300



April 19, 1995

Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Please refer to this number  
when you refer to 950321-2R1

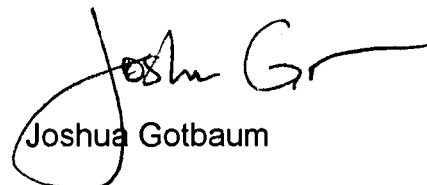
Dear Mr. Chairman:

I would like to thank you for the opportunity to testify before the Commission on the Department's efforts to enhance the reuse process at closing bases. Enclosed are my responses to your questions for the record.

Also, at the hearing, Commissioner Robles asked me to provide the backup data associated with my chart showing BRAC costs and savings that results in \$56.7 billion net savings over 20 years discounted to present value of 4.2%. The cost data for this calculation is contained in the biennial budget estimates for the three previous BRAC rounds plus the COBRA estimate for BRAC 95. The biennial budget estimates the three previous BRAC rounds are attached in response to a similar question from Commissioner Cox.

I believe the Department has made great strides in the base reuse process but, as I testified before your Commission, there is much more that needs to be done. I look forward to assisting the Commission in the weeks ahead as you explore opportunities to enhance base reuse and develop recommendations in your report to the President.

Sincerely,

  
Joshua Gotbaum

Enclosure



**Responses to Questions for the Record  
from the  
Defense Base Closure and Realignment Commission**

**From Commissioner Davis:**

Mr. Secretary, you indicated that you supported legislative changes to the current law which gives DoD little latitude when another Federal Agency claims all or part of a military base.

There is a situation now where a Federal Agency has indicated that it would like a base closed in 1993 so that it might trade that property for other property not on the base which it would like to acquire. This would leave the base in the hands of private interests and might be construed as avoiding the reuse process altogether.

**Question #1a:** Is this appropriate use of the military lands?

**Answer:** DoD is committed to promoting economic recovery and rapid job creation in the communities affected by base closure, while still ensuring that Federal resources are available for other important public uses. The law requires that Federal agencies be notified whenever excess property is available. Traditionally, this has meant that Federal agencies are given priority, even before other uses are considered. This means we must still decide whether to transfer base closure property to another Federal agency before declaring it "surplus" and making it available for community development. We need to change the law to evaluate the needs and requests of all parties at the same time, rather than sequentially, in order to make the best transfer decisions.

With respect to a transfer of property for a trade for other property, this is considered an inappropriate request and would be denied based on the criteria in the Federal Property Management Regulations (FPMR).

**Question #1b:** If not, do you have the authority to prevent it? If not, should the law be changed?

**Answer:** We have the authority we need to reject requests for indirect transfers of property for the purpose of trading.

**Question #2:** With regard to the chart showing that BRAC savings are greater than expected, please explain the impact on the numbers of the cuts in defense spending and/or changes in the force structure.

For example, in 1991 the Commission accepted a recommendation to close a base, a cost to close of \$10 million. By the time it closed in 1994, however, cuts in defense spending or force structure changes dictated that functions on the base be

terminated. Therefore, the costs were incurred for reasons other than closure. Would that show up as less "closure costs" and therefore greater savings"?

**Answer:** In calculating the savings associated with base closures our policy precludes the consideration of the savings associated with force structure drawdowns. If, as cited in your example, reductions in force structure impact a base closure plan during the implementation period then closure costs would decrease and net savings would be greater than originally anticipated. This reduction in costs and commensurate increase in net savings is partially attributable to the reduced requirement for military construction needed to support reduced missions at receiving bases. Reductions in force structure probably contributed to some of the \$1.4 billion increase in BRAC net savings depicted on our chart. This is understandable given the highly volatile period (1990-1995) in which substantial force structure reductions and BRAC implementation were occurring simultaneously.

**From Commissioner Cox:**

**Question 1a:** Does the BRAC savings and cost chart include the cost to the Department of Defense of the reuse efforts (for example, monies that apparently went to the Department of Labor and the Economic Development Agency for economic development and training or the Department's personnel and travel costs involved in reuse) ?

**Answer:** No it does not.

**Question 1b:** Please provide for the record all DoD costs involving base closures/reuse since 1988 that are not included as part of the costs to close a base.

**Answer:** In general, DOD's costs associated with closing a base are included in the DoD Base Realignment and Closure Executive Summary and Budget Justification FY 1996/1997 Biennial Budget Estimates book. This justification document highlights the total DoD cost to close or realign bases and includes funds from a variety of appropriation sources. The costs are two-fold. First, the document displays the budget request for the BRAC accounts. Secondly, in addition to discussing the BRAC budget request, the document displays the funds the Services provide from outside the BRAC accounts for related costs. Examples of these related costs include funding for environmental cleanup, operation and maintenance and the homeowner assistance program. The attachments highlight DOD's biennial budget estimates associated with the BRAC budget request and the related costs for BRACs 88, 91 and 93. They are DOD's best estimate of the costs associated with closing a base.

Base reuse costs, such as funding for DoD's Office of Economic Adjustment (OEA), are generally not included in these figures since by definition they are not costs of closing a base. However, for the period of FY 1989-1994, OEA funding totaled



\$67.1 million (grants: \$54.6 million; salaries and expenses: \$12.5 million). DoD funding for the Economic Development Administration (EDA), for infrastructure grants, and the Department of Labor (DoL), for worker retraining and job placement assistance, was approximately \$70 million and \$100 million, respectively, during the period FY 1993 -FY 1994.

**From Representative Horn:**

**Question #1:** If the City of Long Beach were a state, it would rank fifth -- behind California, Virginia, Pennsylvania, and Texas -- in total base closure related economic impact. Yet the Navy analysis indicates that the Long Beach Naval Shipyard closure would amount to only 0.3 percent of economic area employment. This is because the Navy economic data is based on the Los Angeles-Long Beach PMSA economic area, which has a total population of several million, instead of the City of Long Beach which has a population of 437,816. PMSA economic areas are also used in determining eligibility for federal funding related to military installation closures and Economic Development Conveyances for former military property. Due to PMSA geographic boundaries, some deserving communities are deemed to be ineligible.

Why has an arbitrary geographic criterion, rather than real world economic conditions, been established as the basis to make these decisions, which are critical to the economic well-being of our nation's most severely impacted communities?

**Answer:** First, let me say with regard to Representative Horn's concerns expressed in his letter to Chairman Dixon that we understand that he and the residents of Long Beach are upset about the recommended closure of the Long Beach Naval Shipyard. We don't like closing bases, but as you well know, it is necessary.

Communities hear all sorts of stories about closure decisions. Many of them are inaccurate. So, it is important to clear the air. The Long Beach Naval Shipyard recommendation, like all others, was "by the book." The BRAC process was designed to be as objective, as public, as auditable as any process in government.

The law requires that every DoD recommendation must be made in accordance with the force structure plan. It must be made in accordance with a specific set of published criteria. All the data must be signed, certified, and made available to the public and every interested party. Finally, the entire process is audited and overseen by the General Accounting Office.

Regarding Representative Horn's first question, Primary Metropolitan Statistical Areas (PMSAs) were used to measure economic effects because the closure of the shipyard affects communities outside Long Beach as well.

The DoD BRAC 95 Joint Cross-Service Group on Economic Impact established and then consistently applied standard rules to assign each military installation in the United States to an economic area. DoD assigned installations to economic areas to reflect employment and commuting patterns. Far from being "arbitrary" these assignments were made painstakingly over a period of many months, base-by-base, taking into account local commuting and economic patterns. An independent panel of government, academic, and private sector economic experts endorsed this general approach in May 1994.

In general, DoD used PMSAs as the economic areas for installations because of the close conceptual match between the standards used by the Office of Management and Budget (OMB) to define PMSAs and the Department's goal for defining economic areas for BRAC 95. OMB defines PMSAs based on information from the US Census on commuting patterns and population density. In some circumstances, which are clearly defined in the Joint Cross-Service Group's standard rules, DoD assigned installations to multi-county areas, rather than the PMSA defined by OMB.

In no case did the Joint Cross-Service Group assign an installation to an economic area smaller than a county. In addition to the theoretical reasons discussed above, there are practical reasons why counties are the smallest economic units used for BRAC 95. Counties are the smallest economic units for which uniform and authoritative national economic statistics are available from the Departments of Commerce and Labor. DoD analyzed economic information at the county- and PMSA-levels to provide objective, fair, and consistent comparisons of alternative realignments and closures.

Also, it should be noted that DoD considered the total potential job change as an absolute number and historic economic information, in addition to the percentage of area jobs that could be affected, in its BRAC 95 decision processes.

Finally, with regard to Economic Development Conveyances (EDC) for former military property, PMSAs are not used in determining eligibility. Any base closure community can make an EDC application.

**Question #2:** Was the Office of Economic Adjustment (OEA) in any way involved in the Department of Defense and Military Services processes which recommended base closure candidates to the 1995 Defense Base Closure and Realignment Commission?

**Answer:** No. Unfortunately some parties have misrepresented the role of OEA. OEA was not in any way involved in the process that recommended base closure candidates to the Commission. OEA plays no part whatsoever in any BRAC closure decision. All of their work focuses on helping communities after the fact, for which their work is justly recognized as thoroughly professional.

**Question #3:** Does OEA provide funding to the National Association of Installation Developers (NAID) either directly, or through the Department of Labor?

**(a):** How much funding is provided?

**Answer:** OEA does not provide funding to NAID either directly or indirectly. Over a three-year period, the Congress directed the transfer of \$225 million of DoD funding to the Department of Labor (DoL) in support of their efforts to help base closure, as well as defense industry dislocated workers. DoL has awarded two grants to NAID for a total of \$700,000. As with OEA, NAID and DoL have no role in the BRAC closure recommendations.

**(b):** What is the purpose of this funding?

**Answer:** The funds are used to help pay salaries, benefits, and operating costs of the organization.

**(c):** Are there limitations on the use of this funding?

**Answer:** Yes. The limitations on the DoL/NAID funding are governed by the Grant Agreement and Common Rule implementing OMB Circular A-110.

**Question #4:** Does OEA influence the positions the NAID takes with regard to base closures and installation reuse issues?

**Answer:** No.

**Question #5:** Does OEA, or personnel working for the agency, ever attempt to recommend consultants to local communities which may be affected by Department of Defense closure recommendations?

**Answer:** No. See Question 2.

**Question #6:** Has OEA, or personnel working for the agency, ever attempted to recommend consultants near bases already closed under previous decisions of the BRAC?

**Answer:** No. Inquirers are generally referred to NAID or to other communities.

Finally, let me close by saying that it is unfortunate that such misleading and erroneous charges were made about OEA and other organizations that are trying to help communities.

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950321-3

<b>FROM:</b> DIXON	<b>TO:</b> ARVIN, BRAD
<b>TITLE:</b> CHAIRMAN	<b>TITLE:</b>
<b>ORGANIZATION:</b> DBCRC	<b>ORGANIZATION:</b> NAT ASSOC OF INSTALLATION DEU,
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS	✓			REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
				SYLVIA THOMPSON	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

FORWARDING QUESTIONS FOR THE RECORD FROM MARCH 16 HEARING, REQUESTING RESPONSE BY MARCH 31.

Due Date: _____	Routing Date: 950321	Date Originated: 950320	Mail Date: 950321
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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Mr. Brad Arvin  
National Association of Installation Developers  
1725 Duke Street, Suite 630  
Alexandria, VA 22314

Please refer to this number  
when responding 950321-3

Dear Mr. Arvin:

I would like to thank you for your recent testimony before the Commission concerning the Department of Defense's 1995 base closure and realignment recommendations.

As I mentioned at the conclusion of your testimony, attached are a number of additional questions that I would like answered for the record. I would appreciate your response to these questions by March 31, 1995, in order that the Commission can consider them during its deliberative process.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Alan J. Dixon  
Chairman

CDS  
Encl.

**QUESTIONS FOR THE RECORD  
FOR MR. BRAD ARVIN  
NATIONAL ASSOCIATION OF INSTALLATION DEVELOPERS**

**From Representative Stephen Horn:**

1. Does the National Association of Installation Developers conduct any federal lobbying activities?
2. How much money does the Office of Economic Adjustment contribute annually to the National Association of Installation Developers? What percentage of NAID's annual budget does OEA's contribution represent?
3. How is the National Association of Installation Developers chartered, i.e. is it a not-for-profit corporation? If so, what is the exact designation of the not-for-profit corporate status (501(c))?
4. In the 1995 National Association of Installation Developers Directory, Mr. George Schlossberg appears as one of your members. Is he also the General Counsel of your Association? Is he a member of your Board of Directors?
5. In regard to Mr. Schlossberg's position as General Counsel of NAID, is he compensated for the services which he provides? Does NAID pay expenses which Mr. Schlossberg incurs in conjunction with his duties as General Counsel? If so, what expenses are paid?
6. Since July 1, 1993, has the National Association of Installation Developers reimbursed Mr. Schlossberg for any travel to the Long Beach-Los Angeles area, to the San Diego area, or to the Norfolk-Newport News area? Has NAID reimbursed Mr. Schlossberg for the copying of any files, or any other out-of-pocket expenses relevant to the potential closure of the Long Beach Naval Shipyard?

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-4

FROM: DIXON	TO: OLSEN, ALAN K
TITLE: CHAIRMAN	TITLE: DIR, AF BASE CONVERSION AGENCY
ORGANIZATION: DBCRC	ORGANIZATION: DEPT OF THE AIR FORCE
INSTALLATION (S) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS	✓			REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
				SYLVIA THOMPSON	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

FORWARDING QUESTIONS FOR THE RECORD FROM MARCH 16 HEARING. REQUESTING RESPONSE BY MARCH 31.

Due Date:	Routing Date: 950321	Date Originated: 950320	Mail Date: 950321
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Please refer to this number  
when responding 9503214

Mr. Alan K. Olsen  
Director of Air Force Base Conversion Agency  
Department of the Air Force  
1700 N. Moore Street, Suite 2300  
Arlington, VA 22209

Dear Mr. Olsen:

I would like to thank you for your recent testimony before the Commission concerning the Department of Defense's 1995 base closure and realignment recommendations.

As I mentioned at the conclusion of your testimony, attached are a number of additional questions that I would like answered for the record. I would appreciate your response to these questions by March 31, 1995, in order that the Commission can consider them during its deliberative process.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Alan J. Dixon  
Chairman

CDS  
Encl.





DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Please refer to this number  
when responding 950321-4

Mr. Alan K. Olsen  
Director of Air Force Base Conversion Agency  
Department of the Air Force  
1700 N. Moore Street, Suite 2300  
Arlington, VA 22209

Dear Mr. Olsen:

I would like to thank you for your recent testimony before the Commission concerning the Department of Defense's 1995 base closure and realignment recommendations.

As I mentioned at the conclusion of your testimony, attached are a number of additional questions that I would like answered for the record. I would appreciate your response to these questions by March 31, 1995, in order that the Commission can consider them during its deliberative process.

Thank you for your assistance. I appreciate your time and cooperation.

Sincerely,

Alan J. Dixon  
Chairman

CDS  
Encl.

**QUESTION FOR THE RECORD  
FOR MR. ALAN OLSEN  
DIRECTOR, AIR FORCE BASE CONVERSION AGENCY**

**From Commissioner Cox:**

There was a strong belief by the 1993 BRAC that the commitments made to the community regarding Bergstrom Air Force Base and the reliance of the community on those specific commitments to the detriment of the community in preparing and implementing their reuse plan, dictated that we not accept the recommendation of the Department of Defense to close Bergstrom.

I would like your personal opinion on the situation at Bergstrom Air Force Base.



DEPARTMENT OF THE AIR FORCE  
AIR FORCE BASE CONVERSION AGENCY

March 30, 1995

Responding Number: 950321-4

Mr. Alan J. Dixon  
Defense Base Closure and  
Realignment Commission  
1700 N. Moore Street, Suite 1425  
Arlington VA 22209-0504

Please refer to this number  
when responding 950321-4 R1

Dear Mr. Dixon

This is in response to your March 20, 1995 request for answers to question raised by the Commission as a result of my testimony. I have reviewed Commissioner Cox's question which asked for my personal opinion on the situation at Bergstrom Air Force Base, Texas.

As you know, Brigadier General John Bradley, Deputy to the Chief of the Air Force Reserve, testified in some detail on March 6, 1995, relative to the decision made at Bergstrom AFB. I have reviewed the transcript of General Bradley's testimony and concur with his conclusions.

The Air Force Base Conversion Agency has had a very close working relationship with the City of Austin and has developed a partnership to work the issues associated with fast-track cleanup in support of the City's goal of developing the \$600 million Austin-Bergstrom International Airport by the Fall of 1998. We believe this effort will be highly successful even without the presence of the Air Force Reserves.

I hope this response is satisfactory. If you have further questions, I will be glad to respond to them.

Sincerely

A handwritten signature in black ink, appearing to read "Alan Olsen", written over a white background.

ALAN K. OLSEN  
Director

**QUESTION FOR THE RECORD  
FOR MR. ALAN OLSEN  
DIRECTOR, AIR FORCE BASE CONVERSION AGENCY**

**From Commissioner Cox:**

There was a strong belief by the 1993 BRAC that the commitments made to the community regarding Bergstrom Air Force Base and the reliance of the community on those specific commitments to the detriment of the community in preparing and implementing their reuse plan, dictated that we not accept the recommendation of the Department of Defense to close Bergstrom.

I would like your personal opinion on the situation at Bergstrom Air Force Base.

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950321-5

<b>FROM:</b> BECKER, HOWARD G.	<b>TO:</b> GOODE
<b>TITLE:</b> ODD COMM MANAGEMENT OFFICER	<b>TITLE:</b> DIRECTOR OF ADMIN
<b>ORGANIZATION:</b>	<b>ORGANIZATION:</b> OBCRC
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL	✓			COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION	✓			AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

FORWARDING LETTERS HE ISSUED IN WHICH HE SENT COPIES OF CHARTER TO RENEW THE OBCRC.

<b>Due Date:</b> _____	<b>Routing Date:</b> 450321	<b>Date Originated:</b> 450318	<b>Mail Date:</b> _____
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OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950



March 18, 1995

ADMINISTRATION &  
MANAGEMENT

MEMORANDUM FOR THE DIRECTOR, COMMITTEE MANAGEMENT SECRETARIAT  
(CAM), GENERAL SERVICES ADMINISTRATION

SUBJECT: Renewal of the Charter for the Defense Base Closure  
and Realignment Commission

Enclosed is a copy of the charter renewing the Defense Base Closure and Realignment Commission which is being filed with you in accordance with P.L. 92-463, the "Federal Advisory Committee Act." This presidential commission was established pursuant to Title XXIX, P.L. 101-510, the "National Defense Authorization Act for FY 1991."

Copies of this charter are also being filed with the Senate Committee on Armed Services, House National Security Committee, and the Library of Congress.

SIGNED

Howard G. Becker  
DoD Committee Management Officer

Attachment

bcc: Cindy Kestner, USD(A&T) Admin  
Chris Goode, Defense Base Closure & Realignment Commission  
Paul Solemen, OASD(Economic & Security)



OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950



March 18, 1995

ADMINISTRATION &  
MANAGEMENT

Library of Congress  
Exchange and Gift Division  
Federal Advisory Committee Desk  
Washington, D.C. 20540

Gentlemen:

Enclosed is a copy of the charter renewing the Defense Base Closure and Realignment Commission which is being filed with you in accordance with P.L. 92-463, the "Federal Advisory Committee Act." This presidential commission was established pursuant to Title XXIX, P.L. 101-510, the "National Defense Authorization Act for FY 1991."

Copies of this charter are also being filed with the Senate Committee on Armed Services and House National Security Committee.

Sincerely,

SIGNED

Howard G. Becker  
DoD Committee Management Officer

Enclosure



OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950



March 18, 1995

ADMINISTRATION &  
MANAGEMENT

Honorable Strom Thurmond  
Chairman  
Committee on Armed Services  
United States Senate  
Washington, D.C. 20510

Dear Mr. Chairman:

Enclosed is a copy of the charter renewing the Defense Base Closure and Realignment Commission which is being filed with you in accordance with P.L. 92-463, the "Federal Advisory Committee Act." This presidential commission was established pursuant to Title XXIX, P.L. 101-510, the "National Defense Authorization Act for FY 1991."

Copies of this charter are also being filed with the House National Security Committee and the Library of Congress.

Sincerely,

SIGNED

Howard G. Becker  
DoD Committee Management Officer

Enclosure





OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950



March 18, 1995

ADMINISTRATION &  
MANAGEMENT

Honorable Floyd Spence  
Chairman  
Committee on Armed Services  
House of Representatives  
Washington, D.C. 20515

Dear Mr. Chairman:

Enclosed is a copy of the charter renewing the Defense Base Closure and Realignment Commission which is being filed with you in accordance with P.L. 92-463, the "Federal Advisory Committee Act." This presidential commission was established pursuant to Title XXIX, P.L. 101-510, the "National Defense Authorization Act for FY 1991."

Copies of this charter are also being filed with the Senate Committee on Armed Services and the Library of Congress.

Sincerely,

SIGNED

Howard G. Becker  
DoD Committee Management Officer

Enclosure

## CHARTER

- A. Official Designation: Defense Base Closure and Realignment Commission
- B. Objective and Scope of Activity: In accordance with the National Defense Authorization Act for FY 1991, there is hereby established a Presidential advisory committee entitled the Defense Base Closure and Realignment Commission, which shall review the recommendations made by the Secretary of Defense regarding base closures and realignments for the time periods and by the dates set down in the Authorization Act. The Commission shall transmit a report of its findings and conclusions to the President, based upon a review and analysis of the Secretary's recommendations, together with the Commission's recommendations for closures and realignments of military installations in the United States.
- C. Period of Time Required: This Commission shall continue to function until December 31, 1995, as specified in the Act.
- D. Official or Sponsoring Proponent to Whom the Commission Reports: The Commission shall report directly to the President, and provide copies of its reports to the congressional defense committees.
- E. Support Agency: The Director of Administration and Management, Office of the Secretary of Defense, shall provide administrative and related support for the Commission.
- F. Duties and Responsibilities: The Commission will be composed of eight members appointed by the President, by and with the advice and consent of the Senate. At the time the President nominates individuals for appointment to the Commission for each session of Congress, the President shall designate one such individual to serve as Chairman of the Commission. The functions of the Commission are outlined in B. above and amplified in the Act.
- G. Estimated Annual Operating Costs and Manyears: It is estimated that the annual operating costs for the Commission for the calendar years 1991 through 1995 will average \$2.65 million. Funding for the operation of the Commission will be appropriated and obtained from the DoD Base Closure Account 1990, as specified in the Act.
- H. Number of Meetings: The Commission will meet only during calendar years 1991, 1993, and 1995. During each of those years it will meet as needed, upon the call of the Chairman, to meet the functions and the responsibilities outlined in B. above and amplified in the Act. Ad hoc panels and staff working groups will perform research and analysis functions, as necessary, to carry out the responsibilities of the Commission.
- I. Termination Date: The Commission will terminate on December 31, 1995. This charter will be renewed every two years from the date of its establishment, consistent with the Federal Advisory Committee Act.
- J. Date Charter is Filed: 1 8 MAR 1995

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 9503216

<b>FROM:</b> LYLES, DAVID	<b>TO:</b> ARRINGTON, RICHARD
<b>TITLE:</b> STAFF DIRECTOR	<b>TITLE:</b> MAYOR
<b>ORGANIZATION:</b> OBCRC	<b>ORGANIZATION:</b> CITY OF BIRMINGHAM
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A			
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER			
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

REQUESTING USE OF BOUTWELL MUNICIPAL AUDITORIUM TO CONDUCT REGIONAL HEARING ON APRIL 4.

<b>Due Date:</b>	<b>Routing Date:</b> 950321	<b>Date Originated:</b> 950321	<b>Mail Date:</b> 950321
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950321-6

March 21, 1995

The Honorable Richard Arrington  
Mayor  
City of Birmingham  
710 North 20th Street  
Birmingham, AL 35203

Dear Mayor Arrington:

The Defense Base Closure and Realignment Commission requests the use of Boutwell Municipal Auditorium to conduct a Commission regional hearing in the city of Birmingham on April 4, 1995 from approximately 8:00AM to 5:00PM. The city of Birmingham hosted the 1993 Commission regional hearing at Boutwell Municipal Auditorium at no charge to the Commission. A similar policy is requested for the April 4, 1995 hearing.

My point of contact for this request is Mr. Chris Goode, Director of Administration. Your assistance and consideration in this matter is greatly appreciated.

Sincerely,

David S. Lyles  
Staff Director

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-7**

FROM: FEINSTEIN, DIANNE	TO: DIXON
TITLE: SENATOR, (CA)	TITLE: CHAIRMAN
ORGANIZATION: U. S. CONGRESS	ORGANIZATION: DBCRC
INSTALLATION (S) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Ⓢ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

LETTER OF SUPPORT FOR LOS ANGELES AFB, STATING IT SHOULD NOT BE COMPARED WITH KIRTLAND AFB, (SEN BOXER AND 15 CONGRESSMEN ALSO SIGNED)

Due Date: 950323	Routing Date: 950321	Date Originated: 950317	Mail Date:
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# Congress of the United States

Washington, DC 20515

March 17, 1995

Please refer to this number  
when responding 950321-7

The Honorable Alan J. Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street  
Suite 1425  
Arlington, Virginia 22209

Dear Mr. Chairman:

We are writing in strong support of Los Angeles AFB and to express our concern over several issues that have been raised by the New Mexico Congressional Delegation and other advocates of Kirtland AFB.

