

Base Closure/Realignment

The Dallas Morning News

August 27, 1995

Pg. 43

HARD PILL TO SWALLOW'

'Privatization' offers slim hope at Kelly AFB

By David McLemore

San Antonio Bureau of The Dallas Morning News

SAN ANTONIO — For Della and Bennie Flores, the future suddenly turned out not to be such a sure thing.

For more than two decades, the Floreses have worked for the U.S. Air Force on the giant jet engines of the C-5 transport plane at Kelly Air Force Base. Like 13,000 other civilian employees, that meant the security to buy a home, educate their kids and enjoy the stability of middle-class life.

But with word that the Air Force will leave Kelly, the Floreses don't know what will happen to their pensions, their vacations or their careers. They don't know if they'll have jobs at all.

Moreover, they say they don't know enough about "privatization" — the hiring of outside companies to take over government base jobs — to trust their futures. Government assurances confront skepticism within the base's unionized work force.

"It seems like it's just one shock after another," said Mrs. Flores, a veteran jet engine repair specialist. "After 22 years at Kelly, I don't know what's going to happen next. Nobody does."

City leaders, citing a White House commitment to privatization, hope to show Kelly employees like the Floreses they have nothing to worry about.

"Privatization will essentially postpone the closure for five years," minimizing job loss, said Mayor Bill Thornton, while giving the city time to make the best use of the trained work force and diversify the city's economic base.

"We've gone quickly from disappointment and despair to hope and a sense of expectation," the mayor said.

Union leaders don't share that optimism. They fear that privatization means those who don't lose jobs outright will experience reduced seniority, benefits and wages.

"They're putting a lot of eggs in one basket," said Jesse Salcedo, president of the American Federation of Government Employees, Local 1617 at Kelly. "We don't know what's going to happen. But if privatization comes, it's going to be a hard pill to swallow."

President Clinton's reluctant acceptance of the Base Realignment and Closure Commission's recommendation earlier this year to close two of the

Air Force's five Air Logistic Command bases — Kelly and McClellan Air Force Base in California — marked the biggest single shutdown of Air Force installations in the commission's three years.

Kelly and McClellan employ a total of 24,000 civilian workers. Kelly alone annually averages complete repair projects on 30 C-5s and 12 T-38 jet trainers, as well as 270 jet engine overhauls.

The Pentagon's privatization plan will put pressure on the three surviving maintenance depots — in Georgia, Oklahoma and Utah — to cut back or be privatized as well, according to Greg Bischak, executive director of the Commission for Economic Conversion and Disarmament, a Washington, D.C., think tank.

"Essentially, the track is laid and the train is headed for the station. But the Defense Department has yet to spell out the rules for privatization," Mr. Bischak said.

Sen. Don Nickles, R-Okla., noting that privatization could cost his state thousands of jobs, has vowed to ensure that the closure commission's findings will be honored and won't provide Kelly an advantage to perform maintenance work traditionally done at active bases.

"Congress will follow the commission recommendations to close those depots and make sure that the bases that remain open can bid on that work as well as private contractors," Mr. Nickles said.

Tinker Air Force Base in Oklahoma City has already bid for 90 percent of Kelly's workload.

But Mr. Thornton believes Tinker may only be marking time.

"Ten years from now, we'll be ahead while Tinker will be living under the threat of continued downsizing," he said. "Tinker may well wish it had been closed."

"So many things are working for us. President Clinton has given clear direction to the Defense Department and the Air Force that jobs will be kept in San Antonio," Mr. Thornton said. "That puts us way ahead of any competitors."

The mayor also notes that the Defense Department has urged such large military contractors as aircraft giant Lockheed and jet engine manufacturer Pratt & Whitney to do work in San Antonio.

Despite White House and City Hall assurances, Kelly workers feel no security about having a job beyond September 1996, said Mr. Salcedo, whose union represents about 24 percent of the Kelly work force.

"This is a phased-in privatization, which offers our members no job security," he said. "By 2001, the whole process is in private hands. After that point, there would be nothing to stop a contractor from bringing in less experienced workers to replace more costly workers."

For example, a newly hired worker at \$20,000 a year could, after a few years, replace a journeyman earning more than \$30,000, union officials said.

Some city officials acknowledge that many questions about Kelly, a military base since 1917, remain unresolved.

"This is uncharted territory," said

Deputy City Manager Rolando Bono. "Kelly is one of the biggest bases ever closed. This isn't a case of the Air Force closing the doors and hauling all the assets somewhere else. Kelly's assets, a landing strip, hangars and specialized equipment can't be moved. It stays in place."

Mr. Bono said that in addition to the sprawling base, which became a depot for aircraft maintenance during World War II, the city also owns 550 acres of land contiguous to the Kelly runway. It could be used to create an ancillary repair depot for commercial aircraft, similar to Alliance Airport, developed by Ross Perot family interests in Tarrant County.

"We have the potential of creating an airfield larger than Alliance. With a trained work force, we could also develop our own private-sector air maintenance facility while still working on military contracts at Kelly," Mr. Bono said.

The city, says Mr. Salcedo, may be relying too much on privatization to do too much. So the local union, with assistance from union headquarters, is exploring a number of options to defuse the privatization issue, Mr. Salcedo.

"We've looked at some kind of employee stock option plan for developing the base or creation of an employee-owned contracting firm, so we'd own a part of the work," Mr. Salcedo said.

The biggest objection to privatization, Mr. Salcedo said, is that by working under a private contractor, employees would lose all their civil service pension and accrued benefits, such as vacation and sick leave.

"If we go privatization, everything will be up for negotiations," Mr. Salcedo said.

Going into the base closure with a White House commitment makes it more palatable, both economically and culturally, said Paul Roberson, director of the city's Office of Defense Transition.

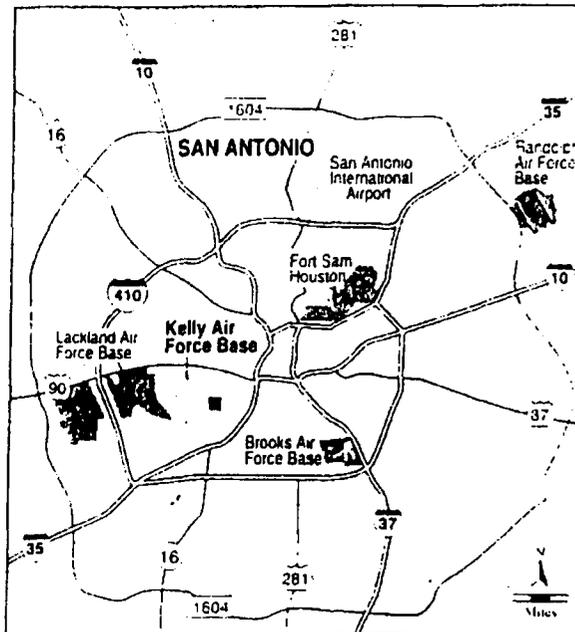
"People who were career federal civil service have to live without that sense of security," he said.

Kelly's transition won't be without pain, city officials acknowledge.

Over the next three to four years, Kelly's 13,000 jobs will decrease by about 3,000, Mr. Roberson said. By the fifth year, when Kelly could be turned over to the city, the job loss will have stabilized, he said.

"But we estimate that we would have lost those 3,000 jobs anyway, had the BRAC [Base Realignment and Clo-

KELLY AIR FORCE BASE



■ **History:** Established as a U.S. Army base in 1917; it was one of the first training bases for U.S. pilots during World War I

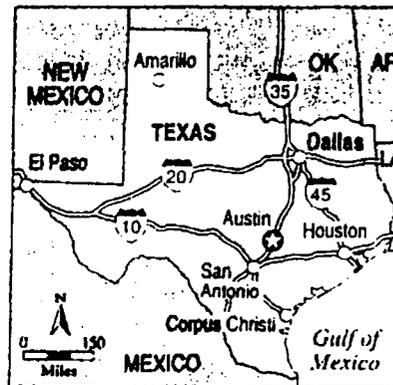
■ **Mission:** Repair of C-5 transport planes; jet engine overhauls

■ **Workforce:** (Air Logistics Command and ancillary units) civilian, 13,807; military, 4,826

■ **Average annual civilian salary:** \$33,800

■ **Total payroll:** \$691.5 million

■ **Annual budget:** \$1.4 billion (fiscal 1994)



The Dallas Morning News/Dan Hall

sure Commission) taken the Defense Department's recommendation to downsize all five ALC (Air Logistic Command), rather than close Kelly and McClellan," Mr. Roberson said.

"By the year 2001, the entire base will be privatized," Mr. Roberson said. "We need then to develop nondefense work through recruitment of private-sector employers," he said. "We hope to use privatization as a magnet for other, nongovernment projects. There's room to work on C-5s and 747s."

The psychological impact of Kelly's closure is not to be overlooked.

More than 60 percent of Kelly's civilian work force is Hispanic, a figure slightly larger than the Hispanic makeup of the city's population. But since World War II, when wartime needs opened up job doors as never before in San Antonio, Kelly has become a crucial key for Hispanic upward mobility.

In a city where 26 percent of family income falls under \$20,000 a year, payrolls at Kelly that average about \$30,000 a year help put the family safely on the other side of middle class.

"There has to be a broader understanding of Kelly's contributions to the

well-being of the Hispanic community," said Raul Yzaguirre, president of the National Council of La Raza. "Kelly let Hispanics have what everyone aspires to: a good job, a nice house and a way to take care of their family. Without Kelly, I don't know what will pick up the slack."

Bennie Flores counts himself

among those who counted on Kelly to achieve middle-class standing.

"This is where I'd always wanted to work," Mr. Flores said. "My uncles and cousins worked here. For us, it was the best job in the world. Now, I don't believe working at Kelly will ever be the same. It'll be just another job."

It's that kind of social change to

which the city is particularly sensitive, Mr. Roberson said.

"We haven't felt the full effect of the social impact of Kelly's closure," Mr. Roberson said. "It's a traumatic loss for the community. Kelly is a special place in Hispanic life, a venue to the middle class. In this period of economic tradition, we have to be very careful that we don't lose that."

The Sacramento Bee

August 27, 1995

Pg. B-1

Unresolved: which jobs to stay at McClellan Official who'll oversee process thinks "vast majority" of 8,700 will be civil servants

By Steve Gibson
Bee Staff Writer

As Air Force planners begin to work out details of privatizing McClellan Air Force Base, the installation's commanding general is preparing to move into a top-level Pentagon job overseeing the process.

But even Maj. Gen. John Phillips, who has championed dual use and sharing defense technologies, acknowledged Friday that many questions remain about exactly what "privatization-in-place" means.

Still unresolved, for instance, is the precise makeup of the 8,700 jobs the White House promised to keep at McClellan while the base closes over the next five years. Phillips, who on Oct. 1 becomes deputy undersecretary of defense for logistics, said McClellan's civilian workers have a lot of questions about the still-evolving concept.

For example, how many of the promised jobs will be civil service? How many will be military personnel? And how many will be employees of contractors

working on the base?

"We haven't found that out yet," Phillips said. "But of the 8,700, I believe the vast majority will be civil servants."

While a substantial portion of McClellan's work force "is beginning to understand this is an opportunity," Phillips said "clearly there are some who are skeptical about privatization and where they're going to end up." Dayle Lewis, shop steward for American Federation of Government Employees Local 1857, bargaining unit for most of McClellan's civil service workers, agreed.

"There's a lot of skepticism and anxiety," despite a recent series of "town hall" meetings on base to explain emerging privatization plans with employees, Lewis said.

Meanwhile, Lewis said, antsy McClellan workers are lining up at the installation's job placement centers to see what employment possibilities exist at other federal agencies.

McClellan and its sister repair depot, Kelly Air Force Base in San Antonio, Texas, were singled out for closure earlier this

summer by the Defense Base Closure and Realignment Commission. But to mitigate the economic impact in the Sacramento region, President Clinton promised to preserve 8,700 of McClellan's jobs through 2001.

Meanwhile, Sacramento officials said they are being approached by private companies and real estate developers.

"We've had operating companies call and inquire," said Roger Niello, president of the Sacramento Metropolitan Chamber of Commerce. "They are mostly aerospace and distribution companies. And, of course, real estate firms interested in developing the place." Phillips said two key concerns of McClellan's civil service workers are pay comparability and retirement credits, should their jobs be shifted to the private sector.

"I'm convinced this can work," he said, provided civil service workers are treated fairly.

At the Pentagon, Phillips will be in a policy-making post that, on matters of privatization, requires him to report directly to Defense Secretary William Perry

and the Pentagon's No. 2 official, John White.

His new job pays about \$120,000 annually, Pentagon spokesman Glenn Flood said.

"Right now, there is no one privatization expert at the Pentagon," Flood said. "(Phillips) will be in a good position because the White House will be looking to him for advice."

But John Murphy, a base closure consultant in Sacramento, pointed out that privatization will be "only part of his job at the Pentagon. It is important for people to understand that. He'll have a lot of other things on his plate."

In accepting the civilian Pentagon job, Phillips, 52, closes out an Air Force career that began in 1963.

He was a navigator, then a pilot, and served in Southeast Asia during the Vietnam War. He arrived at McClellan in 1993.

Phillips said his change-of-command ceremony at McClellan will be Sept. 20. His replacement at the base has not been named.

San Francisco Chronicle

August 26, 1995

Pg. 15

Last commander for Oakland

By Kevin Fagan
Chronicle East Bay Bureau

Amid a flourish of flags and patriotic music, Navy Captain Roy C. Rieve assumed command yesterday of the Fleet and Industrial Supply Center in Oakland -- and in doing so, officially marked the

beginning of the end for the historic, sprawling naval base.

The center, which employs about 400 civilian and military workers, is to be shut down by 1998 under the national military base closure program. Rieve, who replaces Captain J.R. Bailey, is intended to be the center's last

commander.

The base has been scaled back in recent years. During World War II, the Vietnam War, and on into the 1980s, it was the largest American naval supply post for the Pacific and the western United States. It was commissioned on Dec. 15, 1941, eight

days after Pearl Harbor was attacked.

Today, the base is the homeport for the huge naval hospital ship Mercy and routes thousands of tons of naval supplies throughout the world. Its impending shutdown -- together with naval bases at Alameda, Treasure Island

BASE CLOSINGS

Angry Clinton Accepts List, Seeks to Privatize Jobs

Though hostile, President Clinton has accepted the recommendations of the 1995 base-closing commission and forwarded them to Congress — but only after the Pentagon fashioned a political out aimed at preserving jobs in vote-rich California and Texas.

Congress has 45 days to respond. Lawmakers would have to pass a joint resolution to reject the commission's package, and that appears unlikely.

Hours after denouncing the product from the eight-member independent panel for deviating wildly from the Pentagon's proposed hit list, Clinton adopted the panel's recommendations July 13 to close 79 military installations and realign 26 others at an estimated savings of \$19.3 million over 20 years.

In fact, Chairman Alan J. Dixon told Clinton, the commission was consistent with the Pentagon on 84 percent of its proposals, compared with 83 percent by the 1991 commission and 84 percent by the 1993 panel.

Causing extreme political heartburn for the White House was the panel's rejection of the Air Force plan to downsize its five maintenance depots. Instead the commission opted to close two of the facilities — McClellan Air Force Base, which employs nearly 11,000 in the Sacramento area, and Kelly Air Force Base, which accounts for more than 23,000 jobs around San Antonio. (*Weekly Report*, pp. 1939, 1855)

To soften the economic pain in two states key to the president's reelection strategy, the administration drew up a plan to attract private companies to perform the maintenance work at McClellan and Kelly in hopes of retaining thousands of jobs at the bases.

The president asserted, in his memorandum to Capitol Hill accompanying the list, that any congressional attempt to undermine the privatization effort would be considered a breach of the base-closing law (PL 101-510).

But in the immediate aftermath of

By Donna Cassata



Nickles

Robles

the announcement, several commissioners and lawmakers questioned how the administration could pursue its privatization campaign without violating the nation's contracting laws and the competitive bidding process.

Citing costly excess capacity at the five depots, the commission had recommended that after closing McClellan and Kelly, the Pentagon consolidate operations at the remaining Air Force depots — Robins in Georgia, Hill in Utah and Tinker in Oklahoma — or turn over the work to the private sector. (*Weekly Report*, p. 2006)

As the Pentagon pursues its privatization plan, any inkling that it was denying the other depots the right to compete for work would cause a congressional uproar.

"If McClellan and Kelly Air Force bases are going to be shut down, then the employees at Tinker should have a fair shot at the work," said Sen. Don Nickles, R-Okla. "Clinton's presidential politics are working to deny them that opportunity."

Depot Privatization

The Pentagon plan to downsize at the five depots was dismissed by many on the commission as soon as the list was proposed Feb. 28 — especially when the panel learned that the Air Force had been on track to close facilities, only to be overruled by senior Defense Department officials at the last minute. (*Weekly Report*, pp. 1339, 694)

In two 6-2 votes, the commission voted to close the depots at McClellan and Kelly, which sat at the bottom of the Air Force's performance ranking.

Furious with the commission's action and facing the wrath of California

lawmakers, the administration initially considered asking the panel to reconsider Kelly and McClellan. When that drew immediate resistance, the White House crafted the privatization plan.

"There was really no prospect that the commissioners were going to reverse their course on the closing of McClellan," White House spokesman Michael McCurry acknowledged July 13.

The plan calls for the Pentagon to pursue private companies to perform the work at McClellan and Kelly on site or in the area over a five-year period.

The administration estimates that 8,700 jobs would be kept at McClellan and 16,000 at Kelly during that span.

The administration contended that the commission's recommendation, as well as a July 8 letter from Dixon restating the panel's proposal, gave authority to "privatize in place."

No Cost Estimates

Commissioner Josue Robles Jr., a retired Army general who handled budget issues while in the service, said the privatization plan would succeed only if the savings are greater than consolidating the work at the depots. If not, the administration "will take heat from a lot of quarters," he said.

Deputy Defense Secretary John P. White said at a Pentagon news conference July 13 that the department had no cost estimates on its privatization plan.

Robles also questioned how the administration could circumvent an open bidding process that allows contractors to move work elsewhere. If, for example, Lockheed Martin takes over the C-5 aircraft engine work at Kelly, the law would not prevent it from moving operations from Texas to its plants in Georgia.

White said the Pentagon is "not going to force a company to do anything."

In that case, Robles envisions a "long, tough fight."

Also harboring doubts about the privatization plan were lawmakers from California and Texas.

Sen. Dianne Feinstein, D-Calif., who had urged Clinton to reject the list outright, called the president's decision "a big letdown."

Rep. Henry B. Gonzalez, D-Texas, said privatization may help, "but bottom line, it's just an effort to weasel out of a tough call." ■



SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 21 1995

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

Dear Mr. Chairman:

The Air Force approach to the depots is prudent because it saves money for the taxpayers and protects military readiness. It is also the product of exhaustive analysis by military professionals and senior leadership who have been working the proposal for over a year.

Our depot proposal is simple. Building on the personnel reductions that have already been taken from the Air Logistic Centers and depots during the last five years (over 26,000 people), the pending Air Force proposal would reduce and realign the depots by an additional 1,987 jobs (with a net present value of \$975 million). While there would be some disruption, the business of the Air Force – flying combat and transport aircraft, and maintaining our command and control and space network – would continue unimpeded. This total Air Force depot reduction of 28,000 jobs is almost two and a half times the total depot reduction achieved by all other DoD components in all four BRAC rounds combined.

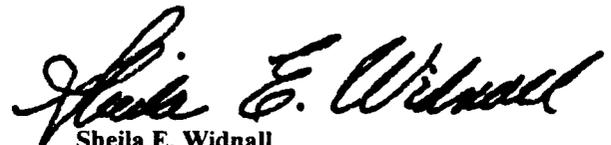
On the other hand, the staff generated BRAC proposal described to us will cost the Air Force hundreds of millions of additional dollars (in excess of \$1 billion in environmental and military construction costs) during the next five years; disrupt military readiness because of the total restructuring of the Air Force logistics and depot system; preclude the Air Force from carrying through on vital readiness and modernization programs; and have a devastating impact on as many as 25,000 DoD employees in Texas and California who would lose their jobs or have to relocate to other Air Force installations at great personal and public expense.

Most importantly, the essential business of the Air Force – operations, logistics, and budget dollars that are critical to future modernization – would be greatly disrupted. Since the end of the cold war, the Air Force has reduced its budget by more than \$20 billion and reduced personnel by over 200,000 people. Some further reductions and savings are necessary; however, they must be taken in a way that permits the Air Force to continue to carry out its essential mission. The Department of Defense proposal does that; the Commission staff alternative does not.

Sincerely,



Ronald R. Fogleman, General, USAF
Chief of Staff



Sheila E. Widnall
Secretary of the Air Force

DRAFT

Flying Operations (Non-ALC Functions)

Issue	Hill AFB	Kelly AFB	McClellan AFB	Robins AFB	Tinker AFB
FY 97/4 Force Structure	<ul style="list-style-type: none"> • 54 F-16 • 15 F-16 (AFR) • 16 Test Aircraft 	<ul style="list-style-type: none"> • 14 C-5 (AFR) • 12 F-16 (ANG) 	<ul style="list-style-type: none"> • 4 HC-130*(ANG) • 5 HH-60*(ANG) • 4 HC-130 (CG) (* If Moffett move is approved.)	<ul style="list-style-type: none"> • 6 E-8 (JSTARS) • 4 B-1 (ANG) • 12 KC-135 • 1 EC-135 • 1 EC-137 	<ul style="list-style-type: none"> • 30 E-3 (AWACS) • 8 KC-135 (AFR) • 1 EC-135 • 16 E-6 (TACAMO)
USAF Ops Eval Overall Flying	Green	Green-	Green-	Green-	Green-
USAF Operational Concerns	<ul style="list-style-type: none"> • F-16 LANTIRN training • Relocation of AFR F-16s • UTTR-CM test • UTTR-SS range • Missile Mx • Weapon storage 	<ul style="list-style-type: none"> • Relocation of AFR C-5s and ANG F-16s • Wilford Hall uses runway 	<ul style="list-style-type: none"> • Prevents ANG rescue unit move from Moffett 	<ul style="list-style-type: none"> • ALC for JSTARS • Delays JSTARS IOC • Relocation of ANG B-1s 	<ul style="list-style-type: none"> • Relocation of AWACS, TACAMO, and AFR KC-135s • ALC for AWACS and TACAMO
Unique Facilities (non-ALC)	<ul style="list-style-type: none"> • UTTR 	<ul style="list-style-type: none"> • Air Intelligence Agency • AF News Agency 	<ul style="list-style-type: none"> • AF Technology Application Center 	<ul style="list-style-type: none"> • JSTARS • HQ AFRES 	<ul style="list-style-type: none"> • AWACS • TACAMO
Pros	<ul style="list-style-type: none"> • Excellent Flying Range 	<ul style="list-style-type: none"> • Large Ramp 			<ul style="list-style-type: none"> • Large Ramp
Cons	<ul style="list-style-type: none"> • Poor Winter Wx 		<ul style="list-style-type: none"> • Limited Force Structure 		
R&A Staff Eval	202/311	189/311	147/311	205/311	237/311

FAX



Date 05/25/95 10:42:50 AM

Number of pages including cover sheet

TO: Maj Gen Blume

FROM: Frank Cirillo/Air Force
Team Leader

*Defense Base Closure
and Realignment
Commission*

*1700 North Moore Street,
Ste. 1425*

Arlington, VA 22209

Phone 693-8678

Fax Phone 693-9707

CC:

Phone 703-696-0504

Fax Phone 703-696-0550

REMARKS: Urgent For your review Reply ASAP Please Comment

Gen Blume:

Sir. I attach a letter that is of concern to the Commission. We understand "salute smartly" but this could be considered a step beyond and could certainly restrict the value of the the base visits. We certainly understand the need to support the Air Force position by the leadership but it would be unfortunate if this direction would result in misrepresentation on specific impacts. The Commissioners will have a copy of this as they conduct their business.

fc



10 MAY 1995

MEMORANDUM FOR OC-ALC/CC
OO-ALC/CC
SA-ALC/CC
SM-ALC/CC
WR-ALC/CC

FROM: HQ AFMC/XP
4375 Chidlaw Road, Suite 6
Wright-Patterson AFB OH 45433-5006

SUBJECT: Base Closure Commission Regional Hearings

1. I just received the attached schedule of additional Base Closure Commission regional hearings.
2. As soon as we get the list of specific base visit dates, I'll forward a copy to you. When the commissioners visit your installation, please bear in mind that the official Air Force position remains depot downsizing through consolidation and realignment rather than closure. When responding to Commissioner questions or statements, don't say or do anything that is not in direct support of the official Air Force position.

EUGENE L. TATTINI
Brigadier General, USAF
Director of Plans

Attachment: Closure Commission Schedule

cc: HQ AFMC/LG

DRAFT

Flying Operations (Non-ALC Functions)

Issue	Hill AFB	Kelly AFB	McClellan AFB	Robins AFB	Tinker AFB
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Pros	<ul style="list-style-type: none"> • Excellent Flying Range 	<ul style="list-style-type: none"> • Large Ramp 			<ul style="list-style-type: none"> • Large Ramp
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R&A Staff Eval	202/311	189/311	147/311	205/311	237/311



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE



31 MAY 1995

MEMORANDUM FOR DBCRC (Mr. Francis A. Cirillo, Jr.)

FROM: HQ USAF/RT

SUBJECT: Mission Impacts for ALC Closures

149

950518-8

In response to your May 17, 1995 request for mission impacts to each ALC in the event of closure, the attached depot impact statements are forwarded. You also asked for closure level playing field COBRAs and backup worksheets which were previously transmitted. Please note that comments are provided for active-duty, AFRES, and ANG operational units at each ALC installation. If you need additional information, feel free to contact Lt Col Mary Tripp at 38678.

JAY D. BLUME, Jr., Maj Gen, USAF
Special Assistant to CSAF for
Realignment and Transition

Atchs: ALC Mission Impacts (RT527)

MAY 18 '95 12:03

FROM DBCRC R-A

PAGE.002



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

May 17, 1995

Please refer to this number
when responding 950518-8

Major General Jay Blume (ATTN: Lt. Col. Mary Tripp)
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:

Approximately one year ago, the Air Force prepared "level playing field" COBRAs for all five ALC installations. Now that the Commission has determined that all five should be considered for closure, we required updated COBRAs for these installations.

Please update the level playing field closure COBRAs for each of the five ALC^① installations and forward them, along with all back-up worksheets, to the Commission by 24 May 1995. Please also prepare and submit a statement which articulates the impact of closure on the missions at each installation.

Sincerely,

Francis A. Cirillo Jr., PE
Air Force Team Leader

KELLY AIR FORCE BASE, TEXAS

COBRA ASSUMPTIONS (Major Tenants):

- Air Intelligence Agency remains in cantonment and is attached to Lackland AFB
- AFRES C-5As and ANG F-16s remain in cantonment at Lackland AFB
- SA-ALC workload transfers to OC-ALC (89%), OO-ALC (10%), and WR-ALC (1%)
- 1827th EIG remains at Lackland AFB
- Regional SIGINT Operations Center remains at Lackland AFB
- Remaining Base Population to Base X

IMPACTS:

Each option the Air Force considered at Kelly remained constant in that AFRES and ANG operations should remain in cantonment

- Minimum Impact to AFRES and ANG operations
 - If ANG Fighter Unit is not allowed to stay in cantonment
 - Limited possible alternate locations (i.e. Biggs AAF, reduced population for recruiting)
 - Lowers personnel participation in unit training events--reduces operational capability
 - Reduces access to flight training areas and support infrastructure
 - Some personnel will elect not to transfer with unit--reduces operational capability, increases replacement training time and cost
 - If AFRES C-5 Unit is not allowed to remain in cantonment
 - Loss of excellent recruiting location
 - Loss of central location to support operations in any theater of operations
 - Extremely high MILCON cost
- 485th EIG redirect would require review ✓

STATEMENT: The closure of Kelly Air Force Base must include the cantonment of both the AFRES C-5A and ANG F-16 units currently located there. Any alternate location for the C-5A unit will require extensive MILCON, not to mention the loss of a valuable recruiting area. Few other attractive locations exist within the State of Texas suitable for the relocation of the ANG F-16 squadron. Those areas where a suitable runway does exist either infringes on other AFRES or ANG recruiting areas, or lies outside of a metropolitan area required to sustain operations.

HILL AIR FORCE BASE, UTAH

COBRA ASSUMPTIONS (Major Tenants):

- Move 729th ACS to Cannon AFB
- Move 84th RADS to Cannon AFB
- Move 36 F-16C/Ds to Cannon AFB
- Move 18 F-16 C/Ds to Shaw AFB
- Retain AFRES unit in range cantonment area
- OO-ALC workload transfers to SM-ALC (39%), OC-ALC (37%), WR-ALC (14%), SA-ALC (10%)
- Remaining Base Population to Base X

IMPACTS:

- Rebasing of 388 FW Wing will result in a sub-optimal location for operational LANTIRN training
 - Will result in dense packing of remaining F-16 locations
- Removal of Active and Reserve fighter units would preclude or greatly reduce accessibility to UTTR
- No location in the State of Utah suitable for AFRES unit location
- UTTR ground and air training ranges must be protected--it is a major training resource for the Composite Wing at Mountain Home
 - UTTR instrumented range is only US cruise missile capable test range
 - One of only three Air Force Major Range and Test Facility Bases; one of the few overland supersonic ACBT training areas
- Prohibitively expensive to replicate Hill's missile maintenance capability and weapons storage facility elsewhere

STATEMENT: The closure of Hill Air Force Base would require the relocation of the 388 FW, and a collocated AFRES F-16 squadron. The movement of Hill's active duty aircraft would densepack remaining F-16 locations, in addition reducing the effectiveness of LANTIRN training currently conducted at Hill. There are no other suitable F-16 locations in Utah to house the AFRES unit. The Utah Test and Training Range (UTTR) must be protected. It serves as a major training area for the Composite Wing at Mountain Home, in addition to providing some of the best overland supersonic airspace available in the CONUS. Also, the UTTR instrumented range is the only US cruise missile capable test range. Finally, any move to replicate Hill's missile maintenance capability and weapon's storage facility would be prohibitively expensive.

MCCLELLAN AIR FORCE BASE, CALIFORNIA

COBRA ASSUMPTIONS (Major Tenants):

- AFRES Headquarters (4 AF) moves to March AFB
- USCG moves to NASA Moffett
- Det 42 (Classified) to Travis AFB
- AFTAC moves to Offutt AFB
- 1849th EIS moves to Travis AFB
- SM-ALC workload transfers to OO-ALC (70%), OC-ALC (25%), WR-ALC (5%)
- Remaining Base Population to Base X

IMPACTS:

- Precludes DoD recommended move of North Highlands ANG station to McClellan
- BRAC 95 485th EIG redirect would require review
- Precludes DoD recommended move of the 129 RQS (ANG) from NASA Moffett to McClellan
- No operational impact to AFRES operations currently at McClellan
 - AFRES KC-135 unit programmed to move to Beale

STATEMENT: The closure of McClellan Air Force Base would have an impact on current DoD recommended BRAC actions to move the North Highlands AGS and the 129 RQS to McClellan. In addition, the BRAC 95 redirect involving the relocation of the 485th EIG would also require review. ✓

ROBINS AIR FORCE BASE, GEORGIA

COBRA ASSUMPTIONS (Major Tenants):

- Headquarters AFRES to Dobbins ARB
- 19th Air Refueling Wing to Charleston AFB
- 5th Combat Comm Group to Shaw AFB
- Joint STARS to Beale AFB
- WR-ALC workload transfers to SM-ALC (58%), SA-ALC (30%),
OO-ALC (12%)
- Remaining Base Population to Base X

IMPACTS:

- Robins already designated as ALC for Joint STARS
 - Collocation with ALC reduces JSTARS unique support requirements
- Closure would delay IOC of JSTARS program, currently scheduled for FY 97/2 ?
 - Will increase response time as well as sustainment capability
- Closure would severely impact JSTARS crewmember initial qualification, mission ready rates, and continuation training due to required MILCON at new location
- No alternate location in the State of Georgia to relocate ANG B-1s currently programmed to move to Robins ✓
 - Virtually any other beddown would involve significant MILCON
 - McConnell AFB is not available, no excess capacity
- Relocation of Active Duty Air Refueling Wing will be necessary ✓
 - Should remain in the Southeast due to a documented tanker shortage

STATEMENT: The closure of Robins Air Force Base would have a lasting impact on the Initial Operational Capability (IOC) date of the JSTARS program. MILCON is already well underway to facilitate the projected IOC date of FY 97/2. Any closure would severely impact JSTARS initial crewmember qualification, mission ready rates, and continuation training. In addition, Robins has already been designated as the ALC for JSTARS. This collocation significantly reduces JSTARS unique support requirements. The 19th Air Refueling Wing would also require relocation, preferably in the Southeast, due to the documented tanker shortage which exists within the region. Finally, any closure of Robins would require an alternate location for the inbound B-1 ANG operation. There are no other locations within the State of Georgia available to support this mission, and the only other ANG B-1 unit at McConnell would be unable to accept the additional aircraft.

TINKER AIR FORCE BASE, OKLAHOMA

COBRA ASSUMPTIONS (Major Tenants):

- AFRES KC-135s to March AFB
- AWACS to Beale AFB
- TACAMO to Base X
- 3rd Combat Comm Group to Davis Monthan AFB
- 38th EIW to Peterson
- OC-ALC workload transfers to SA-ALC (72%), WR-ALC (14%), SM-ALC (13%), OO-ALC (1%)
- Remaining Base Population to Base X

IMPACTS:

- Would require relocation of AFRES KC-135 unit, AWACS, and Navy TACAMO
- Reduces AWACS training opportunities and disrupts entire training program
- Increases depot costs -- AWACS and TACAMO depot support is at Tinker
- Costs to locate either AWACS or TACAMO would be prohibitively expensive
- Loss of joint economy of scale with Navy E-6 TACAMO program
- Movement of contracted flight training and blue suit mission training, including simulators, would effectively stand down initial training program and parts of continuation training program
 - Results in reduced manning and reduced operational capability
- Extended length sorties will be required to reach training orbits
- Loss of depot cannibalization opportunities, loss of support in back shops, and no early preparation for phase inspections
- BRAC 93 485th EIG redirect would require review

STATEMENT: The closure of Tinker Air Force Base would have a significant impact on the capability of both the Air Force's AWACS and the Navy's E-6 TACAMO operations. Both rely on extensive support from their collocated ALC, in addition to their specialized maintenance facilities. Any required move of either unit would involve the relocation of contracted flight training and blue suit simulator training, effectively standing down initial training and important parts of their continuation training. Since training areas for both aircraft are in the south central US, any movement out of the region will drive increased O&M costs due to the extended length of training sorties required. In addition, it is operationally necessary for the AWACS to be based in the Central US to allow the unit to deploy either east or west in an equally rapid fashion. Finally, the AFRES KC-135 unit at Tinker would also require relocation, again to a metropolitan area suitable for recruiting.



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

TELECOPIER/FACSIMILE TRANSMITTAL COVER SHEET

PLEASE DELIVER IMMEDIATELY TO: Ms Sheila Cheston
SAF/GC

FAX NUMBER: 693-9355 TELEPHONE NUMBER 697 0941

DATE: _____

FROM: Frank Cirillo AF Team Leader

_____ of the Review & Analysis section/DBCRC

TELEPHONE NUMBER of SENDER: _____ FAX NUMBER: 696-0550

NUMBER OF PAGES (including cover): 20

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

22 May 1995

MEMORANDUM FOR AF/RT

FROM: AF/LGM

SUBJECT: BRAC Commission Visits

Per our discussion, attached is a draft paper on potential depot issues that could be discussed with the BRAC Commissioners during their visits to the ALCs. We shared this with AFMC/XP and incorporated their recommendations. The paper is meant to be helpful to key AFMC officials in dealing with the BRAC Commission. While it still needs some additional information added, I believe it needs to be transmitted now while it is still useful.

Based on my discussion with AFMC/XP, I faxed a copy directly to AFMC/CV, AFMC/LG/XP, and the ALC commanders. I have offered to provide additional information or a briefing to AFMC/CV if desired.

RONALD L. ORR
Associate Director
Directorate of Maintenance

Attachment:
Issue Paper, w/3 Atch

cc:
AFMC/CV
AFMC/XP/LG
OC-ALC/CC
OO-ALC/CC
SA-ALC/CC
SM-ALC/CC
WR-ALC/CC

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Potential Issues To Address To BRAC Commission Reinforcing AF Depot Downsizing Decision

Overview: The AF decision to downsize the five ALCs was based on the high projected depot closure costs which jeopardized the future AF budget. The BRAC Commission and their staff have two major areas of concern with the AF analysis supporting this decision: the high calculated one-time cost to close a depot installation and the relatively low savings (compared to other Services) considered by the AF in reaching this decision. This paper proposes an approach to providing information to visiting BRAC Commission / Staff members providing examples that will reinforce the AF decision. This paper also provides background information about analysis procedures the AF used in reaching the downsizing decision.

RECOMMENDED INFORMATION TO CONVEY TO BRAC COMMISSION / STAFF

High Cost to Close:

- All tenants must be relocated to new sites to completely close any depot installation.
 - Outline the tenant activities and the types of facilities required for their support.
 - Depot installation tenant organizations were costed to move 1000 miles to "base X" during level playing field analysis of the closure of all depot installations.
 - Kelly and McClellan AFB tenants (above 100 authorizations) were costed for relocation to specific sites as indicated in attachment 1 during later focused closure analysis.
- All ALC management activities must be relocated to completely close any depot installation.
 - Outline the management activities and the types of facilities required for their support.
 - Management activities were costed to relocate (consistent with the assumptions of the AFMC 21 study) as indicated in the charts at attachment 2, which were usually based on the most logical destination for the associated depot maintenance workload.
- All depot maintenance workloads must be transferred to continue supporting fielded weapon systems.
 - Depot maintenance workloads were costed to move as indicated in the charts at attachment 2 consistent with the assumptions of the AFMC 21 study.
- Under any depot closure scenario, the majority of depot maintenance workloads would transfer from the established, consolidated AF TRC to a location with no current capability (personnel or equipment) to support the workload.
 - Majority of peculiar support equipment must transfer to provide capability at gaining site.
 - All unique equipment items required to support the workload must be transferred.
 - Only minimal duplicate equipment items no longer needed to support a lower force structure level can be eliminated.
 - Much equipment must be transferred even when similar workloads are consolidated (i.e. engines between OC and SA-ALCs).
 - All peculiar tools, fixtures and other equipment unique to overhaul and test processes for each engine type must be transferred to establish capability at the gaining site.
- Many workloads would be transferred from modern, state-of-the-art facilities at the current TRC into less than optimized facilities.
 - This approach minimizes even higher one-time costs for MILCONs otherwise required to achieve comparable infrastructure.

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- Could result in some degradation in production efficiency at the gaining sites.
- Some examples include:
 - Landing gear components repaired and tested at OO-ALC in their modern, centralized AF TRC facility (designed specifically to support landing gear overhaul) would be transferred to another depot into existing general overhaul facilities.
 - Requires substantial shop floor rearrangement costs at the gaining depot and interruption in current production at both sites.
 - Hydraulic components repaired and tested at SM-ALC in the modern, centralized AF TRC facility (designed specifically to support hydraulics overhaul) would be transferred to another depot into existing general overhaul facilities.
 - Requires substantial shop floor rearrangement costs at the gaining depot and interruption in current production at both sites.
 - APUs from SA which would be transferred from a new, dedicated facility (designed specifically to support APU overhaul) would be transferred to another depot into existing general overhaul facilities.
 - Requires substantial shop floor rearrangement costs at the gaining depot and interruption in current production at both sites.
 - Fuel components repaired and tested at either OC or SA-ALC in new, facilities (designed specifically to support fuel components) would be transferred at the other depot into existing facilities which are currently identified as obsolete and programmed for elimination.
 - Requires substantial shop floor rearrangement costs at the gaining depot and interruption in current production at both sites.
 - Neither new AF fuel component facility at OC or SA-ALC has the capacity to house all the equipment required to support the combined OC and SA-ALC workloads.
- Attachment 3 provides some additional examples of the many unique depot maintenance equipment and facility capabilities that would be costly to reestablish at a new location.

Low Savings:

- Illustrate the manpower authorization logic outlined below to the Commissioner or staff members by applying them to specific examples from the visited ALC.
 - Presentations will be most effective if they are demonstrated with examples of TRCs fully consolidated at that ALC.
- Address the DOD Bottom Up Review which certified the need to continue operating all AF weapon systems (except the F-111) although many at lower volumes.
 - There is little potential for substantial personnel and infrastructure savings without eliminating full weapon systems and all their supporting maintenance and repair capabilities.

BACKGROUND:

The following information describes the general assumptions and methodology used by the AF in the analysis of depot installations and COBRA costing of closure options and the downsizing option.

High Cost to Close:

- High closure costs are driven by personnel, MILCON, equipment transportation, production transition, and other miscellaneous closure costs.

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- Personnel costs:

- 100% of all tenant organization authorizations and associated BOS were moved to new receiver sites.
- 94% of all ALC authorizations and associated BOS transferred to new depot sites.
- 70% of the personnel filling transferring authorizations incurred moving costs, based on standard factors provided by DoD.
- 50% of the personnel whose jobs were eliminated incurred moving costs to transfer under the civilian Priority Placement System.
 - No moving costs calculated by COBRA for moves under 50 miles.
- Remaining vacant authorizations were costed as new hires.
- Other substantial personnel costs were included.
 - Civilian RIF, early retirement, new hire, unemployment, and military moving costs calculated by the COBRA model using standardized DoD cost factors.

- MILCON costs:

- Construct and alter existing facilities to support transferring depot maintenance and management workloads as required by specific transferring workloads.
 - AFMC 21 analysis provided the most rational approach to transfer workloads at the lowest cost and least impact to readiness.
- Modify infrastructure such as utilities and fencing to support any planned cantonments.

- Cost to move required equipment and inventory:

- Used same methodology as in the AFMC 21 study (i.e. Transportation spreadsheet) with updated cost factors and certified data from HQ AFMC.
 - 24% of equipment declared excess and surplus in place (some resulting costs for these actions)
 - 5% of equipment repurchased at gaining site to replace equipment that was either uneconomical to move or that was dual used by workloads that were transferred to different ALCs
 - Material inventories attrited to 30% of current levels prior to transfer to receiver site

- Production transition costs:

- Previously identified as Interim Production Support in the AFMC 21 study and calculated using the same methodology.
- Estimates the cost to transition depot maintenance workloads from the losing site receiver sites.

- Other miscellaneous closure costs:

- Some examples include:
 - Homeowner's Assistance Program
 - Shop floor rearrangement costs
 - Civilian terminal leave
 - Air Force Base Conversion Agency

Low Savings:

- Low savings from closing any depot installation are driven by several factors:
 - Assumed relatively small personnel eliminations possible since all workloads had to be relocated.

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- Due to the TRC structure, most depot maintenance workloads have little in common with other workloads at gaining sites minimizing consolidation efficiency.
- AF closure analysis considered personnel eliminations as the primary source of savings.
 - 6% ALC authorizations eliminated as efficiency from consolidation (94% transferred)
 - 8% associated BOS authorizations eliminated
- Remaining installation BOS positions evaluated and eliminated as savings as appropriate
 - Medical, General Defense Intelligence Program (GDIP) authorizations reserved by regulation or policy
 - Some BOS positions required to transfer to gaining sites to provide increased base personnel required to support authorizations associated with transferring workloads
- No eliminations possible from transferring other tenant activities on the installation
 - These workloads are not assumed to be reduced or consolidated due to transfer
 - All current authorizations assumed to be required at gaining locations
- AF downsizing analysis projected 15% ALC personnel eliminations.
 - Greater personnel savings potential assumed since planned workload transfers focused on fully consolidating related work into existing TRCs and establishing new TRCs for other similar workloads and processes not previously consolidated.