## MISSION CAN BEST BE ACHIEVED IN SOUTHERN CALIFORNIA

As you may know, Los Angeles AFB's Space and Missile Systems Center is the nerve center for the acquisition and development of space-based support to our fighting forces. The Center is responsible for purchasing most Department of Defense satellites and rocket boosters and plays a vital role in our nation's military programs.

Los Angeles AFB is also home to the Aerospace Corporation, a Federally Funded Research and Development Center that provides systems engineering support to a variety of U.S. national security space programs. Using unique, state-of-the-art tools, data collection and laboratories, Aerospace provides a full range of scientific and engineering talent for space systems, launch vehicles and ground stations. This unique and vital capability is not found elsewhere in the nation.

Additionally, Southern California is the hub of the country's defense industry and is home to almost all major aerospace companies, as well as to several leading institutions of higher education with quality engineering schools. Los Angeles AFB's strategic location allows the Air Force and the Defense Department to work directly with nearby companies and production facilities, as well as access the research and manufacturing capabilities of the local population. This synergy assures maximum responsiveness to our national security needs.

The expertise at Los Angeles AFB, both in personnel and materials, has been developed over four decades and cannot be duplicated or transferred to any other location without incurring tremendous human and economic costs. Furthermore, a closure or realignment of Los Angeles AFB would cause an unacceptable disruption of the Defense Department's critical space and missile program.

The Honorable Alan J. Dixon  
March 17, 1995  
Page 2

CLOSING LOS ANGELES AFB IS NEITHER COST-EFFECTIVE NOR PRACTICAL

In addition to the adverse national security implications of a Los Angeles AFB closure, it clearly does not make fiscal sense to close the base. As the enclosed chart indicates:

- \* it would cost almost twice as much to close Los Angeles AFB as it would to realign Kirtland AFB (\$450 million vs. \$277.5 million);
- \* the Air Force would save more than three times as much by realigning Kirtland AFB as it would by closing Los Angeles AFB (\$464.5 million vs. \$142 million);
- \* recurring annual savings would be substantially higher at Kirtland AFB than at Los Angeles AFB (\$62 million vs. \$50 million); and
- \* savings would be recouped quicker at Kirtland AFB than at Los Angeles AFB (3 years vs. 10 years).

The fiscal advantage of Los Angeles AFB over Kirtland AFB is clear, but we also understand that it is not feasible to close Los Angeles AFB and move its assets to Kirtland AFB. Apparently, there are severe capacity and environmental restrictions at Kirtland AFB that would make the consolidation of Los Angeles AFB -- or other Air Force assets -- at Kirtland AFB practically impossible.

We agree with Pentagon leaders who say that any comparison of Kirtland AFB with Los Angeles AFB does not make sense. Secretary of the Air Force Sheila Widnall has stated that comparing Kirtland AFB with Los Angeles AFB is simply "flawed". Additionally, at a recent hearing before the Commission, Deputy Secretary of Defense John Deutch said that Los Angeles AFB is not a closure substitute for Kirtland AFB.

LOS ANGELES AFB: ECONOMIC IMPORTANCE AND QUALITY OF LIFE

In addition to its value to U.S. national security, Los Angeles AFB is also an extremely important part of the California economy. The base generates \$9.4 billion in economic activity in California alone. The closure of Los Angeles AFB would have a negative impact not only on the military and civilian personnel who work on base, but also on the tens-of-thousands of contractor personnel who rely on the base for their economic livelihood.

The Honorable Alan J. Dixon  
March 17, 1995  
Page 3

While concerns have been raised in the past about the quality of life at Los Angeles AFB -- specifically adequate and affordable housing -- these concerns have been satisfactorily addressed. The State of California and the Los Angeles Unified School District have provided the Air Force with 20 acres of land at nearby Fort MacArthur for housing purposes and Congress recently appropriated funding for new units.

Lt. General Lester Lyles, Commander of the Space and Missile Systems Center, recently said:

"...things have dramatically improved in L.A. For the first time, we have military housing in L.A. that the Secretary of the Air Force, our Chief of Staff, and a Chief Master Sergeant of the Air Force have all characterized as a 'model' for the rest of our service...."

Furthermore, General Yates, Commander of Air Force Materiel Command, wrote in a March 6 letter that these actions have "vastly improved the housing situation and the quality of life for the men and women assigned to Los Angeles AFB...."

#### CONCLUSION


We cannot over-emphasize the importance of Los Angeles AFB to U.S. national security, as well as to the State of California. The base is a unique and vital military asset to the Air Force, and is truly a critical military resource. Any comparison of Los Angeles AFB with Kirtland AFB simply does not make sense, from a military or fiscal perspective.

Thank you for your consideration of this important matter.


Sincerely,

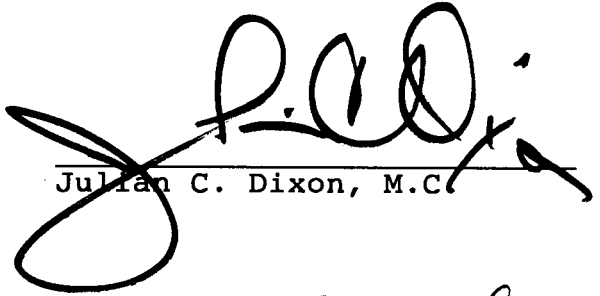



Pete Wilson, Governor

  
Dianne Feinstein, U.S.S.  
Barbara Boxer, U.S.S.  
Jane Harman, M.C.



  
Stephen Horn, M.C.

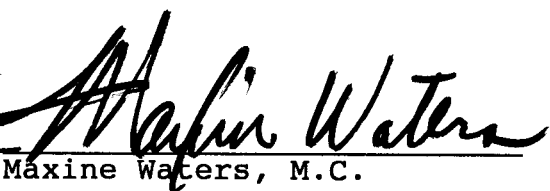
  
Julian C. Dixon, M.C.

  
Walter R. Tucker, III, M.C.

  
Carlos J. Moorhead, M.C.

  
Edward R. Royce, M.C.

  
Matthew G. Martinez, M.C.

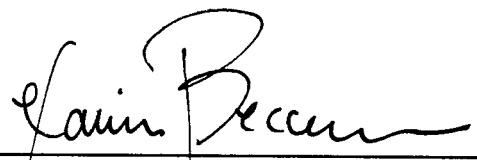
  
Maxine Waters, M.C.


  
Jay Kim, M.C.

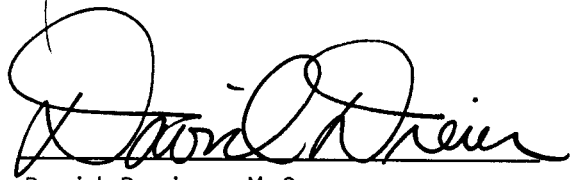
  
Esteban Edward Torres, M.C.

  
Anthony C. Beilenson, M.C.

  
Henry A. Waxman, M.C.

  
Xavier Becerra, M.C.

  
Lucille Roybal-Allard, M.C.

  
David Dreier, M.C.

  
Howard L. Berman, M.C.

## KIRTLAND AFB VS. LOS ANGELES AFB

### COST COMPARISON

	<b>KIRTLAND</b>	<b>LOS ANGELES</b>
<b>ONE TIME COSTS</b>	\$277.5 M	\$450 M
<b>NET COSTS/SAVINGS<sup>1</sup></b>	+\$158.8 M	+\$375.8 M
<b>RECURRING SAVINGS<sup>2</sup></b>	\$62 M	\$50 M
<b>RETURN ON INVESTMENT</b>	3 years	10 years
<b>NET PRESENT VALUE<sup>3</sup></b>	save \$464.5 M	save \$142 M

- \* It would cost almost twice as much to close Los Angeles AFB as it would to realign Kirtland AFB (\$450M vs. \$277.5M);
- \* The Air Force would save more than three times as much by realigning Kirtland AFB as it would by closing Los Angeles AFB (\$464.5M vs. \$142M);
- \* Recurring annual savings would be substantially higher at Kirtland AFB than at Los Angeles AFB (\$62M vs. \$50M);
- \* Savings would be recouped quicker at Kirtland AFB than at Los Angeles AFB (3 years vs. 10 years);

---

<sup>1</sup> After six year implementation period.

<sup>2</sup> After six year implementation period.

<sup>3</sup> Net costs/savings after 20 years.

# Document Separator



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 29, 1995

The Honorable Pete Wilson  
Governor  
State of California  
State Capitol, 1st Floor  
Sacramento, California 95814

Please refer to this number  
when responding 950321-721

Dear Pete:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

I appreciate your interest in the base closure and realignment process, and look forward to working with you as we go through this difficult and challenging process.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

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REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Howard L. Berman  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Berman:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable David Dreier  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Dreier:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

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Chairman

AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable Lucille Roybal-Allard  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-721

Dear Representative Roybal-Allard:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

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Chairman

AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable Xavier Becerra  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Becerra:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

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Chairman

AJD:cw





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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Henry A. Waxman  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Waxman:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Chairman

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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Anthony C. Beilenson  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Beilenson:

Please refer to this number  
when responding 950321-724

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

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Chairman

AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable Esteban Edward Torres  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-721

Dear Representative Torres:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



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MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 29, 1995

The Honorable Jay Kim  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 95032-7R1

Dear Representative Kim:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

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Chairman

AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable Maxine Waters  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Waters:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable Matthew G. Martinez  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Martinez:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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Sincerely,

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Chairman

AJD:cw



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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Edward R. Royce  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Royce:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Carlos J. Moorhead  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-721

Dear Representative Moorhead:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw





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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Walter R. Tucker, III  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-721

Dear Representative Tucker:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that your information contrasting Los Angeles Air Force Base and Kirtland Air Force Base will be carefully considered in our review and analysis process.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw



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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Julian C. Dixon  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321-7R1

Dear Representative Dixon:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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AJD:cw



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WENDI LOUISE STEELE

March 29, 1995

The Honorable Stephen Horn  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 980321-TR1

Dear Representative Horn:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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AJD:cw



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MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 29, 1995

The Honorable Jane Harman  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding 950321721

Dear Representative Harman:

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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AJD:cw



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MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 29, 1995

The Honorable Barbara Boxer  
United States Senate  
Washington, D.C. 20510

Dear Barbara:

Please refer to this number  
when responding 950321-7R1

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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Chairman

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MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 29, 1995

The Honorable Dianne Feinstein  
United States Senate  
Washington, D.C. 20510

Dear Senator Feinstein:

Please refer to this number  
when responding 950321-7R1

Thank you for providing the Defense Base Closure and Realignment Commission with information concerning Los Angeles Air Force Base. I appreciate your concern about the future of the base.

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Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-8

FROM: MALLOY, WILLIAM F.	TO: DAVIS, JAMES B. (GEN)
TITLE: COMMANDER - SELECT USNR	TITLE: COMMISSIONER
ORGANIZATION:	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED: SOUTH WEYMOUTH NAS	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR		<input checked="" type="checkbox"/>		COMMISSIONER COX			
EXECUTIVE DIRECTOR	<input checked="" type="checkbox"/>			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	<input checked="" type="checkbox"/>			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	<input checked="" type="checkbox"/>		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	<input checked="" type="checkbox"/>		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	<input checked="" type="checkbox"/>		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature		Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/>	FYI

Subject/Remarks:

LETTER IN SUPPORT OF SOUTH WEYMOUTH NAS,  
ALSO, OFFERING HIS ASSISTANCE TO SET UP VISIT  
FOR COMMISSIONERS.

Due Date: 950328      Routing Date: 950321      Date Originated: 950315      Mail Date:

William F. Malloy, Jr.  
31 Wildcat Lane  
Norwell, Massachusetts 02061

March 15, 1995

Please refer to this number

950321-02

Gen. James B. Davis, USAF (Ret.)  
3600 Windber Boulevard  
Palm Harbor, FL 34685

Dear General:

I am writing you today as a fellow Naval Academy graduate and concerned military officer. I am a 1980 graduate from the U.S. Naval Academy and currently a Commander-Select in the Navy Reserve. After graduation, I drove ships for about five and one-half years, and then taught school for the Navy in Newport for three years before leaving active service.

The reason I am writing to you today, General, is very much a concern for me not only as a military officer, but someone who was reared and continues to live in New England. DOD has proposed closing the South Weymouth Naval Air Station for the third time. As recently as 1993, a combined group of close to 75 people, including myself, worked very hard to educate the past BRAC commissioners about why we felt the Naval Air Station should be kept open. To my knowledge, we were the only Naval Air Reserve Station removed from the closure list of 1993 by an 8-0 vote of the BRAC Commission. There was clearly no doubt in any Commissioners' mind that South Weymouth Naval Air Station should be kept open to provide a viable training facility for Naval and Marine Air Reservists as well as Surface Reservists. General, there are many concerned military officers as well as civilians like myself that believe that South Weymouth should be kept open, and are rebuilding the case to educate the new Commissioners like yourself.

Without going into too much detail in this letter, General, I would like to offer you an opportunity to visit South Weymouth Naval Air Station and see and hear for yourself why the 1993 BRAC resoundingly removed South Weymouth Naval Air Station from the list of proposed closures. I think we have a very solid case to present to you General, and along with many other Naval Academy graduates and a couple of classmates of yours as well, I would sincerely appreciate an opportunity to personally present our case to you. I would be more than happy to function as a point of contact for you if possible to visit South Weymouth and to meet with selected members of the Committee that has been set up and has continued operations since the last BRAC of 1993. I feel that it is only through a personal visit to South Weymouth such as this, that will allow us an opportunity to present our case to you directly, why South Weymouth Naval Air Station should remain open and removed from the 1995 proposed closure list. I appreciate your time and consideration and I look forward to hearing from you soon.

*Very Respectfully and*  
Sincerely yours,

*William F. Malloy, Jr.*  
William F. Malloy, Jr.





**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA  
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GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 22, 1995

Mr. William F. Malloy, Jr.  
31 Wildcat Lane  
Norwell, MA 02061

Please refer to this number  
when responding 950321-8

Dear Bill:

Thank you for your recent letter concerning the Secretary of Defense's proposal to close Naval Air Station South Weymouth. It was good to hear from you, and I certainly understand your concerns about the proposed closure of this installation.

I know this issue was considered in previous base closure rounds. I can assure you that the Defense Base Closure and Realignment Commission will carefully review all of the analysis and justification submitted by the Department of Defense in this round in support of this proposal. In addition, any material that you and your colleagues want to send to the Commission in support of your position that NAS South Weymouth should not be closed will also be considered by the Commission.

I appreciate your invitation to visit NAS South Weymouth. Unfortunately, I have a conflict on April 28, which is the day Commissioners are currently scheduled to visit the installation. I will discuss this visit with the Commissioners who visit NAS South Weymouth to make sure that there are not any unanswered questions following their visit.

Thanks again for your interest in the work of the Defense Base Closure and Realignment Commission.

Sincerely,

General J. B. Davis, USAF (ret.)  
Commissioner

# William F. Malloy & Associates

130 Bowdoin Street  
Suite 409  
Boston, MA 02108  
(617) 742-3311  
Fax: (617) 227-4021

## FAX TRANSMISSION COVER SHEET

Date: 5/26/95  
To: ADM. MONTOYA Firm: BRAC COMMISSION  
Fax: 703-696-0550 Time: 11:10  
Re: So. Wey N.A.S.  
Sender: BILL MALLOY

YOU SHOULD RECEIVE 2 PAGE(S), INCLUDING THIS COVER SHEET.  
IF YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CALL .

MESSAGE: ADMIRAL - I'VE SENT A COPY OF A LETTER  
I MAILED TO YOU BACK IN MARCH AND HAVEN'T RECEIVED  
(PROBABLY MY BAD ADDRESS)  
A RESPONSE. IF POSSIBLE AND YOUR SCHEDULE PERMITS,  
WE (So. Weymouth N.A.S.) COMMITTEE TO SAVE THE BASE  
WOULD LOVE TO HAVE YOU VISIT ANYTIME WHILE YOU'RE

THIS TELECOPY CONTAINS CONFIDENTIAL INFORMATION INTENDED ONLY FOR THE PERSON(S) NAMED ABOVE. ANY OTHER DISTRIBUTION, COPYING OR DISCLOSURE IS STRICTLY PROHIBITED. IF YOU HAVE RECEIVED THIS TELECOPY IN ERROR, PLEASE NOTIFY US IMMEDIATELY BY TELEPHONE, AND RETURN THE ORIGINAL TRANSMISSION TO US BY MAIL WITHOUT MAKING A COPY. THANK YOU.

IN THE AREA LATE NEXT WEEK. WE REALLY FEEL  
WE HAVE A STORY TO TELL, BUT THE BASE SELLS  
ITSELF. THANK YOU FOR YOUR CONSIDERATION.

v/r Bill Malloy

*William F. Malloy, Jr.*  
31 Wildcat Lane  
Norwell, Massachusetts 02061

Please refer to this number  
when responding \_\_\_\_\_

March 15, 1995

RADM. Benjamin F. Montoya (SC) USN (Ret.)  
2066 Rivers Edge Drive  
Rio Rancho, NM 87124

Dear Admiral:

I am writing you today as a fellow Naval Academy graduate and concerned military officer. I am a 1980 graduate from the U.S. Naval Academy and currently a Commander-Select in the Navy Reserve. After graduation, I drove ships for about five and one-half years, and then taught school for the Navy in Newport for three years before leaving active service.

The reason I am writing to you today, Admiral, is very much a concern for me not only as a military officer, but someone who was reared and continues to live in New England. DOD has proposed closing the South Weymouth Naval Air Station for the third time. As recently as 1993, a combined group of close to 75 people, including myself, worked very hard to educate the past BRAC commissioners about why we felt the Naval Air Station should be kept open. To my knowledge, we were the only Naval Air Reserve Station removed from the closure list of 1993 by an 8-0 vote of the BRAC Commission. There was clearly no doubt in any Commissioners' mind that South Weymouth Naval Air Station should be kept open to provide a viable training facility for Naval and Marine Air Reservists as well as Surface Reservists. Admiral, there are many concerned military officers as well as civilians like myself that believe that South Weymouth should be kept open, and are rebuilding the case to educate the new Commissioners like yourself.

Without going into too much detail in this letter, Admiral, I would like to offer you an opportunity to visit South Weymouth Naval Air Station and see and hear for yourself why the 1993 BRAC resoundingly removed South Weymouth Naval Air Station from the list of proposed closures. I think we have a very solid case to present to you Admiral, and along with many other Naval Academy graduates and a couple of classmates of yours as well, I would sincerely appreciate an opportunity to personally present our case to you. I would be more than happy to function as a point of contact for you if possible to visit South Weymouth and to meet with selected members of the Committee that has been set up and has continued operations since the last BRAC of 1993. I feel that it is only through a personal visit to South Weymouth such as this, that will allow us an opportunity to present our case to you directly, why South Weymouth Naval Air Station should remain open and removed from the 1995 proposed closure list. I appreciate your time and consideration and I look forward to hearing from you soon.

*Very Respectfully and  
Sincerely yours,*

*William F. Malloy, Jr.*  
William F. Malloy, Jr.

*Letter sent on 3/22.*

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-9

FROM: SHANNON, JOHN T.	TO: GENERAL
TITLE:	TITLE:
ORGANIZATION: ARKANSAS FORESTRY Comm.	ORGANIZATION: OBCRC
INSTALLATION (s) DISCUSSED: RED RIVER ARMY DEPOT	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⊙		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER		X	
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

<input checked="" type="checkbox"/>	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:  
 LETTER OF SUPPORT FOR RED RIVER

Due Date: 950328	Routing Date: 950321	Date Originated: 950313	Mail Date:
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John T. Shannon  
State Forester

# ARKANSAS FORESTRY COMMISSION

3821 West Roosevelt Road Little Rock, AR 72204-6396

Phone (501) 664-2531 Fax (501) 664-5906

March 13, 1995

2.1210.01

Defense Base Closure and Realignment Committee  
1700 North Monroe Street, Suite 1425  
Arlington, VA 22209

Please refer to this number  
when responding 950321-9

Dear Committee Members:

I would like to express my gratitude to the Red River Army Depot and DRMO Texarkana and the personnel who work there for the help they have been to the Arkansas Forestry Commission ("AFC") and the over 1000 volunteer fire departments in Arkansas.

The equipment and vehicles the AFC obtains from there are given a second life through the Federal Excess property program, the AFC Rural Fire Defense program, and are provided at no cost to volunteer fire departments across Arkansas to be used in communities to save lives and property.

During the past three years, the AFC acquired \$2,079,942.45 (acquisition cost) worth of equipment from the Red River Army Depot and DRMO Texarkana. Nearly all of this equipment has been placed with volunteer fire departments across Arkansas. The vehicles have been painted, repaired, and equipped to suppress fires and are a source of pride to the communities. It means a great deal to the small communities to be able to provide fire protection to their citizens and save one-third of the cost of their homeowners insurance, due to the equipment acquired through the Red River Army Depot.

The Federal Excess Property program and military installations such as Red River Army Depot have played an important role in supplying equipment used by the AFC in the program.

Due to the importance of this installation to the AFC program and the over 1000 volunteer fire departments in Arkansas, I respectfully request consideration be given to maintaining the operation at Red River Army Depot and DRMO Texarkana.

Cordially,

ARKANSAS FORESTRY COMMISSION

A handwritten signature in cursive script that reads "John T. Shannon".  
John T. Shannon

JTS:epg



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 23, 1995

Please refer to this number  
when responding 950321-AR1

Mr. John T. Shannon  
Arkansas Forestry Commission  
3821 West Roosevelt Road  
Little Rock, AR 72204-6396

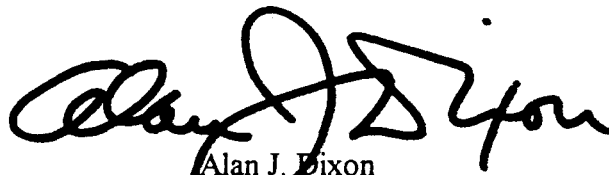
Dear Mr. Shannon:

Thank you for providing the Defense Base Closure and Realignment Commission with information pertinent to the present round of closure and realignment recommendations.

I appreciate your interest in the Department of Defense's recommendations concerning the Red River Army Depot. You may be certain that the Commission will thoroughly review the data used by the Defense Department when making its recommendations. I can assure you that the information you have provided has been distributed accordingly for use in the review and analysis process.

I appreciate your interest in the base closure and realignment process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-10

FROM: <u>MANNIX, MARTIN D.</u>	TO: <u>DIXON</u>
TITLE: <u>DEPUTY SUPERVISOR</u>	TITLE: <u>CHAIRMAN</u>
ORGANIZATION: <u>TOWN OF PLATTSBURGH, NY.</u>	ORGANIZATION: <u>PBCRC</u>
INSTALLATION (S) DISCUSSED: <u>PLATTSBURGH AFB</u>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Ⓢ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

REQUESTING PBCRC HOLD HEARING TO CONSIDER  
RE-DIRECTING DECISION TO CLOSE PLATTSBURGH  
AFB.

Due Date: <u>950328</u>	Routing Date: <u>950321</u>	Date Originated: <u>950313</u>	Mail Date:
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Arthur L. LeFeuvre  
Supervisor

Martin D. Mannix, Jr.  
Deputy Supervisor  
Councilman

## TOWN OF PLATTSBURGH

152 BANKER ROAD  
PLATTSBURGH, NEW YORK 12901  
(518) 563-8101  
FAX # (518) 563-8136

Donald H. Duquette  
Councilman

Norman E. Baker  
Councilman

James J. St. Germaine  
Councilman

Sandra A. Thronton  
Town Clerk

Clyde A. Lewis  
Town Attorney

Alfred J. Sweenor, P.E.  
Town Engineer &  
Administrative Assistant

Please refer to this number  
when responding 9503210

March 13, 1995

The Honorable Allan Dixon, Chairman  
Defense Base Closure & Realignment Commission  
1700 North Moore Street, Suite 1425  
Arlington, VA 22209

Dear Mr. Chairman:

As you know, in 1993 the Defense Base Closure and Realignment Commission (BRAC) recommended that Plattsburgh Air Force Base, New York be added to the list of bases recommended for realignment or closure by the Department of Defense. This action was taken by the Commission as an alternative to the realignment of McGuire AFB.

The recommendation of the Department of Defense, however, was to realign McGuire AFB and transfer 36 C-141s to Plattsburgh AFB as the northeast air mobility wing base. In fact, General Ronald Fogleman, then Commander, Air Mobility Command, in testifying before the BRAC urged that Plattsburgh AFB be removed from the base closure list issued by the Commission. The vision of the Air Force was to consolidate its air mobility assets on the minimum number of installations to optimize its capability. There would be three or four air mobility wings where tankers and airlifters would be collocated under one commander, two or three core airlift wings and two or three core tanker wings.

The air mobility wing structure offers improved rapid deployment capability, with immediate, focused response to short-notice mobility mission tasks; improved alignment of force structure, base capacities utilization, and the baseline for future mobility operations; improved training and cohesion.