22 May 95

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High Cost to Close: (SA-ALC example)

- High closure costs (\$582 M) are driven by personnel, MILCON, equipment transportation, production transition, and other miscellaneous closure costs
 - Personnel costs (\$214 M)
 - Civilian move costs (\$174 M)
 - Other personnel costs (\$40 M)
 - Civilian RIF, early retirement, new hire, unemployment, and military moving costs calculated by the COBRA model using standardized DoD cost factors
 - MILCON costs (\$105 M)
 - Construct and alter existing facilities at Tinker AFB to support C-5 overhaul (\$52 M) and management
 - Add/alter other facilities to support transferring depot maintenance and management workloads such as engines, APUs, TMDE, C-17 program, etc.
 - Modify infrastructure such as utilities and fencing to support cantonment of AFRES C-5s, ANG F-16s, and Air Intelligence Agency at Lackland AFB
 - Cost to move equipment and inventory (\$98 M)
 - Production transition costs (\$59 M)
 - Other miscellaneous closure costs (\$106 M)

(Note: Other ALC examples to follow)

Kelly Tenant Organizations

<u>Organization</u>	<u>Pers</u>	<u>New Location</u>
■ 748 Military Intelligence Branch	3000	Retain as Lackland
■ Defense Logistics Agency	937	Disband/Disperse
■ Defense Commissary Agency	482	Relocate DECA HQ Portion Only
■ Defense Accounting Office	179	Disband/Disperse
■ AFRES		
■ 433 Airlift Wing (14 C-5s)	3009	Lackland
■ Aeromedical Unit	216	Lackland
■ Texas ANG (15 F-16s)	1213	Lackland
■ 1827 Electronics Inst Sqdn	309	Lackland

(Organizations with over 100 Manpower Authorizations)

McClellan Tenant Organizations

<u>Organization</u>	<u>Pers</u>	<u>New Location</u>
■ Defense Commissary Agency	169	Disband/Disperse
■ DFAS	139	Disband/Disperse
■ Defense Logistics Agency	603	Disband/Disperse
■ US Coast Guard	190	Moffett Field?
■ AFRES		
■ HQ 4th Air Force	111	March AFB
■ 940 Air Refueling Wing (9 KC-135Es)	884	Beale (BRAC 93)
■ Detachment 42	142	Tinker
■ Technical Operations	388	Offutt
■ 1849 Electronics Sqdn	311	Travis

(Organizations with over 100 Manpower Authorizations)

(atch 1)



Level Playing Field Assumptions

- Assumptions Approved by BCEG
- Depot Moves (AFMC 21 Baseline)
- Excess Capacity Maximized Prior to Costing New Facilities
- Programmed Air Force Force Structure Drawdowns Sourced From Level Playing Field Base
- Serve As a Basis for Level Playing Field COBRA
- Results to Be Briefed to BCEG



AFMC 21 Assumptions

- Consistent with BRAC criteria/process
 - Certified data
- Consider all installations
 - Equally, Individually, In Pairs
- Tenants moved to "Base X" 1000 miles distant
- Baselines
 - FY 93 Workload Review Projections for FY 96
 - FY 93 Manpower Projections for FY01



AFMC Consolidation Philosophy

- Consolidate to most comparable commodity
 - Minimize disruption in operations support
 - Minimize costs
- Dual sourced workloads
 - Consolidated to largest remaining source
- Single sourced workloads
 - Moved to closest related commodity group
- Depot Maintenance separated from system management
 - Consolidated to remaining center



Tinker AFB

- Assumptions
 - Complete Closure
- Depot Moves
 - B-1 - Robins
 - B-2 - McClellan
 - B-52 - Kelly
 - KC-135 - Kelly
 - E-3 - McClellan
 - Engine Inst. - McClellan
 - Pneumatics - McClellan
 - Oxygen Systems - Hill



Robins AFB

- Assumptions
 - Complete Closure
- Depot Moves
 - F-15 - McClellan
 - C-141 - Kelly
 - J-Stars - Tinker
 - C-130 - Hill (includes SOF mgt)
 - Avionics/EW - McClellan
 - Vehicle Mgt - McClellan
 - Gyros - Hill



Kelly AFB

- Assumptions
 - Complete closure
 - AFIC remains attached to Lackland
- Depot Moves
 - C-17 - Robins
 - C-5 - Tinker
 - Engines - Tinker
 - Support Equip / Automatic Test Equip - Hill
 - Special Weapons - Hill
 - Proven Aircraft Mgt - Tinker
 - Fuels Mgt - Tinker



McClellan AFB

■ Assumptions

- Complete closure
- Nuclear facility shut down - nuclear material stored in place

■ Depot Moves

- F-111 - Hill
- A-10 - Hill
- KC-135 - Tinker
- F-15 - Robins
- C-1 - Hill
- Electrical Components and Electronic SE - Hill



McClellan AFB

(Continued)

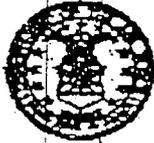
■ Depot Moves

- Electro/Mechanical - Hill
- Hydraulics - Tinker
- Flight Control Instruments - Tinker
- F-117 Mgt - Tinker
- F-22 Mgt - Robins
- Det 42 Mgt - Tinker



Hill AFB

- Assumptions
 - Complete Closure
- Depot Moves
 - F-16 - McClellan
 - C-130 - Robins
 - ICBM - Tinker
 - ✓ Issues: Storage facilities
 - Integration Spt Facility (Silos) START Implications
 - Landing Gear/Wheels/Brakes - Tinker
 - ✓ Munitions - Kelly/Kirkland
 - Issue: Wartime STAMP/STRAPP limitations from single POE
- ✓ Differs from AFMC21 Study



Hill AFB

(Goodwood)

- DEPOT Moves
 - Armament - Robins
 - Photo Recon - Robins
 - Trainers/Simulators - Kelly
 - F-4 Mgt - Kelly
 - Maverick Missile Mgt - Robins

Specialized ALC Facilities and Equipment Requiring Unusual Facilitization / Costs to Transfer

OC-ALC:

- B-1 Centralized Aircraft Support System (CASS) electric, hyd and air cond support
- Large Aircraft Robotic Paint Stripping (LARPS) for B-1, C-135, E-3, and B-52
- Blade and Vane Center - (similar capability at NADEP-CP)
- Air Accessories Component test facility and "Super Cell"
- E-3 "Texas Tower"

OO-ALC:

- Strategic Missile maintenance and storage facilities
 - Include especially motor dissection, nozzle cutting, Computed Tomography, high powered X-Ray, and ground handling vehicle overhaul facility
- Strategic Missile Integration Center (the two instrumented silos)
- Air Launched Cruise Missile overhaul facilities
 - Include ACM imaging radar cross section (IRCS) test facility
- Landing Gear overhaul facility
- Laser Automated Decoating System (LADS)
- Aircraft Robotics Bead Blast
- Imaging System and Optical System test facility (three-story collimator)
- F-16 EPU overhaul and test facilities (hydrazine system)

SA-ALC:

- C-5 overhaul facilities
 - Include big hanger (bldg 375), and strip and paint facilities
- Rubber products manufacturing facility
- F100 Cryogenic Spin test facility

SM-ALC:

- Composite Demonstration Center (Blue Room)
- Injection molding (similar capability at OO-ALC)
- F-111 Cold Proof (only if F-111 support requirement continues)

WR-ALC:

- Lantim overhaul and laser test facility
- Gyro overhaul and test facility
- F-15 Robotic paint stripping facility
- Fluid Cell Press

(at ch 3)



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE MATERIEL COMMAND
WRIGHT-PATTERSON AIR FORCE BASE OHIO

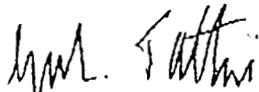
10 MAY 1995

MEMORANDUM FOR OC-ALC/CC
OO-ALC/CC
SA-ALC/CC
SM-ALC/CC
WR-ALC/CC

FROM: HQ AFMC/XP
4375 Chidlaw Road, Suite 6
Wright-Patterson AFB OH 45433-5006

SUBJECT: Base Closure Commission Regional Hearings

1. I just received the attached schedule of additional Base Closure Commission regional hearings.
2. As soon as we get the list of specific base visit dates, I'll forward a copy to you. When the commissioners visit your installation, please bear in mind that the official Air Force position remains depot downsizing through consolidation and realignment rather than closure. When responding to Commissioner questions or statements, don't say or do anything that is not in direct support of the official Air Force position.


EUGENE L. TATTINI
Brigadier General, USAF
Director of Plans

Attachment: Closure Commission Schedule

cc: HQ AFMC/LG



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

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MG JOSHUA ROBLEE, JR., USA (RET)

WENDI LOUISE STEELE

For Immediate Release

Contact: Wade Nelson
Chuck Pizer
John Earnhardt

BASE CLOSURE COMMISSION ANNOUNCES REGIONAL HEARING SCHEDULE

Five regional hearings to be held between May 25 and June 10

WASHINGTON, DC, May 15, 1995 — The Defense Base Closure and Realignment Commission announces its schedule of 5 regional hearings to be held around the country. The purpose of these Regional Hearings is to receive testimony from communities affected by the Commission's May 10 recommendations to add 35 bases to the list of installations being considered for closure or realignment.

For oral testimony at regional hearings, each state will be given a block of time in which to make a presentations 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.

Today's announcement includes the dates, times, and the cities the hearings will be held.

Each major base on this list will receive a visit by at least one Commissioner. Base visits provide an opportunity for Commissioners to view a base directly and to investigate first-hand many of the issues related to that base. Specific base visit dates will be announced soon.

There will be congressional hearings on June 12 and June 13 at which members of Congress will have an opportunity to present their views before the Commission. The Commission will hear from DoD officials regarding the Commission's adds list on June 14.

The list of hearings:

- May 25 San Francisco, California
- May 31 Chicago, Illinois
- June 3 Boston, Massachusetts
- June 9 Atlanta, Georgia
- June 10 Dallas, Texas

more

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

May 25 (Location: San Francisco)

Regional hearing regarding the following installations:

Supervisor of Shipbuilding, Conversion, and Repair
Engineering Field Activity, West
McClellan AFB
Oakland Army Base
Fleet and Industrial Supply Center
NAWC Point Mugu
Naval Warfare Assessment Detachment
Hill AFB
Public Works Center

San Francisco, CA
San Bruno, CA
Sacramento, CA
Oakland, CA
Oakland, CA
Oxnard, CA
Corona, CA
Ogden, UT
GUAM

May 31 (Location: Chicago)

Regional hearing regarding the following installations:

Grand Forks AFB
Minneapolis-St. Paul IAP Air Reserve Station
Chicago O'Hare IAP Air Reserve Station
Youngstown-Warren MPT Air Reserve Station
General Mitchell IAP Air Reserve Station

Grand Forks, ND
Minneapolis, MN
Chicago, IL
Youngstown, OH
Milwaukee, WI

June 3 (Location: Boston)

Regional hearing regarding the following installations:

Tobyhanna Army Depot
Portsmouth Naval Shipyard
Letterkenny Army Depot
Fort Holabird
Niagara Falls IAP Air Reserve Station

Tobyhanna, PA
Portsmouth, NH
Letterkenny, PA
Baltimore, MD
Niagara, NY

June 9 (Location: Atlanta)

Regional hearing regarding the following installations:

Space and Strategic Defense Command
NAS Atlanta
Robins AFB
Columbus AFB
Homestead AFB

Huntsville, AL
Atlanta, GA
Warner-Robins, GA
Columbus, MS
Florida City, FL

June 10 (Location: Dallas)

Regional hearing regarding the following installations:

Vance AFB
Tinker AFB
Kelly AFB
Carswell ARS
Laughlin AFB

Enid, OK
Oklahoma City, OK
San Antonio, TX
Fort Worth, TX
Del Rio, TX

more

The schedule of each regional hearing follows:

**SCHEDULE FOR REGIONAL HEARING
SAN FRANCISCO, CALIFORNIA**

May 25, 1995

9:00-9:10 a.m.	Opening Remarks	
9:10-11:25 a.m.	California	135 minutes
11:25-11:30 a.m.	break	
11:30-12:15 p.m.	California	45 minutes
12:15-1:15 p.m.	break	
1:15-2:35 p.m.	California	80 minutes
2:35-2:40 p.m.	break	
2:40-3:14 p.m.	Public comment: California	
3:14-3:20 p.m.	break	
3:20-4:35 p.m.	Utah	75 minutes
4:35-4:40 p.m.	break	
4:40-5:05 p.m.	Guam	25 minutes
5:05-5:10 p.m.	break	
5:10-5:34 p.m.	Public comment: Utah, Guam	

**SCHEDULE FOR REGIONAL HEARING
CHICAGO, ILLINOIS**

May 31, 1995

9:00-9:10 a.m.	Opening remarks	
9:10-9:35 a.m.	Illinois	25 minutes
9:35-9:40 a.m.	break	
9:40-10:05 a.m.	Wisconsin	25 minutes
10:05-10:10 a.m.	break	
10:10-10:35 a.m.	Minnesota	25 minutes
10:35-10:40 a.m.	break	
10:40-11:05 a.m.	Ohio	25 minutes
11:05-11:10 a.m.	break	
11:10-11:50 a.m.	Public comment: Illinois, Wisconsin, Minnesota, Ohio	
11:50-12:00 p.m.	break	
12:00-1:00 p.m.	North Dakota	60 minutes
1:00-1:05 p.m.	break	
1:05-1:21 p.m.	Public comment: North Dakota	

more

**SCHEDULE FOR REGIONAL HEARING
BOSTON, MASSACHUSETTS**

June 3, 1995

8:30-8:40 a.m.	Opening remarks	
8:40-9:40 a.m.	Maine	60 minutes
9:40-9:45 a.m.	break	
9:45-10:05 a.m.	Public comment: Maine	
10:05-10:15 a.m.	break	
10:15-12:00 p.m.	Pennsylvania	105 minutes
12:00-12:05 p.m.	break	
12:05-12:30 p.m.	New York	25 minutes
12:30-12:35 p.m.	break	
12:35-1:09 p.m.	Public comment: Pennsylvania, New York	

**SCHEDULE FOR REGIONAL HEARING
ATLANTA, GA**

June 9, 1995

9:00-9:10 a.m.	Opening remarks	
9:10-10:50 a.m.	Georgia	100 minutes
10:50-10:55 a.m.	break	
10:55-11:20 a.m.	Alabama	25 minutes
11:20-11:25 a.m.	break	
11:25-12:00 p.m.	Public comment: Georgia, Alabama	
12:00-1:00 p.m.	break	
1:00-1:45 p.m.	Mississippi	45 minutes
1:45-1:50 p.m.	break	
1:50-2:15 p.m.	Florida	25 minutes
2:15-2:20 p.m.	break	
2:20-2:46 p.m.	Public comment: Mississippi, Florida	

**SCHEDULE FOR REGIONAL HEARING
DALLAS, TX**

June 10, 1995

9:00-9:10 a.m.	Opening remarks	
9:10-11:35 a.m.	Texas	145 minutes
11:35-11:40 a.m.	break	
11:40-12:04 p.m.	Public comment: Texas	
12:04-1:00 p.m.	break	
1:00-3:00 p.m.	Oklahoma	120 minutes
3:00-3:05 p.m.	break	
3:05-3:25 p.m.	Public comment: Oklahoma	

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.

###

Purpose: Summarize MILCON Requirements for Alternative 2. Same as Option 1 except assume F/EF-111 workload is phased out. MILCON is essentially the same; however, LTC Pitcher deleted the cold proof construction (\$10.52M) at Hill.

Source: AFRES, AFMC21, AF/CEP, AF/LGMM, and AF/CEH Inputs

GAINING BASE: ROBINS

Unit	Description	Cost (\$M)
	None	0
Subtotal		0

GAINING BASE: TINKER

Unit	Description	Cost (\$M)
ALC	New A/C Maintenance Dock	0.305
ALC	Hydraulics Reconfig	0.968
ALC	OL Facilities	15.4
ALC	Instruments	0.525
ALC	New/Renovate Admin Space	3.33
Subtotal		20.528

OK ✓

GAINING BASE: OFFUT

Unit	Description	Cost (\$M)
AFTAC	Renovate Facilities	4.4
AFTAC	Airman Dormitory	1.68
Subtotal		6.08

GAINING BASE: HILL

Unit	Description	Cost (\$M)
ALC	3&6 Story Tower	1.5
ALC	40000 sf High Bay	8.2
ALC	Renovate Bldg 100C	0.07
ALC	Renovate Bldg 5N	1.543
ALC	Construct Test Platform	0.365
ALC	Tower Supports	0.251
ALC	Renovate Bldg 255	1.3
ALC	Construct Test Cells	0.3
ALC	Renovate Bldg 11	0.95
ALC	New/Renovate Admin Space	9.51
Subtotal		23.989

OK ✓

GAINING BASE: MOFFETT

Unit	Description	Cost (\$M)
USCG	Beardown 4 C-130s	22.12
Subtotal		22.12

OK →

Currently at McClellan AFB

GAINING BASE: TRAVIS

Unit	Description	Cost (\$M)
1827 EIS	Dormitory	1.27
Det 42	Secure Facilities	23.54
Subtotal		24.81

GAINING BASE: BASE X

Unit	Description	Cost (\$M)
	None	0
Subtotal		0

Facilities Total: 97.527
MFH Total: 0

GRAND TOTAL: \$ 97.53 M

Purpose: Summarize MILCON Requirements for Option 1. Close Kelly. Canton AFRES C-5s, ANG F-16s, and AIA at Lackland. NOTE: Does not reflect \$278M for 2085 new MFH units at Lackland.

Source: AFRES, ANG, AFMC21, AF/CEP, and AF/CEH Inputs

GAINING BASE: LACKLAND

Unit	Description	Cost (\$M)
AIA	Utilities	2.5
AIA	Other Infrastructure (fences, etc)	0.5
Subtotal		<u>3</u>

GAINING BASE: HILL

Unit	Description	Cost (\$M)
ALC	Cold Storage	0.5
Subtotal		<u>0.5</u>

GAINING BASE: TINKER

Unit	Description	Cost (\$M)
ALC	Bldg 214 GTE Test Facility	0.647
ALC	Fuel/Air Facility	1.048
ALC	Bldg 3902 Fuel Test	1.632
ALC	Bldg 3703 Fuel Test	5
ALC	C-5 Repair Facilities	52.111
ALC	Renovate Engine Test Cells	8.7
ALC	New/Renovate Admin Space	19.57 → 0 ✓
ALC	93 MFH Units	12.13 → 0 ✓
Subtotal		<u>101.188</u>

GAINING BASE: BASE X

Unit	Description	Cost (\$M)
	None.	0
Subtotal		<u>0</u>

Facilities Total: 92.536
MFH Total: 12.13

GRAND TOTAL: \$ 104.64 M

Purpose: Summarize additive MILCON Requirements for Alternative 3, Dual Closure.

Source: AFRES, AFMC21, AF/CEP, AF/LGMM, and AF/CEH Inputs

GAINING BASE: TINKER

Unit	Description	Cost (\$M)
	TTB Hangar	12.58
ALC	Add'l New MILCON for Admin	8.81
	Add'l 90 MFH Units	11.74
	Subtotal	33.13

0 ✓
0 ✓

GAINING BASE: HILL

Unit	Description	Cost (\$M)
ALC	Add'l New MILCON for Admin	10.71
	Subtotal	10.71

0 ✓

Facilities Total: 32.1
MFH Total 11.74

GRAND TOTAL: \$ 43.84 M

*Show this
to see
costs are
developed
but for up*

This MILCON sheet identifies the additional MILCON resulting from a dual closure scenario. These costs are ADDITIVE to the ones reflected in the individual closure COBRA runs. The TTB Hangar cost of \$12.58M was provided by LTO Pitcher, LGMM. The remaining costs were calculated as such:

Add'l New MILCON for Admin at Tinker — Alternative 1 reflects a cost of \$19.67M for this category and Alternative 2 reflects a cost of \$9.33M. The combined total currently reflected in the data files is (\$23.2M); however, AF/CEP identified a MILCON bill of \$32.01M for the dual closure scenario. As a result, an additional \$8.81M must be entered into the additive file.

Add'l 90 MFH Units at Tinker — Alternative 1 reflects a cost of \$12.13M for 93 MFH units at Tinker. AF/CEP identified a MILCON bill of \$23.57M for 123 MFH units under the dual closure scenario. As a result, an additional \$11.74M for 90 additional MFH units must be entered into the additive file.

Add'l New MILCON for Admin at Hill — Alternative 2 reflects a cost of \$9.51M for this category. AF/CEP identified a MILCON bill of \$20.22M for the dual closure scenario. As a result, an additional \$10.71M must be entered into the additive file.

FOR OFFICIAL USE ONLY

MILCON.XLS

EXECUTIVE CORRESPONDENCE TRACKING SYSTEM (ECTS) #

950512-7

FROM: WINDNALL, SHEILA E.	TO: DIXON
TITLE: SEC OF AIR FORCE	TITLE: CHAIRMAN
ORGANIZATION: DEPT OF AIR FORCE	ORGANIZATION: DBCR
INSTALLATION (S) DISCUSSED: AIR LOGISTIC CENTERS	

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

<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:

PROVIDING REASON AIR FORCE CHOSE TO REALIGN ALL 5 AIR LOGISTIC CENTERS INSTEAD OF CLOSING ANY.

Due Date: _____ Routing Date: 950512 Date Originated: 950500 Mail Date: _____

We also looked at the other side of the equation, i.e., savings, and found that Air Force savings are well in line with all other DoD activities as shown in Chart 2 (enclosed). What the data show is the level of steady state annual savings is principally explained by how many positions are actually eliminated from employment rolls. The more people that are actually taken out of end strength the larger the steady state savings. The Air Force did not recommend to the Secretary of Defense a complete depot installation closure, in large part because of the relatively high one-time costs to close an Air Force depot compared to what could be saved. Chart 3 compares the ratio of annual steady state savings to one-time costs. All three military departments show relatively similar annual steady state savings per depot, but the Air Force installations reflect a significantly higher one-time cost to close.

For the Air Force it is more cost effective to realign and downsize; allowing each of our five Air Logistics Centers (ALCs) to develop their own areas of comparative advantage. Our review of the Air Force data compared to the larger DoD experience over all four closure commissions, further supports the view that for the Air Force a one or two depot base closure recommendation does not make good economic sense.

Another consideration for us is total budgetary cost. We currently have \$1,047M budgeted for the next six years to cover the total cost of FY95 commission closures and realignment. Should a depot be added it is very likely that our currently budgeted costs would nearly double. Within the context of our future funding needs, and the high priority the Secretary of Defense and the President have placed on future modernization needs, it would be a serious funding problem for the Air Force. We took great care in building our closure package to ensure that what we were planning was fiscally prudent, and we believe our depot recommendations meet that objective.

We welcome the opportunity for our base closure experts to meet with your staff to cover this analysis in whatever level of detail would be helpful.

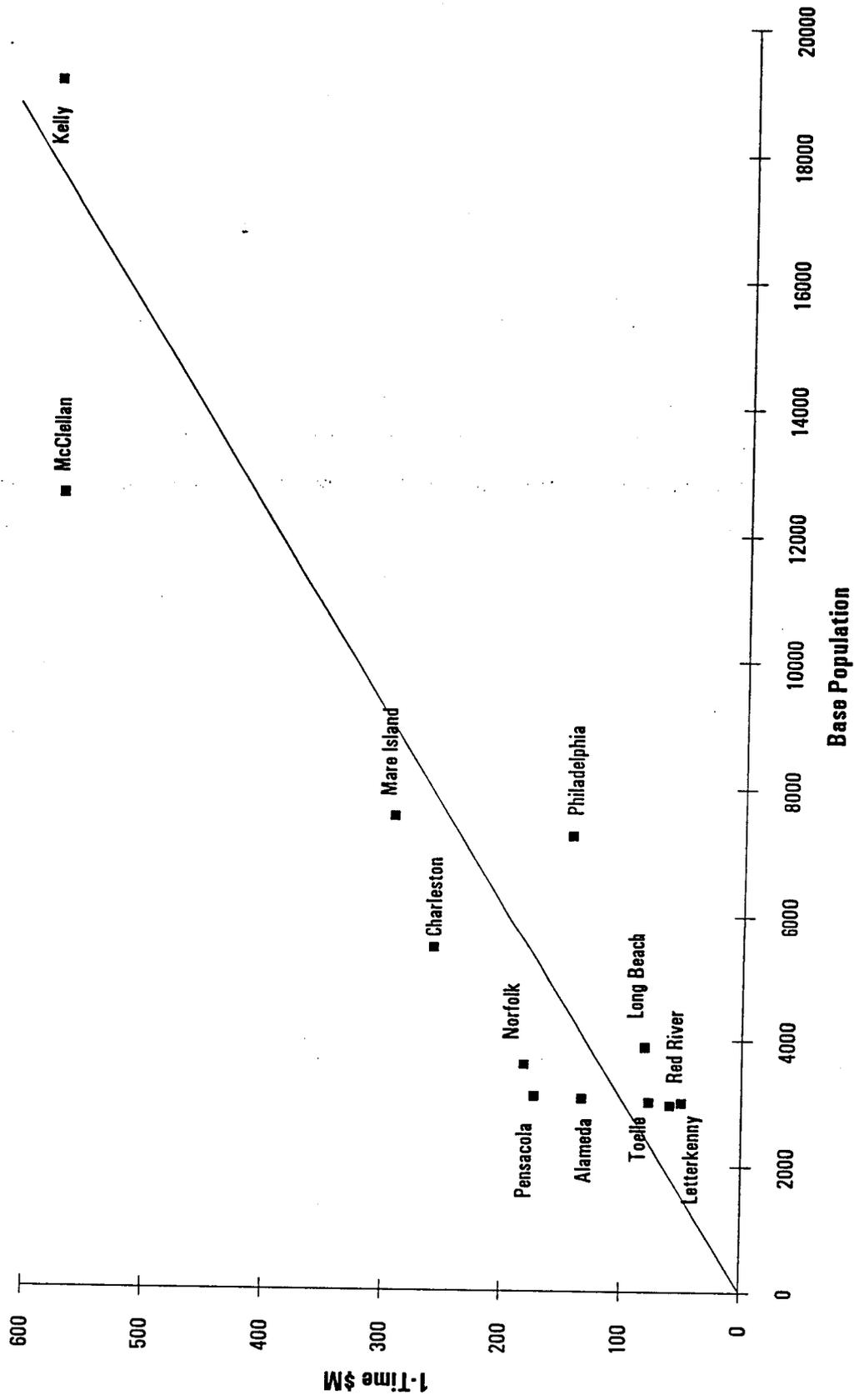
Sincerely,

A handwritten signature in cursive script, reading "Sheila E. Widnall". The signature is written in black ink and is positioned above the printed name.

Sheila E. Widnall

CHART 1

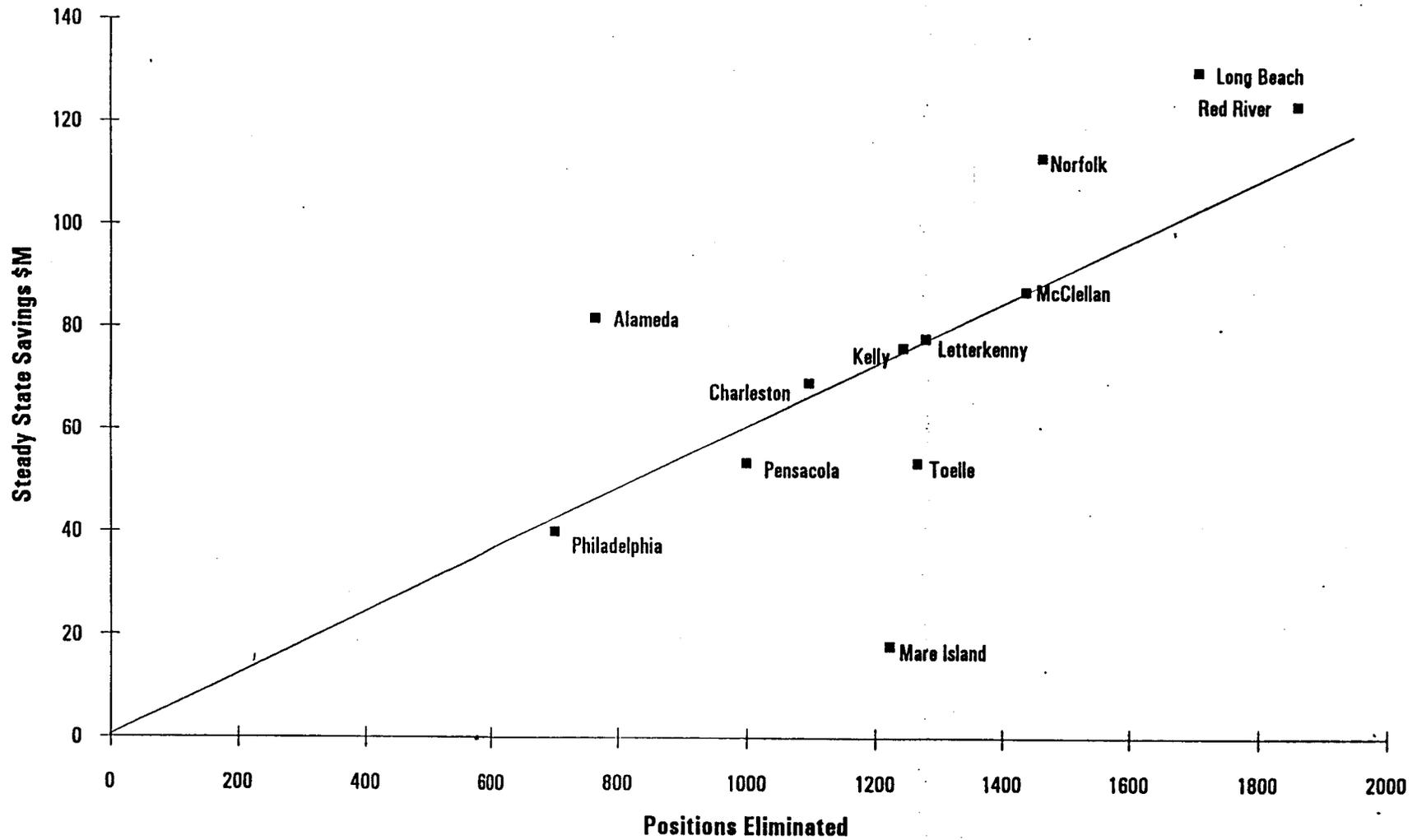
BASE POPULATION VS 1-TIME COST \$M



Base Population Means: AF 15,846, Army 3004, Navy 4841

CHART 2

POSITIONS ELIMINATED VS STEADY STATE SAVINGS \$M



Mean Positions Eliminated: Global 1254, AF 1342, Army 1472, Navy 1135

CHART 3

COMPARISON OF MILITARY DEPARTMENT
COBRA DEPOT ESTIMATES
ALL FOUR BRAC COMMISSIONS

	AVERAGE PER BASE				RATIO OF STEADY STATE SAVINGS TO ONE TIME COST
	BASE POPULATION	1-TIME COST FY95 \$M	POSITIONS ELIMINATED	ANNUAL STEADY STATE SAVINGS	
ARMY ¹	3,004	62	1,472	85	1.37
NAVY ²	4,841	181	1,135	72	.40
AIR FORCE ³	15,846	578	2,526	82	.14
	6,216	217	1,254	77	.35

¹ Includes Red River, Letterkenny, Toelle

² Includes Shipyards--Philadelphia, Mare Island, Charleston, Long Beach; Aviation Depots--Alameda, Pensacola, Norfolk

³ Includes Kelly, McClellan (Kelly and McClellan were not recommendations to the Commission but are included here for purpose of comparison only)

CHART 4
BASE POPULATION VS 1-TIME COST \$M

Activity	Base Population	1-Time Cost FY95 \$M
Letterkenny Army Depot	3,017	50
Toelle Army Depot	3,024	77
Naval Aviation Depot Alameda	3,076	133
Naval Aviation Depot Pensacola	3,110	173
Naval Aviation Depot Norfolk	3,606	181
Naval Shipyard, Long Beach	3,891	81
Red River Army Depot	2,971	60
Charleston Naval Shipyard	5,430	259
Naval Shipyard, Philadelphia	7,236	144
Mare Island Naval Shipyard	7,541	293
McClellan AFB	12,588	574
Kelly AFB	<u>19,104</u>	<u>582</u>
Total	74,594	2,607
Average	6,216	217
Total Air Force	31,692	1,156
Air Force Average	15,846	578
Total Army & Navy	42,902	1,451
Army & Navy Average	4,290	145

SOURCE: Data from COBRA reports submitted to OSD commission except McClellan & Kelly, which were not submitted

NOTE: 1-time costs from previous commissions were adjusted to FY95 constant year dollars in order to produce comparable data for all four commissions

NOTE: Newark AFS was not included since positions eliminated were replaced with contractor personnel

CHART 5

POSITIONS ELIMINATED VS STEADY STATE SAVINGS \$M

Activity	Positions Eliminated	Steady State Savings \$M
Navy Shipyard Philadelphia	701	40
Naval Aviation Depot Alameda	764	82
Naval Aviation Depot Pensacola	1000	53
Charleston Naval Shipyard	1088	69
Mare Island Naval Shipyard	1223	18
Kelly AFB	1245	76
Toelle Army Depot	1268	53
Letterkenny Army Depot	1287	78
McClellan AFB	1438	87
Naval Aviation Depot Norfolk	1464	113
Naval Shipyard, Long Beach	1707	130
Red River Army Depot	<u>1861</u>	<u>124</u>
Total	15,046	923
Average	1,254	77
Total Air Force	2526	156
Air Force Average	1,342	82
Total Army & Navy	12,520	766
Average Army & Navy	1,252	77

SOURCE: Data from COBRA reports submitted to OSD commission except McClellan and Kelly, which were not submitted

NOTE: Steady state savings from previous commissions were adjusted to FY95 constant year dollars in order to produce comparable data for all four commissions

NOTE: Newark AFS was not included since positions eliminated were replaced with contractor personnel

CHART 6
DOD DEPOT ACTIVITIES RECOMMENDED FOR BRAC ACTION

YR COM	ACTIVITY	STATUS
91	Navy Shipyard Philadelphia	Complete Closure
93	Mare Island Naval Shipyard	Complete Closure
93	Naval Aviation Depot Alameda	Complete Closure
93	Naval Aviation Depot Pensacola	Close Depot Only
93	Charleston Naval Shipyard	Complete Closure
93	Naval Aviation Depot Norfolk	Close Depot Only
95	Naval Shipyard, Long Beach	Complete Closure
95	Red River Army Depot	Close Depot
95	Letterkenny Army Depot	Realign
95	Kelly AFB	Focused Analysis - Not recommended for BRAC action
95	McClellan AFB	Focused Analysis - Not recommended for BRAC action
93	Toelle Army Depot	Close Depot
93	Newark AFS	Privatization in Place - Cost & Savings not comparable
88	Lexington Army Depot	Close Depot COBRA data not available
88	Navajo Depot Activity	Close Ammo Storage - Not included
93	Savanna Army Depot Activity	Close Ammo Storage - Not included
95	Seneca Army Depot	Close Ammo Storage - Not included
95	Sierra Army Depot	Close Ammo Storage - Not included
91,	Sacramento Army Depot	Close Supply Depot - Not included
95	Ship Repair Facility, Guam	Closure of Floating Drydock - Not included

USAF Depots

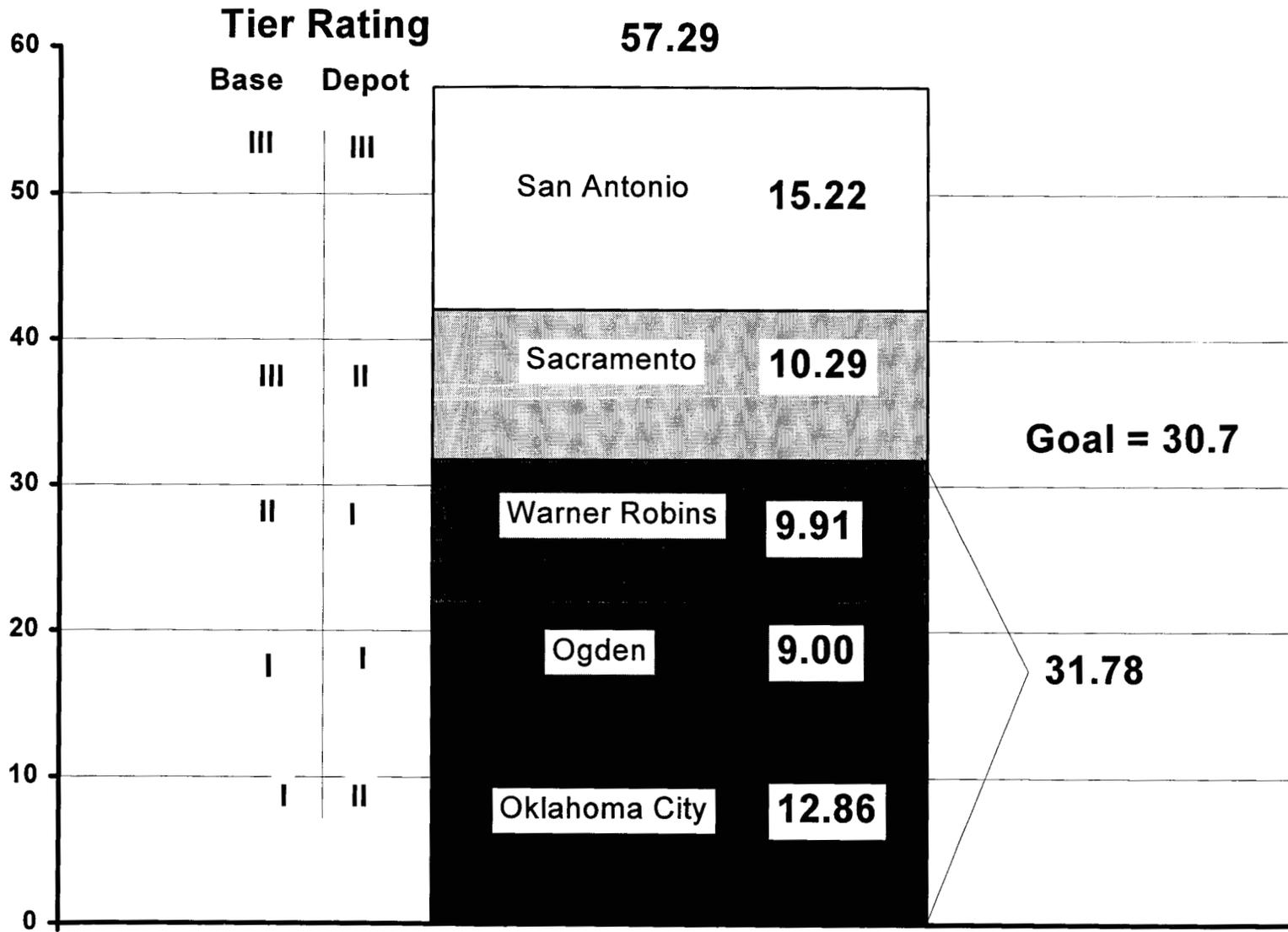
Historical Information

Air Logistics Center (Formerly Air Materiel Area)

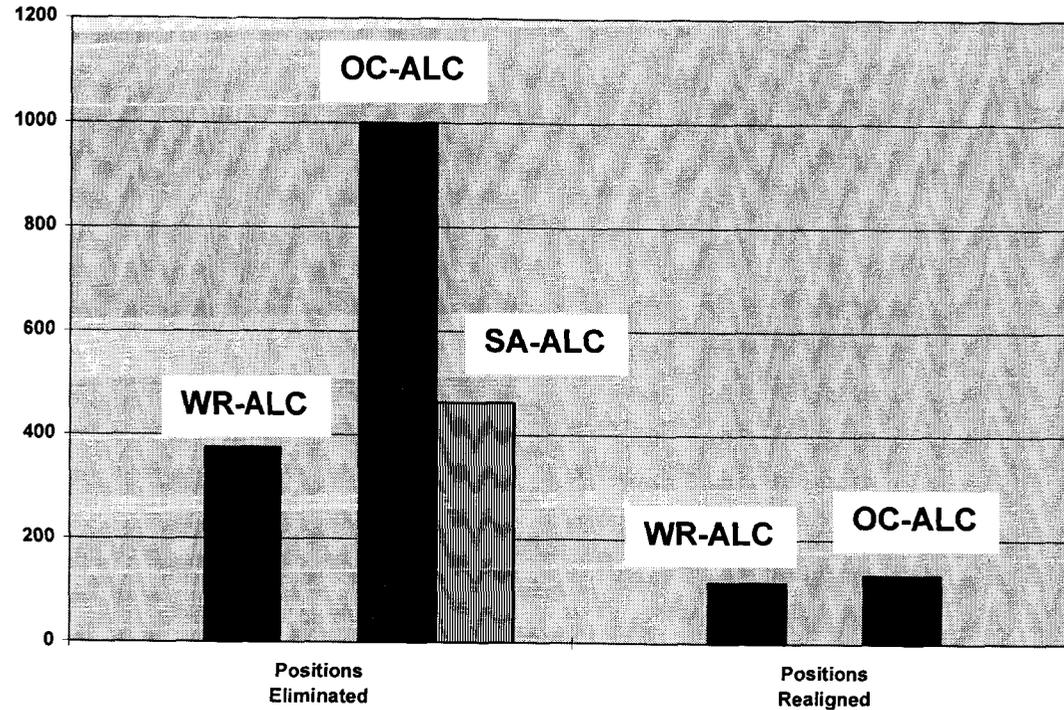
Activated - Deactivated

- | | |
|---------------------------------------|-------------|
| 1. Ogden ALC, Hill AFB, UT | 1939 - |
| 2. Oklahoma City ALC, Tinker AFB, OK | 1941 - |
| 3. Sacramento ALC, McClellan AFB, CA | 1936 - |
| 4. San Antonio ALC, Kelly AFB, TX | 1918 - |
| 5. Warner Robins ALC, Robins AFB, GA | 1941 - |
| 6. Middletown AMA, Olmsted AFB, PA | 1925 - 1967 |
| 7. Mobile AMA, Brookley AFB, AL | 1939 - 1969 |
| 8. Rome AMA, Griffiss AFB, NY | 1941 - 1967 |
| 9. San Bernardino AMA, Norton AFB, CA | 1942 - 1966 |

DBCRC Joint Cross Service Group Evaluation of AF ALCs Maximum Potential Capacity (000,000 hrs)



Downsize All 5 Air Force ALCs COBRA Analyses



Depot Tiering	ALC	One-Time Cost (\$K)	Net MilCon (\$K)	Net Personnel (\$K)	Net Overhead (\$K)	Net Moving (\$K)	Net Other (\$K)	Annual Savings (\$K)	Positions Eliminated	Positions Realigned
I	Hill AFB (OO-ALC)	41,917	18,590	0	4,639	8,200	13,370	-426	0	0
I	Warner Robins (WR-ALC)	29,387	190	-60,265	3,086	10,633	5,449	17,312	376	118
II	McClellan AFB (SM-ALC)	41,680	19,070	0	4,394	5,325	15,255	-253	0	0
II	Tinker AFB (OC-ALC)	39,704	11,640	-159,943	1,798	14,486	8,909	46,715	999	133
III	Kelly AFB (SA-ALC)	30,332	9,980	-86,231	762	6,681	5,333	25,610	463	0
	TOTAL	183,020	59,470	-306,439	14,679	45,325	48,316	88,958	1,838	251

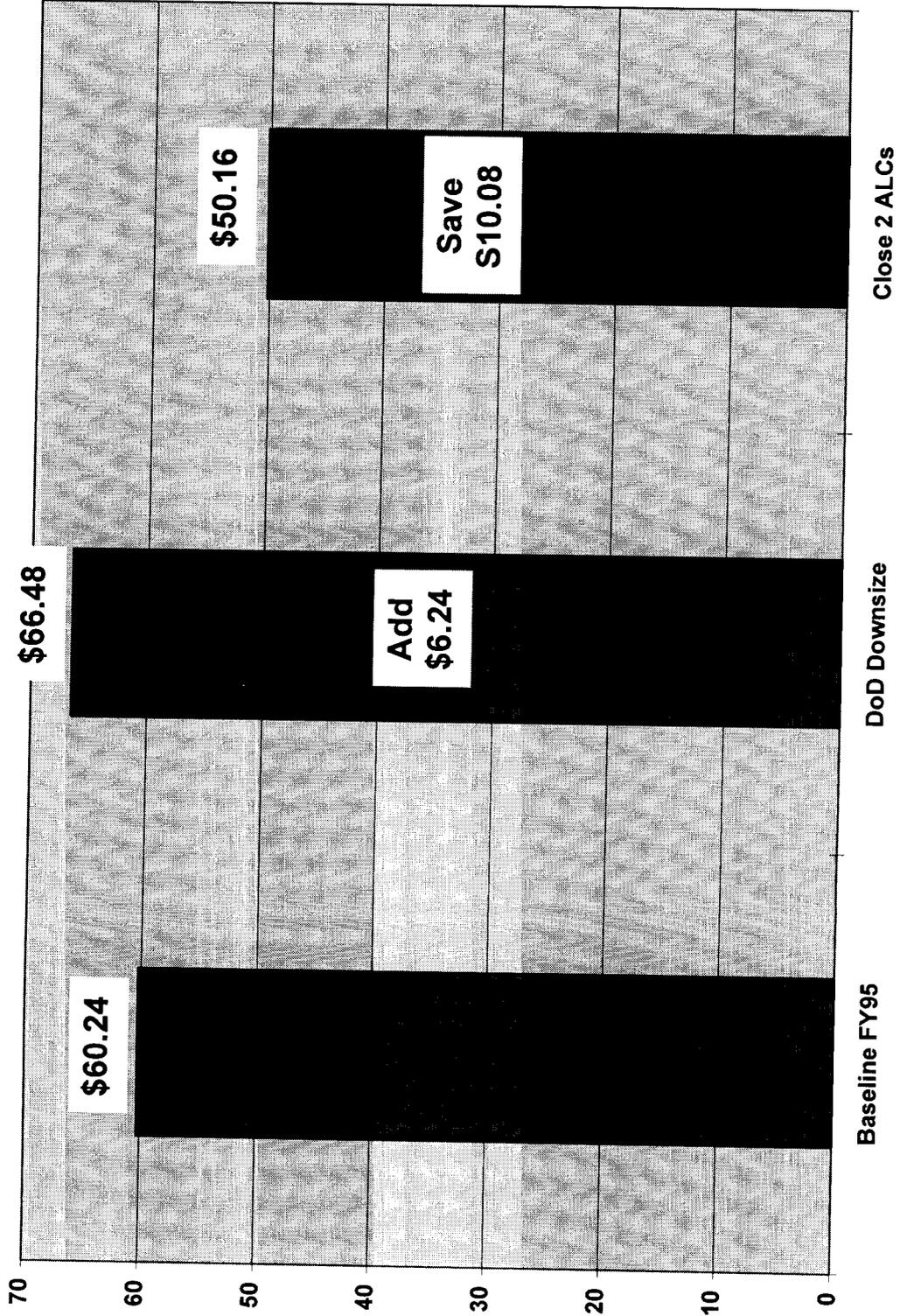
DBCRC

Downsize All 5 Air Force ALCs COBRA Results

Depot Tiering	ALC	One-Time Cost (\$K)	Net MilCon (\$K)	Net Moving (\$K)	Net Other (\$K)	Annual Savings (\$K)
I	Hill AFB (OO-ALC)	41,917	18,590	8,200	13,370	-426
I	Warner Robins (WR-ALC)	29,387	190	10,633	5,449	17,312
II	McClellan AFB (SM-ALC)	41,680	19,070	5,325	15,255	-253
II	Tinker AFB (OC-ALC)	39,704	11,640	14,486	8,909	46,715
III	Kelly AFB (SA-ALC)	30,332	9,980	6,681	5,333	25,610
	TOTAL	183,020	59,470	45,325	48,316	88,958

Depot Tiering	ALC	Net Personnel (\$K)	Positions Eliminated	Positions Realigned
I	Hill AFB (OO-ALC)	0	0	0
I	Warner Robins (WR-ALC)	-60,265	376	118
II	McClellan AFB (SM-ALC)	0	0	0
II	Tinker AFB (OC-ALC)	-159,943	999	133
III	Kelly AFB (SA-ALC)	-86,231	463	0
	TOTAL	-306,439	1,838	251

Illustrative Example of How Workload Volume Affects Hourly Rate at OC-ALC



Topics for Discussion on 17 March

Structure of Air Logistics Centers

- Describe structure of ALCs
- List major organizational components of each ALC
- Provide numbers of personnel for each ALC (authorizations FY 88-95 and projections 95-01)
- Provide numbers of personnel for each ALC installation, each ALC, and each ALC major organizational component (actual on-board as of 1 October 1994)
- Provide numbers of personnel for each major organization within each ALC (authorizations FY 88-95)
- Provide numbers of supervisors and numbers of "hands-on" personnel for each ALC and for each major organizational component of each ALC
- Describe relationship of maintenance function to other functions within ALC
- List other functions collocated with the ALCs (i.e. DISA Megacenters)

Personnel

- Why are personnel eliminated numbers based on efficiency factor rather than specific workload data utilized by the Navy and Army?
- What was the basis for the 15% factor for eliminating positions through consolidation of like workload?
- Why were positions eliminated on the Air Force depot closure scenarios based on a 6% efficiency factor?
- What was the basis for the % of positions moved vs. eliminated as a result of a closure action?

Cost to Realign vs Close

- One time cost to close vs. one time cost to realign
- Cost of annual maintenance of 5 Depots vs. 3
- Cost of modernizing 5 depots vs. 3

Reengineering benefit factor

- How was the 15 % "industrial reengineering benefit factor" considered when sizing the ALCs
- Why was core reduced 15 %
 - Why does capacity now equal the core workload
- ALC space
- What percentage of the ALC activity square footage will be mothballed or demolished and why
- What is the basis / support for \$24 million in demolition costs
- What is the remaining useable square footage of each ALC?
- What is the basis for the \$44 million cost for renovation of shop space?
- Why is the Air Force only now identifying/ validating specific buildings for demolition and/ or mothballing?
- Why weren't the numbers based on requirements certified by local Commanders?

Installation tiering vs. depot activity tiering

- which was given to Joint Cross Service Group and why

Workload movements

Describe the workload transfers in terms of hours, by commodity, to and from each ALC Topics for

Further Topics for Discussion on 17 March

Please discuss in general terms the environmental condition of each of the Air Logistics Center installations

- **Provide costs for compliance and clean-up (information should be available from data calls - which we do not for ALCs yet)**
- **Did the Air Force consider environmental costs during the BRAC process?**

Air Force Air Logistics Centers An Overview



Mr. Ron Orr

Associate Director of Maintenance

Directorate of Maintenance ♦ DCS Logistics

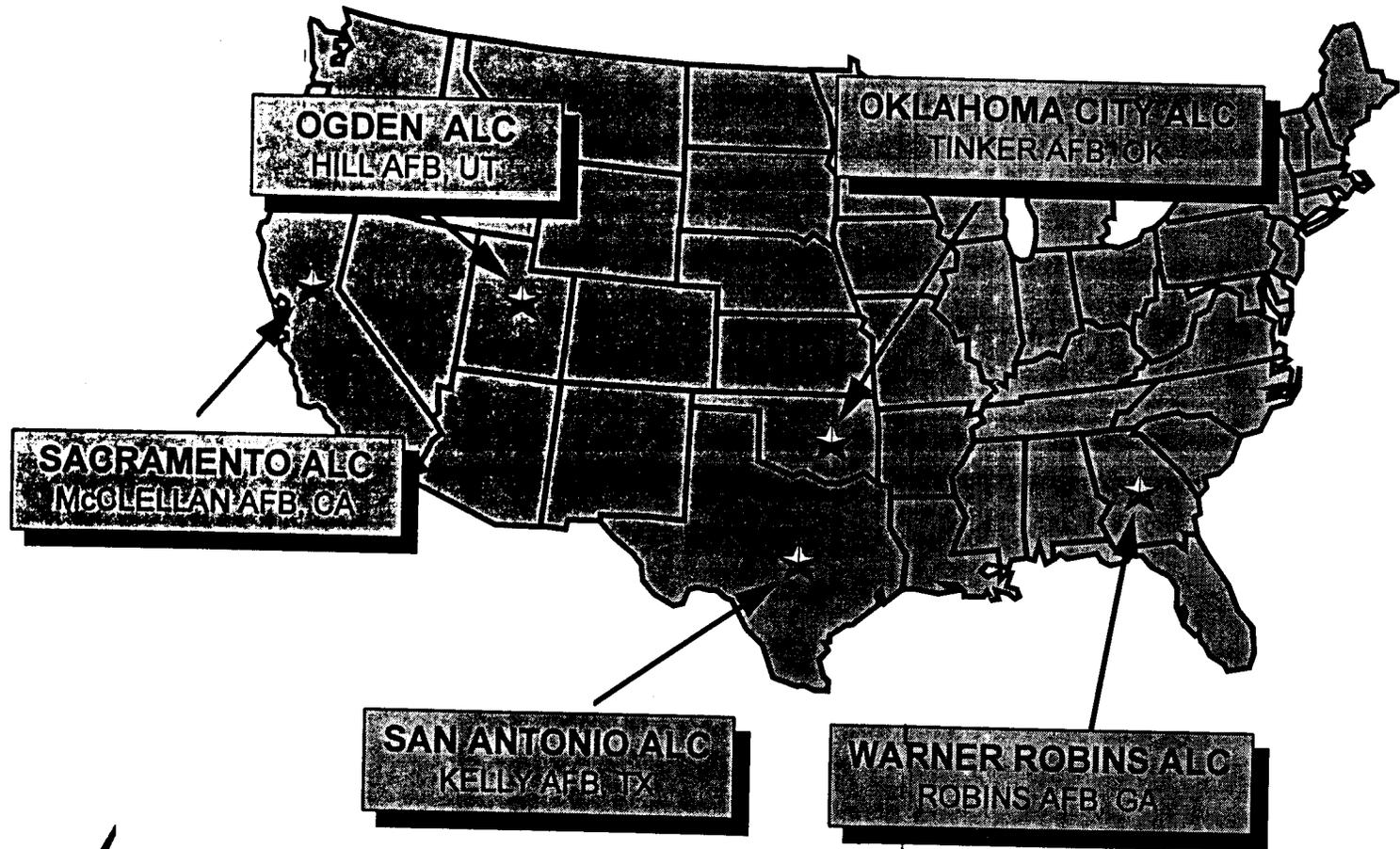


Overview

- Air Logistics Center (ALC) Locations
- Base Missions at an ALC Location
- ALC Organization
 - Example: Robins AFB
- Logistics Functions
 - Example: F-15 Support
 - Example: Avionics Commodity Support
- Contrasting AF & Navy Maintenance
 - Maintenance Objectives
 - Maintenance Strategies
 - Infrastructure Comparison
 - F-14 vs. F-15 System Support
 - CORE / Capacity Differences



Air Logistics Center Locations



ALCs comprise only part of these Air Force Bases



Depot maintenance comprises only part of each ALC



ALC Location Missions

Example: Robins AFB

■ LOGISTICS MISSIONS

- Weapon System & Commodity Management
 - F-15, C-130, C-141, SOF Aircraft, Avionics, EW
- Supply Management
- Depot Maintenance
- Distribution *DLA*

■ OPERATIONAL MISSIONS

- 5th Combat Communications Group
- 19th Air Refueling Wing
- 9th Space Warning Squadron

■ SUPPORT ACTIVITIES

- DLA, DFAS, DISA

■ BASE HOST ACTIVITIES

- Civil Engineering, Security, MWR, Base Supply



Installation Population

Robins AFB

Warner Robins ALC: 9344

Maintenance 6253

Product Management 3091

FY 95/4

Total Manpower

16553



Air Base Wing: 2311

78 Air Base Wing 522

78 CEG 553

78 OSS 55

78 Med Gp 463

78 Sup Gp 718

Non AF Tenants: 1711

Dist Depot (DLA) 751

DISA 318

DFAS 138

AF Tenants: 3187

5th Cmbt Comm Gp 924

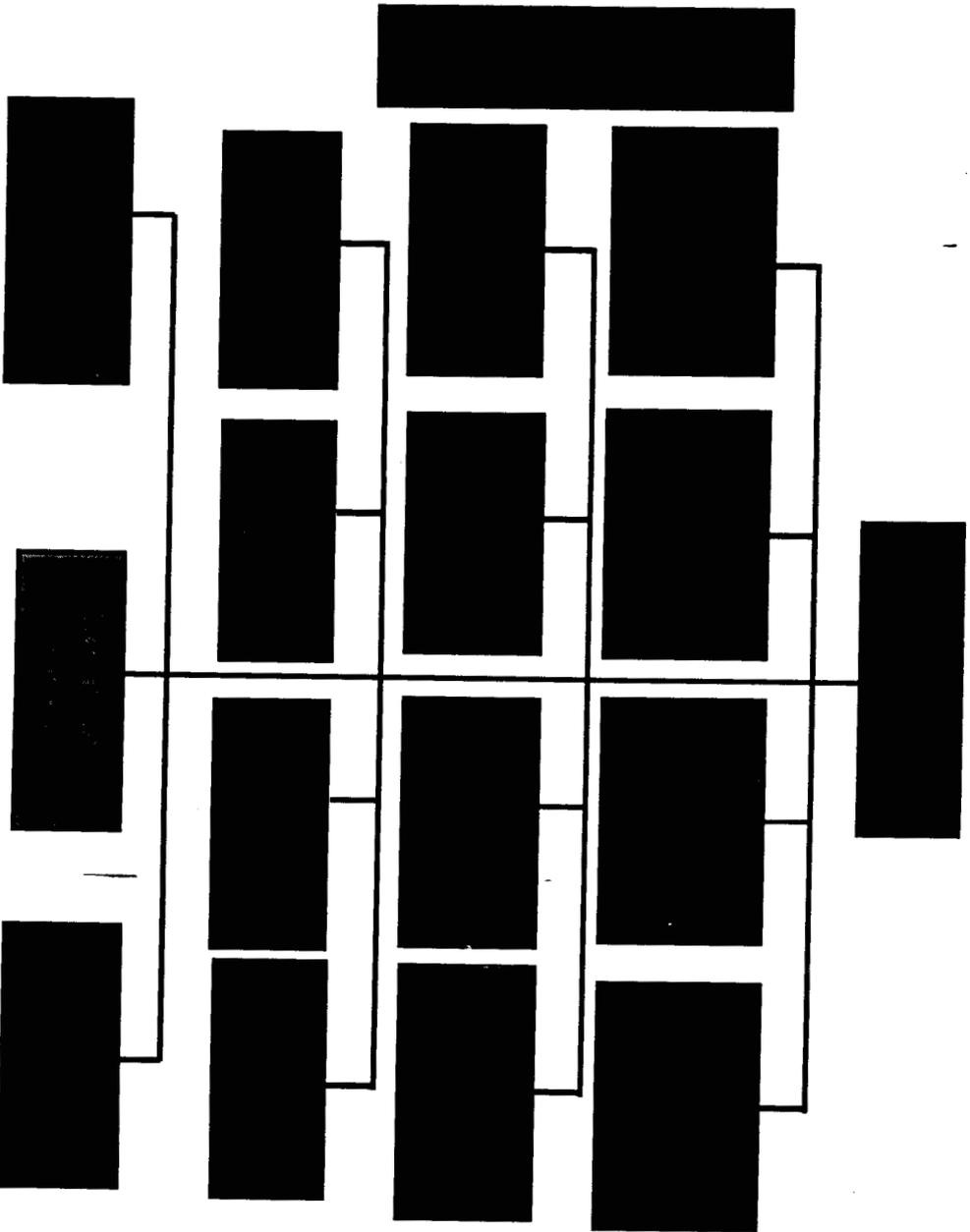
19th Air Rfl Wing 890

AFRES (Various) 1118

For Illustration Purposes Only- Not Certified BRAC data

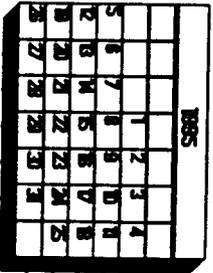


ALC Organization



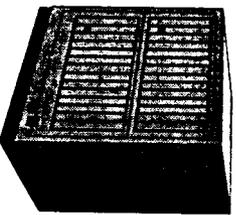


F-15 Program Support

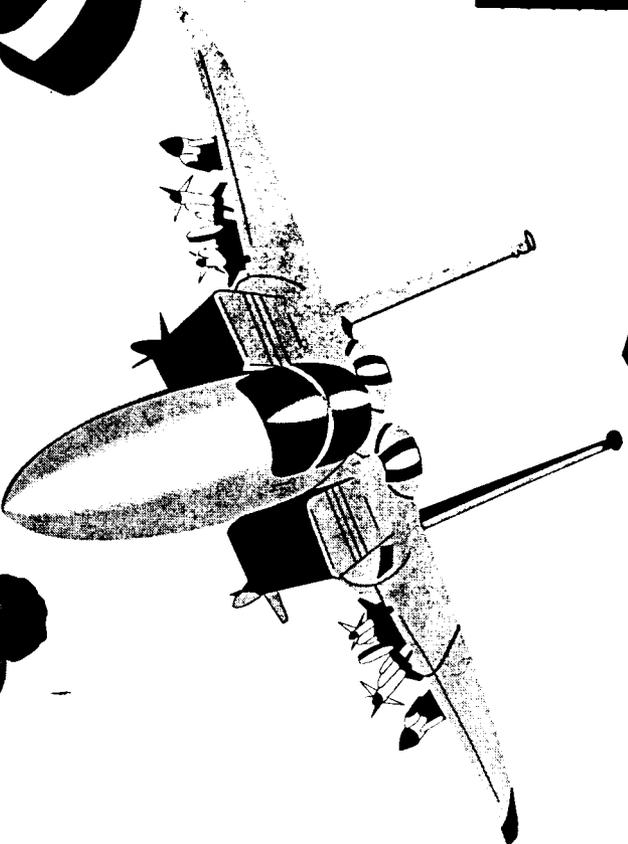
A small calendar icon with the word "DAYS" at the top. The calendar grid shows the days of the week (S, M, T, W, T, F, S) and the numbers 1 through 31.

DAYS						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Scheduling



Item Management



Maintenance



Contracting



Equipment Specialists

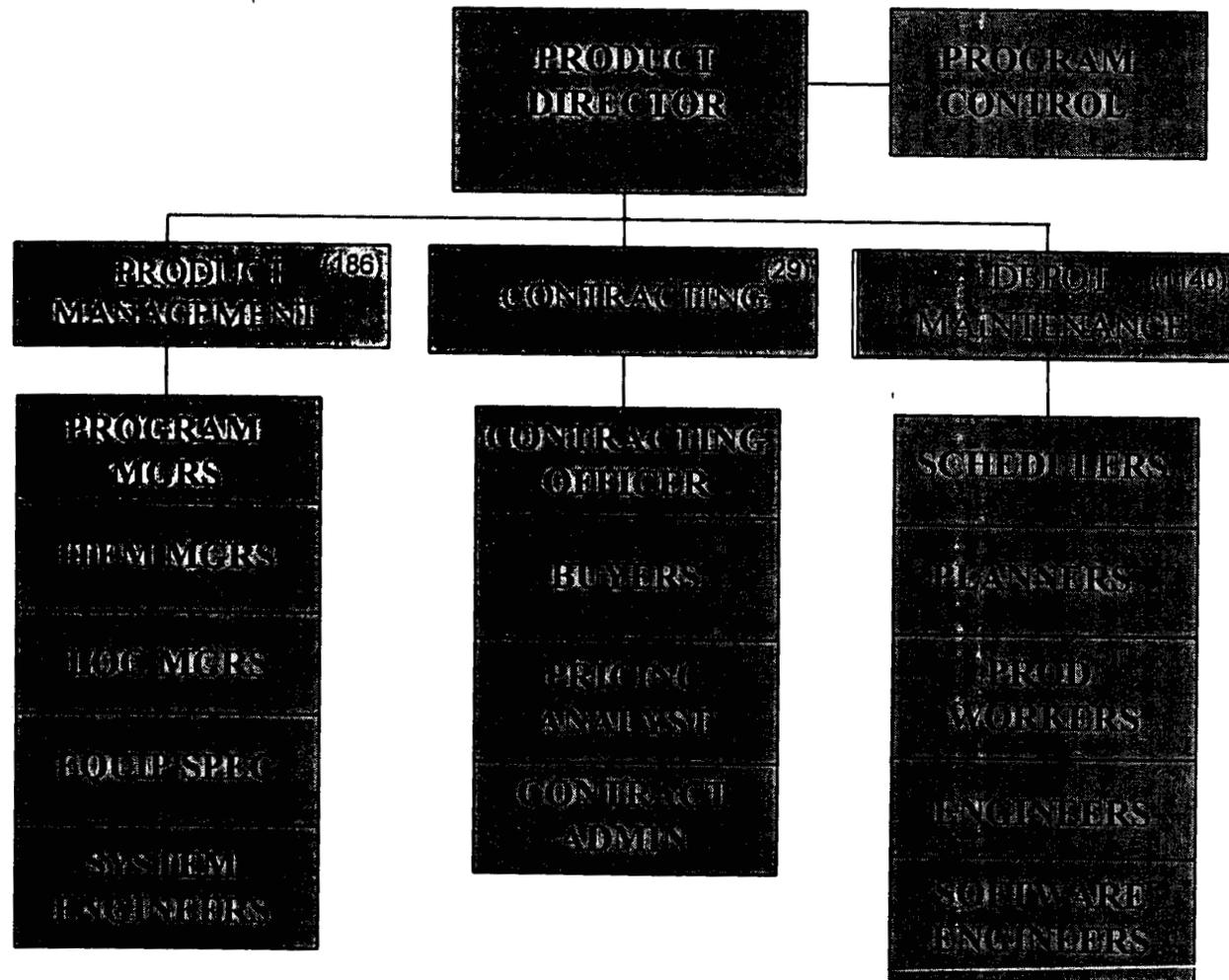


Engineering



F-15 Directorate

Focused on Total Weapon System Support

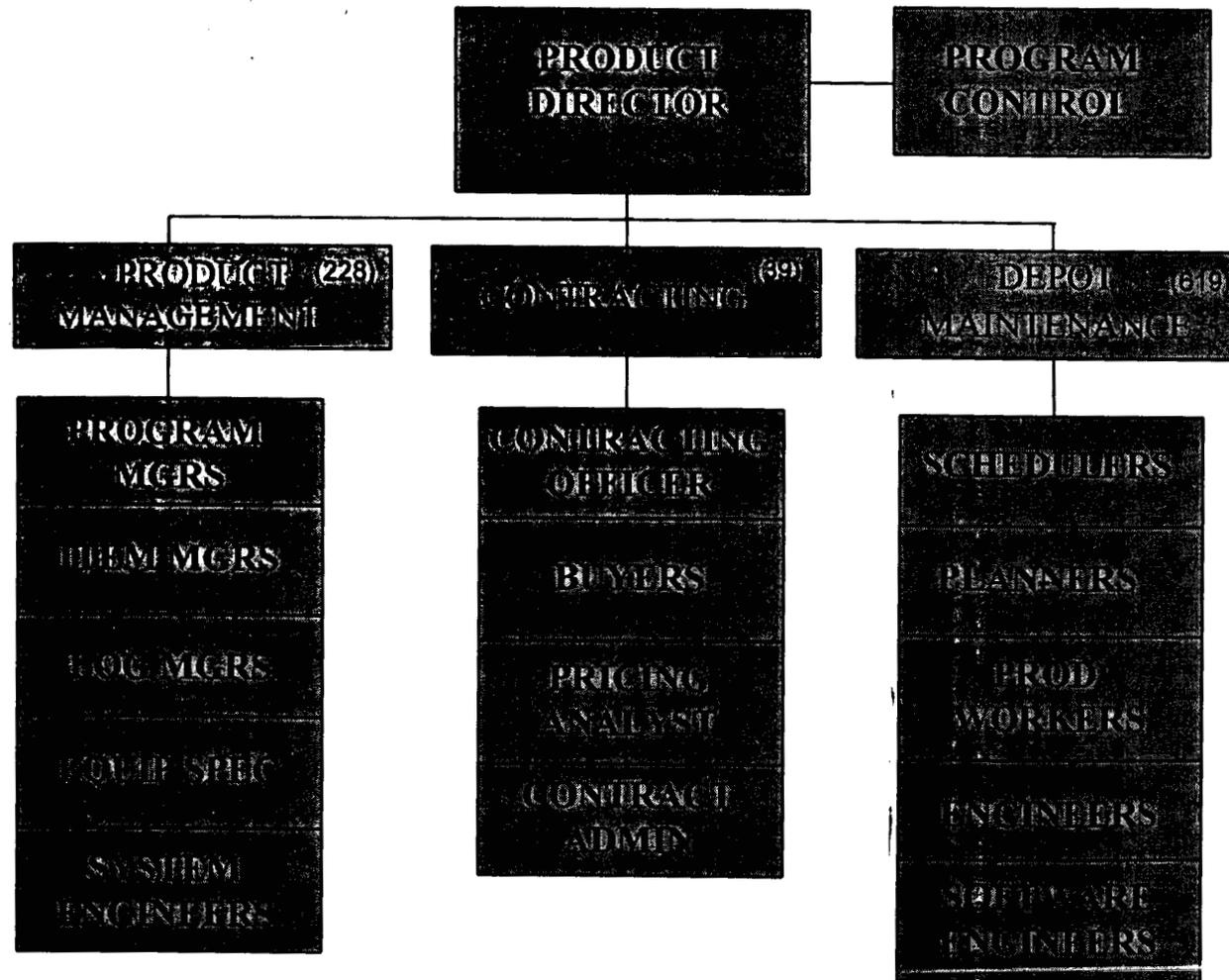


Based Upon FY 95/4 Personnel Numbers - Not BRAC Certified Data



Avionics Directorate

Focused Full-Spectrum Support of the Commodity



Based Upon FY 95/4 Personnel Numbers - Not BRAC Certified Data



CONTRASTING

AIR FORCE & NAVY

LOGISTICS



Maintenance Objectives

Common to Both Services

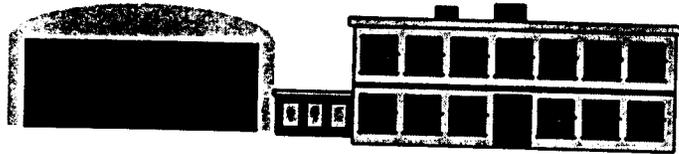
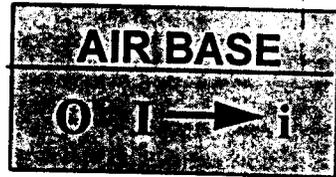


- Provide critical logistics support to the warfighter
- Preserve readiness
- Ensure sustainability under combat conditions
- Eliminate excess infrastructure
- Improve depot maintenance processes to boost productivity
- Optimize maintenance/supply performance

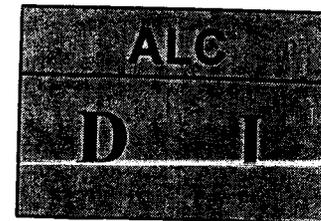
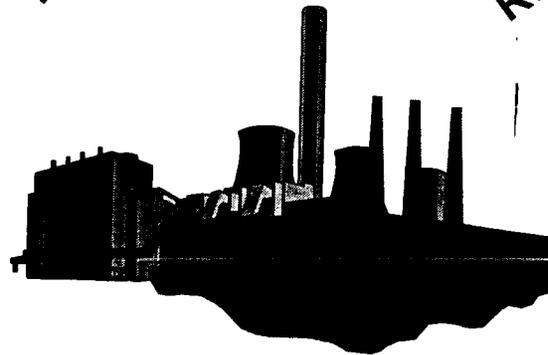
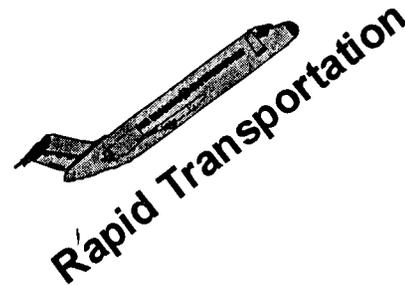
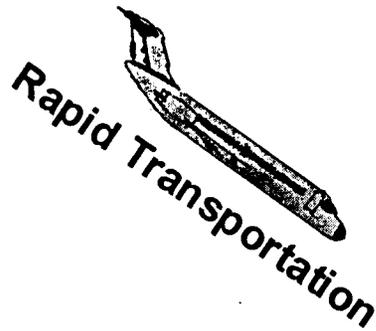


Maintenance Strategies

Air Force: Lean Logistics



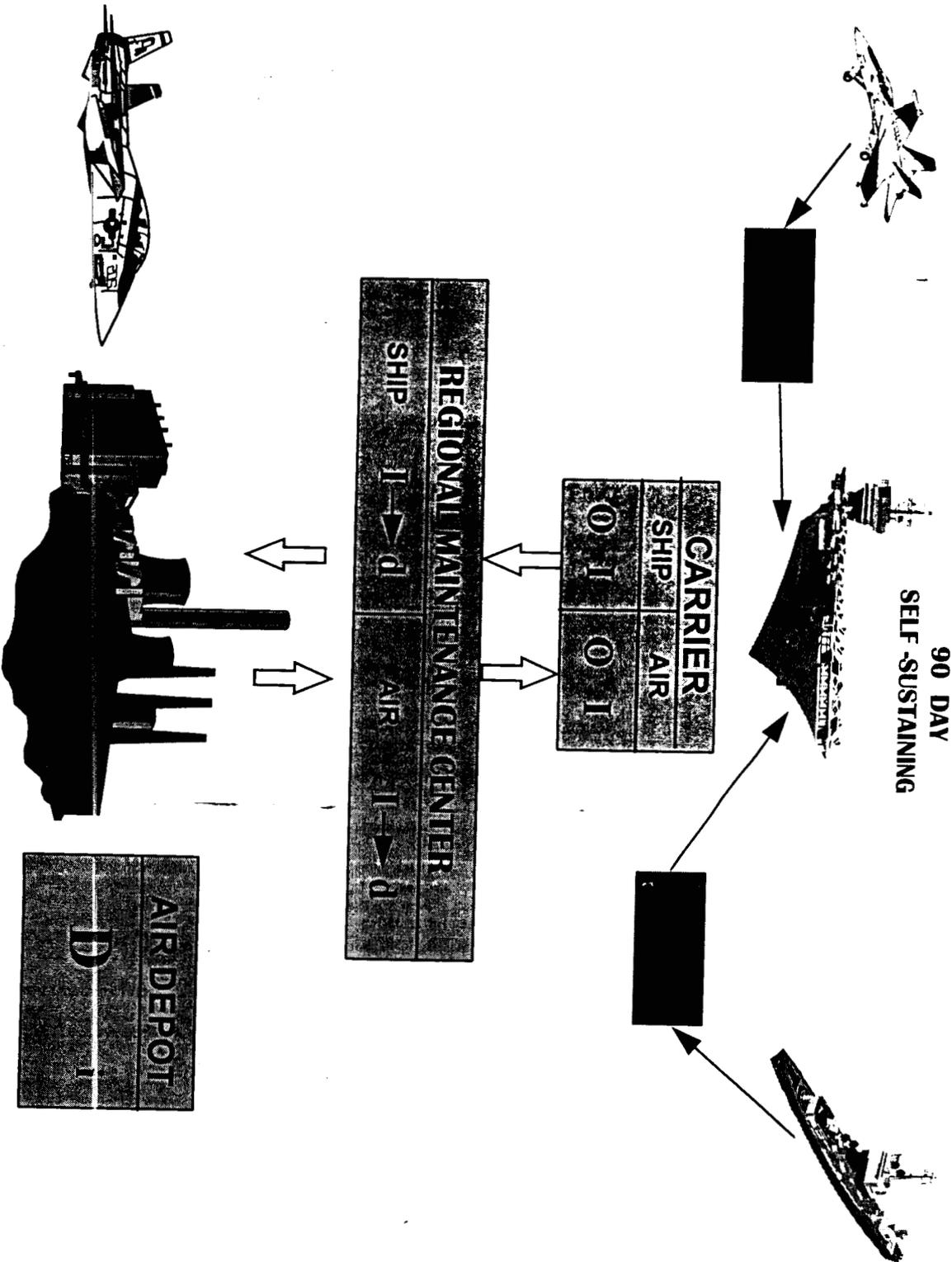
Minimal
SELF-SUFFICIENCY





Maintenance Strategies

Navy: Regional Maintenance





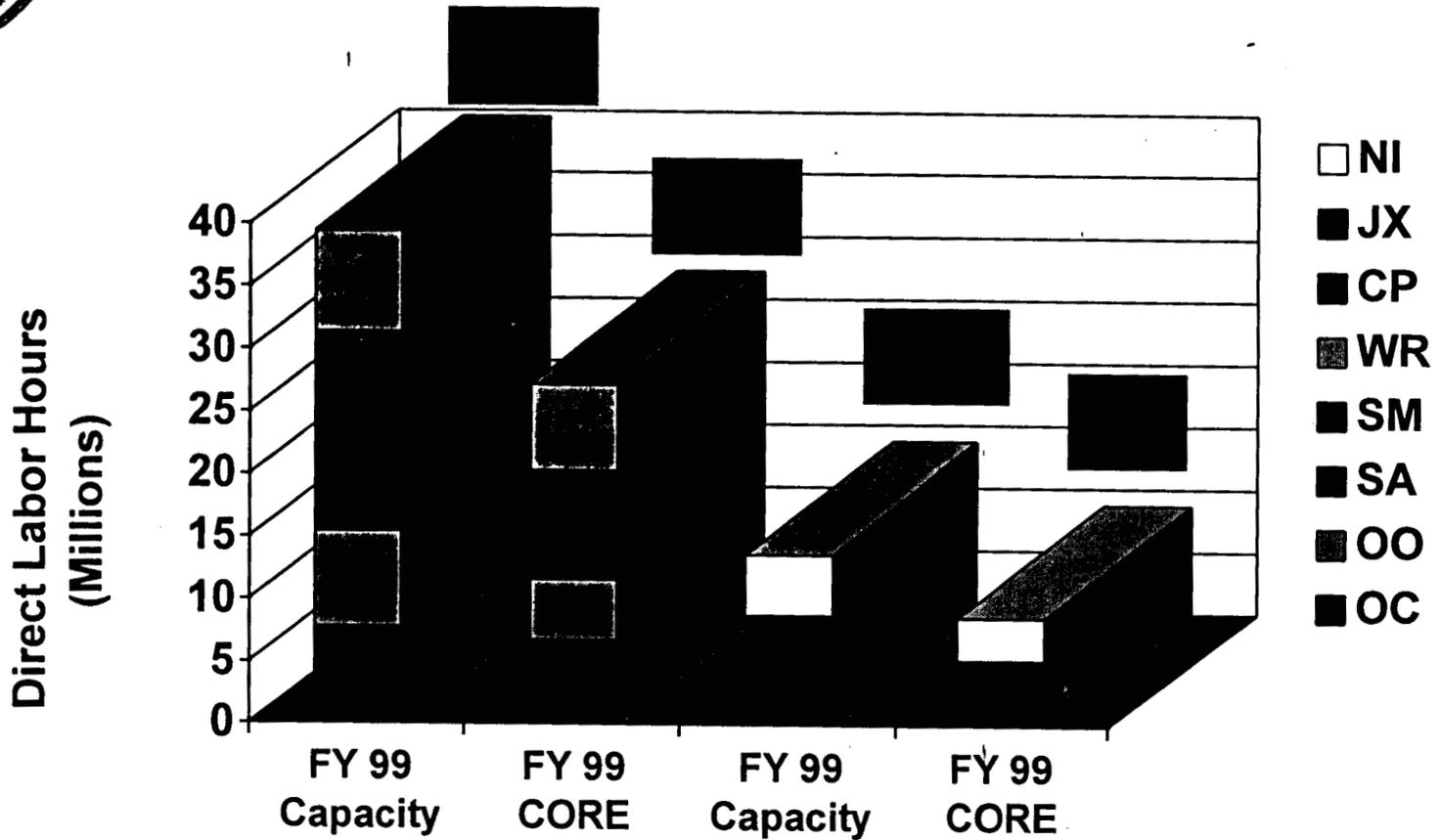
F-14 vs. F-15 System Support

<p>Airframe Depot Maintenance</p>		
<p>Engineering Support</p>		
<p>Software Support</p>		
<p>Tech Data Management</p>		
<p>Inventory Control Point</p>		





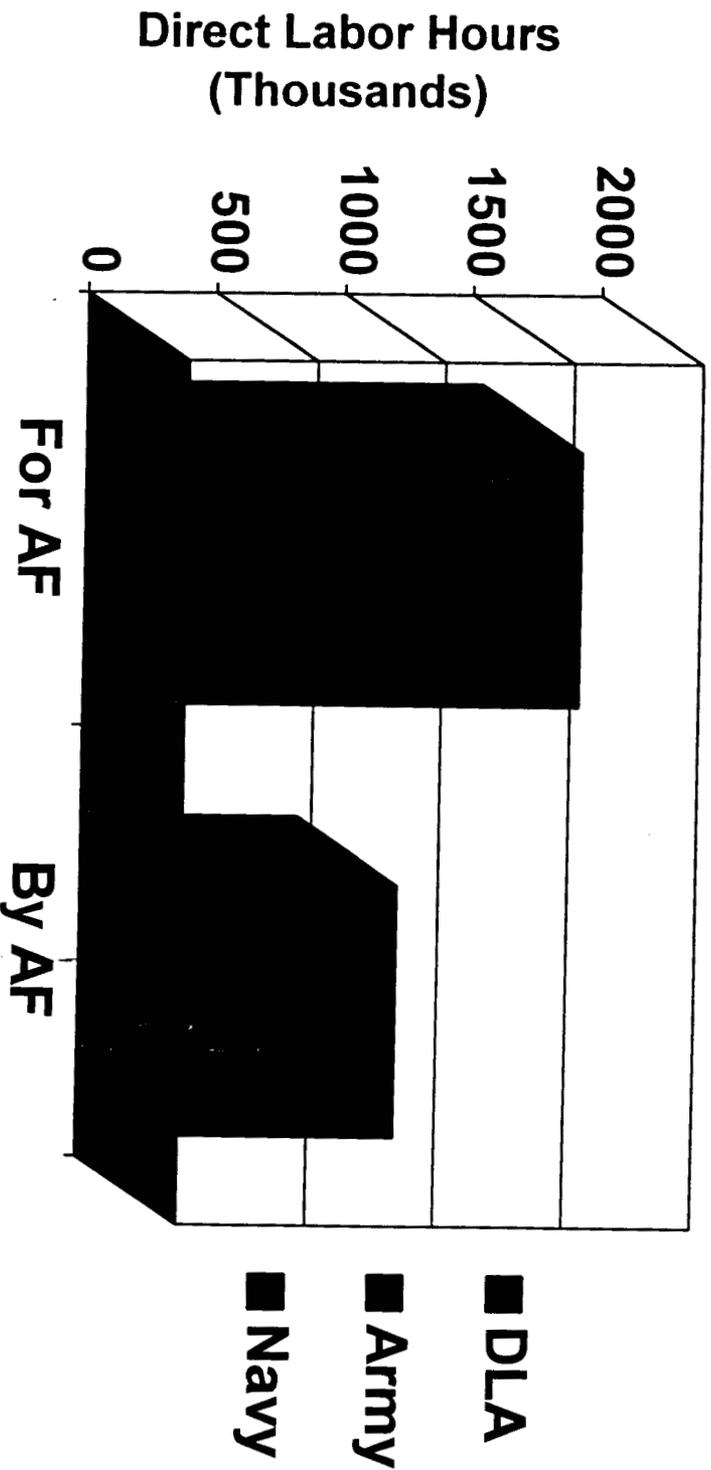
Air Force & Navy Aviation Depots



Source: BRAC 95 Data Call



Depot Maintenance Interservicing - FY93



Source: Joint Depot Maintenance Analysis Group



Summary

- **Air Logistics Centers:**
 - One of the *primary functions* at 5 Air Force bases
 - Share those bases with significant operational forces, non-AF tenants and base infrastructure support
 - Collocate system management, engineering and maintenance functions
 - Provide support to Air Force warfighting elements keyed to the Air Force mission

United States Senate

WASHINGTON, DC 20510

March 27, 1995

Frank Cirillo
Air Force Team Leader
Defense Base Closure & Realignment Commission
1700 N. Moore St.
Suite 1425
Arlington, VA 22209

Dear Mr. Cirillo:

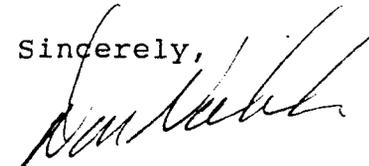
As you work through issues pertaining to depot maintenance, I thought the Depot Operations Indicators Report prepared by the Department of Defense would be of use to you in your analysis of the depots. Therefore, I have enclosed the Air Force section of the latest copy of this report for your review.

For each depot an introductory page provides supplementary data and an executive summary. The supplemental data includes: depot name, depot location, major workload, personnel levels and current year budget.

The following pages for each depot reflect a graphic portrayal of all the indicators for that depot with analyses, when appropriate. The fourth page shows that data, the formula for each indicator and the goal for that indicator.

I hope you find this report useful in your analysis of Air Force Air Logistics Centers.

Sincerely,



Don Nickles
U.S. Senator



DEPOT

MAINTENANCE

OPERATIONS

INDICATORS

REPORT

1st Quarter FY93 Through 4th Quarter FY94

FOREWORD

This report presents joint Service and DLA organic maintenance depot performance data reflected in the Depot Maintenance Operational Indicators System (DMOIS). It is the result of an evolutionary process of developing and enhancing depot performance indicator data.

The latest stage in this process began in early 1992, when the Joint Policy Coordinating Group on Depot Maintenance (JPCG-DM) directed the Joint Performance Measurement Group (JPMG) to develop indicators relating to the Theory of Constraints. At that time, there was a view among the Services that the existing Performance Measurement System Report had achieved commonality, but lacked comparability. As a result, the JPCG-DM directed the JPMG to look at other measures. The JPMG reviewed several sources for measurements including Competitive Edges, the Theory of Constraints, and the measures required by the Chief Financial Officers Act. The DMOIS Report is the result of the effort to revise the DMPMS. The JPMG is also developing additional indicators for quality and inventory.

The joint effort to identify and report depot performance data was first begun in response to a 1990 tasking by the Defense Depot Maintenance Council (DDMC). The DDMC commissioned a Performance Measurement Task Force whose report of 26 November 1990 recommended establishment of a Depot Maintenance Performance Measurement System (DMPMS). Subsequently, the JPCG-DM established the Joint Performance Measurement Group (JPMG) to implement and maintain the DMPMS.

The DMOIS reports are published semi-annually. The data presented covers two fiscal years by quarter, current fiscal year and past fiscal year. Since the first submission of the fiscal year is a mid-year submission (1st and 2nd quarters), there are six quarters of data displayed. The last submission for the fiscal year (3rd and 4th quarters) will display eight quarters of data.

The JPMG will continue to review and enhance the DMOIS to ensure that its indicators provide significant management information.

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INTRODUCTION

1.1 Description of the Key Areas and Their Indicators

The Depot Maintenance Operations Indicators System (DMOIS) Report is comprised of three key areas: Theory of Constraints, Timeliness, and Financial. Each key area has one or more indicators that are described below. The formulas employed by each Service and DLA in computing the indicators are documented in the DMOIS Handbook.

1.1.1 Theory of Constraints Indicators

The Theory of Constraints (TOC) represents a philosophy of global system improvement designed to assist organizations in achieving their goals. The TOC indicators are:

a. Throughput. Throughput is defined as the rate at which the system generates money through sales. The formula used to determine Throughput is revenue minus direct material. Revenue is defined as the realized result from the sale of a product or service. Direct material is defined as the material specifically required for the performance of depot maintenance as specified by a work authorization document. Throughput and Operating Expense are displayed on the same chart.

b. Operating Expense. Operating Expense is defined as all the money the system spends in turning inventory into Throughput. The formula used to determine Operating Expense is total actual cost minus direct material. Total actual cost is defined as amounts determined on the basis of costs incurred as distinguished from forecasted costs. Operating Expense and Throughput are displayed on the same chart.

c. Capital Investment Effectiveness. Capital Investment Effectiveness is the ratio of throughput to long term inventory. Long term inventory is defined as the total depreciated value of all capital assets (equipment, buildings, software), excluding land and fixed assets not in use, owned by the depot maintenance activity.

1.1.2 Timeliness

Timeliness Indicators provide information regarding a depot's ability to complete the workload in the agreed upon time. The timeliness indicators are:

a. Schedule Indicator. The Schedule Indicator is a ratio of the units completed on time to the units scheduled. Schedule is defined as the most current schedule for completion of planned or programmed work. Completion is defined as the date when a product is physically completed. On time is defined as completing the workload at the time promised. The Schedule Indicator is reported only by NAVAIR, Air Force and DLA.

b. Process Days. Process Days is calculated as an average for varying commodities. The formula used to calculate Process Days (except by NAVSEA) is the number of days (date completed minus date inducted) divided by the number of items. The formula used by NAVSEA to compute Process Days is scheduled flow days divided by actual flow days.

1.1.3 Financial Indicators

Financial indicators provide information about a depot's ability to manage to its budget. The financial indicators are:

a. Net Operating Results. Net Operating Results are calculated and displayed as two separate indexes, cumulative budgeted and cumulative actual. The cumulative budgeted is a ratio of the cumulative budgeted revenue to the cumulative budgeted cost. The cumulative actual is a ratio of the cumulative actual revenue to the cumulative actual cost.

b. Labor Hour Cost. Labor Hour Cost is a ratio of budgeted labor hour cost to actual labor hour cost. Budgeted labor hour cost is calculated as the total budgeted cost divided by the budgeted total direct labor hours. Actual labor hour cost is calculated as the total actual cost divided by the actual total direct labor hours.

2.1 Structure of the Report

This report portrays data for each Service, or Service Activity Group, and DLA. The depots are presented alphabetically within each Service and DLA grouping. The report presents the Service and DLA data in the following order:

- Army
- Naval Air Systems Command (NAVAIR)
- Naval Sea Systems Command (NAVSEA) Shipyards
- Air Force
- Marine Corps
- Defense Logistics Agency.

The operations indicators for each depot are in the following order for each reporting depot:

- Throughput & Operating Expense
- Capital Investment Effectiveness
- Schedule Indicator
- Process Days
- Net Operating Results
- Labor Hour Cost

2.2 Data Portrayal

For each depot, an introductory page provides supplementary data and an executive summary. The supplementary data includes: depot name, depot location, major workload, personnel levels, and current year budget. The following two pages for each depot reflect a graphic portrayal of all the indicators for that depot with analyses, when appropriate. The fourth page shows the data, the formula for each indicator, and the goal for that indicator.