Final candidates for air mobility wings were based on several factors: capacity for large numbers of large aircraft to conduct high-volume operation from or through the bases; long-term airspace and airfield environment viability; and flexibility to expand/contract to meet dynamic mobility mission needs. The Air Force identified a need to locate a core capability in the Northeastern United States. Out of that need both Plattsburgh AFB and McGuire AFB emerged as potential players along with Griffiss AFB with Plattsburgh being chosen as the final selection. The Air Force



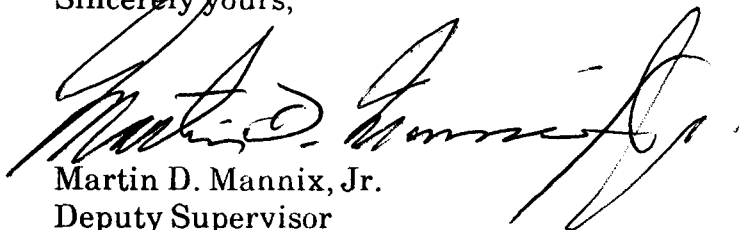
Honorable Allan Dixon  
March 14, 1995  
Page 2

concluded that Plattsburgh AFB had the airspace, environment and excess facilities to accommodate a significant increase in aircraft and/or new missions.

In light of these facts, and the fact that this is supposedly the last Base Closure Commission, Plattsburgh wants to take its last entitled legal opportunity. We thereby request that the Commission recommend holding a hearing on our request for a re-direct and that Plattsburgh AFB remain open with a USAF mission.

We will be happy to provide any other information you may need.

Sincerely yours,



Martin D. Mannix, Jr.  
Deputy Supervisor

pc Robert Bruno, Chairman  
County of Clinton  
Mayor Clyde Rabideau  
City of Plattsburgh



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 23, 1995

Please refer to this number  
when responding 950 321-10 R1

Mr. Martin D. Mannix, Jr.  
Deputy Supervisor  
Town of Plattsburgh  
152 Banker Road  
Plattsburgh, NY 12901

Dear Mr. Carpenter:


Thank you for your letter urging the Commission to reconsider the 1993 decision to close Plattsburgh Air Force Base. You may be assured that I will share your comments with the other members of the Commission.

The Base Closure and Realignment Act provides that any additions to the list of bases recommended for closure or realignment by the Secretary of Defense must be published in the Federal Register by May 17. This would include any decisions to reconsider a previous Commission's actions if such action had not been recommended by the Secretary. In order to have a base added to this list, a Commissioner must offer a motion to add an installation for consideration. A majority of the quorum (five Commissioners) must support such a motion for the base to be added for consideration.

The information that you have provided will be placed in the Commission's library and utilized by the Commission in our review and analysis process.

I appreciate your interest in the base closure and realignment process.

Sincerely,



Alan J. Dixon  
Chairman

AJD:cw

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950321-11-

<b>FROM:</b> DEF ENBAUGH, JOY	<b>TO:</b> YELLIN, ALEX
<b>TITLE:</b> CHAIRWOMAN	<b>TITLE:</b> NAVY TEAM LEADER
<b>ORGANIZATION:</b> MARCH JOINT POWERS COMM.	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (S) DISCUSSED:</b> MARCH AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		①		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER		X	
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**  
 LETTER SUPPORTING CONTINUED ACTIVE DUTY MILITARY MISSIONS AT MARCH AFB. ALSO, REQUESTING WE CONSIDER MOVING THE TUSTIN MARINE CORPS TO MARCH.

Due Date: 950328	Routing Date: 950321	Date Originated: 950316	Mail Date:
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# MARCH JOINT POWERS AUTHORITY

March 16, 1995

Please refer to this number  
when responding 950321-11

**Alex Yellin, Navy Team Leader**  
**Defense Base Closure and Realignment Commission**  
1700 North Moore Street  
Suite 1425  
Arlington, VA 22209

Dear Mr. Yellin:

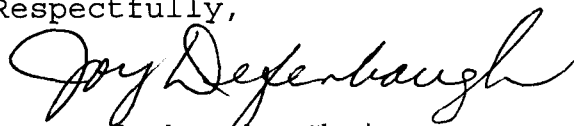
The purpose of this letter is to convey the support of the March Joint Powers Commission, which is the governing body of the March Joint Powers Authority, for continued active duty military missions at March Air Force Base. Our Commission fully realizes that the proposed BRAC 95 list has not recommended further downsizing of military mission at March Air Force Base. However, other military operations could be located at March which could strengthen our national defense, provide a cost savings to the taxpayers, and receive support from our neighboring communities.

We believe the March facilities are far superior to those found at many military installations and are easily adaptable for use by other services. Specifically, we have done some preliminary inquiries related to the Tustin Marine Corps move to Miramar NAS which is scheduled to occur in the next few years. It may well be the case that changing the destination base from Miramar to March would result in greater mission effectiveness for the Marines at a cost savings due to reduced military construction requirements.

**We think it would be in our national interest and in the interest of our region to explore opportunities that can maximize the continued use of March Air Force Base.**

Thank you for your consideration, and our Commission will look forward to participating in the upcoming BRAC review and public hearing processes.

Respectfully,



Joy Defenbaugh, Chairwoman  
March Joint Powers Commission

cc: Congressman Ken Calvert



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:  
AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 24, 1995

Ms. Joy Defenbaugh  
Chairwoman  
March Joint Powers Commission  
Post Office Box 7480  
Moreno Valley, California 92552

Please refer to this number  
when responding 950 321-1121

Dear Ms. Defenbaugh:

Thank you for your letter expressing support for the continued use of March AFB as a possible recipient of units from NAS Miramar. I appreciate your strong support of the Commission and its process.

You may be certain that the information you have shared with the Commission will be utilized in our review and analysis process.

Again, thank you for your letter. Please do not hesitate to contact the Commission whenever you believe we may be of assistance.

Sincerely,

Alex Yellin  
Navy Team Leader

AY:js  
ECTS#: 950321-11



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
and response # 950321-12R

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

March 31, 1995

Mr. John S. Wilkes III  
Commissioner  
Board of Land Commissioners  
Department of Natural Resources  
1313 Sherman Street, Room 620  
Denver, Colorado, 80203

Dear Mr. Wilkes:

Thank you for your recent letter to the Defense Base Closure and Realignment Commission sharing your thoughts about possible future utilization of the Fitzsimons Army Medical Center.

You may be certain that the Commission will thoroughly review the information used by the Defense Department in making its recommendations. I can assure you that the information which you have provided will be considered by the Commission in our review and analysis of the Secretary of Defense's recommendations.

I appreciate your interest in the base closure and realignment process. Please do not hesitate to contact me if I can be of assistance.

Sincerely,

Alan J. Dixon  
Chairman

AJD:cw

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-13

FROM: CIRILLO, FRANK	TO: BLUME, JAY MAJ. GEN
TITLE: AF TEAM LEADER	TITLE: SPECIAL ASST. FOR BRT
ORGANIZATION: OBCRC	ORGANIZATION: DEPT OF THE AF
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INT	COMMISSION MEMBERS	FYI	ACTION	INT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

Subject/Remarks:

REQUESTING INFORMATION REGARDING THE HOSPITAL REALIGNMENT ALTERNATIVES PROVIDED TO THE AIR FORCE BY THE MEDICAL JOINT CROSS SERVICE GROUP.

Due Date:	Routing Date: 950321	Date Originated: 950320	Mail Date: 950321
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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

Major General Jay Blume  
Special Assistant for Base Realignment and Transition  
1670 Air Force Pentagon  
Washington, D.C. 20330-1670

Please refer to this number  
when responding 950.321-13

Dear General Blume:

I request that the Air Force provide the results of all analyses performed regarding the hospital realignment alternatives provided to the Air Force by the Medical Joint Cross Service Group, as well as any other analyses performed by the Air Force of potential hospital closures or realignments.

Included should be documentation of the overall feasibility, cost, quality, and access implications of the alternatives, and the specific reasons why the Air Force did not adopt the JCSG alternatives. This information should specifically address, though not be limited to, the analysis referred to on attachment 1, page 4 of the 13 December BCEG meeting minutes (copy enclosed). The Commission needs this information not later than April 7, 1995 in order to complete its analysis of the Joint Cross Service Group alternatives.

Thank you for your assistance and cooperation in this matter.

Sincerely,

Francis A. Cirillo Jr., PE  
Air Force Team Leader

Enclosure





CLOSE HOLD - BCEG/BCEG STAFF ONLY

DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC 20330-1000

9 JAN 1995

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR RECORD

FROM: SAF/MII

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting

The AF/BCEG meeting was convened by Mr Boatright, SAF/MII, at 1030 hours on 13 December 1994, in Room 5D1027, the Pentagon. The following personnel were in attendance:

a. AF/BCEG members:

Mr. Boatright, SAF/MII, Co-Chairman  
Maj Gen Blume, AF/RT, Co-Chairman  
Mr. Beach, SAF/FM  
Mr. McCall, SAF/MIQ  
Maj Gen McGinty, AF/DPP  
Mr. Orr, AF/LGM  
Mr. Durante, SAF/AQX  
Mr. Kuhn, SAF/GCN  
Brig Gen Weaver, NGB/CF  
Brig Gen Bradley, AF/RE

b. Other key attendees:

Col Mayfield, AF/RTR  
Col Walters, AF/PE  
Col Pease, AF/XOOA  
Col Renton, SAF/MII  
Lt Col Black, AF/RTR  
Lt Col Kring, NGB  
Mr. Reinertson, AF/CEP  
Maj Richardson, AF/RTR  
CMSgt Dumez, AF/SGM

The meeting was called to order by Mr. Boatright. He discussed the problems associated with meeting the January 3, 1995, deadline imposed by OSD for preliminary candidates for closure or realignment.

CMSgt Dumez, AF/SGM, presented the alternatives developed by the Medical JCSG, using the slides at Atch 1. There was great concern that the alternatives were developed prematurely, since any decisions should reflect the BRAC 95 basing changes. In addition, the

CLOSE HOLD - BCEG/BCEG STAFF ONLY



BCEG CLOSE HOLD

Base Closure Executive Group

# JOINT CROSS-SERVICE GROUP FOR MTFs AND GME

MEDICAL JCSG

BCEG CLOSE HOLD

1 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

# MEDICAL JCSG

- GROUP MEMBERSHIP
- GOAL - REDUCE MEDICAL INFRASTRUCTURE
- METHODOLOGY
- RESULTS/RECOMMENDATIONS

BCEG CLOSE HOLD

2 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- GROUP MEMBERSHIP
  - CHAIRMAN - Dr (Adm) Edward Martin, OASD(HA)
  - SERVICES REPRESENTATIVES
  - PA&E
  - JCS/J-4 (MEDICAL)
  - COMPTROLLER
  - DASD/ECONOMIC REINVEST & BRAC
  - DoD IG

BCEG CLOSE HOLD

3 12/15/04



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- GOAL
  - Determine if DoD medical infrastructure for inpatient capacity exceeds requirement
  - Provide candidates for realignment or closure

BCEG CLOSE HOLD

4 12/15/04



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- **METHODOLOGY**
  - **Categorized MTFs**
    - Medical Centers
    - Community Hospitals
    - Clinics
  - **Functional Value**
    - Patient Population
    - Civilian Medical Resources
    - MTF Physical Plant
    - Contingency Factors
    - Civilian Cost Comparison

BCEG CLOSE HOLD

5 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- **METHODOLOGY Continued**
  - Data Collected, Validated by SG, and Checked by Service Audit Agencies and DoD IG
  - **Linear Programming Model Used**
    - Reduce excessive capacity
    - Maintain average functional value system-wide
    - Maintain expanded beds to meet Service wartime and DoD peacetime requirements

BCEG CLOSE HOLD

6 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- RESULTS
- Based on Current Force Size
  - Excess capacity (operating beds) identified
  - 16 medical candidates for realignment or closure
    - 6 Army
    - 2 Navy
    - 8 AF
      - 2 Medical Centers
      - 6 Hospitals
      - No Complete Closures

BCEG CLOSE HOLD

7 12/15/64



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- AF Candidates
  - Reese - Demonstration Test Now
  - Shaw - Readiness issue
  - Langley - Readiness issue
  - USAF Academy - Cadet Mission
  - Sheppard - Question Cost-Effectiveness
  - Scott - Question Cost-Effectiveness
  - Wright-Patterson - Question Cost-Effectiveness
  - Lackland - Significant issues

BCEG CLOSE HOLD

8 12/15/64



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- Concerns
  - Write medical realignment into law?
  - Real savings under BRAC?
  - Impact to mission, morale?
  - Flaws in the model

BCEG CLOSE HOLD

9 12/15/04



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- Recommendation
  - Support any site if AF closure candidate
  - Support Reese as a continued demonstration site
  - Defer all others until after Services closure inputs analyzed

BCEG CLOSE HOLD

10 12/15/04



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC

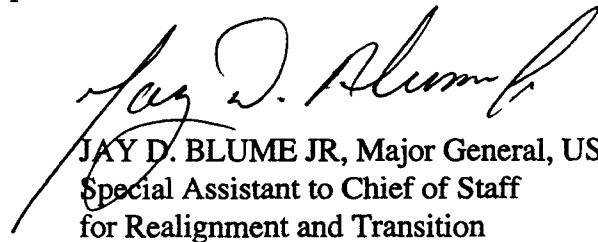
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11 APR 1995

MEMORANDUM FOR BASE CLOSURE COMMISSION (Mr Frank Cirillo)

FROM: HQ USAF/RT  
1670 Air Force Pentagon  
Washington, DC 20330-1670

SUBJECT: Response to Request for Air Force Analyses of Medical Joint Cross-Service Group Alternatives

Attached is the Air Force response to your March 20, 1995 request for Air Force Analyses of Medical Joint Cross-Service Group Alternatives.

  
JAY D. BLUME JR, Major General, USAF  
Special Assistant to Chief of Staff  
for Realignment and Transition

3 Tabs

1. AF/SG Formal Response to Commission Request
2. Formal Response to MJCSG Alternatives
3. Point Paper and Slides



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE



11 0 APR 1995

MEMORANDUM FOR AF/RT

FROM: HQ USAF/SG


SUBJECT: Air Force Medical Joint Cross-Service Group (JCSG) Analyses (AF/RT # 276)

The Defense Base Closure and Realignment Commission's Air Force Team Leader requested that the Air Force provide results of all analyses performed regarding the hospital realignment alternatives provided by the Medical Joint Cross Service Group. He also requested documentation of the overall feasibility, cost, quality, and access implications of the alternatives, and the specific reasons why the Air Force did not adopt the JCSG alternatives.

We performed no in-depth analyses (cost, quality, access, etc.) on the JCSG for MTF's alternatives. As indicated in SAF/MII's memo to the Chairman of the Medical JCSG (atch 1), the methodology appeared reasonable and consistent with our internal process; however, it was quite premature to pursue these downsizing alternatives. Alternatives were based on current base structure, not the proposed structure inclusive of the 1995 base realignment and closure (BRAC) recommendations. We recommended rerunning the model with improvements and incorporating the 1995 BRAC recommendations to determine candidates which would then generate dialogue between Services and DoD on how best to meet the needs of our beneficiaries.

In addition, we remain extremely concerned that MTF-specific inclusions as BRAC actions that downsize hospitals to clinics may unreasonably limit future flexibility. Flexibility is important if we are to implement our TRICARE initiatives and delivery of healthcare to all beneficiaries. Instead we strongly advocate our progressive efforts to rightsize and sculpt the future Air Force Medical Service based on our primary mission, readiness, TRICARE, strategic resourcing, and best business practices. The point paper and accompanying briefing slides at attachment 2 address these issues in greater detail.

If you have any questions or concerns, please don't hesitate to contact my point of contact for BRAC, Capt Davis, HQ USAF/SGMM, DSN 297-5550.

  
CHARLES H. ROADMAN II  
Major General, USAF, MC  
Deputy Surgeon General

2 Attachments

1. SAF/MII Memo, 29 Dec 94
2. Point Paper





DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC 20330-1000

DEC 29 1994

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS-SERVICE GROUP

FROM: SAF/MI

SUBJECT: BRAC 95 Joint Cross Service Group for Military Treatment Facilities (MTFs) and Graduate Medical Education (GME) Revised Alternative (Your Memo, 5 Dec 94)

We have reviewed your closure and realignment alternatives for MTFs. The methodology appears reasonable and consistent with our internal process. However, your candidate list raises issues which bear considerable analysis regarding the impact on Air Force line operations. Since these alternatives are based on the current base structure, it would be premature to pursue these downsizing alternatives at this time. Instead, since medical treatment facilities will be closed generally at installations identified for closure by the Military Departments, we recommend that you rerun your model once this information is known. At that time we could consider any additional downsizing alternatives that may result.

Additionally, we are concerned that inclusion as BRAC actions of alternatives that merely downsize hospitals to clinics may unreasonably limit future flexibility. Unlike stand alone hospitals, such actions do not normally meet BRAC civilian personnel thresholds. As a result, implementation of these recommendations should remain outside the BRAC process, so that potential revisions of these actions may be taken without congressional actions to reverse a BRAC-directed downsizing.

Attached you will find a functional assessment of the methodology and the alternatives. We applaud your efforts and obvious interservice cooperation.

JAMES F. BOATRIGHT  
Deputy Assistant Secretary of the Air Force  
(Installations)

Attachment:  
Functional Assessment

atsh



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE



16 Dec 94

MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS SERVICE GROUP

FROM: AF/SG

SUBJECT: Functional Assessment of Medical JCSG Alternatives (Your Memo, 5 Dec 94)

We have analyzed the closure and realignment alternatives for MTFs as recommended by the Medical JCSG. As an overview comment, we believe proceeding with analysis of this list is premature as we don't know the impact of the Service BRAC recommendations. However, for discussion purposes, we would offer the following comments.

a. Overall, we have concern with some aspects of the model, but believe with enhancements, it could be a useful screening tool for identifying opportunities for consolidation of medical resources. Enhancements include correcting the excessive flow of GME beds to OCONUS, disallowing binary constraints to keep a facility open at medical center level, and verifying that MTF data accurately reflect reality.

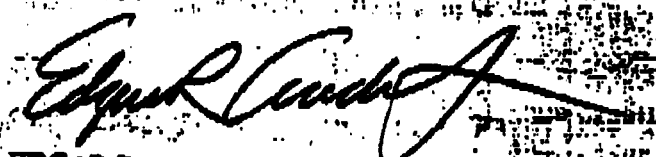
b. Another concern is the impact on our TRICARE initiatives and delivery of healthcare to all beneficiaries. We need to discuss among the Services' Surgeons General how we will ensure availability of resources—staffing and funding—to support TRICARE. Deleting medical centers and a number of community hospitals would appear to hamper our plans for ensuring quality, cost-effective care for our beneficiaries.

c. As to specific feedback on the alternatives included in this initial list, we have concerns about all of the candidates. With dialogue, some of these concerns could be resolved. Four of the alternatives (Shaw, Langley, Lackland, and USAF Academy) have readiness or other Service-specific mission implications. Three of the alternatives (Sheppard, Scott and Wright-Patterson) rely on use of civilian medical resources for inpatient care. As a concept, this has potential, but more extensive evaluation of availability by product-line is required. The last candidate, Reese, is a test location where we are evaluating closure of inpatient care, which has local base, community, and Congressional support. We want to preserve the ability to continue this test, keeping our options open to size the medical asset to best fit the mission requirement.

This first set of alternatives provides some insight into the usefulness of the model to identify opportunities for reducing medical infrastructure. However, the model output should be used as a candidate-generator, not a decision maker.

I recommend updating the inputs after the Service realignment and closure lists are available in Jan 95. Consider removing the model with improvements and using the output to generate dialogue between the Services and DoD as to how best to meet the needs of our beneficiary population.

My POC is CMSgt DaMaz, AF/SGMM, DSN 297-5550.



EDGAR R. ANDERSON, JR.  
Lieutenant General, USAF, MC  
Surgeon General

## POINT PAPER

ON

## JOINT CROSS SERVICE GROUP (JCSG) FOR MTF AND GME FOR BRAC 95

## PURPOSE

- Provide information about basic operations and recommendations from Medical JCSG to prepare Air Force leadership for upcoming testimony with the BRAC commissioners

## BACKGROUND

- DepSECDEF established JCSGs in five areas with medical as one (UPT, Labs, Depots, Economic Impact)
  - In response to '93 Commission's Report that DoD improve health care operations and cost effectiveness, ensure that accessible health care is available to remaining beneficiaries at closure and realignment sites, take an active role in identifying medical facility consolidations or closures, and continue pursuing formalized sharing agreements with VA and private sector hospitals
    - DoD developed comprehensive managed care program called TRICARE
      - Regional managed care program that brings together the health care delivery systems of the military services, as well as CHAMPUS
      - TRICARE designed to improve beneficiary access, assure affordable and high quality care
  - Develop guidance for DoD component conduct of cross-service analyses and recommend additional cross-service closure or realignment alternatives for consideration by Services
  - Enhance opportunities for consideration of cross-service tradeoffs and multi-Service use of remaining infrastructure
- Primary tool used in developing medical alternatives for consideration by Services was DoD approved Fixed Integer Linear Programming Model
  - Model incorporated characteristics based on charter to minimize excess capacity and maintain high quality facilities within the Military Health Services System
    - Ensured MTFs located at sites with significant active duty and family members remained open
    - Used operating beds as gross primary capacity measure and maintained minimum number of wartime beds based on most recent defense guidance
    - Bed demand generated on acute care and medical center requirements using beneficiary specific FY 94 direct care inpatient rates
    - Medical center beds allocated in CONUS to east and west of Mississippi River based on requirements generated within those areas
    - Binary constraints also built into model to keep open a medical facility
      - Underserved primary care areas

Capt Davis/AF/SGMM/(202)767-5550/6 Apr 95

- 
- Insufficient acute care beds in the community
    - Less than 2 accredited acute care medical facilities
    - When supporting 25,000 active duty and family members
  - In overlapping catchment areas, model flows patients to consolidate inpatient care
  - JCSG for medical provided a list of realignment and closure alternatives to SAF/MII 5 Dec 94
    - 16 medical candidates for realignment and closure: 6 Army, 2 Navy, and 8 Air Force
      - One Army alternative was for complete closure (Fitzsimons Army Medical Center (AMC))
    - AF/SG's reservations about results (see AF/SG Memo, 16 Dec 94 and SAF/MII Memo, 29 Dec 94 attached)

- AF/SG's reservations about results (see AF/SG Memo, 16 Dec 94 and SAF/MII Memo, 29 Dec 94 attached)
- Premature - results were based on current force structure, no BRAC 95 Services' input
- Some inconsistencies/problems with the model
  - GME beds inappropriately flowed from CONUS to OCONUS; patient flow across Pacific to Tripler from the western US
  - Model constraints inappropriately applied to medical centers; did not recognize downsizing consideration to community hospital (bedded facility versus clinic)
  - Gross results based on gross measures; did not consider product-lines, cost effectiveness, and our number one mission - readiness, such as first deployer and air transportable hospital missions
  - Model ran before Service's base closure and realignment nominees could be incorporated or dropped
- Concern about writing medical realignment (downsizing) into BRAC law reduces our flexibility to rightsize
- Concern about negative impact to TRICARE initiatives
- Of all Air Force candidates, one appears viable, others have impact on readiness, wing mission, and costs
  - Reese MTF implemented two year test of ambulatory care center in 1994
  - Scott Medical Center downsized to community hospital although name did not change (political issue)
- AF/SG prefers flexible "rightsizing initiatives" to sculpt future Air Force medical force versus placing direction in BRAC law (see attached briefing slides and supporting justification)
  - Small hospital working groups
  - OB task force
  - Strategic resourcing
  - Ambulatory care shift, joint staffing arrangements, and AF/VA sharing
  - AF Medical Service rightsizing task force will quantify future size of service

**RECOMMENDATION**

- Information to be used by senior Air Force leadership's preparation for upcoming BRAC hearings

2 Attachments

1. SAF/MII Memo, 29 Dec 94 with atch
2. Briefing slides

JAN-03-1995 08:58 FROM HQ USAF REALIGN AND TRANS TO \*78-5224047366 P.002/004



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC 20330-1000

DEC 29 1994

OFFICE OF THE ASSISTANT SECRETARY

**MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS-SERVICE GROUP**

**FROM: SAF/MII**

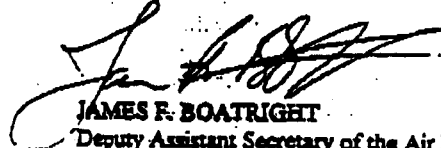
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Attached you will find a functional assessment of the methodology and the alternatives. We applaud your efforts and obvious interservice cooperation.



**JAMES F. BOATRIGET**  
Deputy Assistant Secretary of the Air Force  
(Installations)

Attachment:  
Functional Assessment

*attn: J*



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE



16 Dec 94

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SUBJECT: Functional Assessment of Medical JCSG Alternatives (Your Memo, 5 Dec 94)

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My POC is CMSgt DuMez, AF/SGMM, DSN 297-5550.



EDGAR R. ANDERSON, JR.  
Lieutenant General, USAF, MC  
Surgeon General





# AIR FORCE MEDICAL SIZING

**Brig Gen Michael K. Wyrick**  
**Director, Medical Programs and Resources**  
**Office of the Surgeon General**

7 February 1995

atkh2



- Introduction

- Reason: BRAC About To Be Signed Into Law. Options Could Impact Rightsizing Flexibility
- Purpose: To Identify Air Force Medical Rightsizing Initiatives
- Bottom Line: Not Necessary to Write Medical Facility Changes Into BRAC Law



- Overview
  - Environmental Assessment
  - Methods
  - Impacts
  - Conclusion



# ENVIRONMENTAL ASSESSMENT

- ◆ Defense Guidance
- ◆ Federal Budget Reduction
- ◆ PBD Actions
- ◆ Sizing the AFMS
- ◆ Roles and Missions
- ◆ BRAC

- ◆ "733 Study"
- ◆ Health Care Reform
- ◆ Uniform Benefit
- ◆ OASD(HA) Letter to Senate (17 Aug 94)
- ◆ OMNIBUS Legislation
- ◆ Leadership, Strategic Management, Business Case Analysis
- ◆ Objective Medical Group



# METHOD

- Small Hospital Working Groups
- OB Task Force
- Strategic Resourcing
- Rightsizing Initiatives
- BRAC 95/Medical Joint Cross Service Group
- AFMS Rightsizing Task Force



# METHOD

---

- **Small Hospital Working Groups**
  - **Air Force**
    - **Comprehensive Market Analysis by Base (CONUS)**
      - Demand for Inpatient Services by Product Line
      - Cost, Quality, and Access of Community Resources
      - Impact on Readiness Mission
  - **OASD(HA)**
    - **Evaluated MTFs Under 50 Beds in CONUS/Alaska**



# IMPACT

- **Small Hospital Working Groups**
    - **Air Force: 33 of 54 CONUS MTFs Evaluated**
      - **Realign Hospitals to Ambulatory Care Centers**
        - Done: McConnell (6), Reese (4), McGuire (20)
        - Evaluating: Maxwell (30), Laughlin (5), Columbus (5), Patrick (15)
      - **Modifying Emergency Room Services**
        - Done: 18 Bases
        - Evaluating: Hill, F.E. Warren
    - **OASD(HA): Evaluated 57 Small DoD Hospitals**
      - **Recommended 15 Air Force MTFs for Further Study**
        - McGuire\*, Reese\*, Beale, Columbus, Davis-Monthan, Fairchild, Little Rock, McClellan, Moody, Patrick, Robins, Seymour-Johnson, Griffiss\*\*, Plattsburgh\*\*, Sawyer\*\*
- \* Rightsized    \*\*BRAC III Sites**



# METHOD

- OB Task Force
  - Comprehensive Business Case Evaluation
    - Demand for Obstetric Services by Base
    - Availability and Quality of Community Resources
    - Costs and Access
    - Impact on Readiness
  - Evaluate Alternative Staffing Options
  - Evaluate Alternative Delivery Models





# IMPACT

---

- OB Task Force
  - 40 OB Services Considered (CONUS/OS)
  - Obstetric and Nursery Service Closures
    - Done: March, McClellan, Beale
    - Waiting DoD Approval: Fairchild
    - Evaluating: Barksdale, Luke, Moody, Dyess, Sheppard, Lajes, Laughlin, Hill



# METHOD

---

- **Strategic Resourcing**
  - **Business Case Analysis**
    - **Population Based, Demand Projection**
    - **Make Vs Buy Decision by MTF by Product-Line**
    - **Reshaping Future Medical Force**
      - **Focus Toward Managed Care**
      - **Shift to Ambulatory Surgery**



# IMPACT

---

- Strategic Resourcing
  - FY 95: 7% Reduction in Manpower Requirements
  - FY 96: Two Major Commands Requirements Below FY 95 Funded Authorizations
    - Overall 3% Reduction

# METHOD



- Rightsizing Initiatives
  - Ambulatory Care
  - Joint Staffing
  - AF/VA Sharing



# IMPACT

---

- Rightsizing Initiatives
  - Ambulatory Care Shift
    - Reduced Operating Beds
      - Dropped 700 Beds in 1994
      - 350 Bed Projected Decrease in 1995

# IMPACT



- Rightsizing Initiatives (Cont'd)
  - Joint Staffing
    - Currently - Landstuhl, Camp Lester
    - Considering - Charleston, Tripler
  - AF/VA Sharing
    - VA Host - Kirtland, Davis-Monthan (Temporary)
    - AF Host - Travis, Nellis, Minot, Elmendorf
    - Joint Construction - Elmendorf
    - Considering - Patrick

# METHOD



- BRAC
  - Air Force
    - MTFs at Affected Bases Close
- Medical JCSG
  - Linear Model Developed
    - Tri-Service Input



# IMPACT

---

- **BRAC**
  - **Air Force**
    - 21 Air Force Bases Closed or Realigned
    - Previous BRAC Rounds Have Reduced Manpower By 9 Percent Since FY 93
- **Medical JCSG**
  - **Model**
    - Provided a Force Evaluation Method
    - Produced Alternative Futures



# METHOD



- AFMS Rightsizing Task Force
  - Purpose: To Quantify Future Size Of AFMS
  - Active Duty Medical Service
  - Role Of Aeromedical Evacuation
  - Role Of Air Reserve Components
  - Readiness Policies
  - Lead Agent Vs MAJCOMS

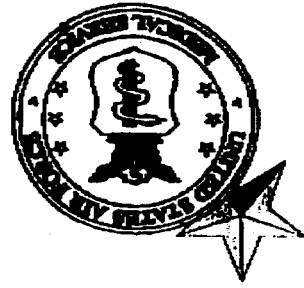


# SUMMARY

## MEDICAL FORCE SIZING IMPACT FY 94-96

<u>Method</u>	<u>Impact</u>
Small Hospital Working Group	3 Hospitals Downsized to Clinics; 4 More Being Evaluated; 18 ERs Modified
OB Task Force	3 OB Services Closed; 1 Waiting Approval 8 Services Being Evaluated for Closure
Strategic Resourcing/BCA	10% Manpower Requirements Reduction in 2 FYs
Rightsizing:	
Ambulatory Care Shift	1,050 Operating Beds Reduced in Past 2 Years
Joint Staffing	At 5 MTFs; 2 More MTFs Being Evaluated
AF/VA Sharing	6 Sharing Arrangements; Another Pending
BRAC I, II, III	21 Air Force Bases Closed/Realigned
AFMS Medical Force Review	In Progress; ECD: May 95

# CONCLUSION



- AF Rightizing Outside of BRAC Process
- If Installation Closes, MTF Will Close
- Not Necessary to Include Medical
- Rightizing Initiatives In BRAC Law



- **Shaw Hospital**

- **Readiness Mission**
  - **First Deployer Role with ATH Responsibility**
  - **Integral to 20th Fighter Wing**
- **Rural Medicine**
  - **10 Miles from Sumter, SC**
  - **At Least 30 Minute Drive to Moncrief Hospital, Fort Jackson**
  - **30,000 Beneficiary Population**
- **Strategic Resourcing/BCA will Rightsize MTF in Future**
- **Political Impact (South Carolina)**




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## • Sheppard Hospital

- Health Care Services
  - Civilian Health Care Resources Limited
    - Insufficient Beds to Shift Work From Sheppard to Community
    - Binary in Model Should Have Triggered
    - Cost of Civilian Care Could Be Significant, Negative Factor
  - Large Mental Health Referral Center
  - Inpatient Alcohol Rehab Center (ARC)
- Operating Beds Increased by 15 in Past Year
  - Additional Growth Forecasted With More Missions (Schools) Moving Into Sheppard Due to Realignments and Closures
- Connection with School House (Enlisted Training) and MTF
- Readiness Mission Supports Large Contingency Hospital 2



- 
- **Wilford Hall Medical Center**
    - **Bed Capacity of One Mainframe (BAMC) Inadequate to Serve Combined Patient Population**
      - **Total Combined Operating Beds Required - 897**
        - **WHMC - 530; BAMC - 367**
      - **BAMC Bed Capacity is 450**
    - **Added Responsibilities of TRICARE/Lead Agent**
    - **Single Air Force Point for Basic Military Training**
      - **Approximately 35,000 Inductees Trained Annually**
    - **Flying Ambulance Surgical Teams (FAST)**
    - **Mission Support to AFSOC**
    - **DoD STS for Transplants**



- 
- Air Force Academy
    - Negative Impact on Cadet Mission
      - Cadet Lost Time Increased Due to Loss of Specialty Providers




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• Other Candidates

- Scott
  - World-Wide Aeromedical Evacuation Role
- Wright-Patterson
  - TRICARE Lead Agent for DoD Region V
- Langley
  - Readiness Mission - First Deployer Role with ATH Responsibility and Integral to 1st Fighter Wing
- Reese
  - Ambulatory Surgery Center Demonstration Site



# COMMISSION TASKING

## SPECIAL ASST TO THE CHIEF OF STAFF FOR REALIGNMENT & TRANSITION AF/RT TASKER/ROUTING SHEET

SUBJECT: AFMED JCSG ANALYSES

SUSPENSE: 7 April

DATE: 27 MAR

AF/RT CONTROL #: 276

### ROUTING

GENERAL BLUME

\*  
COORD

AF/RTR

\*  
\_\_\_\_\_

Rec'd 27/1015 MAR 95 by

LT COL TRIPP

\_\_\_\_\_ - 297-6208 AF/RTT

ACTION OFFICER:

FAX 202 767-6208  
GAT Jim Davis /SGHM

### ACTION REQUIRED

INFORMATION AND/OR FILE

RT

APPROPRIATE ACTION/COORD

PREPARE FOR AF/RT SIGNATURE/COORD

RESPOND DIRECT WITH COPY TO AF/RT

PREPARE COMMENTS AND RECOMMENDATIONS

PREPARE POINT PAPER

PROVIDE BRIEFING

FOR ALL CONGRESSIONALS, PLEASE PROVIDE COPIES TO  
MAJ D'EUFEMIA FOR HER SCAN FILE  
and MAJOR SHAPIRO

RETURN THIS SHEET TO LT COL TRIPP

REMARKS:

Reference Commission  
letter 20 Mar tasker 950 321-  
in <sup>RT</sup> cover letter. attach  
original tasking. comment on  
whether this is certified data  
or not. (For RT sig)

COORD WITH:

COPIES TO: RT FILE ①

HILL ① RT Library ①

senate ①

OSD BRAC office ①

Commission ②

6-0504

REQUESTER: CIRILLO DBCRC

BE SURE TO INCLUDE THIS FORM WITH YOUR RESPONSE. CLEAR THE  
SUSPENSE WITH LT COL TRIPP, AF/RT, 38678, IF ANSWERED VERBALLY.  
CONTACT THIS OFFICE IF CHANGES ARE REQUIRED.

7 copies



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

*Rec in mail  
27mar*

**Major General Jay Blume**  
Special Assistant for Base Realignment and Transition  
1670 Air Force Pentagon  
Washington, D.C. 20330-1670

Please refer to this number  
when responding 950.321-13

Dear General Blume:

I request that the Air Force provide the results of all analyses performed regarding the hospital realignment alternatives provided to the Air Force by the Medical Joint Cross Service Group, as well as any other analyses performed by the Air Force of potential hospital closures or realignments.

Included should be documentation of the overall feasibility, cost, quality, and access implications of the alternatives, and the specific reasons why the Air Force did not adopt the JCSG alternatives. This information should specifically address, though not be limited to, the analysis referred to on attachment 1, page 4 of the 13 December BCEG meeting minutes (copy enclosed). The Commission needs this information not later than April 7, 1995 in order to complete its analysis of the Joint Cross Service Group alternatives.

Thank you for your assistance and cooperation in this matter.

Sincerely,

Francis A. Cirillo Jr., PE  
Air Force Team Leader

Enclosure



9 JAN 1995

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR RECORD

FROM: SAF/MII

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting

The AF/BCEG meeting was convened by Mr Boatright, SAF/MII, at 1030 hours on 13 December 1994, in Room 5D1027, the Pentagon. The following personnel were in attendance:

a. AF/BCEG members:

Mr. Boatright, SAF/MII, Co-Chairman  
Maj Gen Blume, AF/RT, Co-Chairman  
Mr. Beach, SAF/FM  
Mr. McCall, SAF/MIQ  
Maj Gen McGinty, AF/DPP  
Mr. Orr, AF/LGM  
Mr. Durante, SAF/AQX  
Mr. Kuhn, SAF/GCN  
Brig Gen Weaver, NGB/CF  
Brig Gen Bradley, AF/RE

b. Other key attendees:

Col Mayfield, AF/RTR  
Col Walters, AF/PE  
Col Pease, AF/XOOA  
Col Renton, SAF/MII  
Lt Col Black, AF/RTR  
Lt Col Kring, NGB  
Mr. Reinertson, AF/CEP  
Maj Richardson, AF/RTR  
CMSgt Dumez, AF/SGM

The meeting was called to order by Mr. Boatright. He discussed the problems associated with meeting the January 3, 1995, deadline imposed by OSD for preliminary candidates for closure or realignment.

CMSgt Dumez, AF/SGM, presented the alternatives developed by the Medical JCSG, using the slides at Atch 1. There was great concern that the alternatives were developed prematurely, since any decisions should reflect the BRAC 95 basing changes. In addition, the



BCEG CLOSE HOLD

**Base Closure Executive Group**

# **JOINT CROSS-SERVICE GROUP FOR MTFs AND GME**

MEDICAL JCSG

BCEG CLOSE HOLD

1 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

# **MEDICAL JCSG**

- GROUP MEMBERSHIP
- GOAL - REDUCE MEDICAL INFRASTRUCTURE
- METHODOLOGY
- RESULTS/RECOMMENDATIONS

BCEG CLOSE HOLD

2 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

## **MEDICAL JCSG**

- **GROUP MEMBERSHIP**
  - **CHAIRMAN - Dr (Adm) Edward Martin, OASD(HA)**
  - **SERVICES REPRESENTATIVES**
  - **PA&E**
  - **JCS/J-4 (MEDICAL)**
  - **COMPTROLLER**
  - **DASD/ECONOMIC REINVEST & BRAC**
  - **DoD IG**

BCEG CLOSE HOLD

3 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

## **MEDICAL JCSG**

- **GOAL**
  - **Determine if DoD medical infrastructure for inpatient capacity exceeds requirement**
  - **Provide candidates for realignment or closure**

BCEG CLOSE HOLD

4 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- **METHODOLOGY**
  - **Categorized MTFs**
    - Medical Centers
    - Community Hospitals
    - Clinics
  - **Functional Value**
    - Patient Population
    - Civilian Medical Resources
    - MTF Physical Plant
    - Contingency Factors
    - Civilian Cost Comparison

BCEG CLOSE HOLD

5 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- **METHODOLOGY Continued**
  - Data Collected, Validated by SG, and Checked by Service Audit Agencies and DoD IG
  - **Linear Programming Model Used**
    - Reduce excessive capacity
    - Maintain average functional value system-wide
    - Maintain expanded beds to meet Service wartime and DoD peacetime requirements

BCEG CLOSE HOLD

6 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- RESULTS
- Based on Current Force Size
  - Excess capacity (operating beds) identified
  - 16 medical candidates for realignment or closure
    - 6 Army
    - 2 Navy
    - 8 AF
      - 2 Medical Centers
      - 6 Hospitals
      - No Complete Closures

BCEG CLOSE HOLD

7 12/15/64



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- AF Candidates
  - Reese - Demonstration Test Now
  - Shaw - Readiness issue
  - Langley - Readiness issue
  - USAF Academy - Cadet Mission
  - Sheppard - Question Cost-Effectiveness
  - Scott - Question Cost-Effectiveness
  - Wright-Patterson - Question Cost-Effectiveness
  - Lackland - Significant issues

BCEG CLOSE HOLD

8 12/15/64



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- Concerns
  - Write medical realignment into law?
  - Real savings under BRAC?
  - Impact to mission, morale?
  - Flaws in the model

BCEG CLOSE HOLD

9 12/15/04



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- Recommendation
  - Support any site if AF closure candidate
  - Support Reese as a continued demonstration site
  - Defer all others until after Services closure inputs analyzed

BCEG CLOSE HOLD

10 12/15/04



# Document Separator



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC

*Response to*  
*950321-3*

11 APR 1995

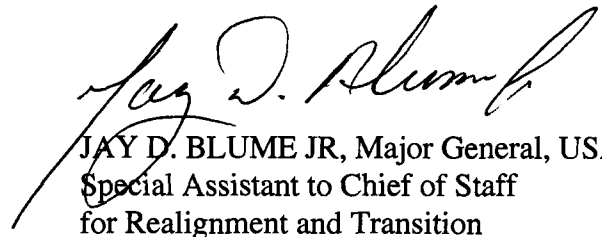
MEMORANDUM FOR BASE CLOSURE COMMISSION (Mr Frank Cirillo)

FROM: HQ USAF/RT  
1670 Air Force Pentagon  
Washington, DC 20330-1670

Reference to file number  
950321-3

SUBJECT: Response to Request for Air Force Analyses of Medical Joint Cross-Service Group Alternatives

Attached is the Air Force response to your March 20, 1995 request for Air Force Analyses of Medical Joint Cross-Service Group Alternatives.

  
JAY D. BLUME JR, Major General, USAF  
Special Assistant to Chief of Staff  
for Realignment and Transition

3 Tabs

1. AF/SG Formal Response to Commission Request
2. Formal Response to MJCSG Alternatives
3. Point Paper and Slides

1  
2  
3

4

1

2



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE



10 APR 1995

MEMORANDUM FOR AF/RT

FROM: HQ USAF/SG


SUBJECT: Air Force Medical Joint Cross-Service Group (JCSG) Analyses (AF/RT # 276)

The Defense Base Closure and Realignment Commission's Air Force Team Leader requested that the Air Force provide results of all analyses performed regarding the hospital realignment alternatives provided by the Medical Joint Cross Service Group. He also requested documentation of the overall feasibility, cost, quality, and access implications of the alternatives, and the specific reasons why the Air Force did not adopt the JCSG alternatives.

We performed no in-depth analyses (cost, quality, access, etc.) on the JCSG for MTF's alternatives. As indicated in SAF/MII's memo to the Chairman of the Medical JCSG (atch 1), the methodology appeared reasonable and consistent with our internal process; however, it was quite premature to pursue these downsizing alternatives. Alternatives were based on current base structure, not the proposed structure inclusive of the 1995 base realignment and closure (BRAC) recommendations. We recommended rerunning the model with improvements and incorporating the 1995 BRAC recommendations to determine candidates which would then generate dialogue between Services and DoD on how best to meet the needs of our beneficiaries.

In addition, we remain extremely concerned that MTF-specific inclusions as BRAC actions that downsize hospitals to clinics may unreasonably limit future flexibility. Flexibility is important if we are to implement our TRICARE initiatives and delivery of healthcare to all beneficiaries. Instead we strongly advocate our progressive efforts to rightsize and sculpt the future Air Force Medical Service based on our primary mission, readiness, TRICARE, strategic resourcing, and best business practices. The point paper and accompanying briefing slides at attachment 2 address these issues in greater detail.

If you have any questions or concerns, please don't hesitate to contact my point of contact for BRAC, Capt Davis, HQ USAF/SGMM, DSN 297-5550.

  
CHARLES H. ROADMAN II  
Major General, USAF, MC  
Deputy Surgeon General

2 Attachments

1. SAF/MII Memo, 29 Dec 94
2. Point Paper



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC 20330-1000

DEC 29 1994

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS-SERVICE  
GROUP

FROM: SAF/MI

SUBJECT: BRAC 95 Joint Cross Service Group for Military Treatment Facilities  
(MTFs) and Graduate Medical Education (GME) Revised Alternative  
(Your Memo, 5 Dec 94)

We have reviewed your closure and realignment alternatives for MTFs. The methodology appears reasonable and consistent with our internal process. However, your candidate list raises issues which bear considerable analysis regarding the impact on Air Force line operations. Since these alternatives are based on the current base structure, it would be premature to pursue these downsizing alternatives at this time. Instead, since medical treatment facilities will be closed generally at installations identified for closure by the Military Departments, we recommend that you rerun your model once this information is known. At that time we could consider any additional downsizing alternatives that may result.

Additionally, we are concerned that inclusion as BRAC actions of alternatives that merely downsize hospitals to clinics may unreasonably limit future flexibility. Unlike stand alone hospitals, such actions do not normally meet BRAC civilian personnel thresholds. As a result, implementation of these recommendations should remain outside the BRAC process, so that potential revisions of these actions may be taken without congressional actions to reverse a BRAC-directed downsizing.

Attached you will find a functional assessment of the methodology and the alternatives. We applaud your efforts and obvious interservice cooperation.



JAMES F. BOATRIGHT

Deputy Assistant Secretary of the Air Force  
(Installations)

Attachment:

Functional Assessment

Atch



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE



16 Dec 94

MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS SERVICE GROUP

FROM: AF/SG

SUBJECT: Functional Assessment of Medical JCSG Alternatives (Your Memo, 5 Dec 94)

We have analyzed the closure and realignment alternatives for MTFs as recommended by the Medical JCSG. As an overview comment, we believe proceeding with analysis of this list is premature as we don't know the impact of the Service BRAC recommendations. However, for discussion purposes, we would offer the following comments.

a. Overall, we have concern with some aspects of the model, but believe with enhancements, it could be a useful screening tool for identifying opportunities for consolidation of medical resources. Enhancements include correcting the excessive flow of GME beds to OCONUS, disallowing binary constraints to keep a facility open at medical center level, and verifying that MTF data accurately reflect reality.

b. Another concern is the impact on our TRICARE initiatives and delivery of healthcare to all beneficiaries. We need to discuss among the Services' Surgeons General how we will ensure availability of resources—staffing and funding—to support TRICARE. Deleting medical centers and a number of community hospitals would appear to hamper our plans for ensuring quality, cost-effective care for our beneficiaries.

c. As to specific feedback on the alternatives included in this initial list, we have concerns about all of the candidates. With dialogue, some of these concerns could be resolved. Four of the alternatives (Shaw, Langley, Lackland, and USAF Academy) have readiness or other Service-specific mission implications. Three of the alternatives (Sheppard, Scott and Wright-Patterson) rely on use of civilian medical resources for inpatient care. As a concept, this has potential, but more extensive evaluation of availability by product-line is required. The last candidate, Reese, is a test location where we are evaluating closure of inpatient care, which has local base, community, and Congressional support. We want to preserve the ability to continue this test, keeping our options open to size the medical asset to best fit the mission requirement.

This first set of alternatives provides some insight into the usefulness of the model to identify opportunities for reducing medical infrastructure. However, the model output should be used as a candidate-generator, not a decision maker.

JAN-03-1995 08:59 FROM HQ USAF REALIGN AND TRANS TO

\*7H-92824847355 P.004/004

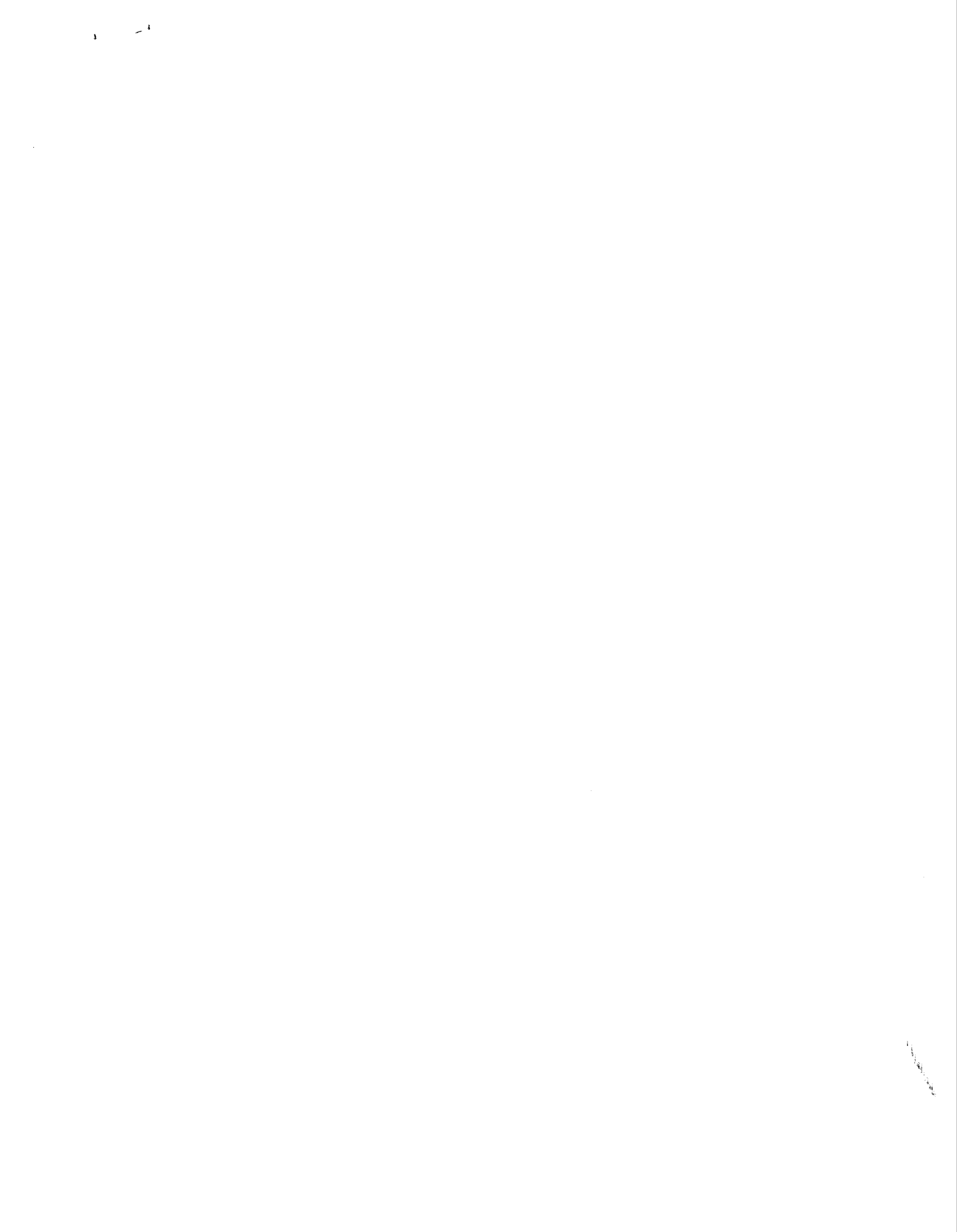
I recommend updating the inputs after the Service realignment and closure lists are available in Jan 95. Consider removing the model with improvements and using the output to generate dialogue between the Services and DoD as to how best to meet the needs of our beneficiary population.