The data presented covers two fiscal years by quarter, current fiscal year and past fiscal year. Since the first submission of the fiscal year is a mid year submission (1st and 2nd quarters), there are six quarters of data displayed. The last submission for the fiscal year (3rd and 4th quarters) will display eight quarters of data.

3.1 Reporting Activities

The depot maintenance activities that will report to the DMOIS are noted in Appendix A of this report. Depots that the Defense Base Closure and Realignment Commission have voted to close are not required to report.

4.1 Points of Contact

Any inquiries regarding data presented in this report should be referred to the respective Service or DLA representative to the JPMG. These individuals are identified in Appendix B.

5.1 Glossary

A glossary of acronyms used in this report is provided in Appendix C.



**AIR FORCE AIR LOGISTICS CENTERS
AND
SPECIALIZED CENTERS**

**AEROSPACE GUIDANCE AND METROLOGY CENTER
NEWARK AFB, OH**

MAJOR WORKLOAD ACCOMPLISHED:

Minuteman III MGS	Peacekeeper MGCS	B-1B INU	F-15 IMU	F-16 INU
F-117 IMU	KC-135 INU	PADs IMU	DMINS IMU	TMDE
Carousel IMU	SPN-GEANS IMU	ESGN IMU	Displacement Gyro	

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian:	828
Military:	5

CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

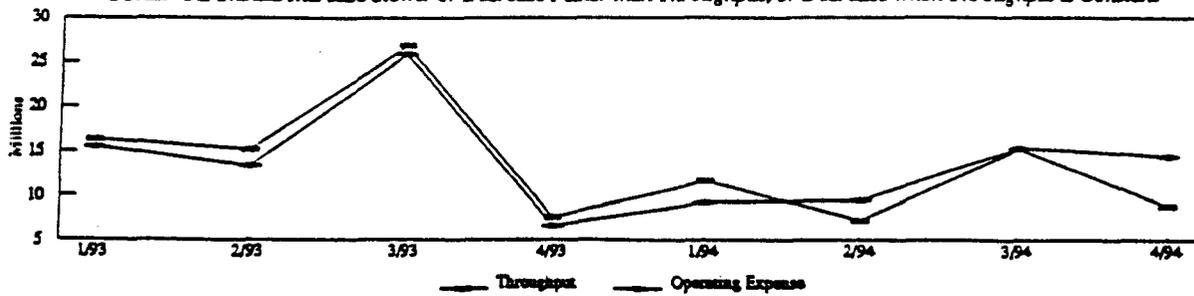
\$81,600,000

Aerospace Guidance and Metrology Center 3rd and 4th quarter operations indicators were adversely affected by higher than anticipated Repairable Support Division (RSD) material costs and a planned FY94 budgeted loss of \$7.5 million. Our Direct Product Labor Hours (DPAH) were also less than budgeted due to decreased customer requirements in the following workloads: LN-39, Carousel, CN1375, 7901A, PADS, and software development. These three factors have reduced our revenue, increased total cost, affected our schedule indicator and increased our labor hour costs.

AEROSPACE GUIDANCE AND METROLOGY CENTER

THROUGHPUT & OPERATING EXPENSE

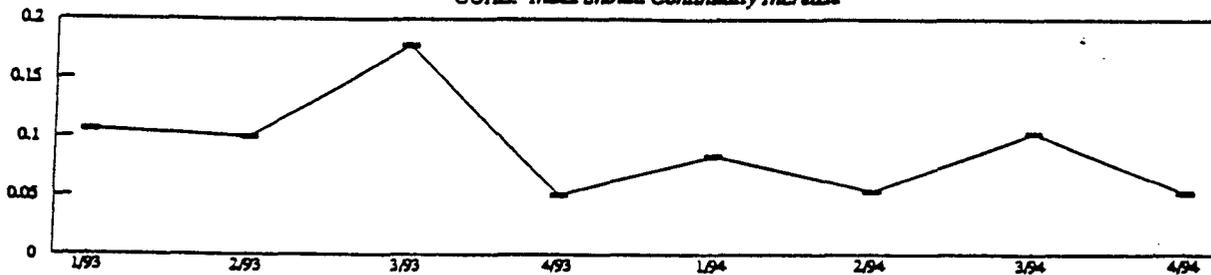
GOAL: OE Should Increase Slower or Decrease Faster than Throughput, or Decrease when Throughput is Constant



A decrease in 3rd & 4th quarter customer requirements, causing reduced revenue, coupled with increased material and RSD charges has resulted in decreased throughput and an increase in our operating expenses.

CAPITAL INVESTMENT EFFECTIVENESS

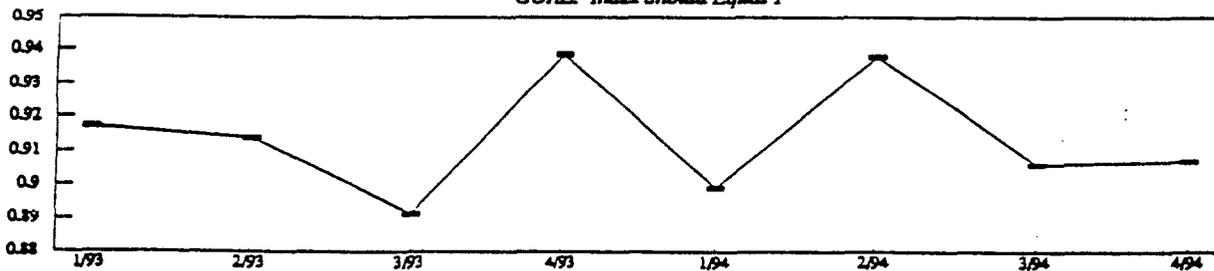
GOAL: Index Should Continually Increase



An increase of \$20 million in funded/unfunded equipment has increased our long term inventory value. This increase was driven by the purchase of 11 Automatic Depot Inertial Navigation Test Stations (ADINTS) in support of the B-1B, F-16, and Advanced Cruise Missile (ACM) workloads. The reduction in throughput and this increase in long term inventory value has resulted in a decrease in our capital investment effectiveness.

SCHEDULE INDICATOR

GOAL: Index Should Equal 1

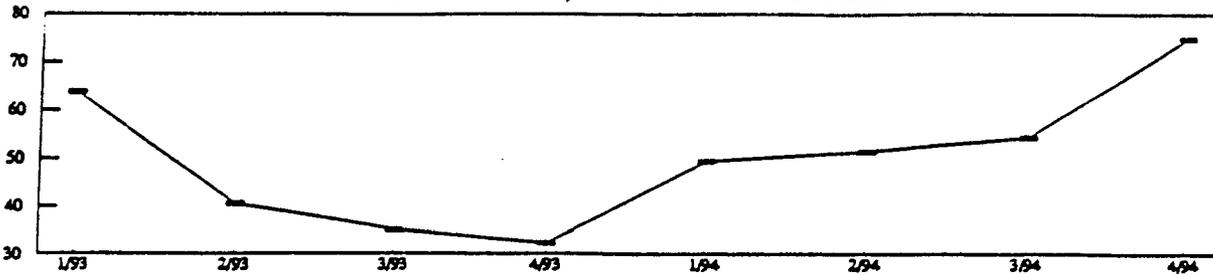


The main driver for our 3rd quarter schedule indicator was a result of a late start of our new Ring Laser Gyro workload. The 4th quarter schedule indicator was caused by the lack of parts used in the repair of our Carousel module workload.

AEROSPACE GUIDANCE AND METROLOGY CENTER

PROCESS DAYS

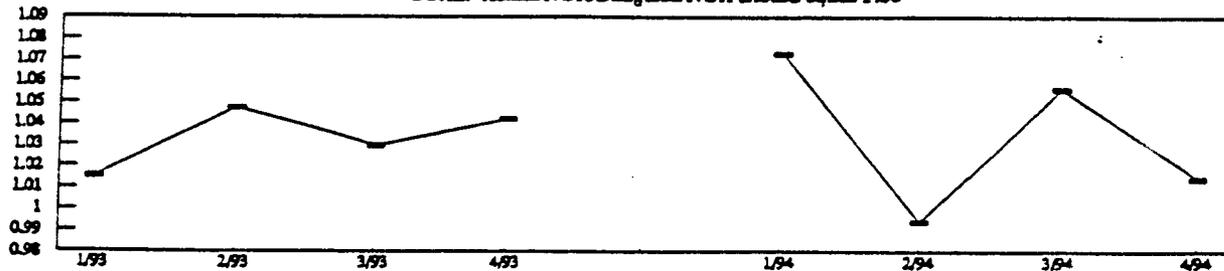
GOAL: Process Days Should show Continual Reduction



AGMC uses 7 workloads as "pacing items" (3 IMU/INU, 2 Gyro, 1 Velocity Meter and the Minuteman III Missile Guidance Set). Two of our pacing workloads, 7901 Gyro and Carousel IMU, had significantly longer turn around times. These two workloads produced units with longer than average time awaiting parts. These units coupled with reduced receipts increased our overall process days indicator.

NET OPERATING RESULTS

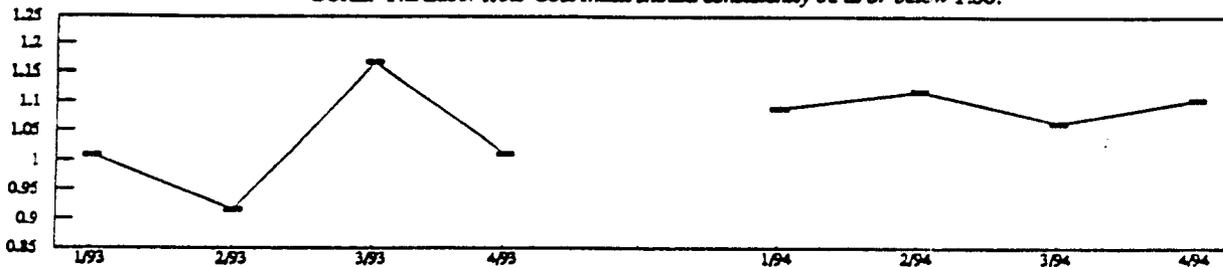
GOAL: Actual NOR/Budgeted NOR should equal 1.00



The FY94 2nd quarter actual costs were higher as a result of an erroneous RSD charge of \$1.3 million for 20 Fuel Saver computers. This error was corrected in the 3rd quarter, causing our cumulative actual cost to be artificially higher in the 2nd quarter and lower in the 3rd quarter.

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



Reduced customer requirements in the following workloads have caused a decrease in our total direct labor hours: LN-39, Carousel, CN 1375 Gyro, 7901A Gyro, PADS and software development. These 6 workloads account for 107 thousand production hours that were budgeted but did not generate.

AEROSPACE GUIDANCE AND METROLOGY CENTER

Quarter Fiscal Year	1 93	2 93	3 93	4 93	1 94	2 94	3 94	4 94
---------------------	------	------	------	------	------	------	------	------

THROUGHPUT & OPERATING EXPENSE

REVENUE-DIRECT MATERIAL = THROUGHPUT

TOTAL COST-DIRECT MATERIAL = OPERATING EXPENSE

Revenue (\$)	20,300,000	19,800,000	32,200,000	10,000,000	19,506,000	18,381,000	18,735,000	16,244,000
Total Cost (\$)	19,466,000	17,929,000	31,255,000	9,054,000	17,122,000	20,675,000	18,859,000	21,789,000
Direct Materials (\$)	3,957,000	4,575,000	5,333,000	2,485,000	7,888,000	11,196,000	3,584,000	7,447,000
Throughput (\$)	16,343,000	15,225,000	26,867,000	7,515,000	11,618,000	7,185,000	15,151,000	8,797,000
Operating Expense (\$)	15,509,000	13,354,000	25,922,000	6,569,000	9,234,000	9,479,000	13,275,000	14,342,000

CAPITAL INVESTMENT EFFECTIVENESS

THROUGHPUT/LONGTERM INVENTORY

Throughput (\$)	16,343,000	15,225,000	26,867,000	7,515,000	11,618,000	7,185,000	15,151,000	8,797,000
Longterm Inventory (\$)	153,627,378	152,125,269	151,005,859	147,948,833	137,182,208	133,719,035	146,014,321	166,225,597
INDEX	0.11	0.10	0.18	0.05	0.08	0.05	0.10	0.05

SCHEDULE INDICATOR

UNITS COMPLETED ON TIME/UNITS SCHEDULED

Components Scheduled	3,379	2,941	2,855	2,995	2,985	2,903	2,938	2,680
Components Completed	3,099	2,668	2,545	2,812	2,684	2,724	2,662	2,431
INDEX	0.92	0.91	0.89	0.94	0.90	0.94	0.91	0.91

PROCESS DAYS

DATE INDUCTED - DATE COMPLETED = PROCESS DAYS

Components Process Days	57,895	33,371	29,210	31,109	51,010	53,913	54,557	48,266
Number of Items	907	824	833	966	1,034	1,048	1,004	645
AVG PROCESS DAYS	63.83	40.50	35.07	32.20	49.33	51.44	54.34	74.83

NET OPERATING RESULTS

(CUM ACTUAL REVENUE/CUM ACTUAL COST) /

CUM BUDGETED REVENUE/CUM BUDGETED COST = NOR INDEX

Cum Budge Revenue (\$)	20,678,000	45,381,000	70,655,000	95,217,000	19,569,000	40,779,000	61,423,000	81,754,000
Cum Budge Cost (\$)	20,091,000	44,372,000	69,082,000	93,717,000	18,432,000	40,437,000	64,916,000	89,283,000
Budgeted NOR INDEX	1.03	1.02	1.02	1.02	1.06	1.0	0.95	0.92
Cum Actual Revenue (\$)	20,339,000	40,059,000	72,286,000	82,272,000	19,506,000	37,287,000	56,622,000	72,866,000
Cum Actual Cost (\$)	19,466,000	37,395,000	68,650,000	77,704,000	17,122,000	37,797,000	56,656,000	78,445,000
Actual NOR INDEX	1.04	1.07	1.05	1.06	1.14	1.00	1.00	0.93
NOR INDEX	1.02	1.05	1.03	1.04	1.07	0.99	1.06	1.01

LABOR HOUR COST

(CUMULATIVE TOTAL ACTUAL COST/CUMULATIVE TOTAL DLH) /

(CUMULATIVE TOTAL BUDGET COST/CUMULATIVE BUDGETED TOTAL DLH) = LABOR HOUR COST INDEX

Total Budgeted Cost (\$)	20,091,000	44,372,000	69,082,000	93,717,000	18,432,000	40,437,000	64,916,000	89,283,000
Budgeted Total DLH	279,802	573,612	879,642	1,165,012	241,126	505,517	765,146	1,019,722
Bud Labor Hour Cost	\$71.80	\$77.36	\$79.07	\$80.44	\$76.44	\$79.99	\$84.84	\$87.56
Total Actual Cost (\$)	19,466,000	37,395,000	68,650,000	77,704,000	17,122,000	37,797,000	56,656,000	78,445,000
Actual Total DLH	268,532	527,816	744,189	954,954	205,779	422,747	628,270	811,675
Actual Labor Hour Cost	\$72.49	\$70.85	\$92.25	\$81.37	\$83.21	\$89.41	\$90.18	\$96.65
Labor Hour Cost INDEX	1.01	0.92	1.15	1.01	1.09	1.12	1.06	1.10

**AEROSPACE MAINT AND REGENERATION CENTER
DAVIS-MONTHAN AFB, AZ**

MAJOR WORKLOAD ACCOMPLISHED:

Prepare A/C for long/short term storage, reprepare A/C in storage and maintain A/C in storage. Withdraw A/C from storage and prepare them for flyaway. Remove parts and assemblies from stored aircraft and cover overland deliveries. Deliver A/C to museums and transport of A/C to gunnery/bombing ranges. EPA clean-up on static display A/C and miscellaneous special projects. Also elimination site for B-52's under terms of Strategic Arms Reduction Treaty.

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian: 576
Military:

CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

\$41,355,000

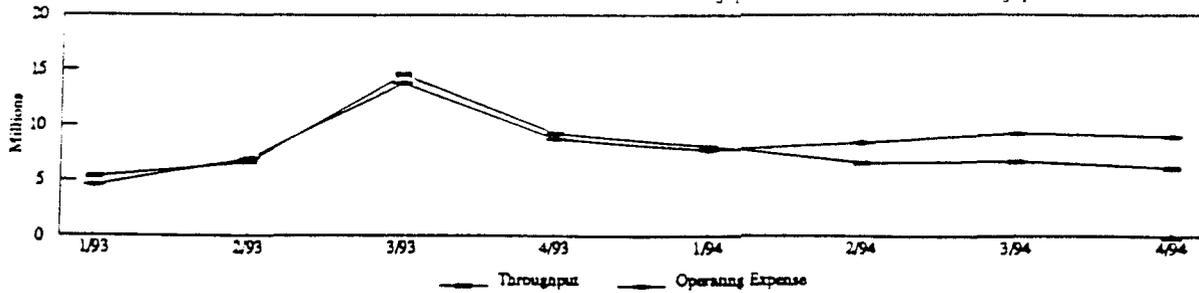
AMARC is a service organization that provides for storage, regeneration and disposal of aircraft and related aerospace items as well as selected non-aero-space, out-sized and specialized items. Encompassing 2,600 acres, AMARC currently has more than 4,950 aircraft in storage with an acquisition value of nearly \$15.9B. Related aerospace items in storage include production tooling, engines, pylons, pylon load adapters and airframe components. In FY94, AMARC received 735 aircraft valued at \$4B. In addition, nearly 3,000 line items of tooling were added to the inventory. In FY94, AMARC returned 197 aircraft and 28,612 parts and components valued at \$994M. With an operating budget of \$49M, this equates to a return of \$20 in goods and services for every dollar spent. AMARC eliminated 57% of the 350 B-52 heavy bombers in accordance with the Strategic Arms Reduction Treaty and manages over 104,000 line items of aircraft production tooling, including equipment from the B-1, C-141 and A-10 production lines.

Performance of the indicators was affected by a requirement to meet a programmed loss of \$7.7M for FY94, a change in the method of depreciation occurring in the 2nd and 3rd Qtr of FY93, the completion of the F-106 Full Scale Aerial Target Program, construction to primary facilities involved in the process-in activity and non-materialization of the jet engine intermediate maintenance (JEIM) workload.

AEROSPACE MAINT AND REGENERATION CENTER

THROUGHPUT & OPERATING EXPENSE

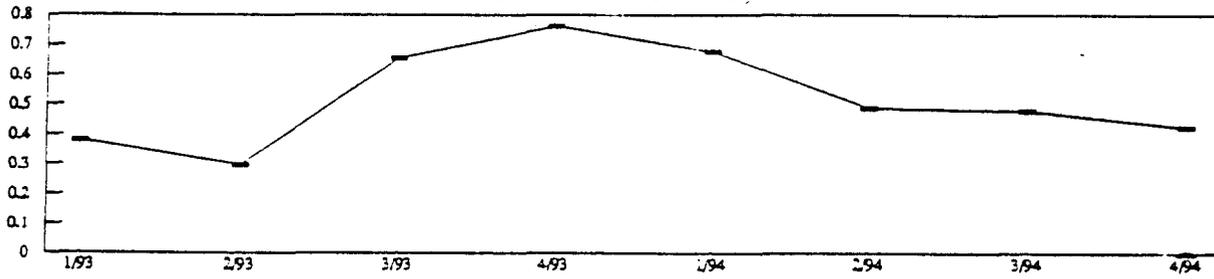
GOAL: OE Should Increase Slower or Decrease Faster than Throughput, or Decrease when Throughput is Constant



Headquarters requirement mandating a \$7.7M loss for FY94 and a reduction in revenue generated from existing project workloads caused expenses to be greater than throughput.

CAPITAL INVESTMENT EFFECTIVENESS

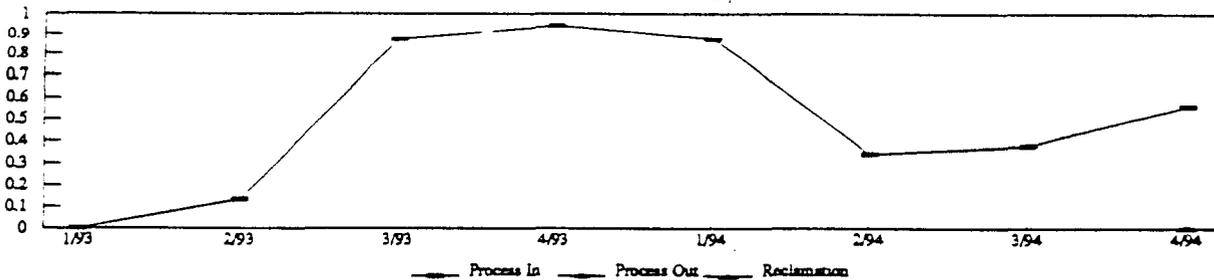
GOAL: Index Should Continually Increase



Downward movement resulted from audit finding leading to adjustments in depreciation accounts and inventory build-up in preparation for the F-4 drone program.

SCHEDULE INDICATOR

GOAL: Index Should Equal 1

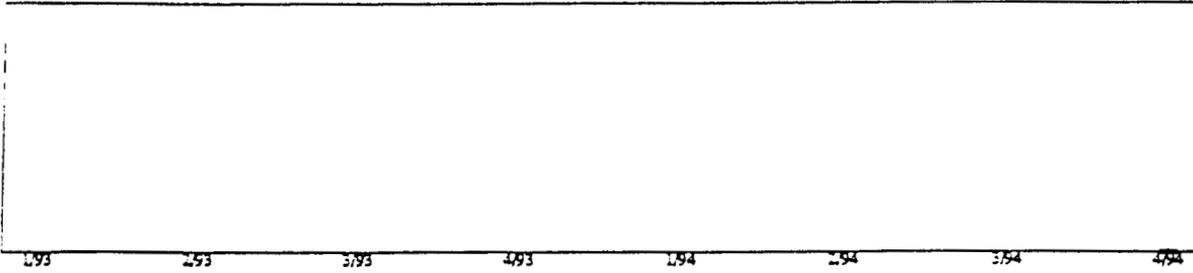


OUT: 1st half FY94 downturn due to end of F106 program & increase in parts and manhour requirements from earlier priority demands. 2nd half upturn due to end of F106 program and improvement in workload preplanning activity. OUT: FY94 trend impacted by large number of F16s needing det. cord removal. Small upturn result of A/C undergoing minimum preservation in per designated requirements. RECLAMATION: Procedures used to establish delivery date under 29% increase in demand for priority removal items led

AEROSPACE MAINT AND REGENERATION CENTER

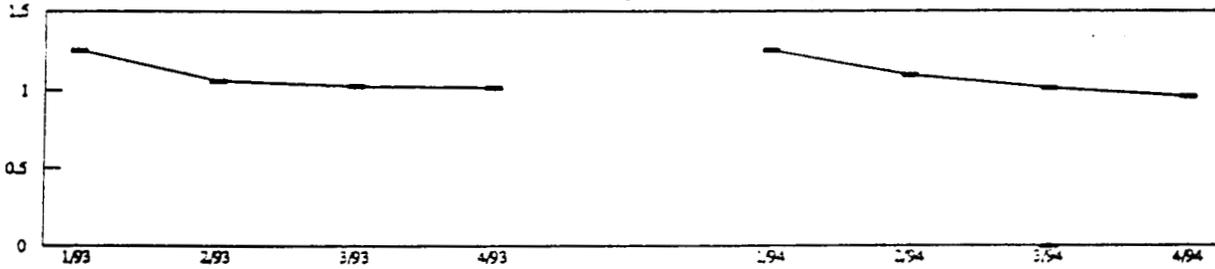
PROCESS DAYS

GOAL: Process Days Should show Continual Reduction



NET OPERATING RESULTS

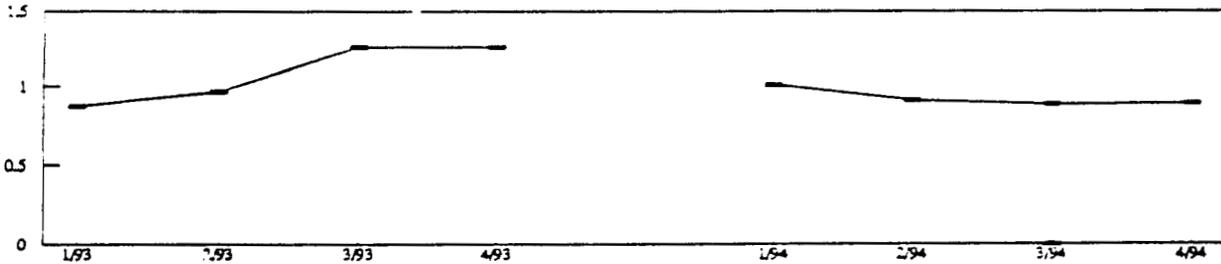
GOAL: Actual NOR/Budgeted NOR should equal 1.00



Experience with prior drone programs contributed to AMARC's ability to more accurately forecast drone program costs.

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



Donor aircraft were identified to supply parts/components for drone program aircraft, thereby reducing RSD costs to the customer. Better resource utilization among AMARC's processes lowered costs.

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MAJOR WORKLOAD ACCOMPLISHED:

F/RF-4 Phantom, F-16 Fighting Falcon, LGM-30 Minuteman Missile, LGM-118A Peacekeeper Missile, GBU-15 Laser Guided Bomb, Simulators/Training Devices, AGM-65 Maverick Missile, Cruise Missiles, Landing Gear, Wheels & Brakes, Air Munitions, Explosives, Photonics, Aircraft Instruments, and Aircraft Guns.

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian:	4765
Military:	278

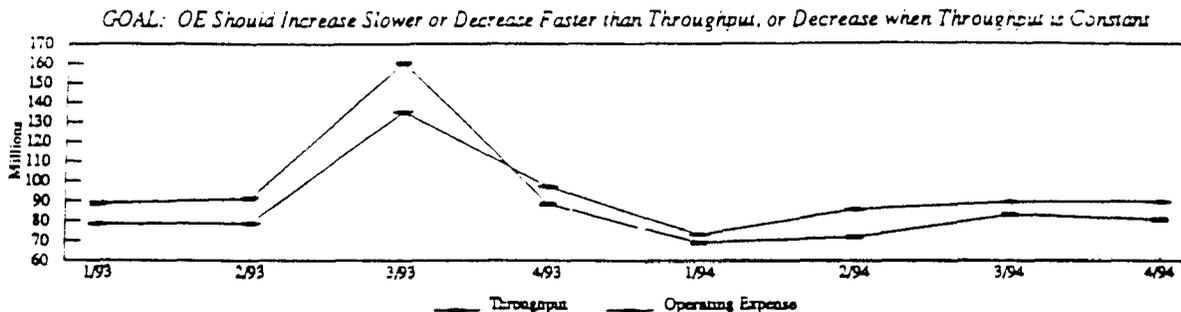
CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

\$417,116,000

There are at least four items of interest that have had a significant impact on the performance of these indicators. During the 1st Qtr FY93, DMRD 904 became effective, which required the costs of Repairable Support Division (RSD) material be added to the data systems that track production costs and revenue. RSD material is used to repair an item that belongs to an organization other than the depot (such as Air Combat Command). The costs associated with this material are then considered in the profit and loss aspect of depot performance, which makes those costs more accurate when considering the total cost of doing business. When the data systems were reprogrammed to address RSD material, the systems did not consistently recognize the costs in the debit and credit accounting format. Most of these problems have been resolved; there are a few, however, which are being dealt with on a case by case basis. The second item was a change in the accounting procedures called "Revenue Recognition." In the past some of the costs and most of the revenues were counted in the data system once the end product was completed. Under revenue recognition, costs and revenues are counted as the product moves through the WIP phase. This new procedure became effective during the 3rd Qtr FY93, at which time costs and revenues accumulated to date for those items in the WIP were added to the system in a "lump sum" entry. This caused the costs to be artificially high for the Qtr. Both of these items will have a short term impact on these performance measures. The third item is anticipated workload did not materialize as planned. Fourth, materials for the F/A-18 workload were not available in a timely manner causing the schedule and flowdays indicators for aircraft to show an undesirable trend.

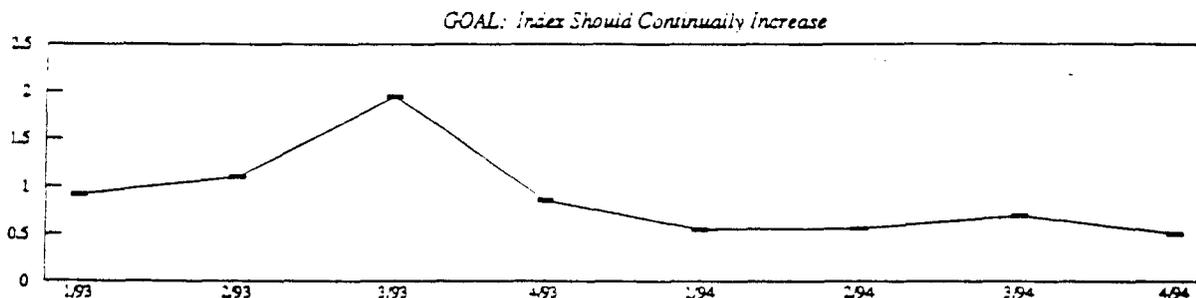
OGDEN AIR LOGISTICS CENTER

THROUGHPUT & OPERATING EXPENSE



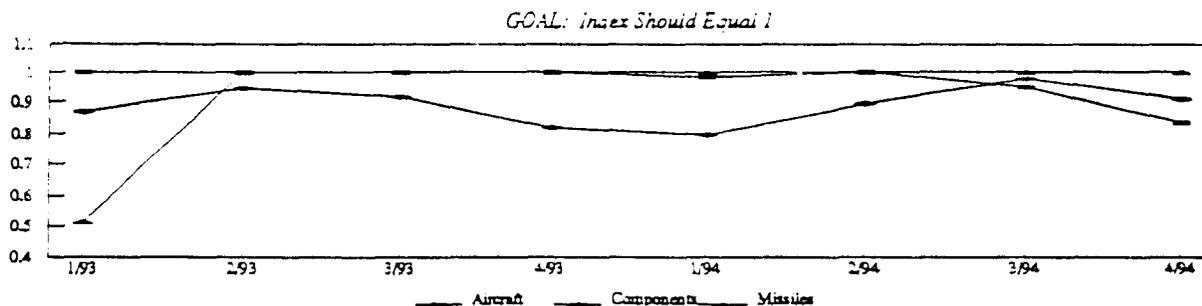
At the beginning of FY93, data system problems resulted from the implementation of DMRD 904. The data system was prevented from recognizing all of the costs and revenues accumulated during the Qtr. The large increase in total cost and revenue during 3rd Qtr FY93 was due to the change in revenue recognition. T has been lower than OE since 4th Qtr FY93 because workload has not materialized at the anticipated rate. In the 4th Qtr FY94, T was down because fewer hours were sold than in the previous quarter.

CAPITAL INVESTMENT EFFECTIVENESS



The inception of DMRD 904 resulted in data system problems that caused the system to show costs and sales to be lower than they actually were during 1st Qtr FY93. The accounting procedure change in revenue recognition (costs and sales) has caused throughput to be artificially high in 3rd Qtr FY93. The trend from 4th Qtr FY93 through 4th Qtr FY94 is the result of a "wall to wall" inventory of capital equipment as well as significant adjustments to the G017 System to correct programming problems.

SCHEDULE INDICATOR

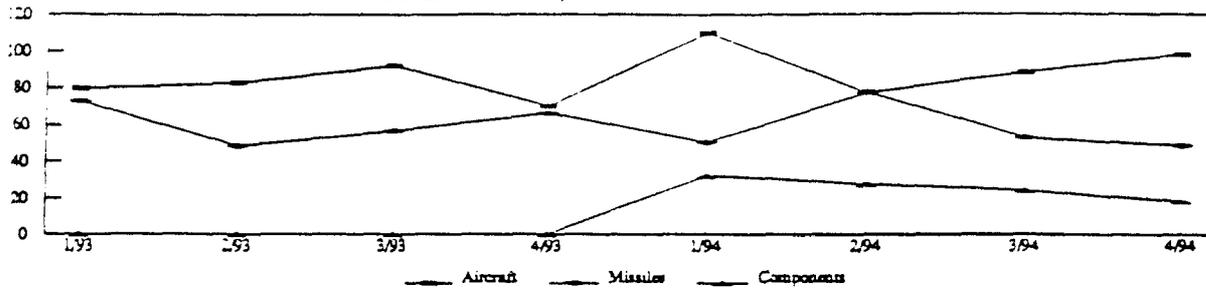


Components dropped during 4th Qtr FY93, 1st Qtr FY94 and 4th Qtr FY94 due to carryover of workload. Second Qtr FY94 data improved once these assets began to produce. This is an annual cycle due to the manner in which workload is inducted. Aircraft dropped during 3rd and 4th Qtr FY94 due to non-availability of kit components and other aircraft material specifically related to the F-16 workload. F-16 aircraft were on time 100% for all of FY94, and C-130 aircraft were on time 96% for all of FY94.

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PROCESS DAYS

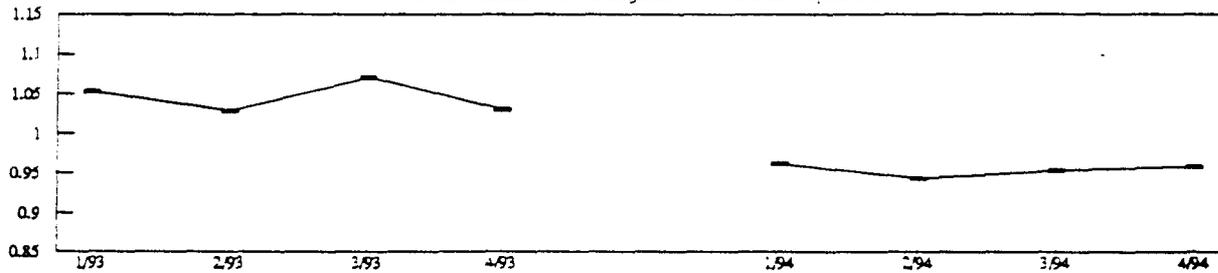
GOAL: Process Days Should show Continual Reduction



The component data represents the average number of process days per item of the 20 unique stock numbered items tracked. Changes to the sample population may be required to make this indicator as meaningful as possible. The increasing trend in aircraft flowdays during 2nd Qtr through 4th Qtr FY94 is due to an increase of modification work packages, contract workload, and parts/material problems associated with the F/A-18 aircraft.

NET OPERATING RESULTS

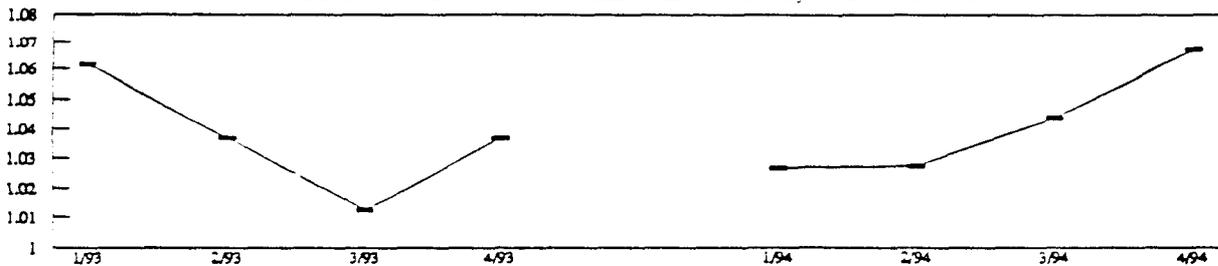
GOAL: Actual NOR/Budgeted NOR should equal 1.00



The downward movement in NOR from 1st Qtr FY93 to 2nd Qtr FY94 was due to workload not materializing at the expected level. In 4th Qtr FY94 a loss occurred in aircraft due to overhead and G&A costs being spread across a smaller workload base. Production hours in aircraft were 12% below target. Additional losses occurred in depreciation, RSD material and labor.

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



LHC continues to be above 1.0 for several reasons. Large credits in RSD material were recognized in FY93, but the offsetting debits were recorded in FY94. There was little history when the RSD targets were being developed which hindered our budgeting accuracy. Other reasons for the trend in FY94 were: operational TDY continued to be higher than targeted due to unplanned FMS TDY, increased missile transportation by truck rather than by aircraft, a change in missile storage sites, and excess manpower.

OGDEN AIR LOGISTICS CENTER

Quarter/Fiscal Year	'93	2'93	3'93	4'93	1'94	2'94	3'94	4'94
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THROUGHPUT & OPERATING EXPENSE

REVENUE-DIRECT MATERIAL = THROUGHPUT

TOTAL COST-DIRECT MATERIAL = OPERATING EXPENSE

Revenue (\$)	94,469,584	118,478,007	173,399,132	102,308,869	89,526,439	89,689,031	102,929,530	102,154,277
Total Cost (\$)	84,290,145	105,944,813	148,133,848	111,076,294	93,560,121	103,617,908	109,317,971	111,097,879
Direct Materials (\$)	5,727,736	27,109,843	13,167,951	13,866,514	20,410,394	17,953,619	19,757,987	21,798,124
Throughput (\$)	88,741,848	91,368,164	160,211,181	88,442,355	69,116,045	71,735,412	83,171,543	80,356,153
Operating Expense (\$)	78,562,409	78,834,970	134,945,897	97,209,780	73,149,727	85,664,289	89,559,984	89,299,755

CAPITAL INVESTMENT EFFECTIVENESS

THROUGHPUT/LONGTERM INVENTORY

Throughput (\$)	88,741,848	91,368,164	160,211,181	88,442,355	69,116,045	71,735,412	83,171,543	80,356,153
Longterm Inventory (\$)	96,481,634	82,873,535	82,067,497	103,667,859	124,885,068	127,771,046	119,710,432	160,112,844
INDEX	0.92	1.10	1.95	0.85	0.55	0.56	0.69	0.50

SCHEDULE INDICATOR

UNITS COMPLETED ON TIME/UNITS SCHEDULED

Aircraft Scheduled	86	84	74	66	55	55	78	74
Aircraft Completed	86	84	74	66	54	65	74	62
INDEX	1.00	1.00	1.00	1.00	0.98	1.00	0.95	0.84
Components Scheduled	20,845	20,650	19,967	23,524	22,432	19,902	18,678	17,177
Components Completed	18,153	19,523	3,293	19,292	17,873	17,855	18,243	15,665
INDEX	0.87	0.95	0.92	0.82	0.80	0.90	0.98	0.91
Missiles Scheduled	70	36	41	39	54	39	52	43
Missiles Completed	36	36	41	39	54	39	52	43
INDEX	0.51	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PROCESS DAYS

TOTAL PROCESS DAYS/NUMBER OF ITEMS = AVERAGE PROCESS DAYS

Aircraft Process Days	6,837	6,955	6,823	4,620	6,050	5,018	6,997	6,286
Number of Items	86	84	74	66	55	65	78	64
AVG PROCESS DAYS	79.50	82.80	92.20	70.00	110.00	77.20	88.42	98.22
Missiles Process Days	2,621	1,746	2,324	2,582	2,737	3,019	2,742	2,087
Number of Items	36	36	41	39	54	39	52	43
AVG PROCESS DAYS	72.81	48.50	56.68	66.21	50.69	77.41	52.73	48.53
Components Process Days					3,658	1,882	481	503
Number of Items					112	66	20	28
AVG PROCESS DAYS					32.66	27.66	24.05	17.96

NET OPERATING RESULTS

(CUM ACTUAL REVENUE/CUM ACTUAL COST) /

(CUM BUDGETED REVENUE/CUM BUDGETED COST)=NOR INDEX

Cum Budge Revenue (\$)	94,469,000	228,316,000	336,991,000	450,223,000	80,270,000	189,780,000	294,902,000	407,240,000
Cum Budge Cost (\$)	88,785,000	209,724,000	316,290,000	426,665,000	80,662,000	196,913,000	305,419,000	424,152,000
Budgeted NOR INDEX	1.06	1.09	1.07	1.06	1.00	0.96	0.97	0.96
Cum Actual Revenue (\$)	94,469,584	212,947,591	386,346,723	488,655,592	89,526,439	179,215,470	282,145,000	384,299,000
Cum Actual Cost (\$)	84,290,145	190,234,958	338,368,806	449,445,100	93,560,121	197,178,029	306,496,000	417,594,000
Actual NOR INDEX	1.12	1.12	1.14	1.09	0.95	0.91	0.92	0.92
NOR INDEX	1.05	1.03	1.07	1.03	0.95	0.94	0.95	0.96

LABOR HOUR COST

(CUMULATIVE TOTAL ACTUAL COST/CUMULATIVE ACTUAL TOTAL DLH) /

(CUMULATIVE TOTAL BUDGET COST/CUMULATIVE BUDGETED TOTAL DLH) = LABOR HOUR COST INDEX

Total Budgeted Cost (\$)	90175215	203138000	311596000	420453000	101466000	206047000	312865000	417116000
Budgeted Total DLH	1703164	3354717	5032074	6735238	1393723	2824704	4326000	5786350
Bud Labor Hour Cost	\$52.95	\$60.55	\$61.92	\$62.43	\$72.80	\$72.94	\$72.32	\$72.09
Total Actual Cost (\$)	90175218	202190348	295836564	407467689	104447445	212470714	314991000	422144000
Actual Total DLH	1604374	3220679	4765986	6296586	1397284	2934744	4174000	5491000
Actual Labor Hour Cost	\$56.21	\$62.78	\$62.70	\$64.71	\$74.75	\$74.95	\$75.47	\$76.88
Labor Hour Cost INDEX	1.06	1.04	1.01	1.04	1.03	1.03	1.04	1.07

**OKLAHOMA CITY AIR LOGISTICS CENTER
TINKER AFB, OK**

MAJOR WORKLOAD ACCOMPLISHED:

Bombers (B-52 and B-1), tankers (KC-135), and other special purpose aircraft, (C/EC-135, E-3, and E-6), missile and aircraft engines, aircraft, engine, and exchangeable components (aircraft structural components, engine accessories, pneudraulics/hydraulics/pneumatics, oxygen/gas generating equipment, engine and flight instruments, unique avionics and software).

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian:	6174
Military:	62

CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

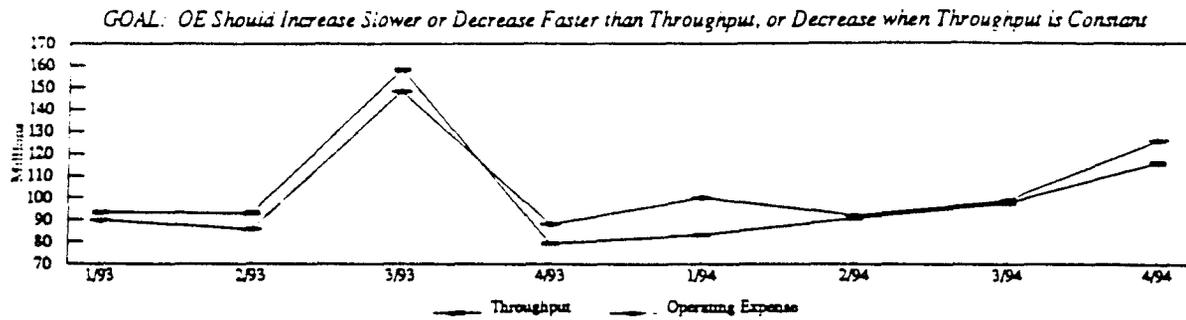
\$926,007,000

Oklahoma City ALC has successfully delivered ahead of schedule or on-time all aircraft, engines, and exchangeables for third and fourth quarter of FY94. Throughput has increased \$36.6M during FY94. The Capital Investment Index continued to improve in FY94 for a total increase of 65% with a reduction in inventory value of \$40.5M. The overall trend in Process Days continues in a positive direction with a total decrease of 58 days for aircraft, engines, and exchangeables in the fourth quarter of FY94. Actual Labor Hour Cost has continued to be lower than Budgeted Labor Hour Cost for the past eight quarters by an average of \$12.00.

Innovations to improve C/KC-135 inspection processes, aggressive parts procurement, and establishment of C/KC-135 work center structural repair team had a positive effect on Throughput, Scheduling, and Process Days indicators. The work center team, comprised of highly trained structural repair mechanics; has expedited aircraft structural repair processes. The team is activated when the aircraft has completed the normal repair process and is then moved to the task team area to accomplish identified repairs. Their goal is to meet customer schedules, reduce cost, and improve production flow.