My POC is CMSgt DuMez, AF/SGMM, DSN 297-5550.



EDGAR R. ANDERSON, JR.  
Lieutenant General, USAF, MC  
Surgeon General





## POINT PAPER

ON

## JOINT CROSS SERVICE GROUP (JCSG) FOR MTF AND GME FOR BRAC 95

## PURPOSE

- Provide information about basic operations and recommendations from Medical JCSG to prepare Air Force leadership for upcoming testimony with the BRAC commissioners

## BACKGROUND

- DepSECDEF established JCSGs in five areas with medical as one (UPT, Labs, Depots, Economic Impact)
  - In response to '93 Commission's Report that DoD improve health care operations and cost effectiveness, ensure that accessible health care is available to remaining beneficiaries at closure and realignment sites, take an active role in identifying medical facility consolidations or closures, and continue pursuing formalized sharing agreements with VA and private sector hospitals
    - DoD developed comprehensive managed care program called TRICARE
      - Regional managed care program that brings together the health care delivery systems of the military services, as well as CHAMPUS
      - TRICARE designed to improve beneficiary access, assure affordable and high quality care
  - Develop guidance for DoD component conduct of cross-service analyses and recommend additional cross-service closure or realignment alternatives for consideration by Services
  - Enhance opportunities for consideration of cross-service tradeoffs and multi-Service use of remaining infrastructure
- Primary tool used in developing medical alternatives for consideration by Services was DoD approved Fixed Integer Linear Programming Model
  - Model incorporated characteristics based on charter to minimize excess capacity and maintain high quality facilities within the Military Health Services System
    - Ensured MTFs located at sites with significant active duty and family members remained open
    - Used operating beds as gross primary capacity measure and maintained minimum number of wartime beds based on most recent defense guidance
    - Bed demand generated on acute care and medical center requirements using beneficiary specific FY 94 direct care inpatient rates
    - Medical center beds allocated in CONUS to east and west of Mississippi River based on requirements generated within those areas
    - Binary constraints also built into model to keep open a medical facility
      - Underserved primary care areas

Capt Davis/AF/SGMM/(202)767-5550/6 Apr 95

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- Insufficient acute care beds in the community
- Less than 2 accredited acute care medical facilities
- When supporting 25,000 active duty and family members
  - In overlapping catchment areas, model flows patients to consolidate inpatient care
- JCSG for medical provided a list of realignment and closure alternatives to SAF/MII 5 Dec 94
  - 16 medical candidates for realignment and closure: 6 Army, 2 Navy, and 8 Air Force
    - One Army alternative was for complete closure (Fitzsimons Army Medical Center (AMC))
  - AF/SG's reservations about results (see AF/SG Memo, 16 Dec 94 and SAF/MII Memo, 29 Dec 94 attached)

- AF/SG's reservations about results (see AF/SG Memo, 16 Dec 94 and SAF/MII Memo, 29 Dec 94 attached)
- Premature - results were based on current force structure, no BRAC 95 Services' input
- Some inconsistencies/problems with the model
  - GME beds inappropriately flowed from CONUS to OCONUS; patient flow across Pacific to Tripler from the western US
  - Model constraints inappropriately applied to medical centers; did not recognize downsizing consideration to community hospital (bedded facility versus clinic)
  - Gross results based on gross measures; did not consider product-lines, cost effectiveness, and our number one mission - readiness, such as first deployer and air transportable hospital missions
  - Model ran before Service's base closure and realignment nominees could be incorporated or dropped
- Concern about writing medical realignment (downsizing) into BRAC law reduces our flexibility to rightsize
- Concern about negative impact to TRICARE initiatives
- Of all Air Force candidates, one appears viable, others have impact on readiness, wing mission, and costs
  - Reese MTF implemented two year test of ambulatory care center in 1994
  - Scott Medical Center downsized to community hospital although name did not change (political issue)
- AF/SG prefers flexible "rightsizing initiatives" to sculpt future Air Force medical force versus placing direction in BRAC law (see attached briefing slides and supporting justification)
  - Small hospital working groups
  - OB task force
  - Strategic resourcing
  - Ambulatory care shift, joint staffing arrangements, and AF/VA sharing
  - AF Medical Service rightsizing task force will quantify future size of service

**RECOMMENDATION**

- Information to be used by senior Air Force leadership's preparation for upcoming BRAC hearings

2 Attachments

1. SAF/MII Memo, 29 Dec 94 with atch
2. Briefing slides

JAN 03-1995 08158 FROM HQ USAF REALIGN AND TRANS TO \*78-9224047356 P.002/004



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC 20330-1000

DEC 29 1994

OFFICE OF THE ASSISTANT SECRETARY

**MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS-SERVICE GROUP**

**FROM: SAF/MII**


**SUBJECT: BRAC 95 Joint Cross Service Group for Military Treatment Facilities (MTFs) and Graduate Medical Education (GME) Revised Alternative (Your Memo, 5 Dec 94)**

We have reviewed your closure and realignment alternatives for MTFs. The methodology appears reasonable and consistent with our internal process. However, your candidate list raises issues which bear considerable analysis regarding the impact on Air Force line operations. Since these alternatives are based on the current base structure, it would be premature to pursue these downsizing alternatives at this time. Instead, since medical treatment facilities will be closed generally at installations identified for closure by the Military Departments, we recommend that you rerun your model once this information is known. At that time we could consider any additional downsizing alternatives that may result.

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Attached you will find a functional assessment of the methodology and the alternatives. We applaud your efforts and obvious interservice cooperation.



**JAMES F. BOATRIGHT**  
Deputy Assistant Secretary of the Air Force  
(Installations)

Attachment:  
Functional Assessment

*Atch 1*



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE



16 Dec 94

MEMORANDUM FOR THE CHAIRMAN, MEDICAL JOINT CROSS SERVICE GROUP

FROM: AF/SG

SUBJECT: Functional Assessment of Medical JCSG Alternatives (Your Memo, 5 Dec 94)

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I recommend updating the inputs after the Service realignment and closure lists are available in Jan.95. Consider running the model with improvements and using the outputs to generate dialogue between the Services and DoD as to how best to meet the needs of our beneficiary population.

My POC is CMSgt DuMex, AF/SGMM, DSN 297-5550.



EDGAR R. ANDERSON, JR.  
Lieutenant General, USAF, MC  
Surgeon General



# AIR FORCE MEDICAL SIZING

**Brig Gen Michael K. Wyrick**  
**Director, Medical Programs and Resources**  
**Office of the Surgeon General**

7 February 1995

*akh 2*



• Introduction

- Reason: BRAC About To Be Signed Into Law. Options Could Impact Rightsizing Flexibility
- Purpose: To Identify Air Force Medical Rightsizing Initiatives
- Bottom Line: Not Necessary to Write Medical Facility Changes Into BRAC Law





- Overview
  - Environmental Assessment
  - Methods
  - Impacts
  - Conclusion



# ENVIRONMENTAL ASSESSMENT

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- ◆ Defense Guidance
- ◆ Federal Budget Reduction
- ◆ PBD Actions
- ◆ Sizing the AFMS
- ◆ Roles and Missions
- ◆ BRAC
- ◆ "733 Study"
- ◆ Health Care Reform
- ◆ Uniform Benefit
- ◆ OASD(HA) Letter to Senate (17 Aug 94)
- ◆ OMNIBUS Legislation
- ◆ Leadership, Strategic Management, Business Case Analysis
- ◆ Objective Medical Group



# METHOD

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- Small Hospital Working Groups
- OB Task Force
- Strategic Resourcing
- Rightsizing Initiatives
- BRAC 95/Medical Joint Cross Service Group
- AFMS Rightsizing Task Force



# METHOD

---

- **Small Hospital Working Groups**
  - Air Force
    - Comprehensive Market Analysis by Base (CONUS)
      - Demand for Inpatient Services by Product Line
      - Cost, Quality, and Access of Community Resources
      - Impact on Readiness Mission
  - OASD(HA)
    - Evaluated MTFs Under 50 Beds in CONUS/Alaska



# IMPACT

- Small Hospital Working Groups
  - Air Force: 33 of 54 CONUS MTFs Evaluated
    - Realign Hospitals to Ambulatory Care Centers
      - Done: McConnell (6), Reese (4), McGuire (20)
      - Evaluating: Maxwell (30), Laughlin (5), Columbus (5), Patrick (15)
    - Modifying Emergency Room Services
      - Done: 18 Bases
      - Evaluating: Hill, F.E. Warren
  - OASD(HA): Evaluated 57 Small DoD Hospitals
    - Recommended 15 Air Force MTFs for Further Study
      - McGuire\*, Reese\*, Beale, Columbus, Davis-Monthan, Fairchild, Little Rock, McClellan, Moody, Patrick, Robins, Seymour-Johnson, Griffiss\*\*, Plattsburgh\*\*, Sawyer\*\*

\* Rightsized \*\*BRAC III Sites



# METHOD

- OB Task Force
  - Comprehensive Business Case Evaluation
    - Demand for Obstetric Services by Base
    - Availability and Quality of Community Resources
    - Costs and Access
    - Impact on Readiness
  - Evaluate Alternative Staffing Options
  - Evaluate Alternative Delivery Models



# IMPACT

---

- **OB Task Force**
  - 40 OB Services Considered (CONUS/OS)
  - Obstetric and Nursery Service Closures
    - Done: March, McClellan, Beale
    - Waiting DoD Approval: Fairchild
    - Evaluating: Barksdale, Luke, Moody, Dyess, Sheppard, Lajes, Laughlin, Hill



# METHOD

---

- **Strategic Resourcing**
  - **Business Case Analysis**
    - **Population Based, Demand Projection**
    - **Make Vs Buy Decision by MTF by Product-Line**
    - **Reshaping Future Medical Force**
      - **Focus Toward Managed Care**
      - **Shift to Ambulatory Surgery**





# IMPACT

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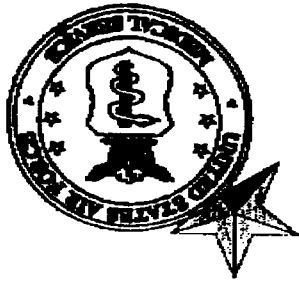
- **Strategic Resourcing**
  - **FY 95: 7% Reduction in Manpower Requirements**
  - **FY 96: Two Major Commands Requirements Below FY 95 Funded Authorizations**
    - **Overall 3% Reduction**

# METHOD



- Rightsizing Initiatives
  - Ambulatory Care
  - Joint Staffing
  - AF/VA Sharing

# IMPACT



- Rightsizing Initiatives

- Ambulatory Care Shift

- Reduced Operating Beds

- Dropped 700 Beds in 1994

- 350 Bed Projected Decrease in 1995

# IMPACT



- Rightsizing Initiatives (Cont'd)
  - Joint Staffing
    - Currently - Landstuhl, Camp Lester
    - Considering - Charleston, Tripler
  - AF/VA Sharing
    - VA Host - Kirtland, Davis-Monthan (Temporary)
    - AF Host - Travis, Nellis, Minot, Elmendorf
    - Joint Construction - Elmendorf
    - Considering - Patrick



# METHOD

---

- BRAC
  - Air Force
    - MTFs at Affected Bases Close
- Medical JCSG
  - Linear Model Developed
    - Tri-Service Input



# IMPACT

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- **BRAC**
  - Air Force
    - 21 Air Force Bases Closed or Realigned
    - Previous BRAC Rounds Have Reduced Manpower By 9 Percent Since FY 93
- **Medical JCSG**
  - Model
    - Provided a Force Evaluation Method
    - Produced Alternative Futures



# METHOD

---

- **AFMS Rightsizing Task Force**
  - Purpose: To Quantify Future Size Of AFMS
  - Active Duty Medical Service
  - Role Of Aeromedical Evacuation
  - Role Of Air Reserve Components
  - Readiness Policies
  - Lead Agent Vs MAJCOMs

# SUMMARY



## MEDICAL FORCE SIZING IMPACT FY 94-96

Method

Impact

Small Hospital Working Group

3 Hospitals Downsized to Clinics; 4 More Being Evaluated; 18 ERs Modified

OB Task Force

3 OB Services Closed; 1 Waiting Approval

Strategic Resourcing/BCA

8 Services Being Evaluated for Closure

Rightsizing:

10% Manpower Requirements Reduction in 2 FYs

Ambulatory Care Shift

1,050 Operating Beds Reduced in Past 2 Years

Joint Staffing

At 5 MTFs; 2 More MTFs Being Evaluated

AF/VA Sharing

6 Sharing Arrangements; Another Pending

BRAC I, II, III

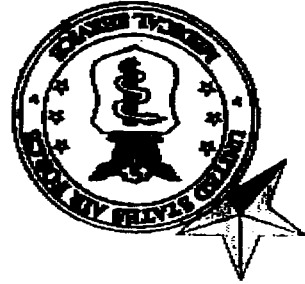
21 Air Force Bases Closed/Realigned

AFMS Medical Force Review

In Progress; ECD: May 95



# CONCLUSION



- AF Rightsizing Outside of BRAC Process
- If Installation Closes, MTF Will Close
- Not Necessary to Include Medical
- Rightsizing Initiatives In BRAC Law



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- **Shaw Hospital**

- **Readiness Mission**

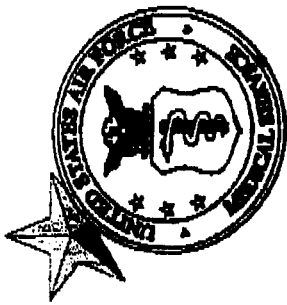
- **First Deployer Role with ATH Responsibility**
    - **Integral to 20th Fighter Wing**

- **Rural Medicine**

- **10 Miles from Sumter, SC**
    - **At Least 30 Minute Drive to Moncrief Hospital, Fort Jackson**
    - **30,000 Beneficiary Population**

- **Strategic Resourcing/BCA will Rightsize MTF in Future**

- **Political Impact (South Carolina)**




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• **Sheppard Hospital**

- Health Care Services
  - Civilian Health Care Resources Limited
    - Insufficient Beds to Shift Work From Sheppard to Community
    - Binary in Model Should Have Triggered
    - Cost of Civilian Care Could Be Significant, Negative Factor
  - Large Mental Health Referral Center
  - Inpatient Alcohol Rehab Center (ARC)
- Operating Beds Increased by 15 in Past Year
  - Additional Growth Forecasted With More Missions (Schools) Moving Into Sheppard Due to Realignments and Closures
- Connection with School House (Enlisted Training) and MTF
- Readiness Mission Supports Large Contingency Hospital 2



- 
- **Wilford Hall Medical Center**
    - **Bed Capacity of One Mainframe (BAMC) Inadequate to Serve Combined Patient Population**
      - **Total Combined Operating Beds Required - 897**
        - **WHMC - 530; BAMC - 367**
      - **BAMC Bed Capacity is 450**
    - **Added Responsibilities of TRICARE/Lead Agent**
    - **Single Air Force Point for Basic Military Training**
      - **Approximately 35,000 Inductees Trained Annually**
    - **Flying Ambulance Surgical Teams (FAST)**
    - **Mission Support to AFSOC**
    - **DoD STS for Transplants**



- Air Force Academy
  - Negative Impact on Cadet Mission
    - Cadet Lost Time Increased Due to Loss of Specialty Providers




---

• **Other Candidates**

- Scott
  - World-Wide Aeromedical Evacuation Role
- Wright-Patterson
  - TRICARE Lead Agent for DoD Region V
- Langley
  - Readiness Mission - First Deployer Role with ATH  
Responsibility and Integral to 1st Fighter Wing
- Reese
  - Ambulatory Surgery Center Demonstration Site

# COMMISSION TASKING

## SPECIAL ASST TO THE CHIEF OF STAFF FOR REALIGNMENT & TRANSITION AF/RT TASKER/ROUTING SHEET

SUBJECT: AF MED JC SG ANALYSES      SUSPENSE: 7 April  
DATE: 27 MAR      AF/RT CONTROL #: 276

### ROUTING

GENERAL BLUME X      AF/RTR X      *Rec'd 27/1015 MAR 95*  
*COORD*  
LT COL TRIPP \_\_\_\_\_      - 297-6208 AF/RTT \_\_\_\_\_  
*FAX 202 767-6208*  
ACTION OFFICER: *CAPT Jim Davis /SGTm*

### ACTION REQUIRED

- RT INFORMATION AND/OR FILE
- RT APPROPRIATE ACTION/COORD
- RT PREPARE FOR AF/RT SIGNATURE/COORD
- RT RESPOND DIRECT WITH COPY TO AF/RT
- RT PREPARE COMMENTS AND RECOMMENDATIONS
- RT PREPARE POINT PAPER
- RT PROVIDE BRIEFING

FOR ALL CONGRESSIONALS, PLEASE PROVIDE COPIES TO  
MAJ D'EUFEMIA FOR HER SCAN FILE  
and MAJOR SHAPIRO

RETURN THIS SHEET TO LT COL TRIPP

### REMARKS:

*Reference Commission  
letter 20 Mar tasker 950 321-13  
in <sup>RT</sup> cover letter. attach  
original tasking. comment on  
whether this is certified data  
or not. (For RT sig)*

### COORD WITH:

COPIES TO: RT FILE ①  
u / Hill ① RT Libram ①  
Senate ①  
CSD BRAC Office ①  
Commission ②

6-0504

REQUESTER: Cirillo DBCRC

BE SURE TO INCLUDE THIS FORM WITH YOUR RESPONSE. CLEAR THE  
SUSPENSE WITH LT COL TRIPP, AF/RT, 38678, IF ANSWERED VERBALLY.  
CONTACT THIS OFFICE IF CHANGES ARE REQUIRED.

7 copies



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

March 20, 1995

*Rec in mail  
27mar*

**Major General Jay Blume  
Special Assistant for Base Realignment and Transition  
1670 Air Force Pentagon  
Washington, D.C. 20330-1670**

**Please refer to this number  
when responding 950.321-13**

**Dear General Blume:**

I request that the Air Force provide the results of all analyses performed regarding the hospital realignment alternatives provided to the Air Force by the Medical Joint Cross Service Group, as well as any other analyses performed by the Air Force of potential hospital closures or realignments.

Included should be documentation of the overall feasibility, cost, quality, and access implications of the alternatives, and the specific reasons why the Air Force did not adopt the JCSG alternatives. This information should specifically address, though not be limited to, the analysis referred to on attachment 1, page 4 of the 13 December BCEG meeting minutes (copy enclosed). The Commission needs this information not later than April 7, 1995 in order to complete its analysis of the Joint Cross Service Group alternatives.

Thank you for your assistance and cooperation in this matter.

Sincerely,

Francis A. Cirillo Jr., PE  
Air Force Team Leader

Enclosure



CLOSE HOLD - BCEG/BCEG STAFF ONLY

DEPARTMENT OF THE AIR FORCE

WASHINGTON DC 20330-1000



9 JAN 1995

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR RECORD

FROM: SAF/MII

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting

The AF/BCEG meeting was convened by Mr Boatright, SAF/MII, at 1030 hours on 13 December 1994, in Room 5D1027, the Pentagon. The following personnel were in attendance:

a. AF/BCEG members:

Mr. Boatright, SAF/MII, Co-Chairman  
Maj Gen Blume, AF/RT, Co-Chairman  
Mr. Beach, SAF/FM  
Mr. McCall, SAF/MIQ  
Maj Gen McGinty, AF/DPP  
Mr. Orr, AF/LGM  
Mr. Durante, SAF/AQX  
Mr. Kuhn, SAF/GCN  
Brig Gen Weaver, NGB/CF  
Brig Gen Bradley, AF/RE

b. Other key attendees:

Col Mayfield, AF/RTR  
Col Walters, AF/PE  
Col Pease, AF/XOOA  
Col Renton, SAF/MII  
Lt Col Black, AF/RTR  
Lt Col Kring, NGB  
Mr. Reinertson, AF/CEP  
Maj Richardson, AF/RTR  
CMSgt Dumez, AF/SGM

The meeting was called to order by Mr. Boatright. He discussed the problems associated with meeting the January 3, 1995, deadline imposed by OSD for preliminary candidates for closure or realignment.

CMSgt Dumez, AF/SGM, presented the alternatives developed by the Medical JCSG, using the slides at Atch 1. There was great concern that the alternatives were developed prematurely, since any decisions should reflect the BRAC 95 basing changes. In addition, the

CLOSE HOLD - BCEG/BCEG STAFF ONLY



BCEG CLOSE HOLD

**Base Closure Executive Group**

# **JOINT CROSS-SERVICE GROUP FOR MTFs AND GME**

MEDICAL JCSG

BCEG CLOSE HOLD

1 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

# **MEDICAL JCSG**

- GROUP MEMBERSHIP
- GOAL - REDUCE MEDICAL INFRASTRUCTURE
- METHODOLOGY
- RESULTS/RECOMMENDATIONS

BCEG CLOSE HOLD

2 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- GROUP MEMBERSHIP
  - CHAIRMAN - Dr (Adm) Edward Martin, OASD(HA)
  - SERVICES REPRESENTATIVES
  - PA&E
  - JCS/J-4 (MEDICAL)
  - COMPTROLLER
  - DASD/ECONOMIC REINVEST & BRAC
  - DoD IG

BCEG CLOSE HOLD

3 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- GOAL
  - Determine if DoD medical infrastructure for inpatient capacity exceeds requirement
  - Provide candidates for realignment or closure

BCEG CLOSE HOLD

4 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- **METHODOLOGY**
  - **Categorized MTFs**
    - Medical Centers
    - Community Hospitals
    - Clinics
  - **Functional Value**
    - Patient Population
    - Civilian Medical Resources
    - MTF Physical Plant
    - Contingency Factors
    - Civilian Cost Comparison

BCEG CLOSE HOLD

5 12/15/94



BCEG CLOSE HOLD

Base Closure Executive Group

## MEDICAL JCSG

- **METHODOLOGY Continued**
  - Data Collected, Validated by SG, and Checked by Service Audit Agencies and DoD IG
  - **Linear Programming Model Used**
    - Reduce excessive capacity
    - Maintain average functional value system-wide
    - Maintain expanded beds to meet Service wartime and DoD peacetime requirements

BCEG CLOSE HOLD

6 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

## **MEDICAL JCSG**

- RESULTS
- Based on Current Force Size
  - Excess capacity (operating beds) identified
  - 16 medical candidates for realignment or closure
    - 6 Army
    - 2 Navy
    - 8 AF
      - 2 Medical Centers
      - 6 Hospitals
      - No Complete Closures

BCEG CLOSE HOLD

7 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

## **MEDICAL JCSG**

- AF Candidates
  - Reese - Demonstration Test Now
  - Shaw - Readiness issue
  - Langley - Readiness issue
  - USAF Academy - Cadet Mission
  - Sheppard - Question Cost-Effectiveness
  - Scott - Question Cost-Effectiveness
  - Wright-Patterson - Question Cost-Effectiveness
  - Lackland - Significant issues

BCEG CLOSE HOLD

8 12/15/94



BCEG CLOSE HOLD

**Base Closure Executive Group**

## **MEDICAL JCSG**

- Concerns
  - Write medical realignment into law?
  - Real savings under BRAC?
  - Impact to mission, morale?
  - Flaws in the model

BCEG CLOSE HOLD

9 12/15/64



BCEG CLOSE HOLD

**Base Closure Executive Group**

## **MEDICAL JCSG**

- Recommendation
  - Support any site if AF closure candidate
  - Support Reese as a continued demonstration site
  - Defer all others until after Services closure inputs analyzed

BCEG CLOSE HOLD

10 12/15/64

# Document Separator

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950321-14

FROM: SCHROEDER, PAT	TO: DIXON
TITLE: REP (CO)	TITLE: CHAIRMAN
ORGANIZATION: U. S. CONGRESS	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED:	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⓪		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER	✓		
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER	✓		
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

⓪ Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

Subject/Remarks:

IMMEDIATELY

INVITING COMMISSION TO A RECEPTION BEFORE OR AFTER SITE VISIT TO FITZSIMONS.