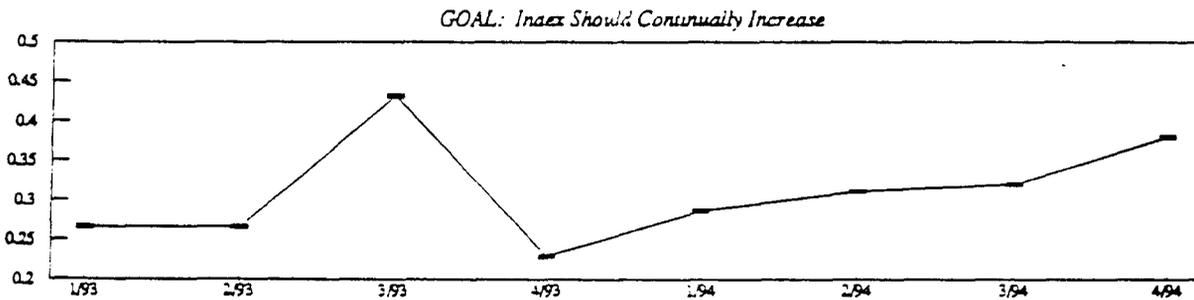
OKLAHOMA CITY AIR LOGISTICS CENTER

THROUGHPUT & OPERATING EXPENSE



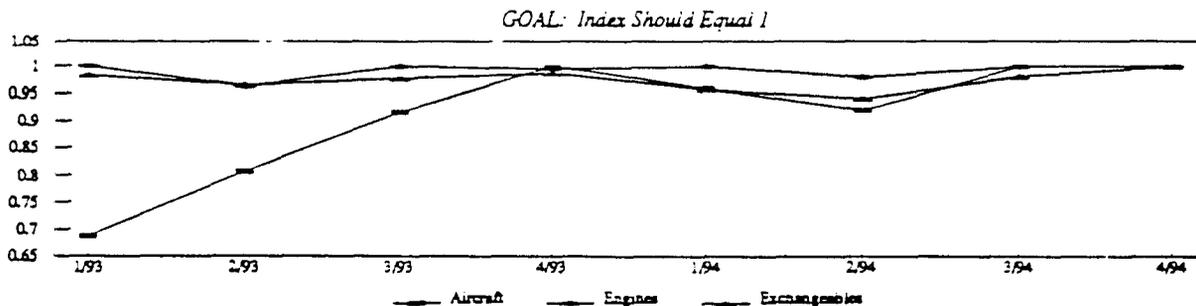
FY94 Operating Expense exceeds Throughput due to Program Budget Decisions (PBDs) which included the return of FY92 profits. Increased training to develop a multi-skilled work force has resulted in an Operating Expense increase of only 1.2% and will result in cost avoidance for the future.

CAPITAL INVESTMENT EFFECTIVENESS



The index continues to improve in FY94 for a total increase of 65% from FY93. Long Term Inventory shows a positive trend with a decrease of \$40.5M from FY93 to FY94.

SCHEDULE INDICATOR

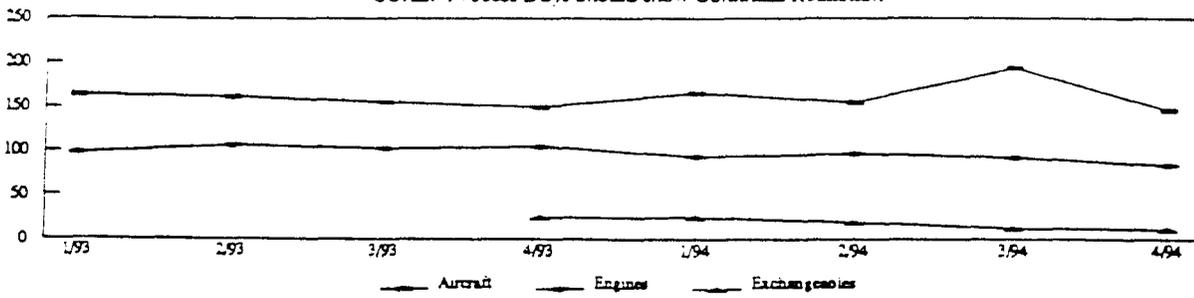


Acft: New inspection processes, specialty repair teams, and improved parts availability are showing positive results for all aircraft. Eng: Increased emphasis on "just in time" scheduling of manpower, equipment, and facilities has improved scheduling function. Exch: Production percentage increase can be attributed to a team effort identifying manpower, capacity, parts, and dollars, earlier in the repair process.

OKLAHOMA CITY AIR LOGISTICS CENTER

PROCESS DAYS

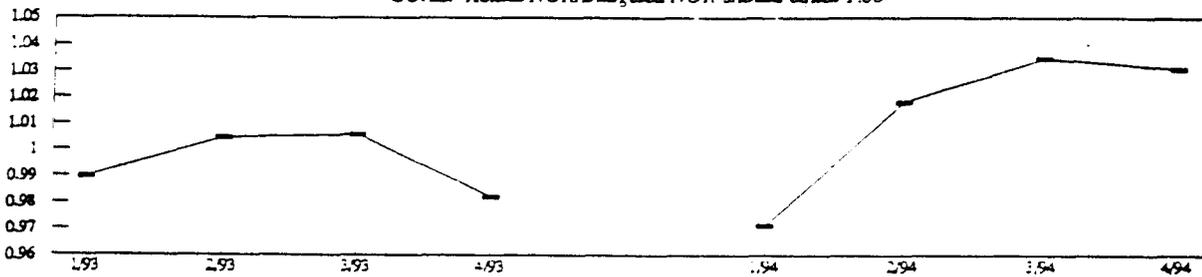
GOAL: Process Days Show a Continual Reduction



Act: The positive trend during FY93 and FY94 is driven by improved inspection and repair processes. The perturbation in FY94 is resultant of E-3 and C-135 corrosion control and structural repair process changes. Eng: improved training, management emphasis, and process improvement have resulted in decreased flow days on all engines. Exch: The decrease can be attributed to a process improvement which allows for a "just in time" induction of assets to the overhaul shop.

NET OPERATING RESULTS

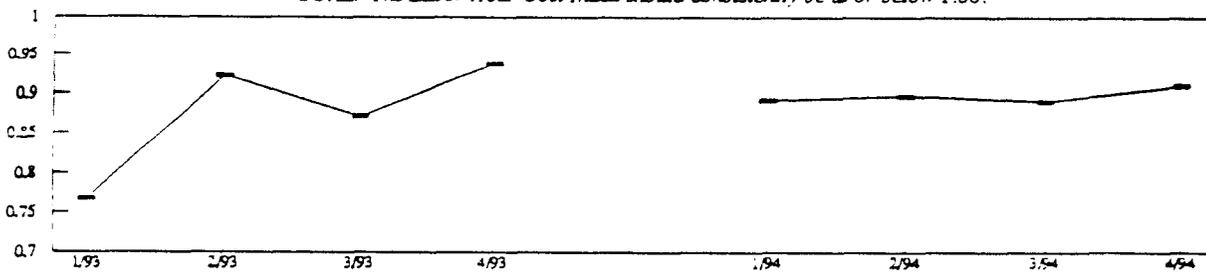
GOAL: Actual NOR/Budgeted NOR should equal 1.00



Budgeted Operating results for FY94 reflect a \$60.9M loss driven by Program Budget Decisions (PBDs) which directed the return of profits for FY92. Actual loss was reduced to \$29.5M by cost reduction initiatives. The cost reduction initiatives resulted in the actual NOR Index exceeding the budgeted NOR Index by 1.5%.

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



During the past eight quarters actual labor hour cost averaged \$12.00 less than the budgeted labor hour cost. The total labor hour cost for 4/93 and 4/94 is \$91.99 and \$106.20, respectively. This includes material, which is much higher at an engine repair center. Without material, the labor hour cost for 4/94 is \$59.44.

OKLAHOMA CITY AIR LOGISTICS CENTER

Quarter Fiscal Year	1993	2993	3993	4993	1994	2994	3994	4994
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THROUGHPUT & OPERATING EXPENSE

REVENUE-DIRECT MATERIAL = THROUGHPUT

TOTAL COST-DIRECT MATERIAL = OPERATING EXPENSE

Revenue (\$)	117,502,000	138,627,163	233,208,862	153,290,905	147,566,860	176,519,491	189,718,187	196,948,197
Total Cost (\$)	113,852,000	131,353,149	223,252,393	162,147,819	164,401,016	177,851,233	191,028,734	206,942,939
Direct Materials (\$)	23,895,981	45,511,516	75,000,527	73,942,834	64,263,796	85,740,413	92,004,387	80,929,679
Throughput (\$)	93,606,019	93,115,547	158,208,335	79,348,071	83,303,064	90,779,078	97,713,800	116,018,518
Operating Expense (\$)	89,956,019	85,841,533	148,251,866	88,204,985	100,137,220	92,110,820	99,024,347	126,013,260

CAPITAL INVESTMENT EFFECTIVENESS

THROUGHPUT/LONGTERM INVENTORY

Throughput (\$)	93,606,019	93,115,547	158,208,335	79,348,071	83,303,064	90,779,078	97,713,800	116,018,518
Longterm Inventory (\$)	351,988,721	350,225,649	365,792,000	345,470,647	290,375,902	291,461,574	304,710,727	304,935,946
INDEX	0.27	0.27	0.43	0.23	0.29	0.31	0.32	0.38

SCHEDULE INDICATOR

UNITS COMPLETED ON TIME/UNITS SCHEDULED

Aircraft Scheduled	16	26	24	23	25	25	19	23
Aircraft Completed	11	21	22	22	24	23	19	23
INDEX	0.69	0.81	0.92	1.00	0.96	0.92	1.00	1.00
Engines Scheduled	240	240	205	201	184	198	179	169
Engines Completed	240	231	205	200	184	194	179	169
INDEX	1.00	0.96	1.00	1.00	1.00	0.98	1.00	1.00
Exchangeables Scheduled	26,859	28,365	21,800	22,241	22,048	23,620	22,129	22,795
Exchangeables Completed	26,393	27,363	21,300	21,936	21,133	22,254	21,729	22,795
INDEX	0.98	0.96	0.96	0.99	0.96	0.94	0.98	1.00

PROCESS DAYS

TOTAL PROCESS DAYS / NUMBER OF ITEMS = AVERAGE PROCESS DAYS

Aircraft Process Days	2,617	4,198	3,731	3,432	4,312	3,720	3,689	3,356
Number of Items	16	26	24	23	26	24	19	23
AVG PROCESS DAYS	63.56	161.46	55.46	49.22	65.85	55.00	194.16	145.91
Engines Process Days	5,062	4,250	3,074	3,125	2,522	5,046	3,792	3,702
Number of Items	52	40	30	30	28	52	41	44
AVG PROCESS DAYS	97.35	106.25	102.47	104.17	93.64	97.04	92.49	84.14
Exchangeables Process Days				248	249	195	128	117.9
Number of Items				10	10	10	10	10
AVG PROCESS DAYS				24.80	24.90	19.50	12.80	11.79

NET OPERATING RESULTS

CUM ACTUAL REVENUE/CUM ACTUAL COST /

CUM BUDGETED REVENUE/CUM BUDGETED COST = NOR INDEX

Cum Budg Revenue (\$)	146,801,000	335,215,000	516,948,000	715,069,000	175,038,000	386,774,000	606,292,000	828,635,000
Cum Budg Cost (\$)	142,705,000	322,355,000	497,760,000	669,315,000	189,402,000	415,968,000	651,124,000	889,566,000
Budgeted NOR INDEX	1.04	1.04	1.04	1.04	0.92	0.93	0.93	0.93
Cum Actual Revenue (\$)	117,502,000	256,129,163	489,338,025	642,628,930	147,566,860	324,086,351	513,804,538	710,752,735
Cum Actual Cost (\$)	113,852,000	245,205,149	466,457,542	630,605,361	164,401,016	342,252,250	533,280,985	740,223,924
Actual NOR INDEX	1.03	1.04	1.04	1.02	0.90	0.95	0.96	0.96
NOR INDEX	0.99	1.00	1.01	0.98	0.97	1.02	1.03	1.03

LABOR HOUR COST

(CUMULATIVE TOTAL ACTUAL COST/CUMULATIVE ACTUAL TOTAL DLH) /

(CUMULATIVE TOTAL BUDGET COST/CUMULATIVE BUDGETED TOTAL DLH) = LABOR HOUR COST INDEX

Total Budgeted Cost (\$)	171443000	340932000	519857000	699902000	198873000	415781000	638228000	859844000
Budgeted Total DLH	814193	3508224	5293716	7131928	1732095	3567953	5455344	7375334
Bud Labor Hour Cost	\$94.50	\$97.18	\$98.20	\$98.14	\$114.82	\$116.53	\$116.99	\$116.58
Total Actual Cost (\$)	112839126	287826316	416035753	599381670	167559503	354234453	534060387	733053440
Actual Total DLH	554166	3212238	4855629	6515892	1634595	3384351	5120934	6902256
Actual Labor Hour Cost	\$72.60	\$89.60	\$85.62	\$91.99	\$102.51	\$104.67	\$104.29	\$106.20
Labor Hour Cost INDEX	0.77	0.92	0.87	0.94	0.89	0.90	0.89	0.91

SACRAMENTO AIR LOGISTICS CENTER
McCLELLAN AFB, CA

MAJOR WORKLOAD ACCOMPLISHED:

F-111, F-15, A-10, KC-135, Communications-Electronics, Space Systems, Ground Power Generators

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian:	5386
Military:	213

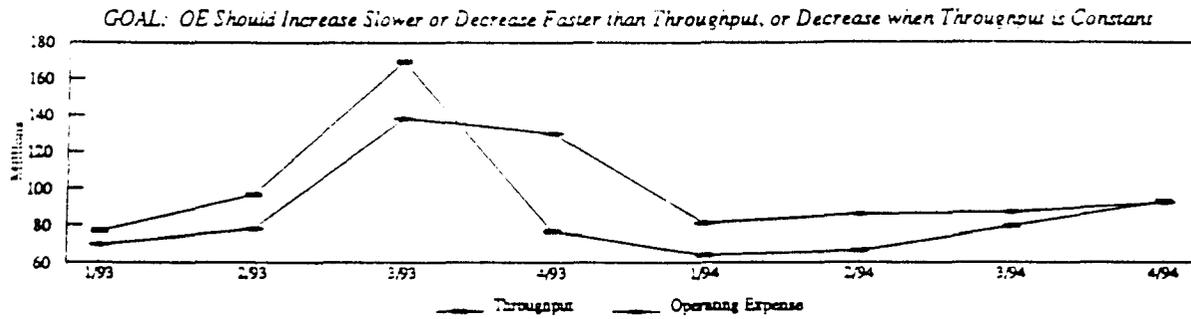
CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

\$509,000,000

External factors, of which we have limited control, affecting all centers, influenced Throughput and increased Operating Expense. To compensate for these and other drivers, all Directorates met in March 94 to identify ideas and areas that could reduce targeted losses. Through the targeted \$20M to reduce loss was not met, varied efforts resulted in a \$5M loss savings. Labor Hour Costs were negatively affected due to workloads not generating. The steady trend of increase in Capital Investment Effectiveness was a result of the turn in of excess and outdated industrial plant equipment. Total inventory was reduced by \$30M since October 1993. This trend is expected to continue. The negative trend in Net Operating Results is due to KC-135 structural problems and learning curves associated with KC-135 PDM. Process Days Indicator reduction was due to unplanned repair work on the KC-135s during the quarters that these aircraft were originally scheduled to produce (3rd Qtr FY93 to 3rd Qtr FY94), and an increase for the quarters that they are adjusted to (4th Qtr FY94). The A-10s, F-15s, and F-111s were on or ahead of schedule. The Schedule Indicator downward direction was due to manpower shortages, facility constraints, and outgoing fuel leaks.

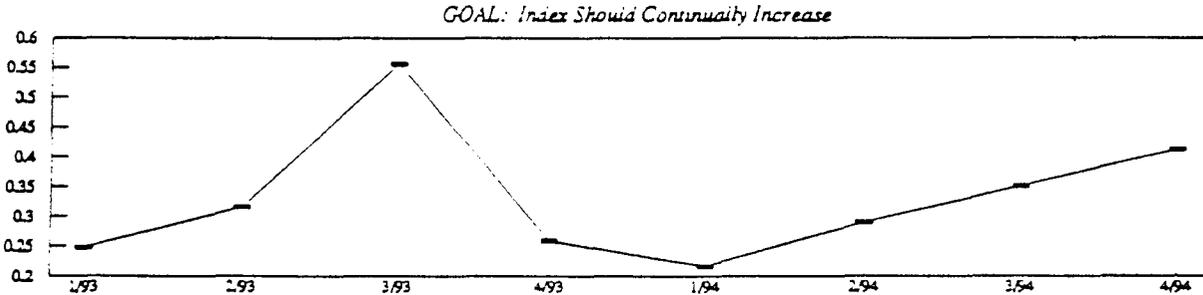
SACRAMENTO AIR LOGISTICS CENTER

THROUGHPUT & OPERATING EXPENSE



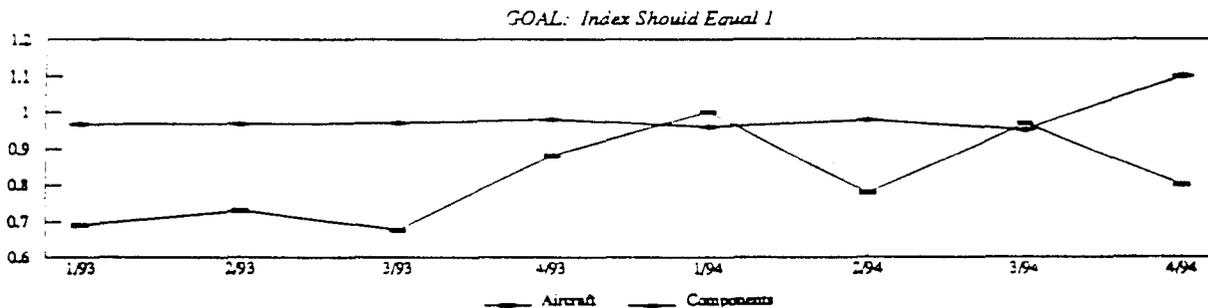
Though final operating expenses were greatly reduced through cost cutting initiatives, Throughput was still exceeded. This was due to reduced revenue rates which were established to return past year profitable operating results.

CAPITAL INVESTMENT EFFECTIVENESS



The capital equipment inventory has decreased by 110 line items since 1 Oct 93. This was driven by efforts to turn in excess and out-dated industrial plant equipment. The total inventory value was reduced by \$30M since 1 Oct 93. Additionally, the Capital Purchases Program allocation has been reduced in FY95, significantly affecting the acquisition of additional capital equipment items.

SCHEDULE INDICATOR

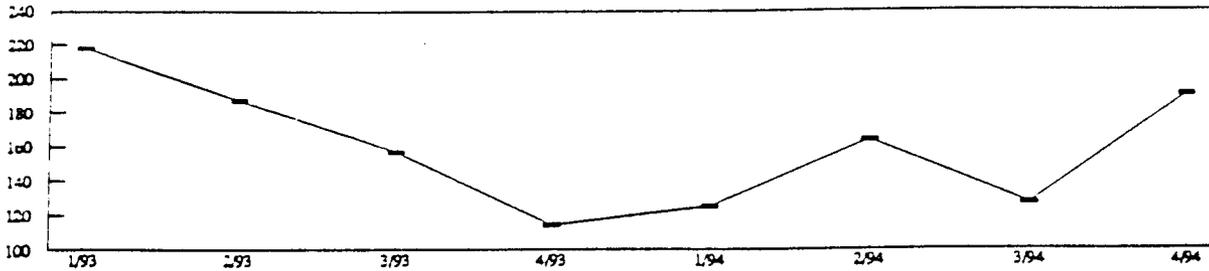


Five KC-135s and one A-10 missed their Aircraft and Missile Maintenance, Production Compression Report (AMREP) dates. Manpower shortages, facility constraints and outgoing fuel leaks were primary causes of the downward direction of the indicator in 4th Qtr FY94. Implementation of Programmed Depot Maintenance Standard System (PDMSS), modification of facilities, and fuel process review are being accomplished to reduce these problems.

SACRAMENTO AIR LOGISTICS CENTER

PROCESS DAYS

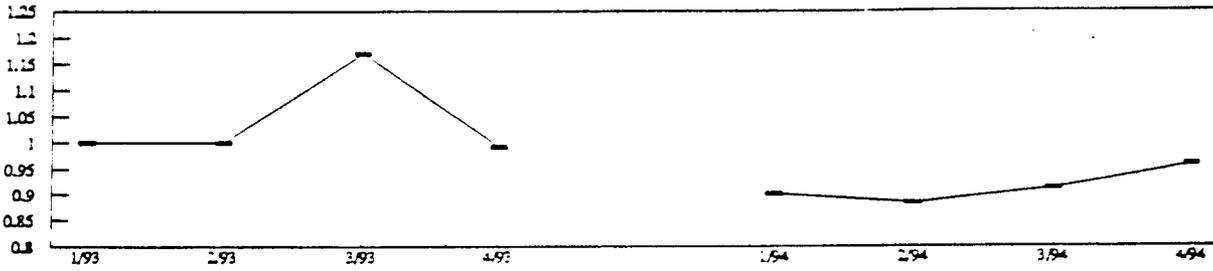
GOAL: Process Days Should show Continuous Reduction



Average process days increased in 4th Qtr FY94 due to production of 10 long flow aircraft. 8 F-111s exceeded 260 flow days & two KC-135s exceeded 250 flow days. Major unplanned repair work on KC-135s (wing attach fitting replacement) caused reduction of Process Days indicator during the Qtrs that these aircraft were first scheduled to produce (3/93 to 3/94), an increase for the Qtrs that they are adjusted to (4/94). The KC-135 increases were approved by the SPD.

NET OPERATING RESULTS

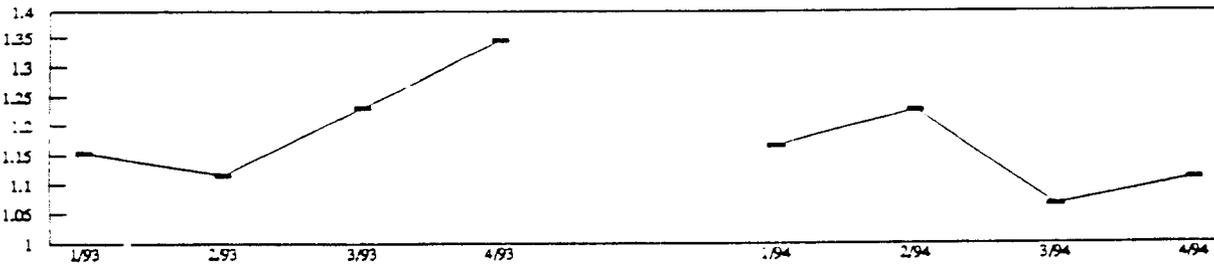
GOAL: Actual NOR/Budgeted NOR should equal 1.00



There were continued inefficiencies as a result of higher than budgeted indirect costs and lower than projected yields. Higher than the Budgeted Repairable Support Division (RSD) material costs associated with PDM of F-15s and F-111s were contributors. KC-135 structural problems and the learning curve associated with KC-135 PDM were major influences in the loss position.

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



The actual labor cost index exceeds the 1% criteria due strictly to budgeted versus actual total DLH. Total actual DLH was 716K below budget. The 716K variance in DLH directly caused the actual labor hour cost rate to be substantially higher than originally projected. Projected total DLH was not met due to workloads not generating, inefficiency, and overly ambitious projection. Total actual versus projected cost variance was only \$4.3M or 0.8% below budget.

SACRAMENTO AIR LOGISTICS CENTER

Quarter Fiscal Year	'83	1993	3/93	4/93	'94	1/94	3/94	4/94
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THROUGHPUT & OPERATING EXPENSE

REVENUE-DIRECT MATERIAL = THROUGHPUT

TOTAL COST-DIRECT MATERIAL = OPERATING EXPENSE

Revenue (\$)	77,812,754	109,303,513	202,402,302	115,396,797	97,751,519	114,967,466	117,521,936	117,037,805
Total Cost (\$)	70,670,158	90,604,249	170,958,547	168,706,901	114,925,022	134,649,095	125,043,649	116,426,076
Direct Materials (\$)	671,414	2,963,222	32,592,933	39,531,454	33,664,149	48,410,631	37,732,565	23,874,837
Throughput (\$)	77,141,340	96,940,291	169,809,369	76,865,343	64,087,370	66,556,855	79,789,371	93,162,968
Operating Expense (\$)	69,998,744	78,241,027	138,365,614	130,175,447	81,260,873	86,238,464	87,311,084	92,551,239

CAPITAL INVESTMENT EFFECTIVENESS

THROUGHPUT/LONGTERM INVENTORY

Throughput (\$)	77,141,340	96,940,291	169,809,369	76,865,343	64,087,370	66,556,855	79,789,371	93,162,968
Longterm Inventory (\$)	311,521,589	306,441,546	304,879,562	297,006,083	294,640,723	229,188,312	226,867,766	225,770,092
INDEX	0.25	0.32	0.56	0.26	0.22	0.29	0.35	0.41

SCHEDULE INDICATOR

UNITS COMPLETED ON TIME/UNITS SCHEDULED

Aircraft Scheduled	42	52	34	34	27	27	31	30
Aircraft Completed	29	38	23	30	27	21	30	24
INDEX	0.69	0.73	0.68	0.88	1.00	0.78	0.97	0.80
Components Scheduled	26,148	24,706	24,344	25,290	24,541	23,889	24,684	21,263
Components Completed	25,266	23,889	23,598	24,756	23,514	23,334	23,446	23,420
INDEX	0.97	0.97	0.97	0.98	0.96	0.98	0.95	1.10

PROCESS DAYS

TOTAL PROCESS DAYS/NUMBER OF ITEMS = AVERAGE PROCESS DAYS

Aircraft Process Days					3,375	3,931	4,055	5,330
Number of Items					27	24	32	28
AVG PROCESS DAYS	218.00	187.00	157.00	14.00	125.00	163.79	126.72	190.36

NET OPERATING RESULTS

CUM ACTUAL REVENUE/CUM ACTUAL COST /

CUM BUDGETED REVENUE/CUM BUDGETED COST = NOR INDEX

Cum Budg Revenue (\$)	77,812,754	187,116,267	296,792,267	412,040,267	103,616,338	219,975,338	346,740,338	470,503,338
Cum Budg Cost (\$)	70,670,157	161,274,406	296,280,406	405,847,406	109,832,179	228,018,179	358,827,179	495,397,179
Budgeted NOR INDEX	1.10	1.16	1.00	1.02	0.94	0.96	0.97	0.95
Cum Actual Revenue (\$)	77,812,754	187,116,267	389,518,569	504,915,366	97,751,519	212,719,005	330,240,941	447,278,746
Cum Actual Cost (\$)	70,670,158	161,274,407	332,232,954	500,939,855	114,925,052	249,574,147	374,617,796	491,043,872
Actual NOR INDEX	1.10	1.16	1.17	1.01	0.85	0.85	0.88	0.91
NOR INDEX	1.00	1.00	1.17	0.99	0.90	0.88	0.91	0.96

LABOR HOUR COST

(CUMULATIVE TOTAL ACTUAL COST/CUMULATIVE ACTUAL TOTAL DLH) /

(CUMULATIVE TOTAL BUDGET COST/CUMULATIVE BUDGETED TOTAL DLH) = LABOR HOUR COST INDEX

Total Budgeted Cost (\$)	70670157	161274406	296280406	405847406	109832179	228018179	358827179	495397179
Budgeted Total DLH	1694134	3415386	5044557	6659180	1579848	3281620	4947550	6589975
Bud Labor Hour Cost	\$41.71	\$47.22	\$58.73	\$60.95	\$69.52	\$69.48	\$72.54	\$75.17
Total Actual Cost (\$)	70670158	161274407	332232954	500939855	114925052	249574147	374617796	491043872
Actual Total DLH	1467067	3057101	4592907	6106839	1415762	2927025	4844446	5873794
Actual Labor Hour Cost	\$48.17	\$52.75	\$72.34	\$82.03	\$81.18	\$85.27	\$77.33	\$83.60
Labor Hour Cost INDEX	1.15	1.12	1.23	1.35	1.17	1.23	1.07	1.11

**SAN ANTONIO AIR LOGISTICS CENTER
KELLY AFB, TX**

MAJOR WORKLOAD ACCOMPLISHED:

C-5 Cargo Aircraft, TF39 Engine (C-5 Aircraft), F100 Engine (F-15 & F-16 Aircraft), T56 Engine (C-130 Aircraft) and related exchangeables. Gas turbine engines, secondary power systems, auxiliary power units, starters and related exchangeables. Manual and automatic test equipment exchangeables, fuel accessories and nuclear components.

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian:	6041
Military:	69

CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

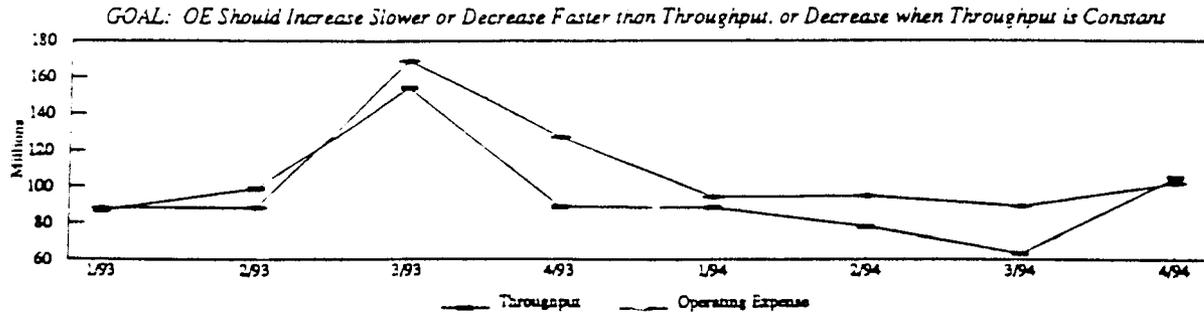
\$759,700,000

Both the depot maintenance personnel level and current year industrial fund budget numbers above have increased since the last submission of this report. Both increases are the result of increased workload at this center. SA-ALC has been instrumental in attaining local manufacturing workload from the Navy depot at Pensacola as well as T56 engine workload from Alameda. SA-ALC also acquired T-38 and F-5 gearbox workload from the Navy. All of these efforts are the result of base closures and pursuit of consolidations of like workloads to achieve both economies of scale in production as well as to preclude the cost of establishing another organic repair source.

In addition to the above, SA-ALC was instrumental in the early completion of a modification to the large aircraft paint hanger. This early completion allowed SA-ALC to terminate a contract to paint C-5 aircraft at a contractor's facility. This resulted in both dollar and flow day savings to the customer.

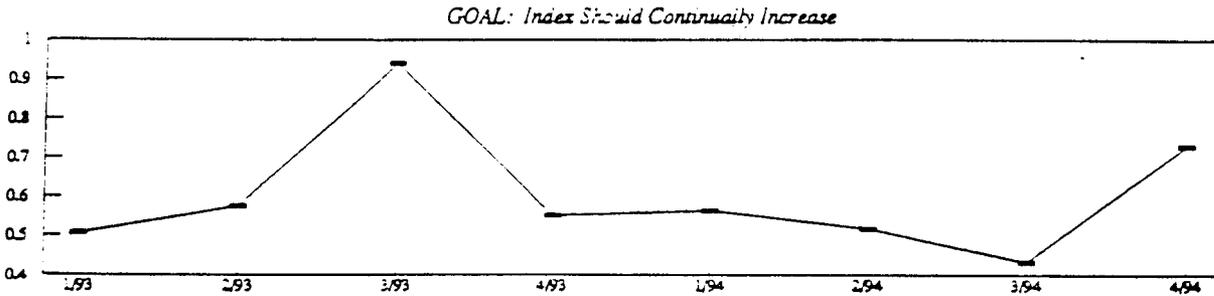
SAN ANTONIO AIR LOGISTICS CENTER

THROUGHPUT & OPERATING EXPENSE



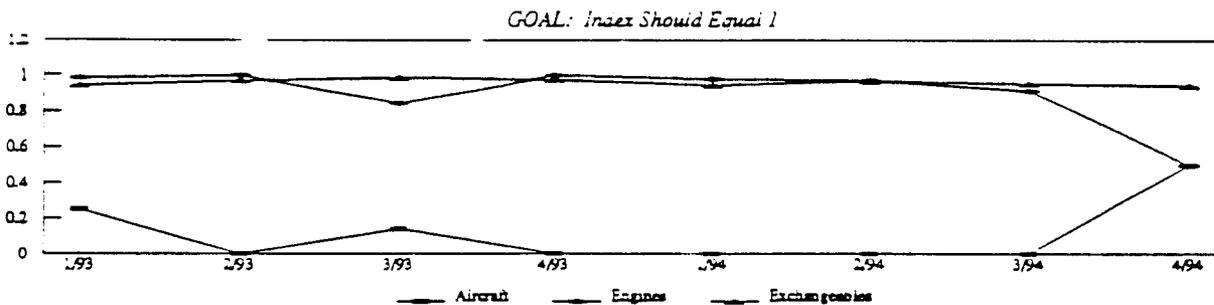
A 3rd Qtr FY94 reversal of credit returns accumulated over a period of time and resulted in a higher than normal direct material expense. This caused an inflated reduction to Throughput for that time period.

CAPITAL INVESTMENT EFFECTIVENESS



The fluctuation in the 3rd and 4th Qtr FY94 time period is due to a 3rd Qtr FY94 recapture of improper credit returns coupled with historically higher revenue in the 4th Qtr.

SCHEDULE INDICATOR

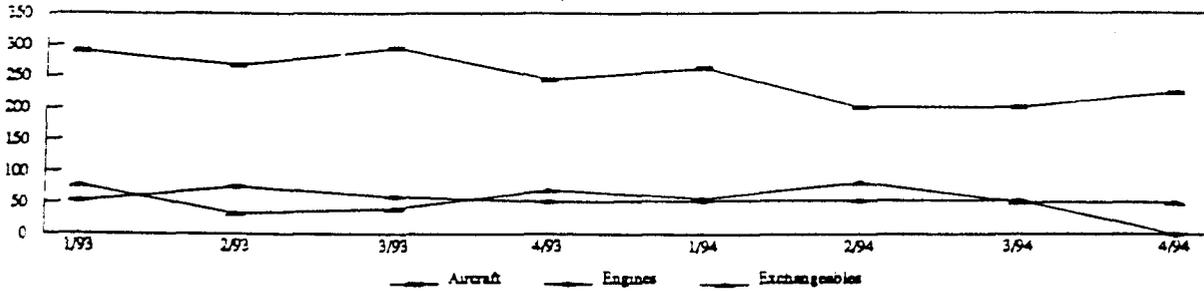


The reduction to Schedule Conformance for engines is caused by the early completion of five F100 engines. The engines were produced in 3rd Qtr FY93, but the close-out project directive verifying a schedule change is not available.

SAN ANTONIO AIR LOGISTICS CENTER

PROCESS DAYS

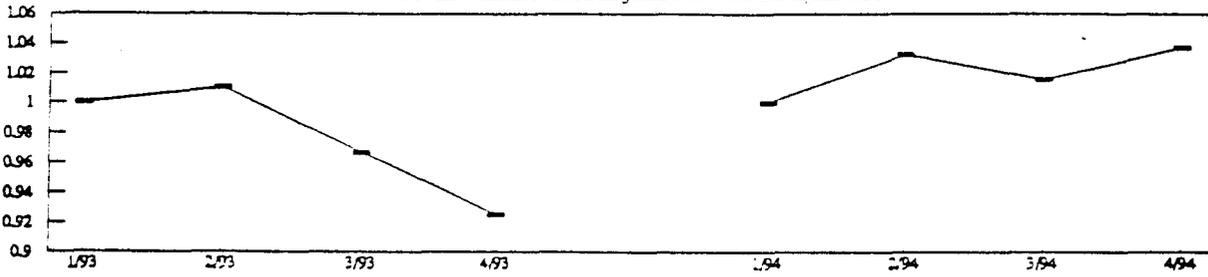
GOAL: Process Days Should show Continual Reduction



The engine reported for this measure has changed. SA-ALC previously reported on the TF39 engine. This engine is no longer produced as a "whole up" engine, but is totally under the two levels of maintenance concept. We have revised the input to reflect F100-PW-220E overhaul.

NET OPERATING RESULTS

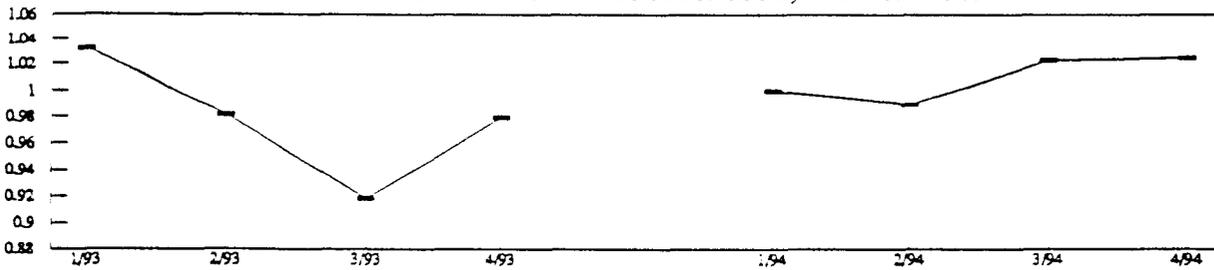
GOAL: Actual NOR/Budgeted NOR should equal 1.00



The relative stability of this indicator is the result of increased management emphasis on maintaining cost to budget tolerances.

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



Increased emphasis on forecasting costs has contributed to the low relative variance in this indicator.

SAN ANTONIO AIR LOGISTICS CENTER

Quarter Fiscal Year '93 '93 '93 '93 '94 '94 '94 '94

THROUGHPUT & OPERATING EXPENSE

REVENUE-DIRECT MATERIAL = THROUGHPUT

TOTAL COST-DIRECT MATERIAL = OPERATING EXPENSE

Revenue (\$)	114,906,000	143,451,000	204,073,000	155,321,000	144,886,000	144,850,000	179,375,000	198,236,000
Total Cost (\$)	116,225,000	132,863,000	219,247,000	193,463,000	150,582,000	161,380,000	205,497,000	195,184,000
Direct Materials (\$)	27,907,000	44,251,000	50,121,000	56,367,000	56,483,000	66,550,000	116,148,000	93,355,000
Throughput (\$)	66,999,000	99,200,000	153,952,000	88,954,000	88,383,000	78,100,000	63,227,000	104,881,000
Operating Expense (\$)	88,318,000	88,612,000	169,126,000	127,096,000	94,099,000	94,830,000	89,349,000	101,829,000

CAPITAL INVESTMENT EFFECTIVENESS

THROUGHPUT/LONGTERM INVENTORY

Throughput (\$)	66,999,000	99,200,000	153,952,000	88,954,000	88,383,000	78,100,000	63,227,000	104,881,000
Longterm Inventory (\$)	171,710,000	172,233,000	163,443,000	161,160,000	156,722,000	151,086,000	142,897,000	143,670,000
INDEX	0.51	0.58	0.94	0.55	0.56	0.52	0.43	0.73

SCHEDULE INDICATOR

UNITS COMPLETED ON TIME/UNITS SCHEDULED

Aircraft Scheduled	8	9	7	2	5	6	5	4
Aircraft Completed	2	0	1	0	0	0	0	2
INDEX	0.25	0.00	0.14	0.00	0.00	0.00	0.00	0.50
Engines Scheduled	62	69	59	46	51	37	25	22
Engines Completed	61	69	50	46	50	36	23	11
INDEX	0.98	1.00	0.85	1.00	0.98	0.97	0.92	0.50
Exchangeables Scheduled	28,179	32,303	28,211	25,581	20,179	20,162	22,513	19,435
Exchangeables Completed	26,719	31,394	27,883	24,969	19,146	19,561	21,557	18,421
INDEX	0.95	0.97	0.99	0.96	0.95	0.97	0.96	0.95

PROCESS DAYS

TOTAL PROCESS DAYS/NUMBER OF ITEMS = AVERAGE PROCESS DAYS

Aircraft Process Days	1,452	1,604	2,354	1,220	1,311	1,008	1,005	1,119
Number of Items	5	5	3	5	5	5	5	5
AVG PROCESS DAYS	290.40	320.80	784.25	244.00	262.20	200.60	201.00	223.80
Engines Process Days	1,537	1,824	1,475	1,479	1,007	371	265	0
Number of Items	29	24	25	29	19	7	5	0
AVG PROCESS DAYS	53.00	76.00	59.00	51.00	53.00	53.00	53.00	0
Exchangeables Process Days	2,345	1,461	4,793	23,070	9,909	15,482	12,262	11,446
Number of Items	30	45	119	330	174	187	243	229
AVG PROCESS DAYS	78.17	32.47	40.28	69.91	56.95	82.79	50.57	49.98

NET OPERATING RESULTS

CUM ACTUAL REVENUE/CUM ACTUAL COST =

CUM BUDGETED REVENUE/CUM BUDGETED COST = NOR INDEX

Cum Budge Revenue (\$)	114,906,000	296,249,000	470,991,000	647,599,000	144,886,000	322,708,000	537,410,000	722,299,999
Cum Budge Cost (\$)	116,225,000	288,525,000	461,219,000	643,011,000	150,582,000	359,150,000	602,207,000	800,879,000
Budgeted NOR INDEX	0.99	1.03	1.02	1.01	0.96	0.90	0.89	0.90
Cum Actual Revenue (\$)	114,906,000	255,357,000	462,430,000	617,751,000	144,886,000	289,536,000	468,911,000	667,147,000
Cum Actual Cost (\$)	116,225,000	249,088,000	468,335,000	661,798,000	150,582,000	311,962,000	517,452,000	712,542,000
Actual NOR INDEX	0.99	1.04	0.99	0.93	0.96	0.93	0.91	0.94
NOR INDEX	1.00	1.01	0.97	0.93	1.00	1.03	1.02	1.04

LABOR HOUR COST

(CUMULATIVE TOTAL ACTUAL COST/CUMULATIVE TOTAL DLH) /

(CUMULATIVE TOTAL BUDGET COST/CUMULATIVE TOTAL DLH) = LABOR HOUR COST INDEX

Total Budgeted Cost (\$)	98280000	309663000	490755000	664822000	158308000	391014000	510342000	802803000
Budgeted Total DLH	1862000	3849000	5842000	7857000	1580000	3356000	5227000	6838000
Bud Labor Hour Cost	\$52.75	\$80.45	\$84.00	\$84.62	\$100.19	\$116.57	\$116.77	\$117.40
Total Actual Cost (\$)	96280000	291955000	428855000	618493000	158306000	363025000	544104000	735401000
Actual Total DLH	1804000	3696000	5560000	7437000	1580000	3149000	4557000	6116000
Actual Labor Hour Cost	\$54.48	\$78.99	\$77.13	\$82.90	\$100.19	\$115.23	\$119.40	\$120.24
Labor Hour Cost INDEX	1.03	0.98	0.92	0.98	1.00	0.99	1.02	1.02

WARNER ROBINS AIR LOGISTICS CENTER
ROBINS AFB, GA

MAJOR WORKLOAD ACCOMPLISHED:

F-15, C-130 & C-141, various missiles, Electronic Warfare Systems and Avionics Systems, Vehicles & Special Operations Forces (SOF) aircraft.

DEPOT MAINTENANCE PERSONNEL LEVEL:

Civilian:	6142
Military:	80

CURRENT YEAR INDUSTRIAL FUND BUDGET (\$):

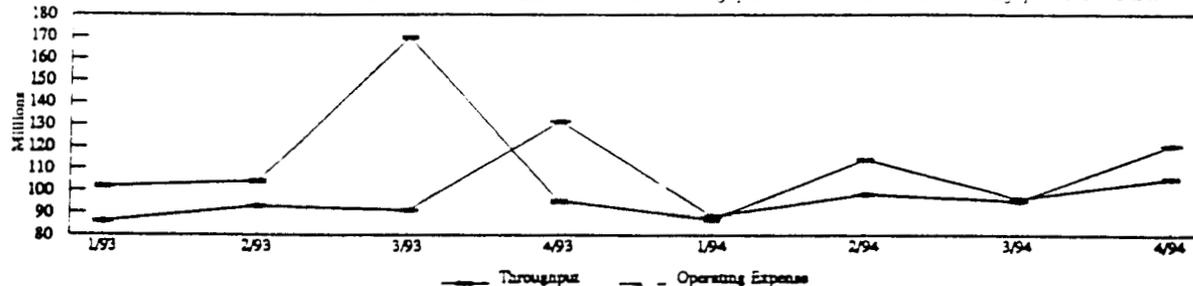
\$605,265,000

In addition to the major workload previously described, the WR-ALC Team manages approximately 190,000 items that range from gunnery equipment to aerospace comm/nav equipment, including Global Positioning Systems. WR-ALC is the only organic source for the F-15 Multi-Stage Improvement Program modification which averages approximately 64 process days over and above the typical PDM aircraft. The F-15 production effort here continues to show a reduction in process days. Aircraft process days in the C-141 area showed an increase in 4th Qtr FY94 due to a parts supportability problem for the lower wing panel replacement on one particular aircraft. This as well as inside facility constraints caused delays in the PDM area as well. Decreasing unprogrammed C-141 aircraft inputs will also help to concentrate resources in critical areas. Additional work package requirements added by our customers caused the C-130 production area to increase its process days. There are improvement initiatives in C-130 production, like the purchase of a wiring analyzer to check flowdays. The devastating flood which occurred at the beginning of the 4th Qtr provided an opportunity of service to surrounding communities; however, it had an adverse impact on operations. This can be seen in the area of Operating Expense which exceeded Throughput. Wr-ALC would have experienced a higher Throughput for 4th Qtr if not for the flood which brought about a \$6.3M loss of revenue. Even so, Throughput has managed to increase slightly for 3rd to 4th Qtr. This resulted in a positive effect on Capital Investment Effectiveness. NOR remains above the index because of end-of-year adjustments to labor material. Despite all turmoil of the flood and the challenge of downsizing, Team Robins is continuing to strive for continuous improvement.