Due Date: 950323	Routing Date: 950321	Date Originated: 950321	Mail Date:
------------------	----------------------	-------------------------	------------



PATRICIA SCHROEDER  
1ST DISTRICT, DENVER, COLORADO

WASHINGTON OFFICE  
720R RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-0001  
(202) 225-4431

DISTRICT OFFICE:  
1000 EMERSON STREET  
DENVER, CO 80218  
(303) 866-1230

Congress of the United States  
House of Representatives  
Washington, DC 20515-0601

ARMED SERVICES COMMITTEE  
CHAIRWOMAN, SUBCOMMITTEE ON  
RESEARCH AND TECHNOLOGY  
POST OFFICE AND CIVIL  
SERVICE COMMITTEE  
JUDICIARY COMMITTEE  
CONGRESSIONAL CAUCUS FOR  
WOMEN'S ISSUES, CO-CHAIR

March 21, 1995

Please refer to this number  
when responding 950321-14

Alan Dixon  
Chairman, Defense Base  
Closure and Realignment Commission  
1700 N. Moore St.  
Arlington, VA 22209

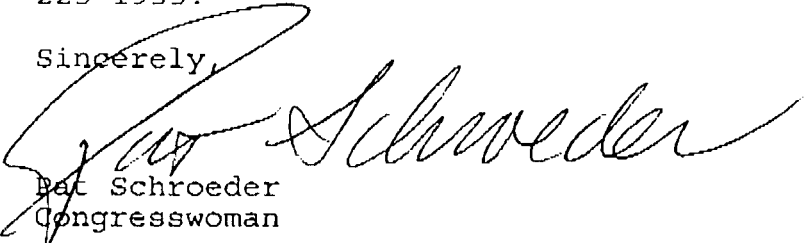
Dear Chairman Dixon:

I'm disappointed you won't be holding a regional hearing in Aurora, Colorado to consider the closure of Fitzsimons Army Medical Center.

I am happy, though, that you will be conducting a site visit. On behalf of local community leaders, I extend an invitation to join them in a small reception immediately before or after your site visit. We can coordinate details with the base commander.

Please RSVP to either my District Director, Kip Cheroutes, at (303) 866-1230 or Lisa Moreno in my Washington office at (202) 225-1955.

Sincerely,



Pat Schroeder  
Congresswoman

PS/kc



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

March 30, 1995

COMMISSIONERS:

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

The Honorable Pat Schroeder  
United States House of Representatives  
Washington, D.C. 20515

to this number

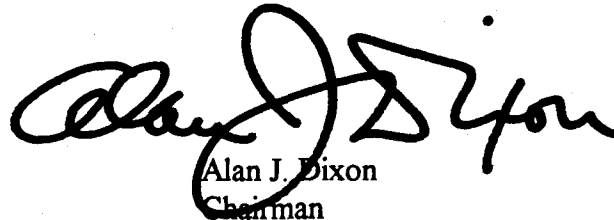
950321-1421

Dear Representative Schroeder:

Thank you for your letter inviting members of the Defense Base Closure and Realignment Commission to a reception with local community leaders either before or after their visit to Fitzsimons Army Hospital on April 13, 1995. The Commission staff will be in contact with your office in the near future to determine the best time for such an event.

Again, thank you for the kind invitation. Please do not hesitate to contact the Commission whenever you believe we can be of assistance.

Sincerely,



Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950321-14

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950321-15

FROM: BINGAMAN, JEFF	TO: CARMAN, CE CF
TITLE: SENATOR (NM)	TITLE: DIR, CONG. LIAISON
ORGANIZATION: U.S. CONGRES	ORGANIZATION: DBCRC
INSTALLATION (s) DISCUSSED: KIRTLAND AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓚ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

Ⓚ	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
X	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:  
 FORWARDING COPY OF RESPONSE CONCERNING AIR QUALITY ISSUES THAT THE AIR FORCE IDENTIFIED AS A DETERMINING FACTOR IN THE REALIGNMENT OF KIRTLAND.  
 X HANDLED PHONE CONVERSATION PER CE CE CARMAN X

Due Date:	Routing Date:	Date Originated:	Mail Date:
-----------	---------------	------------------	------------

# FAX COVER SHEET

Please refer to this number when responding 950321-15

Office of Senator Jeff Bingaman  
703 Hart Senate Office Building Washington, D.C. 20510

Please refer to this number when responding

TO:	CeCe Carman
OFFICE:	BRAC
FROM:	Joanne Oulllette
OFFICE:	Office of Senator Jeff Bingaman United States Senate Washington, DC 20510
PAGES:	, total (including cover sheet)

**Comments...**

Response we received from the state regarding the air quality issues that the Air Force has identified as a determining factor in realignment of Kirtland. The info has also been sent to GAO.

Sending to fax number: (703) 696-0550

Alb. Env. Health Dept ID:5057682600

MAR 21'95 12:18 No.001 P.02



## City of Albuquerque

P.O. BOX 1293 ALBUQUERQUE, NEW MEXICO 87103

March 20, 1995

The Honorable Jeff Bingaman  
United States Senate  
110 Hart Senate Office Building  
Washington, D.C. 20810

**SUBJECT: AIR QUALITY ISSUES RELATED TO DEPARTMENT OF DEFENSE BASE CLOSURE AND REALIGNMENT ACTIONS AFFECTING KIRTLAND AIR FORCE BASE.**

Dear Senator Bingaman:

This letter responds to your correspondence dated March 16, 1995 concerning recently released recommendations of the Department of Defense Base Closure and Realignment (BRAC) affecting Kirtland Air Force Base (AFB). We were surprised to learn that air quality has been cited as a negative determining factor regarding the ability to receive additional personnel at Kirtland AFB. I hope the following responses will be helpful in understanding air quality issues related to BRAC actions affecting Kirtland Air Force Base. The questions in your letter are repeated and answered in the order presented in your March 16 letter.

### QUESTION 1:

"What is the current status of Albuquerque's air quality with respect to the Clean Air Act requirements?"

### RESPONSE:

Bernalillo County, which encompasses Albuquerque, is currently designated as low-moderate (less than 12.7 parts per million for an eight-hour average) nonattainment for carbon monoxide. Three consecutive years have been completed without any violations of the carbon monoxide standards established by the Clean Air Act.

Efforts are currently in progress to have Bernalillo County redesignated to attainment/maintenance status for carbon monoxide. Legal notice for a hearing regarding this redesignation has been advertised for April 13, 1995 before the Albuquerque/Bernalillo County Air Quality Control Board. After consideration and approval by the Air Quality Control Board, the request will be forwarded to the Governor for formal submittal to the Environmental Protection Agency. Action by the Environmental Protection Agency is anticipated by July 15, 1995.

===== THE CITY OF ALBUQUERQUE IS AN EQUAL OPPORTUNITY/REASONABLE ACCOMMODATION EMPLOYER =====

Alt. Env. Health Dept ID:5057682600

MAR 21'95 12:19 No.001 P.03

**THE HONORABLE JEFF BINGAMAN****MARCH 20, 1995****PAGE TWO**

Recent Environmental Protection Agency documentation indicates that the Los Angeles/Long Beach area is classified as severe nonattainment for carbon monoxide, and is the only airshed in the United States classified as extreme nonattainment for ozone. Without more detailed information, we cannot provide specifics regarding the Los Angeles Air Force Base circumstances.

**QUESTION 2:**

"Was the Albuquerque Environmental Health Department consulted during the Air Force BRAC Analysis to determine whether transferring additional personnel from other closed or realigned bases to Kirtland AFB would adversely impact the air quality in Albuquerque and Bernalillo County?"

**RESPONSE:**

We have had several general discussions during the last eight months with Kirtland AFB staff regarding the ability of Kirtland AFB to expand in terms of facilities and personnel. Many of the discussions evolved out of the local adoption of "General Conformity" regulations. In addition, general information regarding the air quality attainment status of Bernalillo County was provided approximately a year ago, however, we were not consulted regarding any specific BRAC closures or realignment proposals.

During our discussions, we have indicated that we are unaware of any major air quality impediments which would prohibit the ability for substantial growth of employment at Kirtland AFB to occur. Our general conclusion is that Albuquerque is in an extremely good position to accept additional growth while still satisfying all Clean Air Act requirements. (Please see attached letter to Kirtland AFB dated March 10, 1995.)

**QUESTION 3:**

"Does your department have a model for determining compliance conformity with Clean Air Act requirements with respect to the expansion of federal facilities in Albuquerque?"

**RESPONSE:**

The basic framework guiding compliance conformity comes from federal regulations commonly referred to as "General Conformity" and "Transportation Conformity". Regulations for both were promulgated in November, 1993. As required by the federal regulations, local versions of the conformity requirements were approved by the Air Quality Control Board on November 9, 1994. General Conformity is considered most important in terms of expanding federal operations. A copy of Air Quality Control Board Regulation No. 43 is attached.

**THE HONORABLE JEFF BINGAMAN**  
**MARCH 20, 1995**  
**PAGE THREE**

General Conformity rules set specific thresholds of pollutants that apply to federal actions. The carbon monoxide threshold of 100 tons is applicable to nonattainment and maintenance areas. If a federal action will produce 100 tons or more of carbon monoxide, as determined through a specific applicability analysis, then more detailed site specific analyses using modelling techniques become necessary. The primary computer model used in Albuquerque for carbon monoxide is CAL3QHC. This is a public domain model approved by the Environmental Protection Agency for analysis of critical roadway intersections. A second model, MOBILE 5a, provides vehicle emissions inputs for the CAL3QHC model.

**QUESTION 4:**

"If an analysis of a proposed expansion did indicate adverse impacts to air quality, would that preclude the expansion from occurring? If not, what measures could be taken to bring the proposed expansion into compliance with Clean Air Act requirements?"

**RESPONSE:**

In the Albuquerque area, it is becoming highly unusual for computer modelling efforts to reveal potential exceedences of the National Ambient Air Quality Standards. Much of this can be attributed to the trend toward cleaner vehicles, which is expected to continue. In rare cases where site specific violations might be predicted, measures can be taken to alleviate traffic congestion and high carbon monoxide levels. By appropriate mitigation of possible adverse impacts, expansion of Kirtland AFB would not be precluded.

Federal facilities such as Kirtland AFB are in an extremely advantageous position to mitigate any possible carbon monoxide problems associated with vehicle travel and traffic congestion. Federal entities are capable of implementing a vast array of travel demand management strategies to help reduce vehicle-related carbon monoxide pollution. Measures might include express buses, transit pass programs, employee transportation program coordinators, enhanced car or van pooling, alternative work hours, and telecommuting. Support services such as banks, restaurants, and cafeterias can also be implemented to help reduce vehicle miles of travel. Strategic roadway facility improvements are also possible to eliminate vehicle congestion. State of the art vehicle monitoring may be adaptable to help improve the flow of traffic at Kirtland AFB entrances. In contrast to the roadways elsewhere in Albuquerque, all vehicles accessing Kirtland AFB currently are required to undergo vehicle emissions inspection to operate on the base.

Alb. Env. Health Dept ID:5057682600

MAR 21'95 12:20 No.001 P.05

**THE HONORABLE JEFF BINGAMAN****MARCH 20, 1995****PAGE FOUR****QUESTION 5:**

"Has the Air Force consulted with your office regarding any expansion activities concerning Kirtland AFB in the last two years? If so, what were your department's conclusion?"

**RESPONSE:**

The Air Force consulted the City's Environmental Health Department during early March of 1994 regarding expansion of activities and employment at Kirtland AFB. A specific expansion proposal involved the Phillips Laboratories. Approximately 600 new jobs were proposed. An analysis prepared consistent with federal General Conformity regulations indicated that the expansion would not reach the 100 ton threshold. A summary of our response is attached. No conflicts with air quality control regulations were identified.

As we recently indicated to Kirtland AFB, substantial population and employment growth is factored into the City's most current emissions inventory and emissions budget for Bernalillo County. Approximately 50,000 new jobs are forecast to occur in the next ten years. We see no restrictions which would prohibit Kirtland AFB from expanding and taking advantage of this growth potential. Additional jobs beyond the 50,000 can also be accommodated. As with federal actions across the nation, project specific analyses must be undertaken by the implementing agency to demonstrate compliance with Clean Air Act requirements. The City of Albuquerque Environmental Health Department looks forward to working with Kirtland Air Force Base to evaluate any projects that might be proposed.

Even if a specific expansion proposal reaches or exceeds the 100 ton threshold for carbon monoxide, that action may go forward with appropriate modelling at the site specific level to demonstrate a lack of violations of standards. If problems are shown by the modelling, the option exists to apply mitigative strategies where necessary. In contrast, actions proposed for ozone nonattainment areas are required to reduce the amount of ozone produced to zero (if the 100 ton threshold for ozone is reached). Achieving no net increase in pollution for ozone nonattainment areas such as Los Angeles can, in our opinion, be extremely difficult.

In summary, our most recent analyses prepared as part of the redesignation request and accompanying plan for maintenance of attainment indicates that Bernalillo County, which includes Kirtland AFB, has capacity for significant employment growth. The City of Albuquerque has not identified any significant obstacles relating to air quality concerns that would inhibit the expansion of Kirtland AFB.



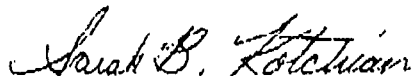
Alb. Env. Health Dept ID:5057682600

MAR 21 '95 12:21 No.001 P.06

THE HONORABLE JEFF BINGAMAN  
MARCH 20, 1995  
PAGE FIVE

If you have questions or need additional information, please let me know.

Sincerely,



Sarah B. Kotchian  
Director  
Environmental Health Department

Enclosures

cc: Mayor Martin Chavez  
Lawrence Rael, Chief Administrative Officer

Alb. Env. Health Dept ID:5057682600

MAR 21'95 12:21 No.001 P.07



## City of Albuquerque

P.O. BOX 1293 ALBUQUERQUE, NEW MEXICO 87103

March 10, 1995

Mr. Walter S. Darr III  
Chief of Compliance  
Kirtland Air Force Base  
2000 Wyoming Boulevard  
Albuquerque, N.M. 87117-5669

SUBJECT: FUTURE GROWTH FOR ALBUQUERQUE AND BERNALILLO COUNTY; AIR QUALITY CONSIDERATIONS.

Dear Mr. Darr:

The purpose of this letter is to advise you that our recent emission inventory analyses prepared for a currently proposed State Implementation Plan Revision for Bernalillo County shows that substantial population and employment growth will be feasible without exceeding the air pollution emission inventory budget for this area.

By the Year 2005, a review of the socioeconomic projections specifically identifies the opportunity for Kirtland Air Force Base to increase employment consistent with growth projections for the Urban Area. We feel room exists within our budget to accommodate substantial growth by Kirtland Air Force Base. Additional Kirtland Air Force Base growth beyond the assumed population and employment projections is also considered feasible. We welcome the opportunity to examine specific strategies to accomplish this growth.

Approximately 50,000 jobs are already projected for the Albuquerque area in the next ten years.

Please contact us for more detailed information.

Sincerely,

For Lawrence Rael  
Chief Administrative Officer

==== THE CITY OF ALBUQUERQUE IS AN EQUAL OPPORTUNITY/REASONABLE ACCOMMODATION EMPLOYER ====

Alb. Env. Health Dept ID:5057682600

MAR 21'95 12:31 No.002 P.01



## City of Albuquerque

P.O. BOX 1293 ALBUQUERQUE, NEW MEXICO 87103

ENVIRONMENTAL HEALTH DEPARTMENT

March 11, 1994

Michelle Hedrick, Chief  
PL/SE  
3550 Aberdeen Ave  
Kirtland AFB, NM 87117-5776

**SUBJECT: FINAL COMMENTS RELATING TO CLEAN AIR ACT CONFORMITY ANALYSIS FOR PROPOSED AIR FORCE SPACE TEST AND EXPERIMENTATION PROGRAM OFFICE RELOCATION.**

Dear Ms. Hedrick:

Thank you for the opportunity to review the Draft Clean Air Act Conformity Analysis for the proposed Air Force Space Test and Experimentation Program Office relocation. We concur with the generally conservative approach you have taken in this analysis, including the MRGCOG no-build projections and the assumption that all 625 positions would be true relocations. After considerable review of the analysis, we agree with the findings of the conformity analysis that the proposed Phillips Labs expansion involving approximately 625 workers does not exceed the General Conformity de minimis values currently identified by the Environmental Protection Agency.

We appreciate your attempts to address our comments and concerns in the development of the conformity documentation. In particular, we are pleased with your willingness to pursue implementation of measures to help reduce carbon monoxide emissions related to the proposed action. We are pleased to know that you will inform us later regarding the ultimate progress on various strategies intended to help minimize carbon monoxide emissions.

Although there were apparent complications in making the full draft environmental assessment and finding of no significant impact (FONSI) documents available to assist in our evaluation, you did attempt to relay the pertinent details of that assessment as they concern the conformity review. We recognize your need to complete the conformity analysis by the March 15, 1994 suspense date in order to take advantage of the grandfathering provisions relating to such actions. Due to these time constraints, many of our comments were discussed verbally at our meetings of March 4th, 8th, 9th, and 10th, as well as in numerous telephone conversations.

Alb. Env. Health Dept ID:5057682600

MAR 21 '95 12:32 No.002 P.02

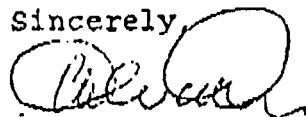
MS. MICHELLE HEDRICK  
MARCH 11, 1994  
PAGE TWO

In our most recent conversation, earlier today, we arrived at a consensus that the proposed lab expansion would result in yearly emissions of approximately 85 tons of carbon monoxide. Independently, using a variety of analytical approaches, we have confirmed that this value is a reasonable estimate of emissions during the maximum period of activity. In this case, the 85 tons represent the year 1997 when the additional 625 new employees would be present. Other years are expected to have lower emissions.

After March 15, 1994, the more formal procedures including public participation, in-depth agency consultation, technical modeling, and documentation will be required for all Federal actions which are not exempted. Clearly, many of these future actions will need to perform modeling analyses of possible localized carbon monoxide problem areas (e.g. "hot spots"). We look forward to working closely with Kirtland Air Force Base and the various tenants to ensure that all future actions satisfy the newly established conformity procedures.

Thank you for your interest in clean air in Bernalillo County. If you have any questions or need additional information, please contact me at 768-2600.

Sincerely,



Steven W. Walker, Manager  
Air Pollution Control Division

cc: Michelle Hedrick, Phillips Laboratory  
Darren Cochran, First Lieutenant, USAF  
Walter S. Darr, Chief, Compliance, KAFB  
Sarah B. Kotchian, Director, Environmental Health Dept.  
Alana Eager, Supervisor, Environmental Health Dept.  
Dan Warren, Planner, Environmental Health Dept.  
Glen Dennis, Environmental Health Scientist, Environmental Health Dept.

SW:GLD/DJW:djw940303c

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950322-1

<b>FROM:</b> FORD, WENDELL	<b>TO:</b> BOWSER, CHARLES
<b>TITLE:</b> SENATOR (KY)	<b>TITLE:</b> U.S. COMPTROLLER GENERAL
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> GAO
<b>INSTALLATION (S) DISCUSSED:</b> NAVAL ORDONANCE STATION, LOUISVILLE	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

REQUESTING HIS OFFICE TO REVIEW INVESTIGATION THE NAVAL AUDIT SERVICE IS PERFORMING IN REGARD TO 45 SCENARIO DATA CALLS FOR NAS, LOUISVILLE.

Due Date:	Routing Date: 950322	Date Originated: 950307	Mail Date:
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Congress of the United States  
House of Representatives  
Washington, D.C. 20515-1703

3/19/95

Reed

Mike Ward  
Member of Congress  
Third District Kentucky

March 7, 1995

Please refer to this number  
when responding 950322-1

Charles B. Mattingly  
Chief of Staff

The Honorable Charles Bowsher  
Comptroller General of the United States  
General Accounting Office  
441 G Street, NW, Room 7125  
Washington, D.C. 20548

Handed to me  
by Bernie Huster  
after FMA presentation

Dear Mr. Bowsher:

We have received reports that the Naval Sea Systems Command (NAVSEA) Inspector General has requested the Naval Audit Service to investigate both the process and the accuracy of data submitted by, and for, the Naval Ordnance Station, Louisville in response to BRAC 95 scenario data calls. We are advised that this NAVSEA Inspector General investigation is assigned Case Number 1493C.

The investigation was apparently initiated following a complaint to the Inspector General regarding the handling of scenario data call responses pertaining to the Naval Ordnance Station, Louisville.

We request that your agency review this investigation, as well as all scenario data call responses submitted with regard to the Naval Ordnance Station, Louisville. We particularly request that you determine whether modifications to data responses, and the direction of scenario data call responses by higher authorities, were handled in accordance with appropriate policy guidance to assure the accuracy of certified data which was presented to the Secretary of the Navy and the Navy's Base Structures Evaluation Committee (BSEC).

The Department of the Navy BRAC 95 Analyses and Recommendations, dated March, 1995, indicates that the COBRA analysis produced a configuration model "best solution" which did not include closure of the Naval Ordnance Station, Louisville. We are concerned by reports that initial Naval Ordnance Station, Louisville scenario data call responses were altered, or in other cases directed by higher authorities, in ways which led to inaccurate data. This data may have substantially understated the cost to relocate work now performed at the Naval Ordnance Station.

In addition, the Individual Category COBRA Results reported in the March, 1995 Recommendations are considerably lower (more than 70 percent) and inconsistent with previously reported results from BRAC 91 and BRAC 93 studies.


Letter to The Honorable Charles Bowsher  
March 7, 1995  
Page 2

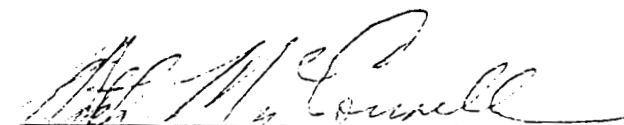
The March, 1995 Recommendations apparently combine Naval Ordnance Station, Louisville cost calculations with those of NAWC, Indianapolis (see the attached data sheet regarding "Tech Centers/Laboratories"). This appears inconsistent with Department of the Navy and BRAC policy that each facility be considered on a site-specific basis. We are concerned that this may have been done to make it more difficult to identify the cost of closing Naval Ordnance Station, Louisville.

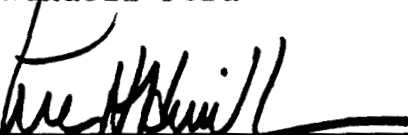
Because of time constraints on the Defense Base Closure and Realignment Commission, we request that you act expeditiously to review this investigation, and to review the scenario data call responses regarding the Louisville facility and the handling of those responses by Department of the Navy officials as the data went through the chain of command. Please report your findings to us by April 1, 1995 or as soon thereafter as feasible.

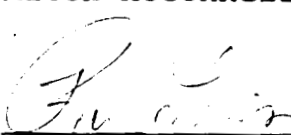
Thank you for your prompt attention to this urgent matter:


Sincerely,

  
Wendell Ford

  
Mitch McConnell

  
Lee Hamilton

  
Ron Lewis

  
Mike Ward

Enclosure

# Tech Centers/Laboratories

- 65 activities considered

- **19 Activities recommended for closure/realignment:**

<u>Activity</u>	<u>Cost</u>	<u>Save</u>	<u>ROI Yr.</u>	<u>SS Savings</u>	<u>20 Yr Savings</u>
NAESU	\$2.5M	\$4K	1 Yrs	\$2.5M	\$29.5M
NATSF	\$5.7M	\$2K	3 Yrs	\$2.2M	\$22.7M
NAWC Oreland	\$50K	0	3 Yrs	\$15K	\$175K
NUWC New London	\$3.4M	\$5.3M	3 Yrs	\$8.1M	\$91.2M
NRL Orlando	\$8.4M	0	3 Yrs	\$2.8M	\$30.1M
NBDL New Orleans	\$0.6M	\$3K	Immed.	\$2.9M	\$41.8M
NPRDC	\$7.9M	\$9K	4 Yrs.	\$1.9M	\$14.9M
NAVMASSO	\$2.2M	0	1 Yr.	\$2.7M	\$34.9M
NISE West San Diego	\$1.8M	0	Immed.	\$4.3M	\$60.0M
NAMRI	\$3.4M	\$38K	1 Yr..	\$9.6M	\$111.1M
Warminster	\$8.4M	\$5.6M	Immed.	\$7.6M	\$104.6M
NSWC White Oak	\$2.9M	\$2.5M	Immed.	\$6.0M	\$85.9M
NSWC Annapolis	\$25.0M	0	1 Yr.	\$14.5M	\$175.1M
NISE East Norfolk	\$4.6M	0	3 Yrs.	\$2.1M	\$20.4M
Indianapolis/Louisville	\$178.4M	14.7M	2 Yrs.	\$67.8M	\$639.9M
NHRC San Diego	\$6.2M	\$0.7M	4 Yrs.	\$1.4M	\$11.4M
NAWC Lakehurst	\$96.9M	\$1.6M	3 Yrs.	\$37.2M	\$358.7M
<b>Total</b>	<b>\$379.8M</b>	<b>\$30.5M</b>		<b>\$173.4M</b>	<b>\$1.8B</b>

- **Site technical workyears eliminated: 12,243**

- **Site technical workyears remaining: 44,740**



**Congress of the United States**  
**House of Representatives**  
**Washington, D.C. 20515-1703**

Mike Ward  
Member of Congress  
Third District Kentucky

March 7, 1995

Charles B. Mattingly  
Chief of Staff

The Honorable John H. Dalton  
Secretary of the Navy  
1000 Navy Pentagon  
Washington, D.C. 20350-1000

**Re: Congressional Inquiry regarding  
Investigative Report of the Naval  
Audit Service, Job Order 95-0044,  
for Inspector General (NAVSEA)**


Dear Mr. Secretary:

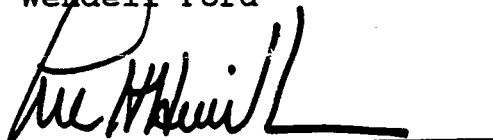
We understand that the Naval Audit Service has prepared an investigative report pursuant to Job Order 95-0044 from the Inspector General (NAVSEA). We request an immediate copy of this investigative report (whether in a draft or final version) and of all supporting documentation.

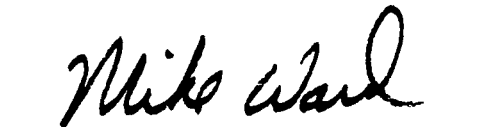
We also request all pertinent information concerning the Inspector General (NAVSEA)'s report on this investigation. If a final or draft version of the Inspector General (NAVSEA) report has been prepared, whether or not it has been signed by the Inspector General, we request this document and all supporting papers.

Please provide all available documents to us by Friday, March 10, 1995. Thank you for your prompt response to this request.

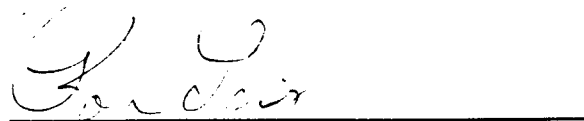
Sincerely,

  
Wendell Ford

  
Lee Hamilton

  
Mike Ward

  
Mitch McConnell

  
Ron Lewis

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950322-2

<b>FROM:</b> CIRILLO, FRANK	<b>TO:</b> BLUME, JAY MAJ GEN
<b>TITLE:</b> AIR FORCE TEAM LEADER	<b>TITLE:</b> SPECIAL ASST
<b>ORGANIZATION:</b> DBCRC	<b>ORGANIZATION:</b> USAF
<b>INSTALLATION (S) DISCUSSED:</b> REESE AFB	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON	✓			COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER	✓		
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	✓ FYI

**Subject/Remarks:**

FORWARDING COPY OF ANALYSIS OF REESE AFB  
AND REQUESTING COMMENTS BY APRIL 10.  
ANALYSIS SENT TO DBCRC BY CONG LARRY COMBEST.

Due Date: _____	Routing Date: 950322	Date Originated: 950321	Mail Date: 950321
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

*ECIS #950322-2*

March 21, 1995

Please refer to this number  
when responding 950322-2

Major General Jay Blume  
Special Assistant to the Chief of Staff for Base Realignment and Transition  
Headquarters USAF  
1670 Air Force Pentagon  
Washington, D.C. 20330-1670

Dear General Blume:

I am forwarding a letter and attached White Paper entitled, "Preliminary Review of Air Force and Joint Cross-Service Group Analysis, Reese Air Force Base, provided by Congressman Larry Combest of Texas.

In order to assist the Commission in its review of this issue, I would appreciate your written comments on this analysis no later than April 10, 1995. Thank you for your assistance in this matter.

Sincerely,

Francis A. Cirillo Jr., PE  
Air Force Team Leader

Congress of the United States  
House of Representatives

March 15, 1995

DISTRICT OFFICES

ROOM 611  
GEORGE H. MAHON  
FEDERAL BUILDING  
LUBBOCK, TX 79401-4089  
(806) 763-1611

SUITE 205  
3800 E. 42ND STREET  
ODESSA, TX 79762-5941  
(915) 550-0743

SUITE 205  
5809 S. WESTERN  
AMARILLO, TX 79110-3626  
(806) 353-3945

25

The Honorable Alan Dixon  
Chairman  
Defense Base Closure and Realignment Commission  
1700 North Moore Street, Suite 1425  
Fallslyn, Virginia 22209

Please refer to this number  
and responding 950315-7

Dear Mr. Chairman:

I am writing to request that the Base Closure and Realignment Commission (BRAC) undertake a special review of Undergraduate Pilot Training (UPT) as a part of the Commission's deliberations. While this functional area represents only a small portion of the Department of Defense (DoD)-wide base closure recommendations, pilot training is a vital component of our military strength and an important factor in maintaining military readiness.

Over the past two weeks, I have completed a preliminary analysis of the data used by the Joint Cross Service Group on UPT and the Air Force data and analysis. I have had the support of experts in the field of pilot training in this endeavor, and it is clear from our analysis that there are major errors in the DoD analysis. There are substantial factual errors in important data areas such as airspace availability for training, weather and other measures of merit. There are also flaws in the analysis which tend to distort the outcome.

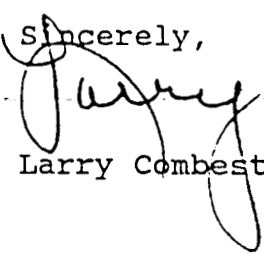
Attached you will find a brief White Paper which seeks to identify the numerous errors of fact and flaws in the analytical model. This analysis is preliminary and, as further analysis is complete, I will share it with the BRAC commissioners and staff. However, I do believe the enclosed paper documents errors in the DoD analysis which represent a substantial deviation from the guidelines for base closure analysis.

This is a matter of great concern to me. I believe that the DoD analytical model has generated an outcome which is illogical and inappropriate. Numerous senior Air Force officers, both active duty and retired, have contacted me to let me know that in their judgment, Reese Air Force Base is the premier pilot training base within the Air Education and Training Command. They have indicated that the analysis used to select Reese as the UPT base to be closed is flawed.

The Honorable Alan Dixon  
March 15, 1995  
Page 2

I would appreciate an opportunity to discuss this matter at your earliest convenience. Also, I would be pleased to meet with appropriate staff members of the Commission to review our analysis.

Sincerely,



Larry Combust

LC/lec  
Enclosure

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950322-3

<b>FROM:</b> EHRlich, ROBERT L.	<b>TO:</b> Dixon
<b>TITLE:</b> REP. (.MO)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> ARMY PUBLICATION CENTER, MIDDLE RIVER, MD	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		⓪		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER		X	
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input checked="" type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

**Subject/Remarks:**

LETTER OF SUPPORT FOR ARMY PUBLICATION CENTER IN MIDDLE RIVER, MD AND REQUESTING THE DBCRC TOUR THE FACILITY.

Due Date: 950324	Routing Date: 950322	Date Originated: 950315	Mail Date:
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ROBERT L. EHRlich, JR.  
2D DISTRICT, MARYLAND

COMMITTEES

GOVERNMENT REFORM  
AND OVERSIGHT

VICE CHAIR, SUBCOMMITTEE ON  
NATIONAL SECURITY, INTERNATIONAL AFFAIRS,  
AND CRIMINAL JUSTICE

SUBCOMMITTEE ON  
NATIONAL ECONOMIC GROWTH, NATURAL RESOURCES,  
AND REGULATORY AFFAIRS

SUBCOMMITTEE ON POSTAL SERVICE

BANKING AND FINANCIAL SERVICES

SUBCOMMITTEE ON FINANCIAL INSTITUTIONS  
AND CONSUMER CREDIT

SUBCOMMITTEE ON HOUSING  
AND COMMUNITY OPPORTUNITY

**Congress of the United States**  
**House of Representatives**  
Washington, DC 20515-2002

315 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-3061

DISTRICT OFFICES:

1407 YORK ROAD  
SUITE 304  
LUTHERVILLE, MD 21093  
(410) 337-7222

45 NORTH MAIN STREET  
BEL AIR, MD 21014  
(410) 838-2517

GOVERNMENT BUILDING  
7701 WISE AVENUE  
2ND FLOOR  
DUNDALK, MD 21222

511-B EASTERN AVENUE  
ESSEX, MD 21221

March 15, 1995

Honorable Alan Dixon  
Chairman  
Base Realignment and Closure Commission  
1700 N. Moore Street  
Suite 1425  
Arlington, Va. 22209

Please refer to this number  
when responding 950322-3


Dear Chairman Dixon,

As a freshman Congressman, I have become acquainted with the wonderful world of BRAC. I cannot say it is as enjoyable as the "Contract with America," but it may be as time consuming. I know you did not volunteer for the Chairmanship, but your reputation of being fair and honest is appreciated by those involved in the BRAC process. I wish you luck and a large amount of patience in the coming months.

I am writing to request that the Base Realignment and Closure Commission tour the Army Publication Center (APC) in Middle River, Md. We are excited by the prospect of hosting the Regional Hearings in Baltimore and believe the close distance between Baltimore and D.C. will enable several members of the Commission to visit our facility.

The decision to close the Baltimore Center has been based on false data. The justification for closing is because the Middle River facility is "manual and not automated." A brief inspection of the APC will quickly dismiss this ridiculous statement. We believe it is essential that members of the Commission visit in order to make a sound judgment in this case. Please contact my office (202) 225-3061 with a possible date to arrange your tour. Thank you for your time and consideration.

Sincerely,

  
Robert L. Ehrlich, Jr.  
Member of Congress



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

ALAN J. DIXON, CHAIRMAN

March 30, 1995

**COMMISSIONERS:**

AL CORNELLA  
REBECCA COX  
GEN J. B. DAVIS, USAF (RET)  
S. LEE KLING  
RADM BENJAMIN F. MONTOYA, USN (RET)  
MG JOSUE ROBLES, JR., USA (RET)  
WENDI LOUISE STEELE

The Honorable Robert L. Ehrlich, Jr.  
United States House of Representatives  
Washington, D.C. 20515

950322-3A1

Dear Representative Ehrlich:

Thank you for your letter expressing support for the Army Publication Center in Middle River, Maryland. I certainly understand your interest in the base closure and realignment process and welcome your comments.

As you know, staff of the Defense Base Closure and Realignment Commission visited the Army Publication Center on March 24, 1995. You may be certain that the information gained from their visit will be shared with all Commissioners.

Again, thank you for your letter. I look forward to working with you during this difficult and challenging process. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js  
ECTS#: 950322-3



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) # 950322-4

FROM: <u>STENHOLM, CHARLES W.</u>	TO: <u>DIXON</u>
TITLE: <u>REP. (TX)</u>	TITLE: <u>CHAIRMAN</u>
ORGANIZATION: <u>U.S. CONGRESS</u>	ORGANIZATION: <u>DBCRC</u>
INSTALLATION (S) DISCUSSED: <u>DYESS AFB</u>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				REVIEW AND ANALYSIS			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER		X	
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

TYPE OF ACTION REQUIRED

<input checked="" type="checkbox"/>	Prepare Reply for Chairman's Signature		Prepare Reply for Commissioner's Signature
	Prepare Reply for Staff Director's Signature		Prepare Direct Response
<input checked="" type="checkbox"/>	ACTION: Offer Comments and/or Suggestions	✓	FYI

Subject/Remarks:

FORWARDING COPY OF STUDY WHICH ANALYZES THE 23 CATEGORIES THAT DYESS AFB DID NOT RECEIVE A GREEN RATING IN DURING THE AF'S REVIEW PROCESS.

Due Date: <u>950324</u>	Routing Date: <u>950322</u>	Date Originated: <u>950317</u>	Mail Date:
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**CHARLES W. STENHOLM**

17TH DISTRICT  
TEXAS

COMMITTEES:  
**BUDGET**  
**AGRICULTURE**

CHAIRMAN OF SUBCOMMITTEE  
ON DEPARTMENT OPERATIONS  
AND NUTRITION

DEMOCRATIC DEPUTY WHIP

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515**

March 17, 1995

**Please Respond to:**

- WASHINGTON OFFICE:  
1211 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, D.C. 20515  
(202) 225-6605
- DISTRICT OFFICES:  
P.O. BOX 1237  
STAMFORD, TX 79553  
(915) 773-3623
- P.O. BOX 1101  
ABILENE, TX 79604  
(915) 673-7221
- 33 E. TWOHIG AVENUE, #318  
SAN ANGELO, TX 76903  
(915) 655-7994

Alan J. Dixon, Chairman  
Defense Base Closure and Realignment Commission  
1700 N. Moore St., Suite 1425  
Arlington, Virginia 22209

**Please refer to this number  
when responding 950322-4**

Dear Chairman Dixon:

My constituents and I were very glad to see that Dyess Air Force Base, which is located in Abilene, Texas, was not on the Defense Department's Base Closure List. The Defense Department and the Air Force consistently rated Dyess among the top Air Force Bases during the BRAC 1991 and BRAC 1993 processes. This recognition of Dyess' high military value was repeated in the Defense Department's 1995 BRAC review process, which rated Dyess the nation's top Air Force base among the 18 bases in the "large aircraft" category.

The Abilene community has reviewed the individual ratings that the Air Force assigned to Dyess in the "Department of the Air Force Analyses and Recommendations". Out of more than 250 individual rating categories, Dyess was given a green rating on all but 23 categories. The attached paper analyzes these 23 categories in which Dyess received either a yellow or a red rating. As the paper points out, in several of these categories the individual rating for Dyess actually should have been higher. We are very proud of the ratings Dyess received, but we have asked the Air Force to consider the paper and correct the record.

Please provide the attached copies of our analysis to the Commission's Air Force team leader. When we receive the Air Force's response to our correction request, we will send you a copy for the Commission's records.

Thank you for your assistance. If I can facilitate your enormous task, please call me.

Sincerely yours,



Charles W. Stenholm  
Member of Congress

CWS:cn  
Enclosure

# **White Paper**

on

## **Dyess AFB's BRAC 95 Air Force Ratings**

March 10, 1995

## A White Paper on Dyess AFB's BRAC 95 Air Force Ratings

During the Defense Base Realignment and Closure (BRAC) 1995 process, the Air Force collected an array of data from the field (bases) and major commands. The Air Force then applied color-coded ratings to most of the key information elements of the eight DoD approved criteria. Green, Yellow, and Red color-coded ratings were used for Criteria I, II, III, VII, & VIII. In keeping the meanings to these color coded ratings simple, "Green" equals retain, "Red" equals candidate for closure and/or realignment, and "Yellow" is somewhere in the middle. Of course, one red rating did not drive a closure recommendations nor did one green rating drive a retention decision. During BRAC 95, the Air Force used an aggregate or rolling up of grades, by applying numerical weights and values. These weights represented the relative importance of each subelement as compared to the other subelements within a given level of the analysis. Subelement weights always added up to 100. For example, subelement A has three subelements A1, A2, and A3. Each of these three subelements could be assigned the same or different weights, however, the sum will be 100. Additionally, the Air Force established a color-coding to numerical conversion chart and vice versa, e.g., a green equals 1.00, a green minus equals 0.67, a yellow equals 0.00, a red equals minus 1.0, etc.. To obtain an overall rating, simply multiply the numerical value times the weighting for each subelement, then total the resulting numbers, then divide by 100. The resulting number is the weighted subelement rating and can be converted back to a color-coding. Additionally, the Air Force used standard deviations for certain subelements. Once the deviations were determined, the Air Force provided a chart to convert them to color-codings. The Air Force used actual COBRA numbers for criteria IV & V. As in past BRAC rounds, the Air Force used a level-playing field COBRA for each base. Criteria VI, the economic impact on communities, was provided by the DoD's Joint Cross-Service Group for Economic Impact. Criteria VI was presented as two numbers, which represented total job loss, direct and indirect, and job loss as a percentage of statistical or economic area population. BRAC decisions were based on overall analysis results and comparisons.

Specifically, this paper will address all ratings below Green and will discuss perceived and actual variations in ratings. **Note:** Source documents for this paper were obtained from the material provided by the DoD to the 1995 Defense Base Closure and Realignment Commission to support the DoD's BRAC 95 recommendations.

**Executive summary:** The Air Force's BRAC 95 analysis and ranking placed Dyess where it belonged--*the best base within the (18 base) large aircraft category.* During this BRAC 95 analysis, *Dyess was rated below green on only a very few elements of the 250+ elements (23) that the Air Force/DoD evaluated, and on those that were rated below green, none were military value primary elements.*

A review of all Dyess' BRAC 95 ratings, by criteria and subelement, that fell below a green rating follows:

**Criteria I** (Current and future mission requirements and the impact on operational readiness of DoD total force)

**Bomber-Operational Effectiveness (I.1A.2)**

**Element:** Geographic location (freezing precipitation) **Rated:** Yellow

Element number: I.1.A.2.a.3 (Questionnaire element: I.2.J.3)

**Rationale:** The Air Force's BRAC 95 certified questionnaire reported 12 days of freezing precipitation annually. Possible ratings: Green rating was 10 or less days. Yellow rating was greater than 10 days but less than or equal to 20 days. Red was greater than 20 days.

**Comment:** NON-CONCUR. The Air Force's response to this question was obtained from the same source as BRAC 93's supporting data, the AF Environmental Technical Applications Center at Scott AFB. However, during BRAC 93 using the best period of record (of at least ten years--actual numbers were based on a twenty year period) certified data reported that Dyess experienced 6 days of forecast or actual icing at the base and 6 days of forecast or actual icing in the working areas, and was rated **GREEN**. Could it be that BRAC 95 added these two numbers together or did BRAC 95 use some other source of historical data? Unless BRAC 93's certified data is proven to be in error or the Air Force used a drastically reduced period of record, Dyess should have received a **GREEN** rating for this element.

**Bomber-Training Areas (I.1.A.2.b)**

**Element:** Distance to the Tactical Training Range Complex (TTRC) **Rated:** Yellow

Element number: I.1.A.2.b.3 (Questionnaire element: I.2.C.9)

**Rationale:** BRAC 95 questionnaire reported a distance of 666 NM to the closest 400 series military training route which leads to the TTRC. Possible ratings: Green rating was 600 NM or less. Yellow rating was greater than 600 NM but less than or equal to 1200 NM. Red was greater than 1200 NM.

**Comment:** : PARTIAL-CONCUR. However, the importance of the distance to the TTRC (identified during BRAC 93 as STRC) complex's selected measuring point(s) may be overemphasized. During BRAC 93 the measuring point was 810 NM away, where as in BRAC 95, it was only 666 NM. The TTRC complex is extensive and numerous training opportunities exists, some are closer and some are further away. Several hundred miles is not a critical training factor for bomber type aircraft as witnessed by the actual Air Force approved rating ranges. The overall TTRC capabilities and extensive area suggest that Dyess could very easily have been graded **GREEN**.

**Airspace/Training Area Growth Potential (I.1.A.2.c)**

**Element:** Airspace/Training Area Growth Potential **Rated:** Yellow

Element number: I.1.A.2.c (Questionnaire element: not given)

**Rationale:** Dyess has no requirements to expand its airspace/training areas for bomber missions. Possible ratings: Green was airspace available for future expansion. Yellow was airspace expected to maintain status quo. Red was airspace reductions possible.

**Comments:** PARTIAL-CONCUR. However, BRAC 95 DoD closure and realignment recommendations within the region, if approved, will make additional airspace and training areas available for Dyess based missions. Therefore, Dyess could very easily support a green rating for this element.

**Tanker-Operational Effectiveness (I.1.A.3)**

**Element:** Freezing Precipitation **Rated:** Yellow

Element number: I.1.A.3.c (Questionnaire element: I.2.J.3)

**Rationale:** The Air Force's BRAC 95 certified questionnaire reported 12 days of freezing precipitation annually. Possible ratings: Green rating was 10 or less days. Yellow rating was greater than 10 days but less than or equal to 20 days. Red was greater than 20 days.

**Comment:** NON-CONCUR. The Air Force's response to this question was obtained from the same source as BRAC 93's supporting data, the AF Environmental Technical Applications Center at Scott AFB. However, during BRAC 93 using the best period of record (of at least ten years--actual numbers were based on a twenty year period) certified data reported that Dyess experienced 6 days of forecast or actual icing at the base and 6 days of forecast or actual icing in the working areas, and was rated GREEN. Could it be that BRAC 95 added these two numbers together or did BRAC 95 use some other source of historical data? Unless BRAC 93's certified data is proven to be in error or the Air Force used a drastically reduced period of record, Dyess should have received a GREEN rating for this element.

**Element:** Tanker Saturation **Rated:** Yellow

Element number: I.1.A.3.f (Questionnaire element: I.2.C.10.d)

**Rationale:** The Air Force's BRAC 95 certified questionnaire reported that Dyess was located in a tanker balanced region. Possible ratings: Green rating was tanker poor. Yellow rating was balanced. Red rating was tanker rich.

**Comment:** NON-CONCUR. Air Force presented no bounds for determining whether a region was tanker poor, balanced, or rich. However, BRAC 93 certified data reported Dyess being located in a tanker poor region, i.e., more receivers than tankers. At that time, Dyess had KC-135 tankers assigned and Barksdale had KC-10s. However, now both Dyess' and Barksdale's tankers have been relocated to northern locations. In fact, most tanker aircraft are now located in the northern tier or at the east and west coast mobility bases. The South and Southeast is still being espoused as having a tanker

shortfall. Even the decision to reopen MacDill was based partly on a tanker shortfall in the South. Dyess should have been identified as being in a tanker poor region, and as such, receive a *GREEN* rating.

**Airlift-Operational Effectiveness (I.1.A.4)**

**Element:** Geographic location (freezing precipitation) **Rated:** Yellow

Element number: I.1.A.4.a.3 (Questionnaire element: I.2.J.3)

**Rationale:** The Air Force's BRAC 95 certified questionnaire reported 12 days of freezing precipitation annually. Possible ratings: Green rating was 10 or less days. Yellow rating was greater than 10 days but less than or equal to 20 days. Red was greater than 20 days.

**Comment:** NON-CONCUR. The Air Force's response to this question was obtained from the same source as BRAC 93's supporting data, the AF Environmental Technical Applications Center at Scott AFB. However, during BRAC 93 using the best period of record (of at least ten years--actual numbers were based on a twenty year period) certified data reported that Dyess experienced 6 days of forecast or actual icing at the base and 6 days of forecast or actual icing in the working areas, and was rated *GREEN*. Could it be that BRAC 95 added these two numbers together or did BRAC 95 use some other source of historical data? Unless BRAC 93's certified data is proven to be in error or the Air Force used a drastically reduced period of record, Dyess should have received a *GREEN* rating for this element.

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**Criteria II** (Availability and conditions of land, facilities, and associated airspace at both the existing and potential receiving locations)

**Facilities Base**

**Element:** Facilities capacity: base **Rated:** Yellow

Element number: II.1.A

**Rationale:** Possible ratings: Green was greater than or equal to the mean, yellow was less than the mean but greater than or equal to minus 1 standard deviation and red was less than minus 1 standard deviation.

**Comment:** NON-CONCUR. The Air Force did not identify how they compared facilities capacities. During BRAC 93, Dyess was compared with other large aircraft bases, and received a green rating. If the same approach was used during BRAC 95, Dyess should again receive a *GREEN* rating.

**Element:** Facilities condition: building aggregate **Rated:** Yellow(+)

Element number: II.1.B

**Rationale:** Possible ratings: Green was greater than or equal to 80 percent Condition Code 1, yellow was less than 80 percent Condition Code 1 but greater than or equal to 50 percent Condition Code 1 and red was less than 50 percent Condition Code 1.

**Comment:** NON-CONCUR. Dyess was rated Green during BRAC 93 using similar certified data. However, during BRAC 95 certified data reported a major reduction in the condition codes (cc) for the following areas: training buildings from 98 percent cc-1 in BRAC 93 to 88 percent cc-1 in BRAC 95; maintenance-automotive from 94 percent cc-1 in BRAC 93 to 78 percent cc-1 in BRAC 95; aircraft RDT&E facilities from 100 percent cc-1 in BRAC 93 to 0 percent cc-1 in BRAC 95; jet fuel storage from 99.8 percent cc-1 in BRAC 93 to 30 percent cc-1 in BRAC 95; and unaccompanied enlisted (UEPH & VAQ) from 57 percent cc-1 in BRAC 93 to 21 percent cc-1 in BRAC 95. The Air Force may have changed the rating scales for individual facility condition codes in several areas. If not, Dyess was rated in error and should be rated the same as BRAC 93--**GREEN**.

**Element:** Facilities condition: infrastructure **Rated:** Green(-)

**Element number:** II.1.C (Questionnaire element: II.1.B.2.a-c,e-k)

**Rationale:** Possible ratings: Green was greater than or equal to 95 percent Condition Code 1, yellow was less than 95 percent Condition Code 1 but greater than or equal to 70 percent Condition Code 1 and red was less than 70 percent Condition Code 1.

**Comment:** NON-CONCUR. Dyess was rated Green during BRAC 93 using similar certified data. However, during BRAC 95 certified data reported a major reduction in the condition codes (cc) for the following areas: airfield pavements-taxiways from 91 percent cc-1 in BRAC 93 to 22 percent cc-1 in BRAC 95; electric power-trans & distr lines from 57 percent cc-1 in BRAC 93 to 43 percent cc-1 in BRAC 95; and roads from 44 percent cc-1 in BRAC 93 to 100 percent cc-1 in BRAC 95. The Air Force may have changed the rating scales for individual infrastructure condition codes in several areas. If not, Dyess was rated in error and should be rated the same as BRAC 93--**GREEN**.

**Element:** Unique facilities **Rated:** Red

**Element number:** II.1.D (Questionnaire element: II.5.A)

**Rationale:** Dyess did not identify any unique facilities, e.g., high cost, one-of-a-kind. Possible ratings: Green if unique facilities exists and red if no unique facilities exists.