WARNER ROBINS AIR LOGISTICS CENTER

THROUGHPUT & OPERATING EXPENSE

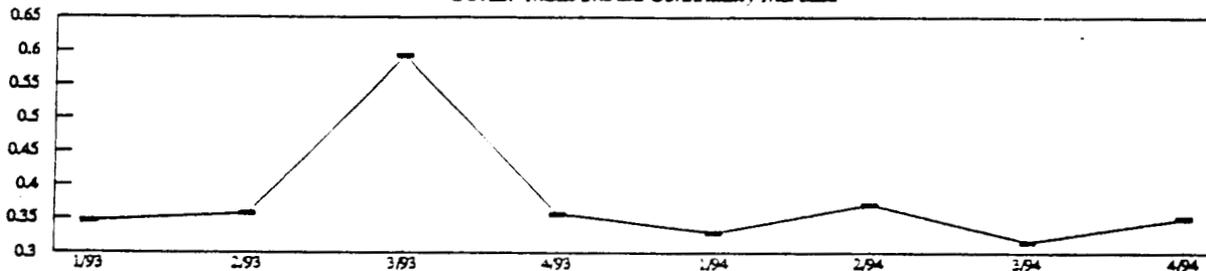
GOAL: OE Should Increase Slower or Decrease Faster than Throughput, or Decrease when Throughput is Constant



\$13M in unallocated direct material expenses were captured as production overhead in 4th Qtr FY94. This overstated both Throughput and Operating Expenses by this amount. Additionally, \$12M in expenses were captured in the last quarter (versus throughput the first 3 quarters), further overstating 4th Qtr FY94 Operating Expenses. Major drivers were labor acceleration factor (\$8M), hazardous waste disposal (\$1.3M), equipment/maintenance (\$.6M), HQ & DFAS costs (\$2.2M), and backorder cancellation (\$.3M).

CAPITAL INVESTMENT EFFECTIVENESS

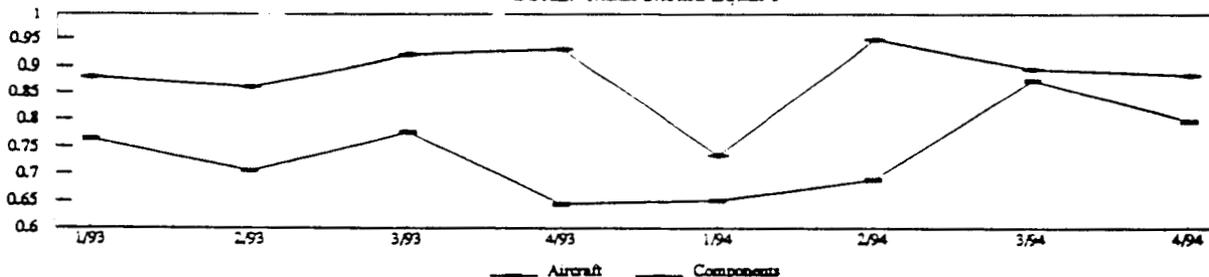
GOAL: Index Should Continually Increase



Long term inventory continues a steady decline due to increased focus on capacity utilization. Throughput has increased over 3rd Qtr FY93 because of accelerated end-of-year sales.

SCHEDULE INDICATOR

GOAL: Index Should Equal 1

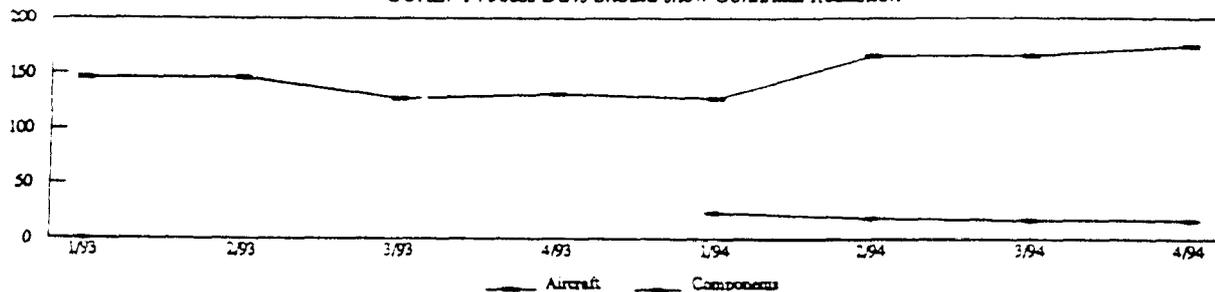


As with process days, parts supportability problems with the C-141 wing panel replacement have resulted in aircraft not making their scheduled completion dates. Facility constraints are also a major factor particularly when panel replacements are unscheduled. C-130 had one late aircraft in 3rd Qtr FY94. This aircraft was the first to receive a PDM in conjunction with the Special Operations Forces Improvement and Night Vision Imaging System. F-15s were at 93% for 3rd Qtr FY94 and 100% for the 4th Qtr.

WARNER ROBINS AIR LOGISTICS CENTER

PROCESS DAYS

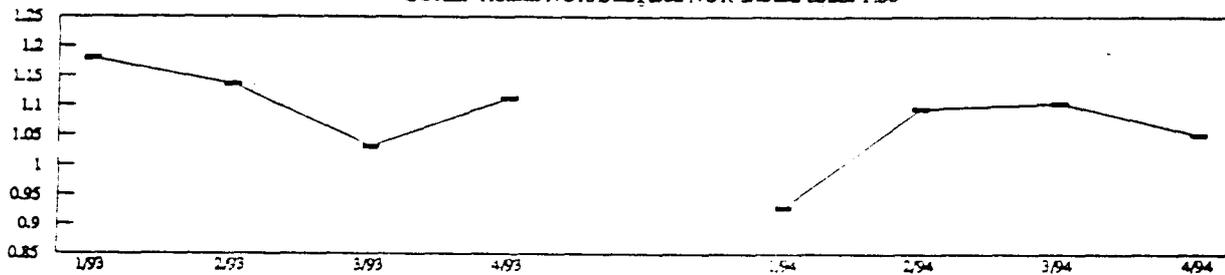
GOAL: Process Days Should show Consistent Reduction



C-130 flow days increased due to additional work requirements added to the aircraft by the customer after the aircraft was put in work. C-141 flow days increased in 4th Qtr FY94 due to one aircraft which spent 183 days in storage awaiting parts for lower wing panel replacement. C-141 flow days would be 18 less, excluding this aircraft. F-15 flow days (PDM, PDM/MSIP, ACI) remained constant throughout the year.

NET OPERATING RESULTS

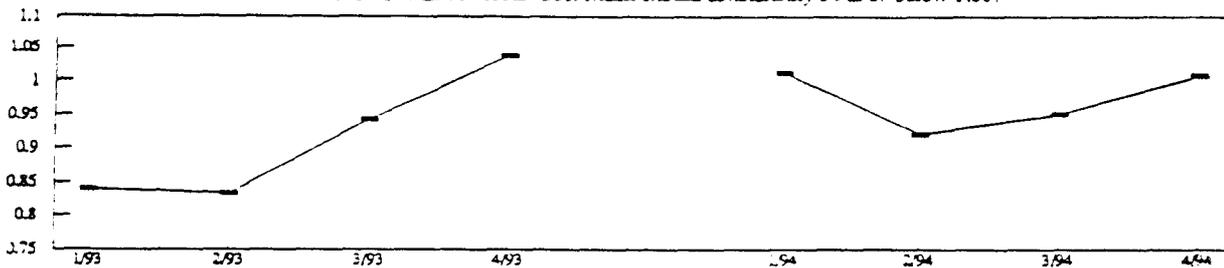
GOAL: Actual NOR/Budgeted NOR should equal 1.00



NOR is above the 1.0 goal due to efforts to reduce overhead costs which were \$11.5M less than planned for 4th Qtr FY94. This is the result of lowered expenses in utilities (\$1.1M), depreciation (\$4.4M), and JLSC (\$6.0M).

LABOR HOUR COST

GOAL: The Labor Hour Cost Index should consistently be at or below 1.00.



Normal trend is for end-of-year cost to be higher due to end-of-year accounting adjustments in labor and material. Adjustments typically include posting actual expenses versus estimated expenses and capturing any unallocated expenses before the end of the year.

WARNER ROBINS AIR LOGISTICS CENTER

Quarter Fiscal Year	193	293	393	493	194	294	394	494
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THROUGHPUT & OPERATING EXPENSE

REVENUE-DIRECT MATERIAL = THROUGHPUT

TOTAL COST-DIRECT MATERIAL = OPERATING EXPENSE

Revenue (\$)	120,016,000	118,443,000	124,659,000	132,683,000	127,708,000	163,946,000	140,619,000	151,838,000
Total Cost (\$)	104,296,000	107,109,000	146,352,000	168,816,000	129,196,000	148,223,000	139,506,000	166,818,000
Direct Materials (\$)	18,127,000	13,982,000	55,132,000	37,302,000	40,509,000	49,793,000	44,125,000	46,108,000
Throughput (\$)	101,889,000	104,461,000	169,527,000	95,381,000	87,199,000	114,153,000	96,494,000	105,730,000
Operating Expense (\$)	86,169,000	93,127,000	91,220,000	131,514,000	88,687,000	98,430,000	95,381,000	120,710,000

CAPITAL INVESTMENT EFFECTIVENESS

THROUGHPUT/LONGTERM INVENTORY

Throughput (\$)	101,889,000	104,461,000	169,527,000	95,381,000	87,199,000	114,153,000	96,494,000	105,730,000
Longterm Inventory (\$)	294,130,000	292,109,000	286,146,000	267,119,000	263,830,000	307,216,000	304,157,000	300,929,000
INDEX	0.35	0.36	0.59	0.36	0.33	0.37	0.32	0.35

SCHEDULE INDICATOR

UNITS COMPLETED ON TIME/UNITS SCHEDULED

Aircraft Scheduled	34	34	36	31	23	29	24	35
Aircraft Completed	26	24	28	20	15	20	21	28
INDEX	0.76	0.71	0.78	0.65	0.65	0.69	0.88	0.80
Components Scheduled	27,116	26,126	25,650	25,846	30,220,000	31,389,000	26,031	22,747
Components Completed	23,856	22,498	24,564	24,076	22,225,000	29,814,000	23,363	20,148
INDEX	0.88	0.86	0.92	0.93	0.74	0.95	0.90	0.89

PROCESS DAYS

TOTAL PROCESS DAYS/NUMBER OF ITEMS = AVERAGE PROCESS DAYS

Aircraft Process Days								
Number of Items								
AVG PROCESS DAYS	46.00	46.00	27.00	131.00	127.00	56.00	166.00	175.00
Components Process Days								
Number of Items								
AVG PROCESS DAYS					24.00	13.00	17.00	17.00

NET OPERATING RESULTS

(CUM ACTUAL REVENUE/CUM ACTUAL COST) /

(CUM BUDGETED REVENUE/CUM BUDGETED COST) = NOR INDEX

Cum Budge Revenue (\$)	115,562,000	244,490,000	378,739,000	510,124,000	127,702,000	289,398,000	433,209,000	575,642,000
Cum Budge Cost (\$)	118,477,000	246,185,000	378,052,000	501,699,000	119,964,000	301,309,000	452,038,000	605,673,000
Budgeted NOR INDEX	0.98	0.99	1.00	1.02	1.06	0.96	0.96	0.95
Cum Actual Revenue (\$)	120,015,000	238,459,000	369,707,000	595,800,000	127,708,000	291,653,000	432,471,000	582,910,000
Cum Actual Cost (\$)	104,296,000	211,405,000	357,757,000	526,573,000	129,196,000	277,418,000	408,458,000	583,362,000
Actual NOR INDEX	1.15	1.13	1.03	1.13	0.99	1.05	1.06	1.00
NOR INDEX	1.18	1.14	1.03	1.11	0.93	1.09	1.10	1.05

LABOR HOUR COST

(CUMULATIVE TOTAL ACTUAL COST/CUMULATIVE ACTUAL TOTAL DLH) /

(CUMULATIVE TOTAL BUDGET COST/CUMULATIVE BUDGETED TOTAL DLH) = LABOR HOUR COST INDEX

Total Budgeted Cost (\$)	120386000	245015000	369707000	494646000	129186000	300894000	451623000	605258000
Budgeted Total DLH	1776000	3610000	5510000	7402000	1867000	3853000	5887000	7888000
Bud Labor Hour Cost	\$67.78	\$67.87	\$67.10	\$66.83	\$69.19	\$78.09	\$76.72	\$76.73
Total Actual Cost (\$)	104296000	211405000	357757000	526573000	129196000	277418000	416326000	583743000
Actual Total DLH	1832000	3737000	5655000	7595000	1844000	3854000	5713000	7533000
Actual Labor Hour Cost	\$56.93	\$56.57	\$63.25	\$69.33	\$70.06	\$71.98	\$72.98	\$77.49
Labor Hour Cost INDEX	0.84	0.83	0.94	1.04	1.01	0.92	0.95	1.01

1 TITLE III—DEPOT-LEVEL
2 MAINTENANCE

3 SEC. 301. ELIMINATION OF 80 40 RULE FOR PUBLIC PRI-
4 VATE DIVISION OF DEPOT-LEVEL MAINTENANCE WORKLOAD.
5

6 (a) ELIMINATION OF RULE.—Section 2466 of title
7 10, United States Code, is amended—

8 (1) by striking out subsections (a), (c), (d), and
9 (e); and

10 (2) by striking out "(b) PROHIBITION ON MAN-
11 AGEMENT BY END STRENGTH.—".

12 (b) CONFORMING AMENDMENTS.—(1) The heading
13 of such section is amended to read as follows:

14 "§ 2466. Civilian employees involved in depot-level
15 maintenance and repair of materiel: pro-
16 hibition on management by end
17 strength".

18 (2) The item relating to such section in the table of
19 sections at the beginning of chapter 146 of such title is
20 amended to read as follows:

"2466. Civilian employees involved in depot-level maintenance and repair of ma-
teriel: prohibition on management by end strength."

1 SEC. 302. PRESERVATION OF CORE MAINTENANCE AND RE-
2 PAIR CAPABILITY.

3 (a) IN GENERAL.—(1) Chapter 146 of title 10, Unit-
4 ed States Code, is amended by adding at the end the fol-
5 lowing new section:

6 "§2472. Core maintenance and repair capability:
7 preservation

8 "(a) NECESSITY FOR CORE MAINTENANCE AND RE-
9 PAIR CAPABILITIES.—It is essential for the national de-
10 fense that the Department of Defense preserve an organic
11 maintenance and repair capability (including personnel,
12 equipment, and facilities) to meet readiness and sustain-
13 ability requirements established by the Chairman of the
14 Joint Chiefs of Staff for the systems and equipment re-
15 quired for contingency plans approved by the Chairman
16 of the Joint Chiefs of Staff under section 153(a)(3) of
17 this title.

18 "(b) IDENTIFICATION OF CORE MAINTENANCE AND
19 REPAIR CAPABILITIES.—The Secretary of Defense shall
20 identify those maintenance and repair activities of the De-
21 partment of Defense that are necessary to preserve the
22 maintenance and repair capability described in subsection
23 (a). The Secretary may identify for such purpose only
24 those activities of the Department of Defense that are nec-
25 essary to ensure a ready and controlled source of technical
26 competence for that purpose. The Secretary may not iden-

1 title for such purpose any intermediate-level or depot-level ✓
2 maintenance or repair activity.

3 “(c) LIMITATION ON CONTRACTING.—The Secretary
4 may not contract for the performance by non-Government
5 personnel of a maintenance activity identified by the Sec-
6 retary under subsection (b) under the procedures and re-
7 quirements of Office of Management and Budget Circular
8 A-76 or any successor administrative regulation or policy
9 unless the Secretary of Defense determines (under regula-
10 tions prescribed by the Secretary) that Government per-
11 formance of the activity is no longer required for national
12 defense reasons.

13 “(d) CONTRACTING FOR PERFORMANCE OF NON-
14 CORE FUNCTIONS.—In the case of any maintenance or
15 repair activity (including the making of major modifica-
16 tions and upgrades) that is not identified by the Secretary
17 under subsection (b), the Secretary concerned shall pro-
18 vide for the performance of that activity by an entity in
19 the private sector, selected through the use of competitive
20 procedures, unless the Secretary determines that the per-
21 formance of that activity by a Government entity is nec-
22 essary to maintain the defense industrial base.”

23 “(2) The table of sections at the beginning of such
24 chapter is amended by adding at the end the following

“2472. Core maintenance and repair capability: preservation.”

1 (b) REVISION OF REGULATIONS.—The Secretary of
2 Defense shall revise the existing Department of Defense
3 regulations relating to depot level maintenance and repair
4 activities in order to ensure the consistency of those regu-
5 lations with the policy provided in section 2472(d) of title
6 10, United States Code, as added by subsection (a).

7 **SEC. 303. PERFORMANCE OF DEPOT-LEVEL MAINTENANCE**
8 **WORKLOAD BY PRIVATE SECTOR WHENEVER**
9 **POSSIBLE.**

10 (a) REQUIREMENT.—Section 2469 of title 10, United
11 States Code, is amended to read as follows:

12 **"§2469. Depot-level maintenance and repair activi-**
13 **ties: use of private sector**

14 **"(a) IN GENERAL.—**The Secretary of Defense shall
15 **(except as provided in subsection (b)) provide for the per-**
16 **formance by private sector entities of all depot-level main-**
17 **tenance and all depot-level repair work of the Department**
18 **of Defense.**

19 **"(b) EXCEPTION.—**The Secretary may provide for
20 **the performance of a particular depot-level maintenance**
21 **workload, or a particular depot-level repair workload, by**
22 **an entity of the Department of Defense if—**

23 **"(1) no responsive bids for performance of that**
24 **workload are received from responsible offerors; or**

1 “(2) the Secretary makes a determination the
2 subsection (a) must be waived for that particular
3 workload for reasons of national security.”.

4 (b) CLERICAL AMENDMENT.—The item relating to
5 section 2469 in the table of sections at the beginning of
6 chapter 146 of such title is amended to read as follows

“2469. Depot-level maintenance and repair activities: use of private sector.”.



Eighth, the bill consolidates duplicative military and industry maintenance and repair depots. The bill prohibits the Defense Department from performing depot and intermediate level maintenance and repair work, unless industry is unwilling to perform the work. Therefore existing repair depots must be either privatized or shut down.

Mr. President, large savings can be realized from the comprehensive reforms I am proposing. I anticipate that my approach will reduce acquisition management personnel by as much as 25 to 30 percent through reduction in duplicative headquarters staffs. The Defense Science Board Task Force on Defense Acquisition Reform reported in July 1993 that a comprehensive reform along the lines I am proposing would save \$ 20 billion per year. The House Budget Committee has included \$ 3.5 billion in its budget reduction proposal, and the Congressional Budget Office conservatively estimates the savings at about \$ 1.7 billion per

141 Cong Rec S 4808, *S4809

year.

In summary, there is both a need and an opportunity for reforming Defense acquisition. But, Mr. President, I must point out that bureaucracies are inherently unable to reform themselves. The time has come for us to make some very hard and difficult decisions which have far-reaching impact on the future of our country. Change must be brought about by those of us who are concerned about maintaining a strong defense within today's budget constraints.

Mr. President, I ask that the full text of the bill and a letter be printed in the Record .

There being no objection, the material was ordered to be printed in the Record , as follows:

S. 646 Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the 'Department of Defense Acquisition Management Reform Act of 1995'.

141 Cong Rec S 4808, *S4809

SEC. 2. TABLE OF CONTENTS.

The table of contents for this Act is as follows:

Sec. 1. Short title.

Sec. 2. Table of contents.

III-DEPOT-LEVEL MAINTENANCE

SEC. 301. ELIMINATION OF 60 DAY/ 1840 RULE FOR PUBLIC AND PRIVATE DIVISION OF DEPOT-LEVEL MAINTENANCE WORKLOAD.

(a) Elimination of Rule .-Section 2466 of title 10, United States Code, is amended-

(1) by striking out subsections (a), (c), (d), and (e); and

(2) by striking out "(b) Prohibition on Management by End Strength .-".

(b) Conforming Amendments .-(1) The heading of such section is amended to read as follows:

" 1A2466. Civilian employees involved in depot-level maintenance and repair of materiel: prohibition on management by end strength".

(2) The item relating to such section in the table of sections at the beginning of chapter 146 of such title is amended to read as follows:

" 2466. Civilian employees involved in depot-level maintenance and repair of materiel: prohibition on management by end strength".

SEC. 302. PRESERVATION OF CORE MAINTENANCE AND REPAIR CAPABILITY.

(a) In General .-(1) Chapter 146 of title 10, United States Code, is amended by adding at the end the following new section:

" 1A2472. Core maintenance and repair capability: preservation

(a) Necessity for Core Maintenance and Repair Capabilities .-It is essential for the national defense that the Department of Defense preserve organic maintenance and repair capability (including personnel, equipment and facilities) to meet readiness and sustainability requirements established for Chairman of the Joint Chiefs of Staff for the systems and equipment required contingency plans approved by the Chairman of the Joint Chiefs of Staff section 153(a)(3) of this title.

(b) Identification of Core Maintenance and Repair Capabilities .-The Secretary of Defense shall identify those maintenance and repair activities of the Department of Defense that are necessary to preserve the maintenance and repair capability described in subsection (a). The Secretary may identify for

such purpose only those activities of the Department of Defense that are necessary to ensure a ready and controlled source of technical competence for that purpose. The Secretary may not identify for such purpose any intermediate-level or depot-level maintenance or repair activities.



Aerospace Industries Association, American Defense Preparedness Association, American Electronics Association, Contract Services Association, Electronic

141 Cong Rec S 4808, *S4820

Industries Association, National Security Industrial Association, Shipbuilders Council of America, U.S. Chamber of Commerce,

March 29, 1995.

Senator William V. Roth, Jr.,

U.S. Senate, Washington, DC. Dear Senator Roth: As the associations representing the hundreds of thousands of American workers employed in the aerospace, electronics, shipbuilding and services industries, we offer our strong support for the depot maintenance provisions included in your procurement reform legislation. We urge prompt action on these provisions in order to achieve their enactment in this session of Congress.

The elements of your proposal that repeal the \$ 3 million threshold for the shift of depot workload to the private sector and the repeal of the so-called 60/40 rule will eliminate management restrictions long opposed by the Department of Defense as well as the private sector. The elimination of these restrictions as called for by your bill will afford the government much greater flexibility to obtain the most cost effective use of every dollar spent on defense logistics support.

141 Cong Rec S 4808, *S4820

Similarly, we are greatly encouraged by the provisions of your legislation that address the issue of government "core" competencies. We support the language that calls for the performance of the preponderance of this workload by private sector entities selected on the basis of competitive procedures in accordance with your narrow definition of "core" government competency.

The depot maintenance policy articulated in your legislation will permit the development of a logistics support program for the 21st century. Your legislation in this regard is in the national interest and in the interest of the private sector industrial base. We applaud your depot policy initiative, and offer to work closely with you in the weeks ahead to achieve its timely enactment.

Sincerely,

The Presidents of AIA, ADPA, AEA, CSA, EIA, NSIA, SCA, and the U.S. Chamber of Commerce.



1995 BUDGET ENACTED FOR CLEANUP ACTIVITIES AT CLOSING MILITARY BASES

Congress has passed and President Clinton has signed the appropriations bill that will control the military construction activities administered by the Department of Defense (DOD), which includes funding for activities at closing and realigning military bases, for the 1995 fiscal year. In the Military Construction Appropriations Act, 1995 (P.L. 103-307), Congress appropriated \$87.6 million to continue closure activities at bases scheduled for closure in 1988, \$265.7 million to continue closure activities at bases scheduled for closure in 1991, and \$2.3 billion to continue closure activities at bases scheduled for closure in 1993. Of those amounts, \$66.8 million of the money appropriated for 1988 bases, \$138.7 million of the money appropriated for 1991 bases, and \$302.7 million of the money appropriated for 1993 bases is available for environmental restoration activities only. Congress, as of the last week of September, was nearing completion of the 1995 appropriations bill for the DOD, which includes the funding for environmental restoration and compliance activities at active military installations, and the 1995 authorization bill for DOD.

CONGRESS CONTINUES WORK ON CERCLA REAUTHORIZATION

Congress continues to work toward reauthorizing the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) before the October adjournment. In the Senate, the Committee on Finance is expected to mark up S. 1834, the Superfund Reform Act of 1994, on September 28, 1994. The Finance Committee has jurisdiction of the titles reauthorizing the Superfund tax and creating the Environmental Insurance Resolution Trust Fund, a trust fund for resolving environmental claims against insurance companies. Floor debate is expected to occur shortly after the Finance Committee completes its markup. In the House of Representatives, the Committee on Rules is expected to issue the rule governing debate on H.R. 4916 during the week of September 26, 1994. Debate on the floor and a vote on the bill is expected shortly after the rule is completed. Following floor action in both the Senate and House, a conference committee will need to work out any differences between the Senate and House versions of the bill and both chambers will need to vote on the compromise bill. Congress is currently scheduled to recess around Friday, October 7, 1994.

NAAG PUBLISHES MONOGRAPH ON THE JURISDICTION OF THE FEDERAL GOVERNMENT AND STATES AT CLOSING MILITARY BASES

The National Association of Attorneys General (NAAG) has published a monograph on the jurisdiction of the federal government, including the Department of Defense (DOD) and U.S. Environmental Protection Agency, and the states at closing military bases under the various federal environmental statutes. The monograph was written by Thomas H. Edwards, an Assistant Attorney General in the Office of the Attorney General of Texas. Mr. Edwards has extensive experience working with DOD on closing military bases, including Bergstrom Air Force Base in Austin, Texas, Chase Field Naval Station in Beeville, Texas, and Carswell Air Force Base, Fort Worth, Texas. The monograph is available for \$15.00 from NAAG at (202) 434-8030.

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MILITARY BASE CLOSURE BULLETIN

SEPTEMBER 1994

PRESIDENT
Charles W. Burson
Attorney General of Tennessee

PRESIDENT-ELECT
Tom Udall
Attorney General of New Mexico

VICE PRESIDENT
Scott Harshbarger
Attorney General of Massachusetts

IMMEDIATE PAST PRESIDENT
Hubert H. Humphrey III
Attorney General of Minnesota

COURT RULES LONG-TERM LEASES AT PEASE AIR FORCE BASE VIOLATE CERCLA PROHIBITION ON TRANSFER OF CONTAMINATED PROPERTY

The U.S. District Court for the District of New Hampshire on August 29, 1994, held in CONSERVATION LAW FOUNDATION V. DEPARTMENT OF THE AIR FORCE, No. C-92-156-L, that the U.S. Air Force violated § 120(h)(3) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) by transferring contaminated property by long-term lease to the Pease Development Authority (PDA) at Pease Air Force Base. The Conservation Law Foundation (CLF) and City of Newington, one of two cities adjacent to Pease Air Force Base, had alleged that the Air Force had not conformed its activities to the state implementation plan under the Clean Air Act (CAA), that the Environmental Impact Statement (EIS) for the reuse of the base was inadequate, and that the transfer of parcels by long-term lease violated the prohibition in CERCLA on the transfer of contaminated property. The court dismissed some of the CAA claims, ruled for the Air Force on other CAA claims, ordered the Air Force to compile a supplemental EIS and, despite finding that the leases violated the law, declined to void the long-term leases.

Pease Air Force Base is located within the limits of the Town of Newington and Portsmouth, New Hampshire. The base is located on approximately 4,300 acres and consists of a runway, fuel storage and fueling areas, a dormitory, family housing, a hospital, two schools, administrative buildings, and a golf course. The base was closed on March 31, 1991. The base was scheduled for closure during the first round of base closures in 1988. To accelerate the economic reuse of the base, portions of the base were leased under long-term agreements by PDA.

As to the long-term leases, CLF alleged that the Air Force sought to circumvent the requirement of § 120(h)(3) of CERCLA by transferring different parcels of land to PDA by long-term lease rather than by deed. Section 120(h)(3) requires that the deed the United States gives to the new owner of property on "which any hazardous substances was stored for one year or more, known to have been released, or disposed of," contain a covenant warranting that "all remedial action necessary to protect human health and the environment with respect to any such substance remaining on the property has been taken before the date of [the] transfer." CLF contended that by implication the requirements of § 120(h)(3) apply to transfers by long-term lease. The Air Force claimed that long-term leases were used instead of deeds to conform to the requirements of CERCLA as the warranty requirements of § 120(h)(3) do not apply to leases.

The court held that "Section 120(h)(3) was violated by the transfer of contaminated parcels via long term deed [sic] without an approved remedial design." The court declined to void the lease but, instead, ordered the Air Force to prepare a supplemental EIS that includes a discussion of the current environmental restoration activities at the base and "delineate[s]" a remedy.



NEWS RELEASE

OFFICE OF ASSISTANT SECRETARY OF DEFENSE
(PUBLIC AFFAIRS)
WASHINGTON, D.C. - 20301
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IMMEDIATE RELEASE

July 9, 1993

Base Transition Office Opens, Coordinators Named

The Defense Department today named the transition coordinators assigned to work with individual communities to help speed the turn over of closed military bases and announced the creation of a Base Closure Transition Office to support the work of the coordinators.

"These coordinators and the new Pentagon Base Transition Office clearly demonstrate the Clinton Administration's commitment to cutting through red tape and helping affected communities achieve total economic development," Secretary of Defense Les Aspin said.

The creation of the DoD Base Transition Office and the appointment of transition coordinators are elements of a five-part program announced by the President on July 2 to speed the economic recovery of communities affected by base closure and realignment actions. The other four parts of the President's strategy include a jobs-centered property disposal plan that puts local economic redevelopment first; a fast-track cleanup plan for bases that removes needless delays while protecting human health and the environment; procedures to provide easy access to transition and redevelopment help for workers and communities; and larger economic development planning grants to base closure communities from the Department's Office of Economic Adjustment.

Transition coordinators will be trained in all aspects of the base closure and realignment processes and will serve in their communities for at least 18 months. Initial orientation training was completed on July 7; expanded training for permanent coordinators will be completed in August. Transition coordinators will report to John Shannon, Acting Secretary of the Army and Special Assistant to the Secretary of Defense for Base Transition. Shannon, in turn, reports to Under Secretary of Defense for Acquisition John Deutch, who has overall responsibility for DoD's implementation of the President's five-part program.

The functions of the transition coordinators will be to:

- Serve as full-time, on-site advocates to communities and installations affected by closures/realignments, and to cut through red tape and bureaucratic thickets;

(more)



THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

24 June 1993

MEMORANDUM FOR THE SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL
INSPECTOR GENERAL
DIRECTOR, OPERATIONAL TEST AND EVALUATION
COMPTROLLER
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Executive Agent for Base Closure Transition

I have asked John Shannon, the Acting Secretary of the Army to serve as Executive Agent of the Department of Defense (DoD) for Base Closure Transition Coordination and Special Assistant to the Secretary of Defense. I instruct you to offer him every cooperation. A charter defining the Executive Agent's mission, organization, resources, authority, responsibilities, and coordination with State, local, DoD, and other Federal activities will be issued by July 15, 1993. The Executive Agent's charter and authority will expire on November 1, 1993 unless otherwise extended.

The Under Secretary of Defense (Acquisition) will issue specific instructions.

A handwritten signature in cursive script, appearing to read "William J. Perry".

Encl 1

- Use their training and expertise in all aspects of the closure process—especially in the areas of environmental cleanup and property disposal—and to help communities move to a civilian-based economy;
- Work with the base commander, federal and state agencies to keep environmental cleanup on a fast track, to push for the priority treatment of parcels of land that have the potential for rapid redevelopment and job creation; and
- Work with the military department and the community to identify reuse needs and to see that those needs are accommodated, wherever possible, in DoD's closure plans.

The transition coordinators also will work with the Office of Economic Adjustment to help communities identify sources of federal assistance.

A list of the transition coordinators and their phone numbers is attached.

-END-

OSD BASE TRANSITION OFFICE: BASE TRANSITION COORDINATOR LIST

INSTALLATION	NAME	PHONE
ALABAMA		
NAVSTA MOBILE	CDR JONATHAN P. MUIR	205-443-0004
ARKANSAS		
EAKER AFB	MR. ROBERT E. LACKEY	501-532-6550
ARIZONA		
WILLIAMS AFB	MR. JOE L. MARTIN	602-988-6018
CALIFORNIA		
PRESIDIC OF SF/HAMILTON AAF	MR. ARNOLD T. ROSSI	415-561-3601
FORT ORD	MR. JOHN SNAPP	408-242-3667
SACRAMENTO ARMY DEPOT	DR. ROGER L. STABB	916-388-2623
NAVBASE SAN FRANCISCO	CDR ALFRED B. ELKINS	415-395-3940
NAVSTA LONG BEACH	LT ALEX MICLAT	310-547-7513
NTC SAN DIEGO	LCDR ROBERT CITRANO	619-524-6526
MCAS EL TORO/TUSTIN	COL JIM RITCHIE	714-726-3389
GEORGE AFB	MR. BILL COLLINS	619-246-5360
MATHER AFB	MR. ROY A. MURRAY, JR	916-364-4909
NORTON AFB	MS. PATTI WARREN	909-382-5027
CASTLE AFB	MR. JACK KOTYZ	209-726-4748
MARCH AFB	LT COL STEPHEN P. CLARK	909-655-4141
COLORADO		
WUEBLO ARMY DEPOT	MR. RONALD J. CONNELL	719-549-4745
LOWRY AFB	LT COL LAWRENCE M. BEACH	303-676-5286
FLORIDA		
NTC ORLANDO	CAPT HARRY L. SMITH	407- 646-5978 ^{646 4315/4688}
NAS CECIL FIELD	MR. RICHARD DONOGHUE	904-778-5440
MACDILL AFB	MR. NYLE E. BOISER	813-576-6236
HOMESTEAD AFB	MR. JOHN F. FERNBACKER	305-224-7323
GUAM		
NAS AGANA, GUAM	CDR CHRIS SULLIVAN	671-344-5901
HAWAII		
NAS BARBERS POINT	MR. ROGER AU	808-684-8201
ILLINOIS		
NAS GLENVIEW	CDR JOHN W. VAUGHT	708-657-2860
CHANUTE AFB	MR. VIRLON J. SUITS	217-495-4101
OHARE AFRS	MR. FRANKLYN E. SENFT	312-825-6052
INDIANA		
JEFFERSON PROVING GROUND	MR. BOB HUDSON	812-273-7201
FORT BEN HARRISON	LTC MICHAEL J. DEBOW	317-549-5383
GRISSOM AFB	COL DANIEL W. GODDARD	317-688-2947
KENTUCKY		
LEXINGTON ARMY DEPOT	MR. EDGAR MADDOX	606-625-6420
LOUISIANA		
ENGLAND AFB	MR. FLOYD C. HERBERT	318-448-1083

OSD BASE TRANSITION OFFICE: BASE TRANSITION COORDINATOR LIST

INSTALLATION	NAME	PHONE
MASSACHUSETTS		
ARMY MATERIAL TECH LAB	LTC JAMES T. NAUGHTON	617-923-5357
FORT DEVENS	MR. ROBERT R. MACMASTER	508-796-3507
MARYLAND		
FORT MEADE	MR. WILLIAM GRANT	410-677-2131
MAINE		
LORING AFB	MAJ EDWARD J. SWEENEY	207-328-7179
MICHIGAN		
WURTSMITH AFB	MR. MICHAEL T. JONES	517-739-5981
KJ. SAWYER AFB	COL RAYMOND A. AMTMANN	906-372-1993
MISSOURI		
RICHARDS-GEBAUR AFB	MR. GAREY M. REEVES	816-348-2511
NEW HAMPSHIRE		
PEASE AFB	MR. RICHARD A. JONES	603-430-3303
NEW JERSEY		
FORT MONMOUTH	MR. DAVID DIXON	908-532-0612
NAWC TRENTON	MR. THOMAS H. BOGIA	609-538-6602
NEW MEXICO		
FORT WINGATE ARMY DEPOT	MR. MALCOLM WALDEN	801-833-3040
NEW YORK		
AVSTA NEW YORK	LCDR AMY COX	718-876-6356
RICKENBACKER AFB	MR. RICHARD E. MCQUISTON, JR	614-862-4227
GRIFFIS AFB	LT COL THOMAS E. CLARK	315-330-4571
PLATTSBURGH AFB	LT COL ARTHUR M. PACKARD	518-565-5271
OHIO		
NEWARK AFB	MR. WILLIAM L. PITTS	614-522-7331
GENTLE AFS	MR. DAN M. DOLLARHIDE	513-296-6155
OREGON		
UMATILLA ARMY DEPOT	MR. MALCOLM WALDEN	801-833-3040
PENNSYLVANIA		
NAVBASE PHILADELPHIA	CDR ROBERT M. BRACKEN	215-897-8701
NAWC WARMINSTER	CAPT WILLIAM McCRACKEN	215-441-2235
DPSC, PHILADELPHIA	MR. DENNIS J. PALLADINO	215-737-5802
RHODE ISLAND		
CBC DAVISVILLE	MR. LEO T. TOMASETTI	401-267-2286
SOUTH CAROLINA		
NAVBASE CHARLESTON	CAPT C. A. TZOMES	803-743-2670
MYRTLE BEACH AFB	MR. RICHARD H. WILLIAMS, JR	803-238-6199
TENNESSEE		
NAS MEMPHIS	CDR RUSSELL L NOBLE	901-873-5103
TEXAS		
NAS DALLAS	CDR J. D. MCADAMS	214-266-6104
BERGSTROM AFB	MR. RICHARD K. PAUTZ	512-369-4740
WARSWELL AFB	MR. OLEN R. LONG	817-782-6282

OSD BASE TRANSITION OFFICE: BASE TRANSITION COORDINATOR LIST

INSTALLATION	NAME	PHONE
UTAH TOOELE ARMY DEPOT	MR. CHARLES S. FURCA	801-833-2211
VIRGINIA CAMERON STATION	COL. GEORGE EICKE	703-274-6506
HDL WOODBRIDGE	DR. JOHN C. INGRAM	703-490-2113
WASHINGTON VINT HILL FARMS STATION	MS. JO ANN A. SMITH	703-349-6364
NAVSTA SAND POINT	CAPT PAUL H. BONTROP	206-526-3073



OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

28 June 1993



MEMORANDUM FOR THE SECRETARIES OF THE MILITARY DEPARTMENTS
UNDER SECRETARY OF DEFENSE (ACQUISITION)
DEPUTY UNDER SECRETARY OF DEFENSE
(ENVIRONMENTAL SECURITY)
ASSISTANT SECRETARY OF DEFENSE
(ECONOMIC SECURITY)
ASSISTANT SECRETARY OF DEFENSE (PERSONNEL
AND READINESS)
GENERAL COUNSEL
COMPTROLLER
ASSISTANT TO THE SECRETARY OF DEFENSE
(LEGISLATIVE AFFAIRS)
ASSISTANT TO THE SECRETARY OF DEFENSE
(PUBLIC AFFAIRS)
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTOR, DEFENSE LOGISTICS AGENCY

SUBJECT: Support to the Executive Agent for Base Closure
Transition

On June 24, 1993, Deputy Secretary of Defense Perry designated me as the Executive Agent of the Department of Defense for Base Closure Transition Coordination and Special Assistant to the Secretary of Defense (enclosure 1). In this role, I will be working with each of you to establish an effective Transition Coordinator at each major realigning and closing base. The Transition Coordinators will be the Department's full-time ombudsmen in the areas of community outreach, environmental cleanup, Federal assistance programs, planning grants, and property disposal. I will ensure that these individuals are fully trained to work with the local communities to facilitate base transition and reuse.

I have identified a number of specific areas where I need and request your support in executing my duties as Executive Agent. These areas of support include: staffing of the proposed organization at enclosure 2; identifying individuals to serve locally as base transition coordinators; identifying technical experts to advise me and my staff on specific issues; training of the Transition Coordinators; identifying existing guidance documents that would be useful for Transition Coordinators; and participating in an Executive Agent/Coordinator conference. My specific needs in each of these areas are more fully defined in subsequent paragraphs.

My current plan is to staff a small office with most personnel detailed from the Military Departments and other DoD organizations. The capabilities of this office would be further enhanced by the identification of "technical experts" throughout the DoD in the areas of community outreach, environmental cleanup, Federal assistance programs, planning grants, legal considerations, economic development and reinvestment, and property disposal. The initial focus of this office will be to identify and train Transition Coordinators at the base level to serve as the Department's primary link with the affected communities.

The following assistance is needed:

*

- Program Managers: Each Military Department and the Defense Logistics Agency (DLA) should detail an O6-level individual to assist me from June 29 through November 1, 1993. The Program Managers will be my primary day-to-day liaison at the Military Department level and link to the base level Transition Coordinator. The Program Managers will seek support from other Federal agencies as necessary. The Program Managers will formulate recommended actions for me to facilitate base reuse.

- Transition Coordinators: Each Military Department and DLA were previously asked to nominate a candidate Transition Coordinator at each closing base from the 1988 through the 1993 rounds. Names along with resumes are to be provided to my office by July 1, 1993. Candidates should plan to meet with me on July 7, 1993, at a location to be determined in the Washington, DC, area. Coordinators will receive orientation training at that time with additional detailed training to follow. The Transition Coordinators will be the single points of contact for transition and economic reinvestment matters and will be the communities' ombudsmen to provide ready access to decision makers. The Transition Coordinators will have to become conversant in a number of Defense and Federal assistance programs and will be expected to speak frequently for the Department in the public arena. Additionally, the Coordinators will be required to work in coordination with the base commanders and be knowledgeable of the status of closure and realignment actions.

- Technical Support: Each addressee should identify by July 6, 1993, the names with address, telephone and facsimile numbers of technical experts in the functional areas identified in paragraph three above. These individuals will be "on-call" for brief periods to assist in the detailed training of the Transition Coordinators. This process will occur during July-September 1993. The technical experts will be expected to brief the Transition Coordinators on current policy and procedures in their functional areas as part of the Transition Coordinator training. Additionally, the technical experts will work with my Program Managers to provide answers and formulate solutions to Transition Coordinator issues on a day-to-day basis.

- Training Support: I must structure a fast-track training program to train Transition Coordinators. Each Military Department and the Office of Economic Adjustment should detail an O5-level person to me from June 29 to September 30, 1993. Personnel detailed should be knowledgeable in designing a program of instruction for the Transition Coordinators. These individuals will execute the program of instruction with contract assistance. In this regard, I am requesting that all addressees advise me of any existing contractual arrangements that could be exercised to support this requirement. Existing publications, pamphlets, and training documents created by your organization should be forwarded to my office by July 1, 1993, to serve as source information and reference for the development of the training program of instruction. The Training Support Team will also identify and schedule the appropriate subject matter technical experts to participate in the training of the Transition Coordinators.

- Administrative Support: Request that the Navy take the initial lead to develop a legislative affairs plan and the Air Force undertake the development of a public affairs plan. These plans should be fully coordinated with your OSD counterparts by Wednesday, 30 June 1993, prior to the 1 July 1993 submission of BRAC Commission recommendations to the President.

Each Military Department, Assistant Secretary of Defense (Personnel and Readiness), Comptroller, Legislative Affairs (LA), Public Affairs (PA), and DLA should identify individuals whom I can call upon as necessary for support:

-- Legislative Affairs: Military Departments,
LA, and DLA - July 29

-- Public Affairs: Military Departments, LA,
and DLA - July 29

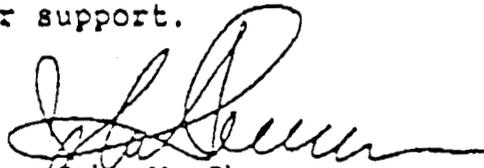
-- Financial Management: Comptroller - July 6

-- Personnel Management: Military Departments,
Assistant Secretary of Defense (Personnel and Readiness),
and DLA - July 6

-- Administrative Support: Military Departments
and DLA - July 6

I realize that these requests represent a significant resource commitment on your part. However, considering the mission that I have been given and the time frame for accomplishment I need your full support. If there are areas that concern you, I am available to meet and discuss those concerns. My point of contact for receiving this information is Mr. Michael W. Owen, SAILE, room 2E614, the Pentagon, Washington, DC, 20310-0110.