**Comment:** CONCUR.

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**Criteria III** (Ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving location)

**Element:** Maximum on Ground (MOG) **Rated:** Yellow

**Element number:** III.1 (Questionnaire element: III.1.A.1)

**Rationale:** Dyess reported a C-141 working MOG of 3. Possible ratings: Green was 4 or more. Yellow was 2 or more but less than 4. Red was less than 2.

**Comment:** PARTIAL-CONCUR. Dyess, being the home of an airlift mission, could easily support a variety of airlift requirements, e.g., IAW certified data, Dyess can refuel 24 C-141 equivalents at one time. However, Dyess personnel used specific



guidelines for refueling capability, material handling equipment, load crews, etc. to produce their questionnaire responses, thus the element answer was a MOG of three. In reality, Dyess can easily support a **GREEN** rating if given the material handling equipment it needs.

### Geographic Location (III.7)

**Element:** Port Facility within 150 NM

**Rated:** Red

**Element number:** III.7.C (Questionnaire element: III.1.G.3)

**Rationale:** Questionnaire stated Dyess did not have port facilities within 150 NM, therefore, the element was rated red. Possible ratings were green or red. Green - port available. Red - port not available.

**Comment:** CONCUR. However, the port requirement is overstated.

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### **Criteria IV** (Cost and manpower implications)

Dyess' cost and manpower implications were noteworthy.

- Out of 18 large aircraft bases, Dyess was the fourteenth most expensive to close (132M). However, during BRAC 93 the Air Force reported Dyess as the second most expensive to close within the same category (616M).
- 20 year net present value of closure option reported as 443M savings vice a 138M cost during BRAC 93.
- Steady state savings remain low (third lowest of the category).
- Manpower reductions realized were low (fifth lowest of the category).

**Comment:** The drastic change in Dyess' projected closure costs between BRAC 93 & BRAC 95 needs clarification. Apparently, the Air Force changed the basic COBRA model assumptions and/or inputs to produce such diverse results from BRAC 93.

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### **Criteria V** (Return on investment)

A Dyess closure, as discussed above, was projected to realize a payback in 3 years vice the reported 41 years during BRAC 93.

**Comment:** The drastic change in Dyess' return on investment between BRAC 93 & BRAC 95 needs clarification. Apparently, the Air Force changed the basic COBRA model assumptions and/or inputs to produce such diverse results from BRAC 93.

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**Criteria VI (Economic impact on communities)**

**Key data used to evaluate Dyess/Abilene follow** (the Air Force used cumulative job loss for all BRACs and cumulative percent job loss for all BRACs as the primary measure for this criteria):

Economic Area Employment (93)	72,083
Direct job loss (current BRAC)	4,503
Indirect job loss (current BRAC)	1,387
Previous job loss (prior BRAC)	8
Total job loss (current BRAC)	5,890
Percent job loss (current BRAC)	8.2%
<b>Cumulative loss (all BRACs)</b>	<b>5,898</b>
<b>Percent job loss (all BRACs)</b>	<b>8.2%</b>

**Community Statistics**

Economic Statistical Area	Abilene, TX MSA
Population (1992 Census)	120,000
Per capital income (1991)	\$17,263
1984-1991 Average Income Increase	4.2%

**Unemployment Statistics**

Economic Statistical Area	Abilene, TX MSA
Unemployment (10 year average)	6.5%
Unemployment (3 year average)	6.1%
Unemployment (1993)	5.8%

**Comment:** Currently, both the State of Texas and Abilene are accomplishing independent economic analyses with respect to BRAC 95. The results of these analyses will be compared with the above DoD numbers.

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**Criteria VII** (Ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel)

**Off-Base Housing** (VII.1)

**Element:** Affordable

**Rated:** Yellow

Element number: VII.1.A (Questionnaire element: VII.1.A.4)

**Rationale:** Dyess' certified BRAC 95 questionnaire reported a median monthly off-base housing cost of \$653. Possible ratings: Green was less than or equal \$625 monthly price; yellow was greater than \$625 but less than or equal to \$938 monthly price; and red was greater than \$938 monthly price.

**Comment:** PARTIAL-CONCUR. However, VHA is used to supplement individuals that are located within areas where monthly housing costs exceed a given average.

**Element:** Suitable

**Rated:** Yellow

Element number: VII.1.B (Questionnaire element: VII.1.A.3)

**Rationale:** Dyess' certified BRAC 95 questionnaire reported that 7.5 percent of the off-base housing was unsuitable within the \$625 and less per month range. Possible ratings: Green was less than or equal 5 percent unsuitable; yellow was greater than 5 percent but less than or equal to 14.999 percent unsuitable; and red was greater than 14.999 percent unsuitable.

**Comment:** CONCUR. However, VHA supplements offset higher housing costs, and when included, allow individuals to move up in price ranges, thus reducing the number of unsuitable units.

**Off-Base Recreation** (VII.3)

**Element:** Theme Park

**Rated:** Red

Element number: VII.3.I (Questionnaire element: VII.1.C.9)

**Rationale:** Questionnaire reported a theme park within three hours driving time. Possible ratings: Green was theme park less than or equal to 1.5 hour drive. Yellow was theme park between greater than 1.5 and less than or equal 2.5 hour drive. Red was theme park more than 2.5 hour drive or not available.

**Comment:** CONCUR.

**Element:** Professional Sports

**Rated:** Red

Element number: VII.3.J (Questionnaire element: VII.1.C.10)

**Rationale:** Questionnaire reported professional sports within three hours driving time. Possible ratings: Green was Professional Sports less than or equal to 1.5 hour drive. Yellow was Professional Sports between greater than 1.5 and less than or equal 2.5 hour drive. Red was Professional Sports more than 2.5 hour drive or not available.

**Comment:** NON-CONCUR. Arlington Stadium-Rangers (baseball), Texas Stadium-Cowboys (football), and Mavericks (basketball) can be reached in just under three hours, driving within the posted speed limits. However, Abilene has its own

professional ball team and that plays in Abilene only minutes away from Dyess, but Abilene did not receive credit. Therefore, the rating should have been *GREEN* to maintain consistency within the Air Force.

**Element:** Winter Sports

**Rated:** Red

Element number: VII.3.N (Questionnaire element: VII.1.C.14)

**Rationale:** Questionnaire reported winter sports (snow related) located more than 2.5 hours driving time. Possible ratings: Green was Winter Sports less than or equal to 1.5 hour drive. Yellow was Winter Sports between greater than 1.5 and less than or equal 2.5 hour drive. Red was Winter Sports more than 2.5 hour drive or not available.

**Comment:** NON-CONCUR. This element was not rated consistently across the board, and did not contain specific bounds that applied only to snow related activities. Some communities received credit for any winter sport not just snow related, e.g., hunting, ice fishing. Dyess does enjoy numerous winter sports within the green rating distances. In fact, some communities consider golf to be a winter sport. If the Air Force were consistent, Dyess would and should have been rated *GREEN*.

#### Local Area Crime Rate (VII.6)

**Element:** Violent Crime Rate

**Rated:** Yellow

Element number: VII.6.A (Questionnaire element: VII.1.F.1)

**Rationale:** Questionnaire reported a violent crime rate (per 100,000) of 775. Possible ratings: Green was 600 or below. Yellow was greater than 600 but less than or equal to 900. Red was greater than 900.

**Comment:** PARTIAL-CONCUR. Actual 1993 U.S. Department of Justice (FBI) violent crime rate statistics for Abilene were 744.3 per 100,000. However, Abilene was and is considered one of the safest cities in Texas. The crime rates reported by Abilene may have been affected by the lack of standardized FBI criteria to identify crimes. Some communities classify crimes as violent, while others classify them as something less. Abilene leans toward the strict enforcement and classification side, therefore, actual crime statistics for Abilene might be *drastically lower* if a nation-wide standardized approach were used. Additionally, the Air Force ratings scales do not identify areas where crime really affects DoD personnel and their families. For example, the majority of the crimes committed in Abilene occur in the northeast part of the city, *well away from DoD personnel and their families*.

**Element:** Property Crime Rate

**Rated:** Yellow

Element number: VII.6.B (Questionnaire element: VII.1.F.2)

**Rationale:** Questionnaire reported a property crime rate (per 100,000) of 4134. Possible ratings: Green was 4000 or below. Yellow was greater than 4000 but less than or equal to 6000. Red was greater than 6000.

**Comment:** NON-CONCUR. Actual 1993 U.S. Department of Justice (FBI) property crime rate statistics for Abilene were 3939.7 per 100,000. Therefore, Dyess should receive a *GREEN* rating.

**Local Medical Care** (VII.9)

**Element:** Physicians

**Rated:** Red

Element number: VII.9.A (Questionnaire element: VII.4.A)

**Rationale:** Questionnaire reported a community physicians ratio of 1.4 per 1,000 population. Possible ratings: Green was greater than or equal to 2.2 physicians per 1,000 population. Red was less than 2.2 physicians per 1,000 population.

**Comment:** NON-CONCUR. During BRAC 93, certified data reported 727 providers for 151,000 people or a ratio of 4.8 per 1,000 population. Abilene did not experience a mass exodus of providers between BRAC 93 & BRAC 95, therefore, basic rationale and facts do not support a drastic physician ratio reduction. Element should be rated **GREEN**. Note: Available hospital beds per 1000 population remained unchanged from BRAC 93 to BRAC 95.

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**Criteria VIII** (The environmental impact)

**Environmental Impact**

**Element:** Asbestos

**Rated:** Yellow

Element number: VIII.2 (Questionnaire element: no source given)

**Rationale:** Questionnaire reported 1) 18 percent of facilities surveyed and 2) 18 percent of the surveyed facilities containing asbestos. Possible ratings: Green was less than or equal to 10% facilities with asbestos containing materials (ACM). Yellow was 10% to 25% facilities with ACM; survey incomplete or unable to assess percentages. Red was greater than 25% facilities with ACM.

**Comment:** CONCUR.

**Biological** (VIII.3)

**Element:** Floodplains

**Rated:** Yellow

Element number: VIII.3.D (Questionnaire element: VIII.10.C, VIII.11.A, VIII.11.A.1))

**Rationale:** Questionnaire reported floodplains present on the base, but no constraints. Green was floodplains not present on the base. Yellow was floodplains present which do not currently constrain construction/operations. Red was floodplains present which constrain current construction/operations or require "work arounds" to support current operations.

**Comment:** CONCUR. However, floodplains location on the base are not a current problem nor do they present a future problem, even when flooded, because floodplains are not co-located with primary infrastructure.

**Element:** Installation Restoration Programs (IRP)

**Rated:** Red

Element number: VIII.5 (Questionnaire element: VIII.13.A.1, VIII.13.F)

**Rationale:** Questionnaire reported 43 IRP sites, with all on-site remediation in place by 1996. Possible ratings: Green was IRP sites do not exist on base; or it has been determined that no remedial action is required. Yellow was IRP sites present which do not currently constrain construction/operations. Red was IRP sites present which constrain construction (siting) activities/operations on base.

**Comment:** NON-CONCUR. Dyess was rated red because the BRAC 95 questionnaire reported construction (siting) constraints. However, the BRAC 93 certified data reported the exact same IRP information, but reported no construction (siting) constraints. Consistency would dictate a **YELLOW** rating.

**Overall white paper conclusion:** The Air Force made several minor rating errors during BRAC 95 with respect to Dyess' individual element ratings, as noted above. However, the resulting overall BRAC 95 analysis and ranking placed Dyess where it belonged--*the best base within the (18 base) large aircraft category*. Dyess rated high for numerous missions, e.g., bomber, tanker, and tactical airlift. During BRAC 95, *Dyess was rated below green on only a very few elements of the 250+ elements (23) that the Air Force/DoD evaluated, and on those that were rated below green, none were military value primary elements*. In fact, most of the "few" below green ratings were found to be in error, as discussed in this paper, and should have been rated higher (12 below green ratings should be upgraded to green and 1 red rating should be upgraded to yellow). When Dyess' rating errors are corrected, it will only solidify its position as the best base within the large aircraft category. Additionally, Dyess' BRAC 95 overall top group rating was totally consistent with its BRAC 91/93 overall top group ratings.



**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

**COMMISSIONERS:**

AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

March 31, 1995

The Honorable Charles W. Stenholm  
United States House of Representatives  
Washington, D.C. 20515

Please refer to this number  
when responding: 950322-4R1

Dear Representative Stenholm:

Thank you for forwarding to me a copy of the study of the BRAC '95 Air Force ratings of Dyess Air Force Base. I certainly understand your interest in the base closure and realignment process and welcome your comments.

You may be certain that the Commission will thoroughly review the information provided in the study.

Again, thank you for the copy of the study. Please do not hesitate to contact me whenever you believe I can be of service.

Sincerely,

Alan J. Dixon  
Chairman

AJD:js

ECTS#: 950322-4

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950322-5

<b>FROM:</b> DIXON	<b>TO:</b> BALLENGER, CASS
<b>TITLE:</b> CHAIRMAN	<b>TITLE:</b> REP. (NC)
<b>ORGANIZATION:</b> DBCRC	<b>ORGANIZATION:</b> U.S. CONGRESS
<b>INSTALLATION (s) DISCUSSED:</b>	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR				COMMISSIONER COX			
EXECUTIVE DIRECTOR				COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON				COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A			
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER			
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER			
DIRECTOR OF TRAVEL				CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

Prepare Reply for Chairman's Signature	Prepare Reply for Commissioner's Signature
Prepare Reply for Staff Director's Signature	Prepare Direct Response
ACTION: Offer Comments and/or Suggestions	FYI

**Subject/Remarks:**

INFORMING THAT NORTH CAROLINA BASES WILL TESTIFY AT REGIONAL HEARING IN BALTIMORE, ON MAY 4.

<b>Due Date:</b>	<b>Routing Date:</b>	<b>Date Originated:</b> 950321	<b>Mail Date:</b> 950322
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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 95032-5

March 21, 1995

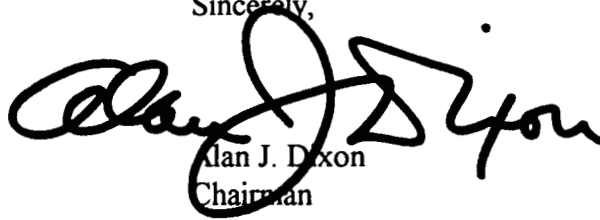
The Honorable Cass Ballenger  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Ballenger:

After further review, the Commission has decided to receive testimony on military installations in North Carolina affected by the base closure and realignment recommendations of the Secretary of Defense at the regional hearing to be held in Baltimore, Maryland on May 4. The Commission will provide you with further details on the schedule for this hearing when they become available in the coming weeks.

I hope this information is helpful. I appreciate your continued interest in the work of the Defense Base Closure and Realignment Commission.

Sincerely,



Alan J. Dixon  
Chairman

**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

**EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #** 950317-3

<b>FROM:</b> HELMS, JESSE	<b>TO:</b> DIXON
<b>TITLE:</b> SENATOR (NC)	<b>TITLE:</b> CHAIRMAN
<b>ORGANIZATION:</b> U.S. CONGRESS	<b>ORGANIZATION:</b> DBCRC
<b>INSTALLATION (s) DISCUSSED:</b> CHERRY POINT & NAS OCEANA	

OFFICE OF THE CHAIRMAN	FYI	ACTION	INIT	COMMISSION MEMBERS	FYI	ACTION	INIT
CHAIRMAN DIXON				COMMISSIONER CORNELLA			
STAFF DIRECTOR	✓			COMMISSIONER COX			
EXECUTIVE DIRECTOR	✓			COMMISSIONER DAVIS			
GENERAL COUNSEL				COMMISSIONER KLING			
MILITARY EXECUTIVE				COMMISSIONER MONTOYA			
				COMMISSIONER ROBLES			
DIR./CONGRESSIONAL LIAISON		Ⓢ		COMMISSIONER STEELE			
DIR./COMMUNICATIONS				<b>REVIEW AND ANALYSIS</b>			
				DIRECTOR OF R & A	✓		
EXECUTIVE SECRETARIAT				ARMY TEAM LEADER			
				NAVY TEAM LEADER	✓		
DIRECTOR OF ADMINISTRATION				AIR FORCE TEAM LEADER			
CHIEF FINANCIAL OFFICER				INTERAGENCY TEAM LEADER	✓		
DIRECTOR OF TRAVEL	✓			CROSS SERVICE TEAM LEADER			
DIR./INFORMATION SERVICES							

**TYPE OF ACTION REQUIRED**

<input checked="" type="checkbox"/> Prepare Reply for Chairman's Signature	<input type="checkbox"/> Prepare Reply for Commissioner's Signature
<input type="checkbox"/> Prepare Reply for Staff Director's Signature	<input type="checkbox"/> Prepare Direct Response
<input type="checkbox"/> ACTION: Offer Comments and/or Suggestions	<input checked="" type="checkbox"/> FYI

Subject/Remarks:

REQUESTING THAT THE REGIONAL HEARINGS FOR MCAS CHERRY POINT BE MOVED TO MAY 4TH SO IT MAY BE CONSIDERED WITH NAS OCEANA.

Due Date: 950321

Routing Date: 950317

Date Originated: 950316

Mail Date: 950320

**Congress of the United States**  
**Washington, DC 20515**

Please refer to this number  
when responding 950317-3

March 16, 1995

The Honorable Alan Dixon  
Chairman, BRAC Commission  
1700 West Moore Street  
Suite 1425, Arlington, Va. 22209

Dear Chairman Dixon:

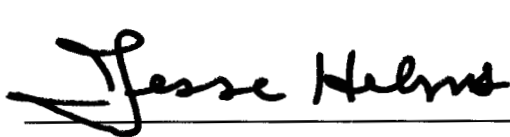
We are anticipating your regional hearings with great interest. The entire North Carolina delegation hopes that your sound judgement will afford representatives of our state an opportunity to receive the best hearing possible for the issues which concern the citizens of North Carolina, particularly eastern North Carolina.

The Pentagon's BRAC recommendations departed from the 1993 BRAC Commission conclusions by diverting Cecil Field F/A-18 squadrons from MCAS Cherry Point to NAS Oceana. Though we see a clear linkage between these two facilities on this issue, the hearing sites for the two are oddly arranged at two different locations and times. Oceana is scheduled to use the Baltimore, Md. hearing on May 4, but Cherry Point is scheduled to use the Birmingham, Alabama site on April 4 -- apparently based on the premise that Cherry Point has greater relevance with Cecil Field.

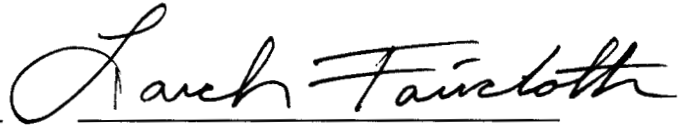
Mr. Chairman, those of us who represent the people of North Carolina in the Congress agree that it makes more sense to have the Cherry Point and the Oceana cases presented at the same regional hearing on May 4th.

Therefore, we respectfully request that the commission consider changing the hearing venue for Cherry Point from Birmingham, Alabama to Baltimore, Maryland on May 4, 1995. We strongly believe that this would give us the best chance for a fair hearing on a matter of utmost concern to our citizens.

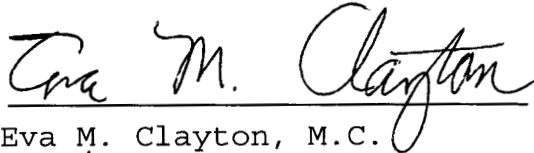
Sincerely,



Jesse Helms, U.S. Senate



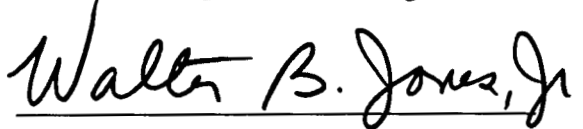
Lauch Faircloth, U.S. Senate



Eva M. Clayton, M.C.



David Funderburk, M.C.



Walter B. Jones, Jr., M.C.



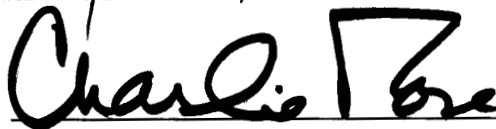
Sue Myrick, M.C.



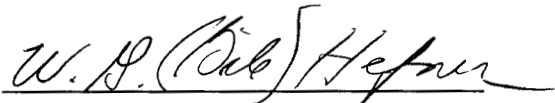
Richard Burr, M.C.



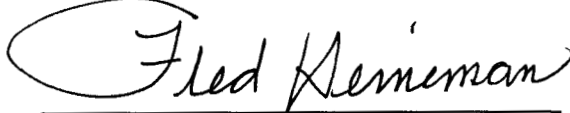
Howard Coble, M.C.



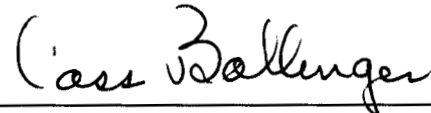
Charles Rose, M.C.



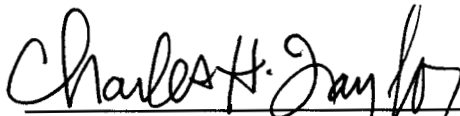
W.B. (Bill) Hefner, M.C.



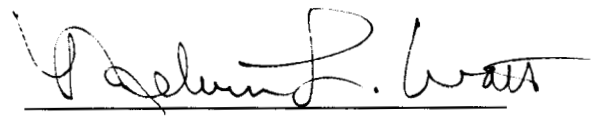
Fred Heineman, M.C.



Cass Ballenger, M.C.



Charles Taylor, M.C.



Mel Watt, M.C.



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-3R1

March 17, 1995

The Honorable Lauch Faircloth  
United States Senate  
Washington, D.C. 20510

Dear Senator Faircloth:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.


Based on the list of recommendations for closures and realignments received from the Secretary of Defense, the Commission has developed a schedule of 11 regional hearings. Each state has been given a block of time in which to make a presentation for all installations affected in that state. The overall time is determined by the Commission on the basis of the number of affected installations and the direct military and civilian personnel lost in each state.

The Commission determined the regional hearing assignments based on geographical considerations. The State of North Carolina's time has been allotted as a result of the Defense Department's recommendation to change the destination of the F/A-18 squadrons moving from Cecil Field, Florida. Military installations affected in the State of Florida have been assigned to the Birmingham regional hearing on April 4.

Although I understand your concerns regarding the linkage of Marine Corps Air Station Cherry Point and Naval Air Station Oceana, it is the Commission's position that the Birmingham regional hearing is most appropriate for the State of North Carolina. Further details for the hearing will be sent at a later date.

It was good to hear from you and I appreciate your continued interest in the base closure and realignment process.

Sincerely,



Alan J. Dixon  
Chairman



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 95-001-32

March 17, 1995

The Honorable Jesse Helms  
United States Senate  
Washington, D.C. 20510

Dear Jesse:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.

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It was good to hear from you and I appreciate your continued interest in the base closure and realignment process.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan J. Dixon".

Alan J. Dixon  
Chairman



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-32

March 17, 1995

The Honorable Charles Taylor  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Taylor:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.

Based on the list of recommendations for closures and realignments received from the Secretary of Defense, the Commission has developed a schedule of 11 regional hearings. Each state has been given a block of time in which to make a presentation for all installations affected in that state. The overall time is determined by the Commission on the basis of the number of affected installations and the direct military and civilian personnel lost in each state.

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Alan J. Dixon  
Chairman



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1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-3R

March 17, 1995

The Honorable Sue Myrick  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Myrick:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.

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Alan J. Dixon  
Chairman





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1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when recording 950317-3P

March 17, 1995

The Honorable Mel Watt  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Watt:

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Sincerely,

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Alan J. Dixon  
Chairman



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 9503173R

March 17, 1995

The Honorable Fred Heineman  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Heineman:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.

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ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-32

March 17, 1995

The Honorable Walter B. Jones, Jr.  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Jones:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.

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Chairman



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ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-3R

March 17, 1995

The Honorable Charles Rose  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Rose:

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Please refer to this number  
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March 17, 1995

The Honorable W. B. Hefner  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Hefner:

Thank you for your recent letter concerning the regional hearing location for military installations in the State of North Carolina. I appreciate your interest in this process and welcome your suggestions.


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Alan J. Dixon  
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703-696-0504

Please refer to this number  
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March 17, 1995

The Honorable David Funderburk  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Funderburk:

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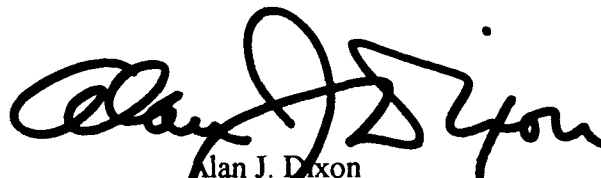
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Alan J. Dixon  
Chairman



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1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-3R

March 17, 1995

The Honorable Eva M. Clayton  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Clayton:

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Alan J. Dixon  
Chairman



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 90317-3R

March 17, 1995

The Honorable Howard Coble  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Coble:

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1700 NORTH MOORE STREET SUITE 1425  
ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-32

March 17, 1995

The Honorable Richard Burr  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Burr:

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Chairman



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ARLINGTON, VA 22209  
703-696-0504

Please refer to this number  
when responding 950317-3R

March 17, 1995

The Honorable Cass Ballenger  
United States House of Representatives  
Washington, D.C. 20515

Dear Representative Ballenger:

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Chairman