Thank you for your support.

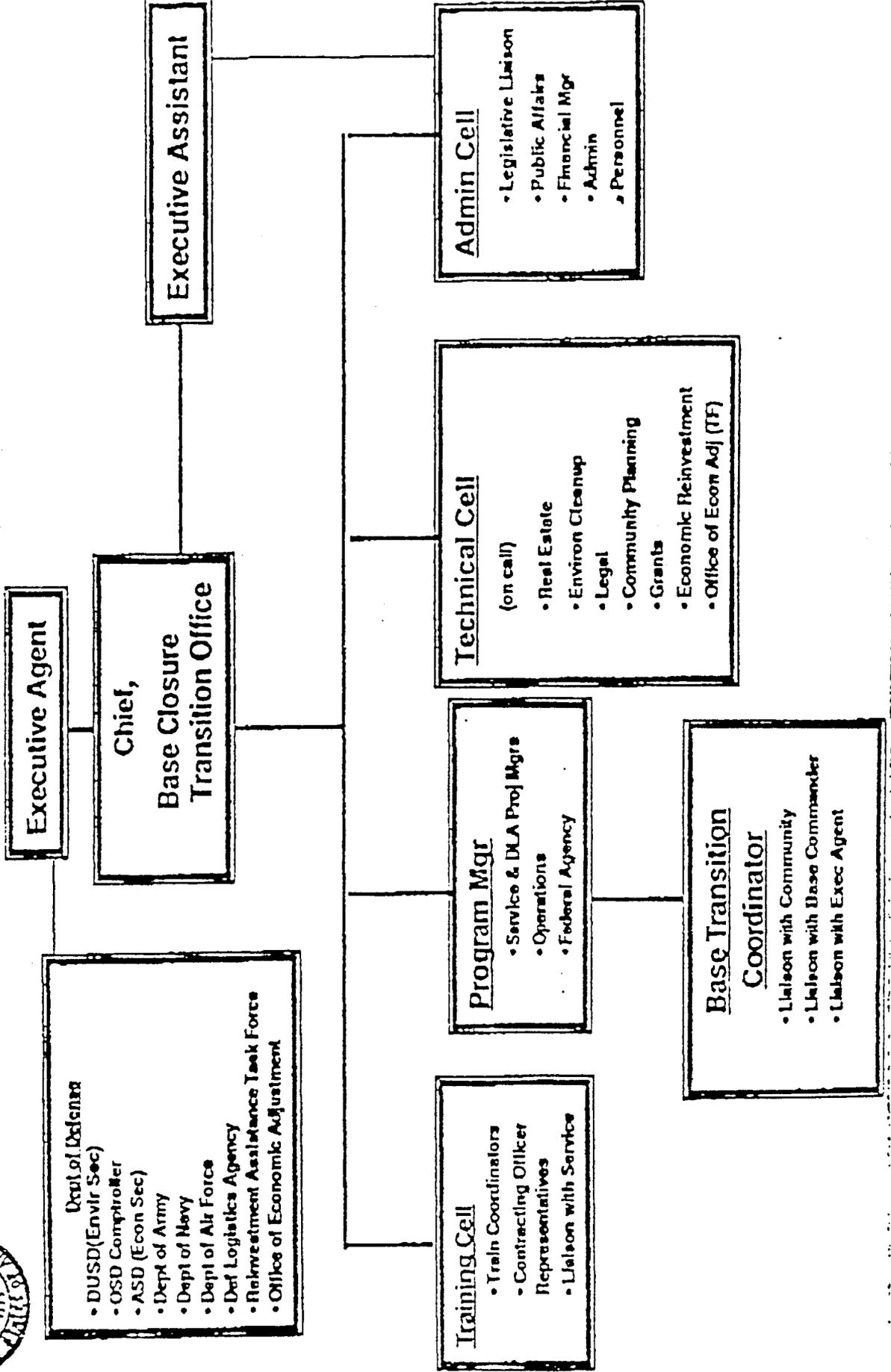


John W. Shannon
Special Assistant to the
Secretary of Defense

Enclosures



PROPOSED ORGANIZATION



THE SECRETARY OF THE INTERIOR
WASHINGTON

JUN 1 1994

*FBI -
Cec*

Honorable William J. Perry
Secretary of Defense
Washington, D.C. 20301-1000

Dear Mr. Secretary:

The Department of the Interior (Department) has conducted a review of the military bases scheduled for closure pursuant to the Base Realignment and Closure Act. The federal screening process conducted by the bureaus within the Department of the Interior, has identified various bases which support the mission of the Department in its role to manage and protect important public resources. In this role, the Department of the Interior is providing two distinct functions: (1) acquiring important nationally significant natural resources and real property for the use and benefit of federally recognized Indian tribes, which will continue to be protected for the public good by the Department and (2) acquiring park and recreation properties for States and local governments as a part of the National Park Service Federal Lands-to-Parks Program.

Thus, I am forwarding two lists of properties which the Department hopes to have transferred to the jurisdiction of the appropriate Interior bureau, subject to the National Environmental Policy Act. Enclosure A is a list of Department of Defense military base properties which possess acreage which would be retained by an Interior bureau for the purpose of long-term protection of their natural assets. If parcels at these excess properties are transferred to this Department by the Department of Defense, these parcels would be managed by an Interior bureau charged with protecting environment assets and historical resources. Also included in this list are parcels which would be held in trust by Interior and the Bureau of Indian Affairs for reinvestment in economic development and tribal programs by local Indian tribes. Each of these properties plays a key role in fulfilling the commitments of the Clinton Administration for ecosystem and resource management and community economic development and sufficiency.

Second, working with local communities and the Department of Defense, we have also identified various base closure properties which would now be excess to Defense needs and are likely to be identified as surplus to Federal needs. These properties are appropriate for transfer through the Federal Lands-To-Parks Program to States and local governments for the establishment and expansion of public parks and recreation areas under provisions of the long-standing Federal surplus property program. Enclosure B describes the requests that the National Park Service has received from local governments.

It is our understanding that specific proposals have been submitted to the local reuse committee responsible for completing redevelopment plans at each of these facilities. Thus, these two lists

Page 2

Letter to William J. Perry

represent a comprehensive listing of the efforts and progress that have already been made to date by our respective staffs.

I would like to take this opportunity to extend my personal appreciation for the cooperation and assistance that has been provided by Defense officials in moving each of these projects forward. I further acknowledge their efforts to understand the complexities of my role as Trustee for natural resources and Indian tribes and their members.

We look forward to the opportunity to describe in greater detail how specific parcels at these facilities could be re-deployed for park and recreation purposes. In the meantime, any questions from your staff should be directed to Allen McReynolds, Office of the Secretary, at (202) 208-6318.

Thank you for your attention and support for these valuable programs.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce Babbitt". The signature is fluid and cursive, with a prominent "B" at the start and a long, sweeping tail.

Enclosures (2)

**Attachment A
Military Base Closure Initiative
DOI Ecosystem Management Initiative**

<i>BASE</i>	<i>LOCATION</i>	<i>BUREAU</i>
Army		
Ft. Devens	Massachusetts	Fish and Wildlife Service
MCAS El Torro	California	Bureau of Indian Affairs
Harry Diamond Lab	Virginia	Fish and Wildlife Service
Hamilton Air Field	Novato, CA	Fish and Wildlife Service
Jefferson Proving Ground	Indiana	Fish and Wildlife Service
Ft. Ord	Monterey, CA	Bureau of Land Mgt.
Presidio of San Francisco	San Francisco, CA	National Park Service
Pueblo Ordnance Depot	Colorado	Bureau of Land Mgt.
Umatilla Army Depot	Oregon	Bureau of Land Mgt.
*Ft. Wingate	New Mexico	Bureau of Land Mgt.
Air Force		
Ellsworth AFB	South Dakota	National Park Service
Homestead AFB	Homestead, FL	National Park Service
Griffis AFB	Rome, New York	Bureau of Indian Affairs
Loring AFB	Caribou, Maine	Fish and Wildlife Service
		Bureau of Indian Affairs
Lowry AFB	Colorado	Bureau of Indian Affairs
March AFB	California	Fish and Wildlife Service
		Bureau of Indian Affairs
Myrtle Beach AFB	South Carolina	Bureau of Indian Affairs
Minuteman ICBM Sites	South Dakota	National Park Service
Norton AFB	California	Bureau of Indian Affairs
Plattsburg AFB	New York	Bureau of Indian Affairs
K.I. Sawyer AFB	Minnesota	Bureau of Indian Affairs
Navy		
NAS Alameda	California	Fish and Wildlife Service
Naval Air Station, Harbers Point	Hawaii	Fish and Wildlife Service
		National Park Service
Floyd Bennett Field	New York	National Park Service
Fort Wadsworth	New York	National Park Service
NAS Cecil Field	Florida	Bureau of Indian Affairs
NS Charleston	South Carolina	Bureau of Indian Affairs
NCBC Davisville	Rhode Island	Bureau of Indian Affairs

Page 2

Attachment A

Mare Island Naval Shipyard	California	Fish and Wildlife Service
NAS Memphis	Tennessee	Bureau of Indian Affairs
NAS, Midway Island	Pacific Islands	Fish and Wildlife Service
NS Mobile	Alabama	Bureau of Indian Affairs
NCBC Newport	Rhode Island	Bureau of Indian Affairs
NTC Orlando	Florida	Bureau of Indian Affairs
*Salton Sea Naval Test Base	California	Bureau of Land Mgt.
		Fish and Wildlife Service
		Bureau of Reclamation
NS, Puget Sound (Sand Point)	Washington	Bureau of Indian Affairs
Naval Sec Gp, Skaggs Island	California	Fish and Wildlife Service
Radio Transmission Facility	Virginia	Fish and Wildlife Service
*Yerba Buena Island	California	Bureau of Land Mgt.

*Withdrawal property scheduled to be relinquished to BLM for return to public domain.

**Attachment B
Military Base Closure Initiative
DOL/NPS Federal Lands-to-Parks Program**

<i>SERVICE</i>	<i>BASE</i>	<i>LOCATION</i>	<i>COMMUNITY</i>
Army			
	Army Material Technology Lab AL Army Ammunition Depot	Watertown, MA Talladega County, AL	Watertown, MA AL Dept. of Conservation and Natural Resources
	Cameron Station Coosa River Annex Defense Mapping Agency, Nike Ft. Benjamin Harrison Ft. Devens Ft. Ord	Cameron Station, VA Talledega County, AL Herndon, VA Indiana Sudbury/Hudson, MA Monterey, CA	City of Alexandria, VA State of Alabama Faifax County, VA State of Indiana Sudbury and Hudson, MA Monterey County, CA Monterey Pen. Reg. Park Monterey County Parks City of Monterey City of Marina 7th Dist. Agricultural Assoc. State of CA. Parks and Rec. City of Sand City Lake County Forest Preserve State of Indiana Lexington-Fayette County State of KY Fish and Game PA Fish and Boat Comm. Warrenton Historic Assoc.
	Ft. Sheridan Indiana Army Ammunition Plant Lexington-Bluegrass Army Depot	Illinois Charlestown, IN Lexington, KY	
	Tacony Warehouse Vint Hill Farms	Philadelphia, PA Warrenton, VA	
Air Force			
	Castle AFB	California	City of Merced City of Atwater
	Chanute AFB Eaker AFB	Rantoul, Illinois Blytheville, Arkansas	Village of Rantoul Blytheville-Gosnell Regional Airport Authority
	Homestead AFB Loring AFB	Homestead, FL Maine	Dade Co. Dept. of Aviation Loring Development Auth. Town of Caribou
	Lowry AFB	Colorado	City and County of Denver City of Aurora
	MacDill AFB March AFB	Tampa, FL California	City of Tampa City of Moreno Valley

Page 2
Attachment B
Federal Lands-to-Parks Program

Mather AFB	Sacramento, CA	Cordova Recreation and Park District
Myrtle Beach AFB	Myrtle Beach, SC	County of Sacramento
Norton AFB	California	State of South Carolina
Grissom AFB	New York	City of Highland
Plattsburg AFB	Plattsburg, NY	City of San Bernardino
Williams AFB	Arizona	City of Plattsburg
		City of Mesa
Navy		
Brooklyn Naval Station	New York	City of Brooklyn
Cape St. George	Florida	Apalachicola National Estuarine Reserve
Glenview Naval Air Station	Naperville, IL	Forest Preserve District of Cook County
Mare Island Naval Shipyard	California	Vallejo Recreation District
Marine Corps Air Station, El Toro	California	Orange County
Marine Corps Air Station, Tustin	California	Orange County
Naval Base/Naval Hospital	Philadelphia, PA	City of Philadelphia
Naval Shipyard/Station	Charleston, SC	City of North Charleston
Naval Air Station, Alameda	California	Charleston County Parks
		City of Alameda
		East Bay Regional Park Dist
Naval Air Station, Cecil Field	Jacksonville, FL	State of Florida
Naval Air Station, Dallas	Texas	City of Duncanville
Naval Civil Engineering Lab	Port Hueneme, CA	City of Port Hueneme
Naval Radio Tran. Facility	Suffolk, VA	City of Suffolk
Naval Reserve Center, Pittsfield	Massachusetts	City of Pittsfield
Naval Reserve Station, Staunton	Staunton, VA	City of Staunton
Naval Station, Treasure Island	San Francisco, CA	City of San Francisco
Oakland Naval Hospital, Oakland	California	City of Oakland
		East Bay Regional Park Dist
San Diego Naval Training Center	San Diego, CA	City of San Diego
Sand Point Naval Station	Seattle, WA	City of Seattle

#



Judd Gregg

United States Senator • New Hampshire

FAX

TO: CAROLINE CIMONS *Air - Copy to Chair*

OF: DBCRC *THANK YOU*

FAX NUMBER: 703-696-0550

FROM: JAMIE

DATE: 12/13/93

PAGES TO FOLLOW: 8 + Cover

SUBJECT: I thought you might find this interesting.

Jamie

If you have problems receiving this transmission, please call 202-224-~~6344~~ 3324

NAID NEWS

DECEMBER 1993-JANUARY 1994

A PUBLICATION OF THE NATIONAL ASSOCIATION OF INSTALLATION DEVELOPERS

PRESIDENT SIGNS BASE CLOSURE & ECONOMIC ADJUSTMENT LAW CHANGES

President Clinton has made it official; he has signed into law numerous changes in both the base closure and economic readjustment processes that had been passed by Congress in its final hours before adjournment. The new measures are contained in the 1994 Defense Authorization Act. With one notable exception — in the areas of related property on a closed facility — all the changes are highly responsive to the needs of base closure communities.

The changes seek to implement most of President Clinton's plan announced on July 2: "Revitalizing Base Closure Communities," and most of the changes draw upon the initiatives of Senator David Pryor's Task Force. The final version decided in a House-Senate conference reflects nearly all of the major initiatives and changes advocated in NAID's original Twelve Point Program announced last year.

(Cont'd on p. 4)

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NAID BOARD MEETS

NAID's Board of Directors met over three days from November 14-16 to discuss expanded services to the members, implementation of the Labor Department grant, a 1994 legislative agenda, the organization's budget and financial status, an expanded role for committees and committee chairmen in the 1994 annual conference, and various other matters.

It is the Board's intention that much of the organization's work this year take place through the committee structure. Not only will the committees directly deal with many of the issues facing the base reuse and redevelopment community but they will also set much of the agenda for the annual meeting and will supply both seminars and speakers for the annual event. During the meeting, the Board met with all committee chairmen in order to structure agendas and goals for each for the coming year. Also, the Board voted to create three new committees: Communications, Airports, and Base Housing Reuse.

During the meeting, the Board tentatively approved a new five-point

(Cont'd on p. 6)

President's Letter

On behalf of NAID's Board of Directors, I would like to wish all of you Happy Holidays.

I am pleased to report that our November Board of Directors meeting in Washington, D.C. was very productive. The Board decided to expand our services to include a variety of educational courses and committee activities that address the needs of communities regarding base closure issues. Other expanded services approved by the Board include an extensive resource library located at our NAID headquarters in Alexandria, VA, in-depth interviews with experts regarding base reuse problems and solutions, additional meetings throughout the year to target specific issues, and a constant presence in the Washington area to monitor changes in process, policy and legislation.

During our meeting, everyone agreed that community participation on all NAID committees is crucial in finding solutions to the beneficial economic reuse of a closed military

NAID Dues Structure Changing

As you know, NAID was given a grant this year as "seed money" to establish a Washington office and to expand our operations and services. (See p. 8) A provision of this grant requires that NAID develop a plan to become self-sufficient within three years. To do this and be able to offer a full array of services to our members, recognizing that our only source of income is through dues,

base. Please read the section in this newsletter devoted to committee activities to see if you would like to become an active participant.

A special thanks to everyone who gave us assistance on the Pryor Amendments. It is this kind of involvement that really makes a difference in addressing the needs of every community.

Gil Meyer Is Leaving

Congratulations are in order for newly promoted Brigadier General Gil Meyer. All of us at NAID feel a great deal of pride in Gil, but we know he will be very difficult to replace as Director of Transition Coordinators. As we all know, attitude determines actions. Gil's attitude on day one as Director of Transition Coordinators was one of positive enthusiasm and determination that galvanized this new program. Gil set the tone for the success of the whole Transition coordinator program. The program is off to a great start with all of us working together to make lemonade out of lemons. I personally want to thank you, Gil, for all of your support and wish you the very best.

our Board of Directors has voted to change our dues structure as follows.

In the past, dues were based on a January to January calendar year. Now dues will be effective for the full 12 months from the month they are paid. If you have questions about our new dues policy, please contact NAID headquarters.

Jane English

	Number of Employees	First Membership	Each Additional
Communities	NA	\$400.00	\$200.00
Federal Government	NA	\$150.00	\$150.00
Small Companies	<10	\$500.00	\$250.00
Medium Companies	10-50	\$750.00	\$400.00
Large Companies	Over 50	\$1,200.00	\$750.00

National Association of Installation Developers

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Suite 630
Alexandria, VA 22314

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Capitol Mall
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(501) 682-2563

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Anna L. Summers
Vice President

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George R. Schlossberg
General Counsel

William L. Laubernds
Past President

Wally Bishop
Advisor

John R. Allen
Executive Director

Sandra L. Christopher
Director - Member Relations
and Public Affairs

Stacy Robert
Office Manager

NAID NEWS

If you have news to share with the membership, fax Bob Wagman, Editor (301) 565-0444

NAID Developing University Program

NAID, the Base Transition Office (BTO) and The George Washington University are jointly working to develop a broad-based seminar curriculum that directly addresses base closure issues. The purpose of the courses is to meet the specific informational needs of the base redevelopment community, especially those communities facing redevelopment for the first time.

As envisioned, these seminars will last anywhere from a half day to three days, and will be taught on the George Washington campus in Washington, D.C., at other locations around the country, as well as in Charleston, South Carolina in conjunction with the NAID annual conference in August.

Members of the NAID Board met with university officials and representatives of the BTO during the November Board of Directors meeting. The Board approved, in principal, the plan to develop the seminar program, and the Board instructed NAID staff to continue meeting with GW to finalize plans.

The initial course lineup is still in the early formative stages. But among the kinds of seminar-courses being discussed are:

- Developing Plans For Community Redevelopment and Reuse
- Developing Effective Community and Media Strategies
- Effective Leasing Strategies
- Negotiation and Mediation Tactics for Handling the Federal Land Transfer Process
- Locating and Utilizing the Resources of the Public and Private Sectors

Sandy Christopher of NAID's Washington staff has been meeting with representatives of the University to develop the curriculum. "The planning is still in the preliminary stages," she says, "and I really need to hear from the membership quickly with suggestions about additional possible seminar topics and suggestions for possible seminar leaders and course teachers. It is anticipated that most of the faculty for these seminars will be drawn from NAID's membership and from the base closure and realignment community.

Sandy can be reached at NAID headquarters.

DoD Reuse Officials Meet The Press

The two Pentagon officials in charge of base closure and reuse held a news briefing on December 1 to discuss the implementation of President Clinton's Five Part Program for speeding the base conversion process, and the implications of the changes in the process approved by Congress this year as part of the Defense Authorization Act.

Bob Bayer, Deputy Assistant Secretary for Economic Reinvestment and Base Realignment and Closure and Mark F. Wagner, who as Special Assistant to the Assistant Secretary for Economic Security has been acting as special assistant for Base Transition and director of the Base Transition Office both praised the amendments voted by Congress and said that the new law gives the Pentagon the impetus to rapidly increase the pace of base conversion, and to view issues from the perspective of the affected communities.

"This is a new way of doing business for DoD," Wagner said. "We are putting the needs of the community first and the new law gives us the means of sharply accelerating the process."

Among the points stressed by Bayer was that DoD's Office of Economic Adjustment now has the authority to make larger grants, and to make them faster. "Since July 2 we have approved 25 grants totaling \$7.3 million," Bayer said, "and we have others still in the pipeline. We believe if we can get planning money into the hands of communities more quickly we can greatly speed up the entire process."

Both Bayer and Wagner stressed the new authority given the Pentagon to make below-fair-market transfers for economic development. "If a plan can and will create jobs," Bayer said, "we will make properties available on as attractive a basis as possible."

Bayer called attention to the provision of the newly signed law that will allow for the transfer of personal property for economic redevelopment. He admitted that the broad exceptions for transfers of property to other military bases and to other federal programs holds the potential that bases could be all but stripped, but said that his office is already discussing ways to prevent this from happening.

"We are going to watch this very carefully," Bayer said. "We are placing a very high priority on how property disposal relates to the needs and the uses of the community"

Congress Votes Changes

(Cont'd. from p. 1)

Here is a summary of the major new provisions affecting local-state economic adjustment and community reuse of closed bases:

■ **Real Property Transfer Authority:** Subject to regulations to be issued by the Secretary, DoD may now transfer real property and personal property to local-state entities for economic redevelopment purposes. The transferred property can be transferred "for consideration at or below the estimated fair market value" or "without consideration."

The DoD regulations for transfers under Section 2903 must recognize such criteria as the economic impact of the closure, the community's financial condition, and the prospects for base redevelopment. Base transfers in rural locations with substantial adverse impact would be without consideration. The Secretary must maintain a permanent record justifying each transfer below fair market value.

DoD can recoup a portion of the net sales proceeds in excess of the amount paid by the community. DoD and the National Economic Council have already discussed "profit-sharing" criteria. Subject to the final regulations this new Section 2903 will permit base reuse agencies to negotiate with private sector clients for the purchase of specific facilities without the need for reports being provided to the Congress — as now called for in the 1949 Property Act. (Section 2903)

■ **Related Personal Property:** The final bill directs the affected military department to provide an inventory of equipment within six-months of the approved closure action and then prohibits the removal of equipment needed for the local base reuse plan (Section 2902). The final language here is considerably broader than we in the base closure community might have hoped, and, in fact, if broadly interpreted by the military departments, could lead to the gutting of the intention of the Pryor Amendment to make as much equipment available to the local community as possible.

With DoD support, the original Pryor Amendment excluded only: (a) equipment for a relocating unit, and (b) militarily unique equipment. As passed, the new law also permits the shipment of equipment required for "the operation of a unit, function, component, weapon system at another installation;" as well as equipment for "known requirements of an authorized program of another Federal agency." If broadly applied, these two changes could

allow for the wholesale pillage of equipment at closed bases rather than retaining much of this equipment in place to the benefit of the local community.

■ **Expedited Screening & Simplified McKinney Act Process:** The military department must complete federal agency screening within six-months of the final approval of the base closure package, unless the local redevelopment agency agrees to a delay. The new process would also permit concurrent McKinney Act screening for housing for the homeless. McKinney Act providers would still have the priority period (60 days to apply plus 90 days to perfect their applications) in advance of any local reuse

After the 60-day plus 90-day periods, the current continuous McKinney Act screening would be discontinued for a one-year period, under the terms of Section 2905, to permit the local-state redevelopment agency to complete its base reuse plan. If the community does not complete its plan within a one-year period, then the McKinney Act screening process would begin again on a quarterly basis. The "needs of the homeless in communities affected by the closure" must also be ensured for all transfers under Section 2903. (Section 2904)

■ **Leases at Less Than Fair Market Value:** Interim-use leases at less than fair market value are authorized so long as they "facilitate State or local economic adjustment efforts." (Section 2906)

■ **Contracting For Care & Custody Services:** DoD may now contract with local governments for "police services, fire protection, air-field operations, or other community services by such local governments at installations to be closed." (Section 2907)

■ **Surplus Equipment Available to Communities:** As a sense of the Congress, the Secretary of Defense was asked to make surplus equipment available to nearby communities if the equipment assists local economic development efforts. (Section 2909).

■ **Feasibility Study on Relating DoD Planning Assistance Levels to Future Base Closure Savings:** DoD must submit a feasibility report by March 1, 1994, on allocating one-tenth of the cost savings from closures or major realignments over a ten-year period for DoD Community Planning Assistance under 10 USC 2391.

■ **Public Benefit Conveyances for Ports:** Section 203 of the 1949 Federal Property Act was amended to provide for the public benefit conveyance for port facilities to public agencies through the Secretary of Transportation.

■ **Planning Assistance for "Catastrophic or Multiple" Closures:** The Congress authorized \$69 million for

Congress Votes Changes

(Cont'd. from p 3)

DoD Community Planning Assistance, and then specified that not less than 25 percent nor more than 50 percent must be allocated to communities with "catastrophic" (loss of 5 percent or more of the total civilian jobs in the community) or with multiple closure actions.

■ **Advanced Spending of EDA Public Works Funds:** In a separate appropriations action, the House-Senate Conference on the Commerce Department spending did approve the Administration's request allowing DoD funds transferred to EDA to be used in advance of the community taking title to the closed base facilities. This will mean that infrastructure improvements (e.g., new sewer lines, new road entrances) needed for civilian reuse can be staged prior to the community beginning to operate the base.

■ **Environmental Indemnification:** On this important subject, the new bill is silent. The original House bill would have removed indemnification from DoD "response action contractors" and require them to assume responsibility for environmental clean-up. The House language would also have left a great uncertainty as to the DoD environmental indemnification to communities under the 1993 Defense Authorization Act. The Senate provisions were much clearer, but the House-Senate conferees could not agree on final language and both provisions were dropped in Conference. This is a good solution for the impacted communities.

■ **Environmental Indemnification -Petroleum Products:** The listing of substances for which environmental indemnification is provided was expanded by Section 1002 to include a "hazardous substance, pollutant or contaminant, or petroleum or petroleum derivative."

■ **Miscellaneous Matters:** The Secretary of Defense must name a transition coordinator within 15 days of the approval of closure of any installation. The definition of both "redevelopment authority" and "redevelopment plan" have been broadened. As requested by Commission chairman Jim Courter the 1995 BRAC process has been lengthened by fifteen days, certified data must be supplied within seven days to both the Commission and Congress and copies of all data supplied to the Commission must be supplied to Congress. Finally, in the 1995 BRAC round, all testimony to the Commission must be under oath.

(This summary was prepared by the NAID Legislation Committee: George Schlossberg, John Lynch, Barry Steinberg, Kay Miller and John Allen)

Statement of NAID's Financial Condition

National Association of Installation Developers

Statement of Financial Condition

As At

October 31, 1993

Assets

Cash	\$ 55,970
Furniture & Equipment	6,797
Rent & Other Deposits	6,675
	<u>\$ 69,442</u>

Liabilities & Fund Balance

Payroll Taxes payable	\$ 3,398
Total Liabilities	<u>\$ 3,398</u>
Fund Balance	<u>\$ 65,444</u>

Total Liabilities & Fund Balance	\$ 69,442
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National Association of Installation Developers

Statement of Revenues and Expenses

For the Ten Months Ended October 31, 1993

Revenues

Dues & Annual Meeting Income	\$ 149,139
DOL Grant	43,762
Interest & Other Income	1,791
Total Revenue	<u>\$ 194,692</u>

Expenses

Administrative Expenses	\$ 65,639
Annual Meeting Expenses	66,054
Newsletter & Other Expenses	23,706
	<u>\$ 155,339</u>

Excess of Revenues Over Expenses	<u>\$ 39,293</u>
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The balance sheet and related statement of income of NAID for the ten month period ending October 31, 1993 are based on the cash receipts and disbursements basis of accounting. While they have been prepared without a presently completed audit, it is believed that they are materially correct in amount as well as in the manner the items have been classified and identified.

NAID Board Meets

(Cont'd. from p 1)

legislative program and a ten-point program for base reuse policy implementation that will further benefit communities. Last year eleven points of NAID's Twelve Point Program were implemented or placed into law as a result of the interaction between NAID and key members of the Senate, and because of increased levels of cooperation from within DoD. The new program contains policy and legislative changes that still must be accomplished in areas like DoD property transfer at less than fair market value, one-time homeless screening, and further clarity in environmental indemnification.

The draft is still undergoing refinement. A draft will be published in a future issue of this newsletter and will be circulated among the membership for its comments before it is finally adopted by the Board.

In another action, the Board approved the following resolution:

Whereas, present Department of Defense policies and practices limit interim facility leases at closed military bases to one year;

Whereas, many Department of Defense interim facility leases permit the Department of Defense to terminate such leases after thirty days notice;

Whereas, such limiting Department of Defense interim lease provisions severely impede base closure community efforts to finance and operate certain major civil conversion and reuse projects, thereby significantly hampering economic recovery from base closures;

Now it is therefore resolved that,

the National Association of Installation Developers Board of Directors expresses its unanimous support and urgent request for a Department of Defense change in policy to permit long term leases sufficient to enable base closure communities to finance capital improvements to the property, and move forward on major base conversion and reuse projects.

The last day of the Board meeting was given over to sessions with Pentagon officials, members of Congress and key staffers both on the Hill and at the Pentagon. The Board, Executive Director John Allen and staff members met first with new Deputy Assistant Secretary Bob Bayer. Finally, meetings were held with key staffers both on the Hill and at the Pentagon who are likely to have an impact on base closure and reuse issues. These meetings represented both get acquainted sessions and the opportunity for NAID to begin a dialogue on issues of importance to the base closure and reuse community.

The November meeting represented the first time Board members had visited our new headquarters offices and the facilities worked well for the meeting. The Board's reaction was uniformly positive.

Requests for Proposals

VINT HILL FARMS STATION, VA — Consultant qualifications are being sought to develop a base reuse plan in Northern Virginia. Request RFQ by fax at (703) 642-5077 or phone (703) 642-0700. Responses are due by 1/4/94.

Sandra Christopher Joins NAID Staff

As Director of Member Relations and Public Affairs, Sandra Christopher acts as NAID's information liaison both with the membership and the outside community. She reports to NAID Executive Director, John Allen.

Before coming to NAID, Sandy was a media and community relations consultant in Dallas, Texas, handling strategic communications over the entire range of community, employee and media relations. She has advised major corporations on handling sensitive environmental issues including incineration, waste treatment and storage, transportation, Superfund activities, safety, public meetings, involvement with environmental activists, and SARA Title III.

Before becoming a consultant, Sandy worked for Texas Instruments for ten years as a media relations program manager and communications expert. She assisted management in developing strategies and programs on such issues as TI's Integrated Waste Treatment Facility, TI's Drug-Free Policy, TI's Minority Procurement program, and various other sensitive projects. During her career at TI, she represented the company as corporate spokesperson including during various crisis situations.

While still at TI, Sandy advised other companies, government agencies and military bases on how to handle internal and external communications, and conducted spokesperson training on a variety of sensitive issues including community and environmental communications.

NEWS CLIPS

Bayer Named Deputy Assistant Secretary

Robert E. Bayer has taken over as the new Deputy Assistant Secretary of Defense for Economic Reinvestment and Base Realignment and Closure.

In the job, Bayer will have the responsibility for ensuring the rapid redevelopment and creation of jobs in base closure communities, fast tracking clean-up of closed bases, and easy access to transition and redevelopment help for workers and communities who are affected by base closures.

Bayer comes to the Pentagon from the Senate Armed Services Committee where he was a member of the staff in charge of the military construction authorization, and monitoring the base closure process. In 1988 he was the principal Senate staff drafter of the BRAC law. He served in the U.S. Air Force from 1963-1983, retiring with the rank of LTC. He flew in Viet Nam, receiving the Distinguished Flying Cross with 11 oak leaf clusters.

HHS Rejects Homeless Plan For Norton

Plans can now go forward to redevelop Norton Air Force Base, near Los Angeles, as an international airport after the U.S. Department of Health and Human Services turned down the application of a homeless advocacy organization who wanted to turn the entire 2,100-acre base into a facility to feed and house several thousand homeless, and to provide

vide job training and employment opportunities for thousands more.

Earlier this summer the two-year-old Western Eagle Foundation, which provides services to the homeless of Riverside and San Bernardino counties, made application to use the base as semi-permanent housing for up to 2,000 homeless and to provide job training programs and employment opportunities for up to 45,000 persons through a commercial food processing tenant.

HHS rejected the application, instead limiting the Foundation's use of the facilities of the closed base to five vacant warehouses which will be used to house a food bank and for storage.

A spokesman for HHS refused to discuss why the Foundation's application was rejected beyond saying that HHS looks to any group's funding and experience to determine whether it is likely an applicant will be able to accomplish what they propose.

Swen Larsen, president of the San Bernardino International Airport Authority says his organization "is extremely pleased and relieved that our plans have been left intact and that we can now move forward."

Philadelphia Gives Up On Shipyard Bailout

A special commission appointed by Philadelphia Mayor Ed Rendell has concluded that the federal government will not come along and somehow bail out the Philadelphia

Naval Shipyard before its scheduled 1996 closing date and the only way the Yard's 5,300 jobs can be saved is for the city to go all out seeking private investment to privatize the facility.

Redevelopment efforts for the shipyard have lagged as city fathers and unions representing the workers have waited for the results of a law suit now in the Supreme Court challenging the closing or for the federal government to reconsider and either leave the Yard open or give it enough contractual business to sustain it for some time.

The twenty-eight member commission, made up of politicians, businessmen, labor leaders, and members of Congress, now says the city must get on with trying to privatize and redevelop the site. Moreover, unions representing workers are in agreement that retraining efforts must begin well in advance of the September, 1995 date set to layoff existing workers.

The report concludes "solutions other than those that rely solely on continued long term federal support or local subsidies must be developed." Uses identified in the report include a smaller, private shipyard employing about 1,000 workers, a national marine research center, manufacturing plants, warehouses and offices.

The Navy plans to keep 500 acres of the facility and to relinquish 900 acres. The commission hopes those facilities will be sold or given to the city at nominal cost. In addition, last year Congress passed a \$50 million conversion fund to underwrite planning for the facility's close.

Committee News

It is the Board of Director's plan that in 1994 much of the planning and delivery of services from NAID will be carried out through the committee structure. The Board believe this emphasis on the committee structure will ensure that members with specific shared interests will be brought together for the benefit of the organization as a whole.

As noted in the last issue of the Newsletter, in the NAID Directory, prior to the November Board of Directors Meeting seven committees were established and operating: 1994 Conference, Legislative, By-Laws, Economic Development, Environmental, Defense Conversion and Shipyard. At the Board meeting, three additional committees were established: Communications, Airports and Base Housing Reuse.

It is vital for the functioning of the organization that as many members as possible join those committees whose subject matter is of interest to them. If you will call Sandy Christopher at NAID headquarters she will facilitate the process.

Each month, full details of committee activity will be reported in the Committee News section of the Newsletter.

Economic Development Committee

Economic Development is among the newer committees established by the Board at the annual conference. As with any fledgling volunteer organization this committee is still seeking its "sea legs" and

depending on vigorous member participation to support our still developing agenda. Proposed programs for the year include the following, in no order of priority:

1) NAID News — We will prepare articles for the newsletter of special interest to the membership. Special emphasis will be placed on articles with a "how to" focus.

2) Charleston Conference — Key concerns of impacted communities and of the U.S. Department of Defense are job replacement and growth. Therefore, economic development will be given annual conference program slots. We will be working, starting almost immediately on preparing thematic outlines.

3) Awards Program — During the past twelve years NAID's awards program has recognized outstanding achievements of military base conversion committees and of developers. Key criteria have included economic growth, organizational processes, and the quality of published materials. We will be widely soliciting nominations for this year's Awards Program.

4) Technical Assistance — We will match up members with economic development experiences with newly designated communities which expect to convert their bases to domestic uses. These experiences can then be shared on a formal or informal basis.

David C. Slater
Hammer, Siler George Associates
(301) 565-5200
(301) 565-4184 Fax

Shipyard Conversion Committee

Because of the unique nature of the shipyard conversion problem, we have established a separate committee to deal specifically with the issue. The committee will act as a focal point for the affected communities. These communities will be represented by membership on the committee.

The basic question: "What Can Be Done With a Shipyard?" will provide the backdrop for the committee's effort over the next year. Options will be addresses as well as the process and procedures for conversion. The synergistic interaction of the members promises to shed new light on a very difficult issue, particularly at the present time.

Mal MacKinnin (RADM Ret.)
(703) 370-7333
(703) 370-7363 Fax

A Special Word of Thanks to OEA

NAID's opportunity to expand services for our membership and to establish a Washington staff and office has been a direct result of OEA funding. Through a long process, OEA was supportive of NAID and provided the funds to the Department of Labor to disperse under a jobs creation program. This is yet another example where our member communities receive valuable help and assistance from OEA.

[Handwritten mark]

AIR FORCE - ROUTING SLIP

ORIGINATED BY: *[Handwritten initials]*

DATE: *[Handwritten date]*

	FYI	COORD	ACTION	APPROVE	FILE	INIT.
FRANK CIRILLO	/					
RICK DICAMILLO	/					
FRANK CANTWELL	/					
ROGER HOUCK	/					
KURT DITTMER	/					
JENNIFER ATKIN	/					
DAVID COMBS	/					
GREG NIXON	/					

COMMENTS:

[Handwritten comment: From follow up 2/5]



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE BASE DISPOSAL AGENCY



HQ AFBDA/DR
1700 N. Moore St., Suite 2300
Arlington, VA 22209-2802

APR 28 1993

Mr. Jim Courter
Chairman, Defense Base Closure
and Realignment Commission
1700 N. Moore St., Suite 1425
Arlington, VA 22209-2802

Please refer to this number
when responding: 930423-30

Re 930331-5

Dear Mr. Courter

In response to your letter of March 30, 1993, with questions to be completed for the record following my testimony of the previous day, I am providing the attached replies. Thank you for the opportunity to contribute to your reviews and studies.

Sincerely

DAVID M. CANNAN
Colonel, USAF

Attachment
As stated

QUESTIONS FOR THE RECORD

QUESTION #1:

For the 1988 and 1991 closures, how have expected costs and savings compared to actual experience? Which types of costs and savings had the largest deviations? What lessons learned in 1988 and 1991 were used to improve the projections given to the Commission this year?

ANSWER:

Costs: "Expected Costs" in the context of this question are interpreted to mean costs reported to the Commission based upon COBRA (cost estimating model) projections. The Air Force has not tracked differences between these original projections and actual experience except in the case of Military Construction (MILCON). The COBRA projections for each base were established as ceilings by Congress. Where there are significant deviations from these projections, an explanation is required in each succeeding President's Budget Justification Book (J-Book). In all other appropriations, actual experience has been applied to funding levels without the more specific reporting requirements discussed above.

Savings: Savings reflected in the J-Books are original estimates from COBRA. They are included for display only. Because they accrue to other Air Force accounts, there is no method to capture the actual savings as they occur.

Generally, with regard to deviations, the MILCON appropriation has tracked closely to the COBRA estimates. Operations and Maintenance estimates have varied more, but the largest deviations have been in the environmental costs. Since these were not projected by the COBRA models, there is no baseline for comparison.

There have been improvements made in estimating costs. The preface in the User's Manual for COBRA (Cost of Base Realignment Actions), V4.02, January 1993, summarizes the major improvements in COBRA V4.00 and beyond.

QUESTION #2:

If a closing base is transferred to another Service, does the receiving Service pay the original Service owner for the property? If this is done, doesn't the payment requirement reduce the incentive for effective reuse by DOD of some excellent bases?

ANSWER:

The base closure statutes permit no-cost transfers between the military departments. On the other hand, they also direct the Service secretaries to give priority consideration to another department which is willing to pay fair market value for the property. Therefore, both scenarios are possible, and both have been considered.

In practice, the Department of Defense discourages the transfer of property between the Services unless the transfer has been fully studied and is included either as part of the Department's recommendations to the closure commission or as a result of an independent commission recommendation. Such a policy has been adopted to generate the maximum savings from the closure by preventing base operating costs from simply migrating from one part of the budget to another. However, since it is understood that some cost-effective transfers could be identified subsequent to the initial closure study process, reasonable transfers at no cost are permitted. For example, Navy military family housing units at Moffett Field, CA, are being transferred to Onizuka AFB at no cost to satisfy a standing valid requirement, thereby saving taxpayers' dollars in the process.

QUESTION #3:

Will the Air Force's recommendations regarding O'Hare, IL, Rickenbacker, OH, and Springfield, OH, pose any unique disposal problems? Please elaborate.

ANSWER:

While we have found each closure base to be understandably unique, we anticipate no more unusual challenges with these three bases than with any of the others.

QUESTION #4:

From your perspective, what is the potential for increased or decreased costs due to acceleration of environmental restoration at bases selected for closure?

ANSWER:

From our experience, we have found that the costs for cleanup are increasing, but not as a direct result of acceleration brought on by the closures. What we are finding is that a program designed to meet a ten year goal (Year 2000 completion date) has been accelerated to coincide with the more aggressive closure dates. These dates can be up to five years earlier than previously planned. Therefore, out-year requirements for cleanup are being brought forward, increasing previous estimates in the more current budget years. In addition, the site characterization phase of the cleanup process is nearing completion, and history has taught us that as the study phase matures, the accuracy of the data increases. Simply put, "the more you look, the more you find." As the cleanup investigations progress, we are finding that there is more to cleanup than we had previously expected.

Contributing to the increased requirements identification has been direction from the leadership of the Air Force to move beyond the study phase into the actual remediation phase. There has been a predisposition in the regulatory world to proceed very slowly gathering as much information as possible before making a decision. This has been very expensive and time consuming. While additional study may reduce the risk of achieving less than a perfect solution, it delays progress. Furthermore, the U.S. Environmental Protection Agency (EPA) is taking a much closer look at the closing bases. Some are expected to be named to the National Priorities List (NPL) as a result of the most recent contaminated site rescoring exercise. As they become NPL (Superfund) bases, costs will increase simply due to the rigorous procedural "process."

While we have long believed that the additional study provided little value added, there was no incentive for change outside DOD prior to the beginning of the base closure process. With base closure, we now have an opportunity to improve the process because a chorus of economic development voices has been added to those of the Services' all calling for process improvements. Base closures gives us the leverage to press for more rapid decision making based on the best data available at the time. Our strategy would have us getting started and making "midcourse corrections" based on field input, rather than waiting at the starting line for an "exact heading." We believe all this can be accomplished with minimum risk to public health, the environment, or the treasury, and the EPA and many of the states are now agreeing with us.

Although environmental costs at closure bases have been increasing, there is still great potential, beyond the process improvements mentioned above, for lowering these costs. However, to achieve such savings, it will take a change in philosophy. To date much emphasis has been given to the need to transfer property by deed in accordance with the provisions of the Comprehensive Environmental Restoration, Compensation, and Liabilities Act (CERCLA), which requires the owning Federal agency with contaminated property to covenant that all remedial actions have been taken prior to undertaking the transaction. CERCLA never envisioned the base closure process. While Congress attempted to clarify some of the more imprecise provisions by passing CERCLA amendments in the Community Environmental Response Facilitation Act, emphasis remains on accelerated cleanup at all cost. Realistically, however, the nation cannot afford the costs associated with an unconstrained cleanup program which does not reflect an urgency of risk. We must focus on the achievable, and that is "smarter" cleanup rather than "faster" cleanup. Smarter cleanup can be achieved within the constraints of current law in three ways.

The first is through realistic standards. The whole objective of the installation restoration program is to protect human health and the environment by remediating contaminated sites. Standards which responsibly reflect risk reduction rather than unrealistic, yet technologically achievable standards should be adopted. The most obvious example of the problem is a state ground water standard which requires costly cleanups well beyond the national safe drinking water standard just because the technology is available. Water from a treatment system could be sold as safe, potable water, yet it cannot be discharged or re-injected back into the ground. In addition to establishing standards that are realistic, these standards should also reflect proposed land uses rather than the most conservative standard. An air base that is to be used as a civilian airport should have its flightline cleaned up to an appropriate industrial standard that is properly protective of human health and the environment rather than to the more costly and unnecessary residential standard.

The second element of "smarter" cleanups is through innovative approaches to disposal. DOD's goal is to reduce its operating expenses by eliminating force structure and excess infrastructure through closures. The communities' goal is to reduce the economic impact of the closures by reusing the property rapidly and attracting job-producing ventures. Moving the property into the hands of the community as quickly as possible is the mutual objective. Since CERCLA did not foresee and therefore hampers that process, we have found that interim leases of property (which include institutional controls, permit cleanup to continue, and offer no risk to human health and the environment) provide a stop-gap solution. We have even found a way to use a long-term lease as a means of providing the property interest needed to convince a developer or banker to invest in base property undergoing cleanup. While they are effective, these leases remain only as

interim solutions until such as time as remedial actions are in place and deeds can be passed in accordance with CERCLA. It should be noted that the steps to put such leases into place have been made much more cumbersome by some well-intentioned, yet misguided Congressional action, yet we continue to pursue this route as a means of achieving the mutual objective.

The third way to achieve smarter cleanups can be traced from the successes we have had with leasing. Since we have achieved productive civilian reuse of the property while cleanup actions are underway, the door is now open to pursue new and emerging technologies which might take a little longer to complete but which can provide much more cost-effective cleanups. Many technologies which permit cleanup in place (*in situ*) rather than relying on more costly removal techniques are now being fielded. Rather than pressing for acceleration in cleanups, we should be examining all properties to determine the most appropriate balance of risk, technology, reuse, and budget. The Air Force does this through its use of a Management Action Plan for each installation. We see this "road map to cleanup" as the only reasonable strategy for completing the task.

In pursuing environmental cleanup strategies, we must avoid being sidetracked by emotional arguments that do not consider all the alternatives. As I've shown, there are alternatives even without legislative changes, which could simplify the process even further. It is now time to take advantage of them and include among the cleanup objectives a third beneficiary to human health and the environment, which are already being safeguarded: the American taxpayer.

QUESTION #5:

How does your Service address McKinney Act homeless requirements in base disposal decisions?

ANSWER:

We fully comply with the screening requirements of the McKinney Act. We report entire bases at least 12 months prior to the date of closure. Bases are reported as "excess on or about the date of closure" to the Department of Housing and Urban Development (HUD). We report base property by "like-use groups" (i.e., office, residential, airport-related, etc.). This reduces the total number of checklists that we must provide and that HUD must review.

HUD determines the suitability of the property based upon the checklists provided and lists the property in the Federal Register as either "suitable and available" or "unsuitable." Homeless assistance providers have 60 days, after publication in the Federal Register, to make an expression of interest to the Department of Health and Human Services (HHS). As part of

the Air Force's commitment to work with the community on reuse, we request that all interested providers contact the local reuse organization and inform them of their interest. After expression of interest and receipt of an application the provider has an additional 90 days to process and return the application to HHS for its review. When an application is determined by HHS "to be approvable", they notify us and request that either the property be leased by the Air Force to the provider or be assigned to HHS for leasing or conveyance.

We have received copies of a great number of letters expressing interest in base closure property. However, a relatively small number of persons expressing interest make applications and even fewer of those are approved. So far, all of those applications determined "to be approvable" by HHS, two parcels at George AFB and two at Mather AFB, have or will result in property being transferred to the providers.

QUESTION #6:

Contractor firms claim that they are being negatively affected by unquantifiable, uninsurable, long-term liabilities associated with environmental cleanup. What guidance did you receive from DOD in terms of allocating liabilities between the services and contractor firms?

ANSWER:

While we have heard similar claims, we have yet to see a reluctance on the part of contractors to bid on work we have advertised. To my knowledge there is no authority for DOD to indemnify a contractor in this way, nor am I aware of any specific guidance from DOD addressing the issue.

QUESTION #7:

How does your Service determine base reuse options, and how is the final reuse option selected?

ANSWER:

Of course, our role is to dispose of the property, while it is up to the future owners to reuse it. Nevertheless, our disposal decisions can directly impact reuse, and we have correspondingly developed a process which takes both into account.

Base reuse options come to us through two primary means. One is through the Federal disposal process which calls for property screenings among the various DOD, Federal, State and local agencies in a systematic

manner. Agencies and service providers voicing an interest in property are considered equally with proposals coming from the second source: the local community reuse plan.

The base closure statutes require us to consult with the governors and heads of those local governments affected before taking any final disposal actions. We meet this requirement by working with the legally constituted reuse authority assigned to plan for transition of the base to civilian control. Through a very deliberate process we offer to use the communities' reuse plans, usually funded with grant funds from DOD's Office of Economic Adjustment, as the proposed actions in our Disposal and Reuse Environmental Impact Statements. We also consider all other reasonable alternatives in preparation of the document. We analyze the various disposal alternatives in the Air Force's disposal plan for each base and attempt to balance the needs of the Government to generate revenues from the disposals to offset our implementation costs with the needs of the communities to develop viable economies in the wake of our departure.

The final disposal decisions are reached after weighing the environmental impacts of the alternatives and after determining the best uses for the property given our goal of balancing Federal versus community needs. Each decision is published and available for public review in a formal Record of Decision which documents our rationale and reasoning.

BENS is a national, non-partisan association of business leaders working to improve national security by promoting better management of defense dollars, advocating measures to make the economy stronger and more competitive, and finding practical ways to prevent the use of weapons of mass destruction.

For further information contact Keith Cunningham at (202) 296-2125

Special Report

BASE CLOSURE AND REUSE: 24 CASE STUDIES

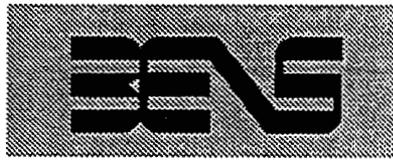
By Keith Cunningham

A Report of the BENS Defense Transitions Project

APRIL 1993

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BENS



Business Executives for National Security

BASE CLOSURE AND REUSE: 24 CASE STUDIES

APRIL 1993

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A Report of the BENS Defense Transitions Project

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Preface

Business Executives for National Security (BENS) has worked toward the closure of unneeded military bases since its foundation in 1982. We are proud to have helped develop, promote, and implement the base closure and realignment commission concept. Now, BENS is focusing its efforts on assisting those communities that have been, or will be, affected by the loss of a local military facility.

The loss of a neighboring military base will initially appear to be economically devastating to a community. After all, the prospect of replacing thousands of well paying jobs may appear to be almost impossible to communities already struggling through difficult economic times. But are those fears based upon reality? Do communities face imminent disaster if the local base shuts down?

One year ago, BENS set out to discover the answer. BENS conducted a year-long comprehensive study of those communities affected by the 1991 round of closures in order to document their activities, verify the strategies for recovery, gauge their successes, and analyze their problems. Our findings are very encouraging. Successful redevelopment of bases is more difficult than in past decades, but by following the BENS "Ten Commandments of Base Reuse" communities can recover.

Unfortunately, BENS also found that redevelopment takes too long. People who lose their jobs this year can not afford to wait five years for redevelopment. Many of these delays, caused by government red tape and regulations, are not only unnecessary but also avoidable. Our suggestions for creating a "One-Stop-Shop" at the Pentagon and eliminating specific legislative conflicts can shorten the timeline for replacing the jobs on former military bases.

BENS would like to thank Office of Economic Adjustment (OEA) and the Base Realignment and Closing Commission (BRAC) for their advice and invaluable assistance. But most especially, we would like to thank all of the communities that participated in the study. Please look for future BENS updates of this study as the communities' efforts to redevelop closed military bases continue to mature.

Tyrus W. Cobb
President



LOCATIONS OF BASES STUDIED

Summary and Recommendations

Why Close Military Bases?

The end of the Cold War, a new administration, and a staggering budget deficit have combined to force dramatic changes upon America's military. Consider these force level indicators:

Indicator	1990	1997 (proj.)	% cut
Army active divisions	18	10	-45%
Navy Surface ships	545	340	-37%
Air Force fighter wings	18	11	-39%

So far, base closure has not kept pace with these reductions in personnel and equipment. Unless the base closure process continues, Department of Defense (DoD) will only have reduced its base infrastructure by 10 percent. Without additional closures, America could create an overpriced "hollow force."

Local Reaction

The reaction of neighboring communities to base closure is always negative. In California, a political coalition is attempting to make economic impact become a more important factor in the process of deciding on base closures. Citizens and politicians in and around Portsmouth, New Hampshire, have formed the nonprofit organization SoS (Save our Shipyard) to fight for their base. In South Carolina, politicians are threatening lawsuits if the Charleston Naval Shipyard closes.

Of the 31 base closures recommended by DoD in 1991, 29 were formally opposed by the local communities. The opposition was far from mere formality: four of those bases—Fort McClellan, Naval Training Center Orlando, Whidbey Island Naval Air Station, and Moody Air Force Base—were removed from the list after further review. These communities built a successful case for their base using the criteria established by the Base Closure and Realignment Commission (BRAC) and presented their findings before the Commission. The least successful challenges involved suing DoD and pressuring local politicians.

Eventually most communities accept closure and begin developing plans to replace lost jobs and business. Some communities do very well and others struggle.

Lessons Learned for Communities: the Ten Commandments

Based on the experiences of communities that have already dealt with base closures, BENS has developed a ten-step process that, if followed, will give other communities the best chance at successful challenge or redevelopment.

1. **Defend within the system.** People who depend on a military base are frightened and upset when their base makes the "hit list." The community will unite to protect the base, but there is a right and a wrong way to challenge a base closure. The successful communities, like Anniston, Alabama, were able to retain their base by building a case in public hearings before the Base Closure and Realignment Commission. Other communities that continue to fight outside the system, like Philadelphia, only delay redevelopment.
2. **Start reuse planning the moment the closure becomes final.** Unless Congress passes a resolution blocking the entire list, the closures become law. At that point, continuing to challenge the closure is pointless and wasteful. For example, the local community vigorously opposed the closure of neighboring Fort Ord, California, but once closure was inevitable, it turned its enthusiasm and resources toward reuse. As a result, Fort Ord has already attracted interest as a California State University branch campus which could eventually support 20,000 students and more than 3,000 jobs. Many communities, like those surrounding Moffett Field NAS in California, begin reuse planning even earlier.
3. **Find regional consensus.** Turf battles are a common obstacle to quick, effective reuse. Communities that move quickly to involve all of the affected groups at the local, regional, and state level in planning have a better chance of gaining support for their plans. For instance, by working together, the three neighboring communities surrounding Wurtsmith AFB in Michigan quickly obtained state and federal funds for reuse planning.
4. **Empower a local authority.** Once consensus is reached, the surrounding communities should establish a set of achievable criteria by which successful redevelopment is defined. Such lists should weigh issues such as number and quality of jobs, speed of recovery, type of industry, and quality of life. After the criteria is established, successful efforts, like the one redeveloping England AFB in Louisiana, empower a local authority to implement the criteria.
5. **Anticipate the unexpected.** All communities reported that their efforts were delayed by unexpected problems and expenses. For instance, the Rickenbacker Port Authority did not anticipate the costs associated with bringing Rickenbacker Air Guard Base in

- Ohio up to civilian airport standards. The result was a one-year delay in planning.
6. **Plan for the whole base.** Many communities focused on one primary reuse at the expense of other job-producing uses on the excess land. Austin, Texas, avoided this problem by assigning a Citizen's Task Force to develop plans exclusively for the 900 acres not used by the new municipal airport.
 7. **Develop both long-term and short-term strategies.** To start replacing jobs as soon as possible, successful communities develop short-term strategies that are compatible with a long-term vision. If they do not, problems may occur down the road. In Myrtle Beach, South Carolina, for example, short-term industrial development could preclude the long-term development of a two-runway airport.
 8. **Develop achievable, not necessarily obvious, redevelopment plans.** Communities around a closing air base often focus first on trying to convert it into a civilian airport, but that may not always be the best use of the facility. A realistic assessment of local demand and the cost of complying with civilian safety regulations can help communities avoid costly mistakes. For example, the Wurtsmith Economic Adjustment Commission, after conducting a regional assessment, discovered that another civilian airport would not be needed in northern Michigan. So instead it is planning to develop a retirement community on the base.
 9. **Learn from the experiences of others.** Two full rounds of base closure have occurred since 1988. By networking with the communities around bases closed in previous rounds, communities can learn successful strategies and avoid common mistakes without rivalries interfering. The Redevelopment Authority in the community near Grissom AFB in Indiana, for example, has been particularly successful in this kind of networking and has already volunteered to mentor future base closure communities.
 10. **Lobby for assistance, not opposition.** State and national politicians want to help communities affected by base closure. But, too often, their approach is to oppose closure and try to use their influence to save constituent jobs. The nonpolitical nature of the base closure process frustrates these efforts. Communities will usually do better by calling for redevelopment assistance, not opposition to closure.

Recommendations for Congress and DoD

Communities can give themselves the best chance of replacing lost jobs and business by following these ten steps, but Congress and DoD also have a role. By removing obstacles, Congress and DoD can improve community

redevelopment efforts. The following are some preliminary recommendations for improving the process:

- **Streamline the base screening process.** Base screening is the process used to determine who will take over a closed base. Although federal decision-making is officially over in a timely manner, decisions regarding federal facilities, such as reserve enclaves and defense finance centers, can drag on for years. Shortening the process would allow communities to start planning earlier.
- **Create a community reuse "one-stop shop."** The Pentagon's Office of Economic Adjustment (OEA) works effectively with base closure communities to create redevelopment plans, but it does not help them comply with the regulations of the many other federal offices and agencies involved. Dealing with endless red tape through several layers of federal agencies has been the most common source of frustration for communities trying to redevelop closed bases. Congress could alleviate this problem by enacting legislation that would expand OEA's mission and services to include all aspects of base closure and redevelopment. Specifically, OEA project managers would be directed to approach other offices in DoD and other federal agencies on behalf of the bases they represent to gather information, assemble documentation, and provide technical assistance. In effect, they would become "case workers" on behalf of distressed communities.
- **Eliminate legislative conflicts.** In early October 1992, Congress passed two laws that differed regarding liability for environmental contamination on closing bases: the 1993 Defense Appropriations Act and the 1993 Defense Authorization Act. These differences have stalled military land transfers, jeopardizing community redevelopment unnecessarily. Congress should put base reuse back on track by striking all language regarding DoD liability from the Defense Appropriations Act.
- **Maintain environmental clean-up as a top priority.** Congress should not allow budget pressures to delay the clean-up of environmental contamination on all military facilities.
- **Streamline the interim lease process.** Interim leases allow private industry to start redeveloping a base before the actual closure date. They provide an important transition to a civilian economy. At present, the lease process is too bureaucratic to be effective, and lease applications typically take more than a year to process.

Introduction

The 1988 and 1990 Base Closure Acts set up a new procedure for closing military bases, based on the findings of an independent commission, the Base Closure and Realignment Commission (BRAC). (*For a description of its process, see appendix A.*) Two rounds have been completed, and the third round began on March 12, 1993, when Secretary of Defense Les Aspin recommended the closure of 31 major military bases. That announcement spurred interest in the results of previous base closure rounds. Does base closure cause an economic disaster for local economies? Or can communities replace the lost jobs and save their economies?

In a study of 97 bases that closed in the 1960s and 1970s, the Department of Defense (DoD) proved that communities can recover from base closure and actually create more civilian jobs than they lost. However, much has changed since the 1970s. To determine if communities can still find successful ways to recover from base closure, BENS conducted a study of 24 military bases that were scheduled for closure or major realignment in the 1991 round:

- ◆ Fort Benjamin Harrison, Indiana
- ◆ Bergstrom Air Force Base, Texas
- ◆ Carswell Air Force Base, Texas
- ◆ Castle Air Force Base, California
- ◆ Fort Chaffee, Arkansas(realignment)
- ◆ Chase Field Naval Air Station, Texas
- ◆ Fort Devens, Massachusetts
- ◆ Eaker Air Force Base, Arkansas
- ◆ England Air Force Base, Louisiana
- ◆ Grissom Air Force Base, Indiana
- ◆ Long Beach Naval Station, California
- ◆ Loring Air Force Base, Maine
- ◆ Lowry Air Force Base, Colorado
- ◆ MacDill Air Force Base, Florida (realignment)
- ◆ Moffett Field Naval Air Station, California
- ◆ Myrtle Beach Air Force Base, South Carolina
- ◆ Fort Ord, California
- ◆ Philadelphia Naval Station and Shipyard, Pennsylvania
- ◆ Puget Sound Naval Station, Washington
- ◆ Richards-Gebaur Air Reserve Station, Missouri
- ◆ Rickenbacker Air Guard Base, Ohio
- ◆ Sacramento Army Depot, California
- ◆ Williams Air Force Base, Arizona
- ◆ Wurtsmith Air Force Base, Michigan

This report presents the results of that study. It tracks events from the date the closures were announced in April 1991, to April 1993.

The BENS study supports DoD's earlier finding that communities can recover and flourish. However, BENS also found that it will be more difficult due to changes in the economy, levels of government involvement, and regulations. Although many governmental regulations protect and support communities, unintended consequences can unnecessarily interrupt redevelopment. Given these difficulties, communities must strive to avoid the mistakes made by communities involved in the 1988 and 1991 rounds.

COMMUNITY REACTIONS

Although each base has a different story, the base closure process does follow a general pattern. When the list first becomes public, almost every community initially opposes the closure of its neighboring military base. Eventually, most communities accept closure and begin developing plans to replace the lost jobs and business. Finally, all communities experience a mixed bag of successes and problems in their adjustment to the closures.

Why Close Our Base?

When DoD compiled its list for candidates for closure in 1991, it applied a variety of criteria. The three most significant reasons for closure—cited for 44 percent of the bases studied—were land/air constraints, inadequate or inferior facilities, or poor cost efficiency. Other significant reasons for closure included excess capacity (41 percent) and poor location (25 percent).

Typically, bases needed to score poorly in several categories to be recommended for closure. Carswell AFB (TX), for instance, suffered from poor location for operation of its bombers and tankers, encroachment from neighboring Fort Worth, and low closure costs. As a result, Carswell will close in September 1993.

Challenging Closure

Most communities near bases selected for closure try to prevent the closure at first. The BRAC process facilitates voicing community arguments and grievances through a series of public hearings and site visits. These hearings are far from mere formality: BRAC removed four bases from DoD's initial 1991 list.

All of the communities in this study except Seattle (Puget Sound Naval Station) made such appeals to BRAC. Typically, they criticized DoD for inaccurate categorization, flawed analysis, and undervalued features. For example, the communities neighboring Myrtle Beach AFB (SC) and Williams AFB (AZ) argued that their excellent weather conditions were not considered. Another common strategy—and one still being pushed by communities in California and South Carolina—was to stress the economic impact of the closure on local communities. But this strategy almost always fails because economic impact ranks very low in BRAC's closure criteria.

Several communities made more unusual arguments. The communities around Grissom AFB, for example, argued that the base's location in central Indiana made it less vulnerable to surprise attack than coastal bases. In another unique defense, Indianapolis pointed to the negative effect the closure of Fort Benjamin Harrison would have on minority and handicapped employees. BRAC noted these concerns but still recommended closure of both facilities in its final report.

Making a strong economic and intellectual case for a base's military value is the best way to preserve a military base slated for closure. In the 1991 round, the communities around Moody AFB (GA), Fort McClellan (AL), and Whidbey Island Naval Air Station (WA) were all able to prevent the closure of these bases by proving their military worth. The only community that avoided a closure without proving military worth was Orlando, which demonstrated that closing either the San Diego or Great Lakes Naval Training Center would be cheaper than closing the one at Orlando.

REDEVELOPING CLOSED MILITARY BASES

Once the decision to close a base becomes final, successful communities normally stop fighting and turn their energy toward base reuse. Since closing a base takes years, communities have sufficient time to reach consensus and develop a plan before all the jobs disappear.

Most of the communities studied concentrated on one of three reuse options: maintaining federal ownership, developing a civilian airport, or attracting educational facilities. Other, less common reuses include developing the base into a park (Puget Sound Naval Station, WA), expanding a retirement community onto base property (Wurtsmith AFB, MI), and attracting small manufacturers (England AFB, LA). Unfortunately, other communities, such as Philadelphia (PA) and Long Beach (CA), have not developed any public plan for redeveloping their Naval facilities.

The following table shows the various categories of redevelopment plans and how many of the 24 communities studied pursued them as either primary or secondary objectives.

Redevelopment Category	Primary Use	Secondary Uses
Federal Ownership/(DOD)	7/3	9/8
Airport	6	5
Educational Facility	3	5
No Public Plan	2	3
Industrial Development	2	9
Retirement Community	1	3
Parks and Recreation	1	5
Housing	1	5
Aviation Maintenance	1	4

Federal Ownership

The most common redevelopment strategy, pursued as a primary reuse by 24 percent of the communities studied, involved continued federal ownership. These communities sought to attract other federal agencies that would establish operations at the base. This might seem to be an excellent option for a closed base, but there can be dangerous consequences. Few communities can successfully lure a federal facility. Moreover, the prospect of continuing federal budget cuts makes the long-term viability of this option fragile.

Only the community around Moffett Field Naval Air Station (CA) has successfully secured a federal facility for its base. In January 1993, NASA finalized plans to retain ownership of the entire base for the Ames Research Center that was already located on the base. As a result, the community expects to avoid job loss in the short run.

Other communities pursuing federal facilities face more tenuous situations. For instance, the Fort Benjamin Harrison Reuse Committee (IN) is counting on receiving one of six Defense Finance and Accounting Centers. The committee has not even begun considering other options for the site should this effort fail. Also, the city of Philadelphia has attempted to maintain federal ownership by suing the government to keep its Naval shipyard open. That court challenge has hindered efforts to create civilian redevelopment plans for the yard. *(For an analysis of Philadelphia's legal challenge, see appendix B.)*

Civilian Airport

Developing a military air base into a civilian airport is the second most common reuse strategy. Of the 16 bases with active military airfields, community reuse plans call for 10 to be developed as civilian airports (though in many cases this is not the primary reuse envisioned), three to be developed as federally owned and operated airports, and only three not to be used as airfields at all.

Conversion of an air base into a civilian airport is a popular idea for several reasons. It would use existing infrastructure, have the potential to create a large number of high-quality jobs, and appear on the surface to be a simple and inexpensive option. However, a community will only realize these benefits if the airport is successful. As many of the communities studied have already discovered, developing an airport is neither cheap nor easy.

Before deciding to pursue this option, communities should carefully consider other options, examine the costs of converting to civilian standards, and conduct a market analysis to determine community need. Communities that skip these steps risk costly delays, price overruns, and serious problems attracting business. The Rickenbacker Port Authority (OH), for instance, had its plans delayed for a year due to unexpected costs and safety regulations required for converting Rickenbacker Air Guard Base into a civilian airport.

The analysis may show that an airport is not a viable option, allowing the community to develop more realistic goals. Oscoda (MI), for instance, following

its market analysis, decided to develop Wurtsmith AFB into a retirement community instead of an airport.

Educational Facilities

Three of the communities examined plan to develop educational facilities on the former bases. Military bases tend to have the large areas of land necessary for a major campus, and on-base housing can easily be converted into dormitories and staff housing. Educational facilities also produce high-skill and high-paying jobs.

Many military training facilities were developed for educational use and thus lend themselves to be converted into civilian educational centers. For instance, because Lowry AFB (CO) was a training base, the community is considering converting it into a college or university.

Bases in or near urban areas also make good candidates for educational facilities because of the large potential market. One urban base—Williams AFB (AZ)—has successfully attracted interest from a major university.

OBSTACLES TO REDEVELOPMENT

Government bureaucracy and infighting present the largest impediments to quick, successful job replacement on closed military bases. Among the most common stumbling blocks are environmental issues, the federal decision-making process, and jurisdictional battles.

Environmental Issues

All of the bases studied suffer from some degree of environmental contamination. Indeed, nine of them are included on the EPA's National Priority List (NPL)—the most serious and dangerous classification in the Superfund ranking system.

Regulations protecting the public from dangerous contaminants also require all clean-up to be completed before DoD can transfer ownership of the land. That means communities and businesses seeking to redevelop contaminated bases must operate under long-term leases (50-100 years) until all clean-up is completed. Parcelization—the process by which clean land is separated from contaminated land and leased for development—was made legal in 1992.

But leasing raises the problem of who is liable for contamination on the leased land. In 1992, Congress attempted to address this problem. The 1993 Defense Authorization Bill made DoD responsible for all contamination it caused, but the 1993 Defense Appropriations Bill took it one step further by making DoD responsible for all contamination on DoD property. In effect, the law made DoD responsible for contamination caused by any business or community that leased land on a closed base. (*For a more detailed description of environmental legislation affecting base closure, see appendix C.*)

DoD responded by refusing to grant leases under these circumstances. To get around this obstacle, communities like those redeveloping Chase Field NAS (TX) and England AFB (LA) have been required to sign waivers freeing DoD from liability for future contamination. Unfortunately, by waiving DoD's liability, communities become responsible for indemnifying the businesses.

Federal Decision-making

Once a base closure becomes final, other federal agencies get their first opportunity to assume ownership of the site. That decision making process is long and unfair and seriously impedes successful reuse.

Over half of the communities studied face significant problems with the decision-making process. Because communities are eager to attract federal tenants, they often postpone other reuse planning until the decision-making process is completed. Unfortunately, decision-making often takes years. For example, decision-making of the bases selected for closure in the 1991 round has been underway for more than two years, and only one decision—for Moffett Field NAS (CA)—has been finalized.

The decision-making process for the Defense Finance Accounting Service Centers has been particularly disruptive. In March of 1991, DoD began examining sites for consolidating existing centers into only six locations. Upon the announcement, the Fort Benjamin Harrison Reuse Committee (IN) suspended all reuse planning and entered a bidding war, along with 130 other communities, for one of the 4,000-job centers. Late in 1992, more than a year and half later, Fort Benjamin Harrison made the second list of 20 possible locations, but three days before the winners were to be announced, Secretary of Defense Les Aspin suspended the competition indefinitely and embargoed the list of winners. As a result, Fort Benjamin Harrison's reuse planning effort remains on hold.

Local Jurisdictional Battles

Military bases rarely reside in just one government jurisdiction. They often fall within the jurisdictions of several city, county, and even state governments. Unless communities start working together immediately, these ambiguities can lead to damaging turf battles among the interested governments. Such disputes delay planning and can cause problems in applying for federal aid.

Many of the communities studied were aware of the jurisdictional problems of previous bases and moved quickly to reach regional and state consensus. By working pro-actively and creating regional development authorities, 15 of the bases in the study avoided the kinds of jurisdictional battles that continue to paralyze the reuse efforts for some bases, such as George AFB (CA), that were on BRAC's 1988 closure list.

Federal Bureaucracy

Endless red tape and the need to wade through several layers of federal agencies represent the most common source of frustration for communities. Local officials in all 24 of the base areas examined cited problems and delays caused by bureaucratic red tape as a serious problem.

The DoD Office of Economic Adjustment (OEA) (*see appendix D*) effectively works with communities to create redevelopment plans for bases, but its limited charter does not call for it to help communities comply with other federal regulations. For instance, the Beeville Redevelopment Council (TX) experienced significant delays in receiving interim leases and environmental data regarding Chase Field Naval Air Station. Government bureaucracy also crippled the efforts of the England Air Force Base Redevelopment Authority (LA). DoD acted on only one of its 17 interim lease applications dating as far back as June 16, 1992.

McKinney Housing for the Homeless Act

The McKinney Act provides a preferential screening period for the nonprofit groups interested in providing homeless shelters on excess federal property. Once land has been declared excess by the federal government, homeless assistance groups have the first opportunity to receive parcels of the land, beginning 180 days before the facility closes, through proposals in the Federal Register.

Since homeless assistance nonprofit groups can pre-empt the community planning process, DoD and development officials have raised the act as a potential obstacle to redevelopment. However, none of the 24 bases studied reported any such disruptions. For instance, nonprofits in Massachusetts have worked within the Fort Devens community planning process to create a plan that benefits all interests.

As more bases, particularly those in urban areas, near the 180-day threshold, more McKinney Act proposals could surface. If homeless assistance providers refuse to work within the planning process, Congress may consider limiting or discontinuing their priority screening privileges.

Case Studies

Fort Chaffee, Arkansas

BACKGROUND

Location: Fort Chaffee is near the city of Fort Smith, Arkansas (population 76, 600), approximately 160 miles west of Little Rock.

Realignment Date: Fort Chaffee is scheduled for a major realignment in September 1994.

Mission: Fort Chaffee currently houses the Joint Readiness Training Center (JRTC) and serves primarily as a large-scale maneuver and training facility for both active and reserve units.

The Pentagon estimates that the realignment will have a one-time cost of \$303 million and will save \$22.9 million annually. The base is expendable because it lacks the permanent facilities necessary to house the JRTC, and the costs of preparing it as the JRTC's permanent home would be prohibitively high.

DoD will transfer all active units from Fort Chaffee to Fort Polk, Louisiana, but the reserve units will remain.

Community Concerns: Concerned with the economic ramifications of the realignment, local authorities initially fought to keep the active units. They argued that Fort Chaffee's spacious grounds provide a better training center for the JRTC than those at Fort Polk. Moreover, base advocates claimed that the Pentagon overstated proposed construction and renovation costs. However, in its final report BRAC recommended realigning Fort Chaffee.

Economic Impact: Although Fort Chaffee will not close entirely, the loss of its 1,600 active-duty troops (average training complement) will have a severe impact on the community. It will cost the local economy \$63.73 million annually in direct expenditures, and the indirect consequences could be even worse. The Fort Smith Chamber of Commerce calculated that the lost revenue will total more than \$254 million annually. The high indirect costs result from the fact that the base lacks permanent on-base facilities and consequently all base personnel must live and make purchases in the surrounding communities.

Without the active components on Fort Chaffee, local unemployment is expected to increase about four percentage points. Adjacent Franklin, Sebastian, and Crawford counties will be hit hardest, absorbing approximately 90 percent of the increase in unemployment.

REUSE PLANS

The Fort Smith Chamber of Commerce and the Fort Smith mayor's office are working with Fort Chaffee officials to develop a reuse plan. The Chamber of



Commerce contracted with Western Arkansas Planning and Development, Inc., to do an impact study that was completed in 1992.

Although the realignment is less than two years away, the reuse effort is still in the formative stages, and no formal planning commission has been established. Consequently, Fort Smith has not developed a reuse strategy.

Since the community may not receive any significant excess land, local officials are interested in increasing the reserve component's on-base presence. Specifically, the Chamber of Commerce hopes to fill the JRTC's void with the National Guard Bureau's Battle Training Center and a year-round reserve component training unit.

SUCCESSSES AND PROBLEMS

Environmental Concerns: Although Fort Chaffee has 33 identified contamination sites, contamination has not been significant enough to place it on the EPA's National Priority List. Additionally, contamination will not be an issue for reuse until DoD decides how much land it will retain.

Realignment Issues: When a base is closing, the community knows that it can rebuild the local economy by using the former base land, but when a base is realigned the opportunities are less clear.

Joe Gay, vice president of the Fort Smith Chamber of Commerce, is concerned for the future of his community after the realignment. While DoD still controls the Fort Chaffee property, it has not scheduled any additional uses for the base, other than reserve training. Rumors circulate about Fort Chaffee's fate, but nothing is definite.

The community is anxious to resolve Fort Chaffee's future. Reuse planning is practically impossible until the Army finalizes its intentions for the future of the base.

OEA Concerns: The local community, headed by the city of Fort Smith, has applied for a grant from OEA, but has yet to receive money. Since just over 200 soldiers are stationed permanently at Fort Chaffee, Fort Smith did not reach the minimum level of "direct" job loss necessary for assistance. The OEA formula did not account for the thousands of soldiers who cycle in and out of Fort Chaffee for training.

Chase Field Naval Air Station, Texas



BACKGROUND

Location: Chase Field Naval Air Station is five miles east of Beeville, Texas (population 13,500), and about 60 miles northwest of Corpus Christi.

Closure Date: The 1,770-acre base closed February 1, 1993.

Mission: Chase Field was a training site for Naval aviators until September 1992, when all training operations ceased. It was targeted for closure because reductions in the carrier and air wing force structure reduced the need for training capacity. Chase Field had deficiencies in infrastructure and was cheaper to close down than comparable facilities in Texas and Mississippi.

The cost of closing Chase Field is estimated to be \$47.7 million, with anticipated annual savings of \$24.7 million.

Community Concerns: Spokesmen for the local community argued that the base closing plan was based on inaccurate cost figures. They asserted that Chase Field was the most productive training base and that training should be consolidated in south Texas. They further argued that Chase's superior air space and the community's favorable zoning ordinances ensured long-term freedom from both air and ground encroachment.

However, BRAC determined that the primary issues were military value and cost. Finding that other training bases would be more costly to close down, BRAC recommended full closure.

Economic Impact: The impact on the economy of the small town of Beeville will be severe. The 1990 census counted 13,500 residents, but local sources report that 2,000 military and dependents and 1,500 civilian residents have already left the area. The base employed 1,000 military and 900 civilian personnel with an annual payroll of more than \$60 million. The base constituted about 30 percent of the local economy.

REUSE PLANS

The Beeville Redevelopment Council, the organization supervising the reuse effort, has developed a variety of proposed reuses for the base. They include air cargo and aircraft maintenance operations.

Meanwhile, Chase Field has been selected to be the location of a regional headquarters of the Texas State Prison System, a training academy for prison personnel, a motor vehicle maintenance depot for the south Texas region, and a

4,000-prisoner Inmate Processing Unit, which will evaluate the psychological and medical condition of prisoners before assigning them to a state prison.

The prison facilities will create 1,200-2,000 jobs within 18 months. Unfortunately, due to the differences in wages, local officials expect to replace only about 75 percent of the pre-closure annual payroll.

Bureaucratic problems associated with the reuse process at the federal level have caused severe delays for businesses interested in using Chase Field. Nevertheless, by the summer of 1993, these businesses will create an additional 400 jobs. Beeville officials indicate that the total new jobs created by the reuse effort will come close to replacing the lost base payroll.

SUCSESSES AND PROBLEMS

Interim Lease: The Beeville Redevelopment Council has run into serious problems with the Navy and DoD bureaucracy, causing long delays in the recovery timetable. Brad Arvin, the Council's executive director, observed, "We've had no problems recruiting, but the Navy has stalled the job creation process. If the goal is quick economic recovery for the affected community, the present system has been pretty much been a disaster."

The primary area of friction has been the Navy's refusal to grant interim leases because it is not clear who would be liable for any environmental damage caused during the time of the leases. Pentagon officials worry that DoD would be responsible for any damage while it still owns the land, even if the damage is done by an interim leasee. Even after Beeville waived its right to indemnification from the DoD, the Navy has been unwilling to grant interim leases. Brad Arvin commented: "We've waived our rights, but still nothing happens."

A prime example of the problems that have caused tension between Beeville and the Navy is the case of the first major tenant at Chase Field. The Redevelopment Council had a firm contract with an airline which planned to establish a maintenance facility there. Four 727 aircraft had already landed on the base and workers had been hired when the Navy blocked an interim lease agreement. The Navy's lack of cooperation does not stem from any conflict over the use of the field's facilities, because its training operations there ceased when its last plane left in September 1992, and since then it has only been moving out remaining personnel and equipment. "They haven't even been using the buildings we want," Mr. Arvin said.

Environmental Concerns: Chase Field has some of the typical environmental problems associated with any airfield, such as landfills and underground storage tanks that need to be removed. But contamination should not pose a problem for the reuse efforts, other than the current impasse over the liability issue in regard to interim leases.

Community Concerns: Local officials feel that the process for returning the base to civilian uses does not work. Mr. Arvin believes that the problem is that the process is not clearly regulated. "For every regulation that says one thing, there is another rule that offers an alternative interpretation; and the Navy does whatever

they want. The only solution is to establish a coherent, rational process. Otherwise this is the way things are going to be handled: on an ad hoc, base-by-base, slow and convoluted, patchwork process."

Asked what advice he would give to other communities facing base closures, he said: "I'll be glad to share with them the experiences of Chase Field, but unless the system is fundamentally changed, they'll run into the same problems we have."

Myrtle Beach Air Force Base, South Carolina



BACKGROUND

Location: Situated one half mile from the Atlantic Ocean, Myrtle Beach Air Force Base is approximately 100 miles north of Charleston, South Carolina.

Closure Date: The Air Force will close Myrtle Beach AFB on March 31, 1993.

Mission: A base for close air support and anti-armor operations, Myrtle Beach has specialized in tactical fighters, specifically the A-10 Thunderbolt. The Pentagon is closing it because of poor local weather conditions, ground encroachment, and growth in civilian air traffic. The 345th Tactical Fighter Wing now based there will be deactivated, and its aircraft will be sent to units at other bases.

According to DoD estimates, closing Myrtle Beach will cost \$54.4 million and generate annual savings of approximately \$30.2 million.

Community Concerns: The local community opposed the closure, claiming that Myrtle Beach was incorrectly downgraded for ground encroachment and that the area's weather conditions do not interfere with mission requirements. Members of the community also argued that the proposed closure demonstrated the Air Force's shirking of its mandated mission to provide close air support for the Army. But in its 1991 report, BRAC sided with the Air Force and recommended closure.

Economic Impact: The local economy is based on tourism and, to a lesser degree, retirement communities. However, the base is an important part of the local economy. Employing 4,200 military and civilian personnel, it has been the county's largest single employer, and it has brought more than \$92 million in annual payroll and \$55 million in direct expenditures to the community annually.

REUSE PLANS

To plan for reuse, the South Carolina Defense Base Development Commission created the Myrtle Beach AFB Redevelopment Task Force, comprising representatives of local business organizations, community leaders, and residents. The Task Force hired an outside consultant group, Edaw, Inc., to develop a reuse plan that both the county and the city could accept. The Community Redevelopment Plan, completed in June 1992, provides short-term interim and long-term strategies for reuse.

In developing the reuse plan, the Task Force first inventoried the base. It encompasses 3,790 acres, of which over 1,000 acres are developed with runways,

taxiways, aprons, and other airfield features. Other features include housing, administrative, training, and medical facilities.

In an unusual arrangement, US Air and American Airlines already operate commercial routes to and from the base. The Community Redevelopment Plan notes that, "The air operations facilities on-base are readily convertible to civilian aircraft maintenance and repair facilities. The majority of the training and administrative facilities, as well as some of the community support facilities—theater, dining halls, schools, child care, etc.—have primarily institutional value."

In its plan, the Redevelopment Task Force balances competing ideas for base reuse. The long-term plan—2010 and beyond—calls for adding a second runway and the creation of the Myrtle Beach Jetport. The interim plan—from closure to the year 2010—will maximize use of existing facilities until airport expansion is required. The plans include the regional airport, an air museum, light industrial use, commercial and resort facilities, education facilities, a recreation area, and a small residential area.

The Task Force recommended subdividing the land among the relevant federal agencies for sale to the public. Under this plan, the FAA would convey 1,400 acres for the airport to Horry County; the Department of Education would transfer 140 acres to the Horry-Georgetown Technical College; the Department of the Interior would sell 120 acres to the city of Myrtle Beach for campground and recreational purposes; and the Air Force would sell the remaining 945 acres to an economic development group or a private developer.

After the state-funded Task Force submitted its report, the city of Myrtle Beach created the Airbase Redevelopment Commission to implement the reuse plans. City officials favored the interim plan but expressed serious reservations about building a second runway, claiming there was presently little commercial need for a second runway.

Two federal agencies have provided funding for the Myrtle Beach reuse effort: the Horry County Department of Airports received funding from the FAA for studying the development of a second runway, and the Redevelopment Task Force received an OEA grant in 1991. The Task Force has applied for a second grant to cover 1993 funding. The city government also provided money for reuse planning.

SUCSESSES AND PROBLEMS

Environmental Concerns: The EPA's review of the base reported some contamination, but it is not severe enough to hamper successful base reuse. The Redevelopment Task Force has made environmental protection a priority and will integrate preserved woodlands and wetlands throughout the developed area.

Community Involvement: According to the Task Force, the community has been given ample opportunity to raise concerns and to participate in the base's redevelopment, but it has not received much community input to date.

Jurisdictional Issues: The biggest problem with the redevelopment planning of Myrtle Beach is the jurisdictional dispute between the city of Myrtle Beach and the Horry County Council. Referring to this turf battle, a Myrtle Beach council member said, "There is bound to be some bloodletting before it's over."

Although the base is within city limits, the county has leased 170 acres of land on the base and has shared the base's single runway since 1975. The Horry County Department of Airports wants to retain most of the base for construction of a second runway.

Arguing that the \$427 million support costs of a full-fledged airport are excessive, city officials prefer a diversified reuse plan, using the existing single runway as one component. Until these issues are resolved, the city and the county will continue to "pull against each other" in the words of one Task Force official.

Williams Air Force Base, Arizona



BACKGROUND

Location: Williams Air Force Base is in Mesa (pop. 300,000), southeast of Chandler (pop. 90,533) in the Phoenix metropolitan area.

Closure Date: Williams AFB is scheduled to close in September 1993.

Mission: The base's primary mission is as a training site for future Air Force pilots. It is home to the 82nd Training Wing. Upon closure, the wing will be deactivated and its aircraft redistributed or retired. The Aircrew Training Research Facility, also located at Williams, will be transferred to Orlando, Florida.

The primary reason for closure is air space encroachment. Williams ranks lowest in this category, having the bare minimum of air space considered safe for training sorties. The Pentagon and BRAC also cited the Air Force's excess training capacity and the poor conditions of Williams' facilities and infrastructure.

The Pentagon expects to spend \$26.7 million to close Williams and estimates a saving of \$54.1 million annually.

Community Concerns: Base advocates argued that Williams' facilities were rated inappropriately and that BRAC failed to take the area's excellent flying weather into account. They also argued that adjustments made to lessen encroachment should improve Williams' rating.

In its recommendation for closure, BRAC recognized the communities' effort to increase maneuver space and the base's high rating in terms of flying weather, but it ruled that air encroachment was still sufficient reason for closure.

Economic Impact: Of all of the bases scheduled in 1991 for closure, the Pentagon anticipates that Williams' closure will have the smallest economic impact on local communities. Nonetheless, Maricopa County will lose over 2,000 jobs and more than \$130 million in annual income.

REUSE PLANS

The Williams Economic Reuse Advisory Board—a nine-member coalition of state, regional, and local officials—has developed the initial plans for Williams' reuse. In its study of the region's economy, the board found demand for a private airport and higher education facilities. Specifically, the study projected an additional 36,000 college students and a 100-percent increase in air cargo traffic in the region by the end of the century.

Arizona State University (ASU) is exploring the idea of an "educational mall" on Williams property. Anchored by ASU, the facility would house a variety of learning institutions. At a planning meeting in November 1993, ASU officials met with 79 representatives from other interested schools to discuss this idea. They project that the educational mall would use 340 acres, attract 10,000 students, and create 17,000 jobs over the next 20 years.

The other major reuse option being discussed is a regional airport. Williams is one of two locations favored by the Governor's Regional Airport Advisory Committee. The airport would cost \$500 million, require 20,000 acres, and become operational by the year 2000. Since Williams has only 4,127 acres, developing it as an airport would make the ASU's proposed educational mall impractical and require the state to purchase additional land.

The Advisory Board has also developed a plan that would allow a smaller reliever airport and the educational mall to coexist. Although the land could be parceled to provide enough room for such an airport and an educational facility, neither ASU nor the Governor's Airport Advisory Committee approves of the plan. If the state locates an airport on Williams, local officials believe ASU will abandon any plans to establish a facility there. Also, a reliever airport would hamper efforts to develop a regional airport anywhere in Arizona by reducing the short-term demand.

Arizona's governor accepted the Advisory Board's plan on September 28, 1992, and, to implement it, created the Williams Redevelopment Partnership. The Partnership includes officials from four local cities, Maricopa County, ASU, and the Salt River Project. The state also established the Williams Economic Development Office to market Williams sites to prospective tenants and coordinate the land transfer process.

Regardless of the eventual use of Williams property, substantial improvements will be required. Support for the Williams AFB Reuse Advisory Board's initial study came from OEA and the surrounding cities, ASU, the county, and the local electric company. Similarly, OEA continues to fund Williams' transition to civilian use, along with local businesses and community supporters.

The Advisory Board has also received funding from the Federal Aviation Administration (FAA) to develop a plan for an airport. Once the plan is completed and approved, the FAA may also provide funding to develop the airport.

SUCCESSSES AND PROBLEMS

Environmental Concerns: Williams is an NPL site because of soil, ground water, and asbestos contamination. The Air Force calculates that \$155 million will be needed for complete decontamination of the base.

Of the base's 14 contaminated sites, the Air Force plans to restore 12 before the base closes. The two remaining sites—an abandoned land fill and a leaky fuel tank—will require longer term restoration. The Air Force does not

expect the contamination to interfere with the transfer and reuse of Williams, but clean-up delays and legal complications are common on NPL sites.

Jurisdictional Issues: Although the city of Mesa annexed the base in 1985, practically every local, regional, and state government has participated in the reuse planning. The Advisory Board resolved disputes among the different groups by using the state as a conduit. Since OEA can only provide funds to one local source, it provided direct planning assistance to the governor's office.

Despite their differences, Chandler and Mesa do not want the Air Force to grant ownership of Williams to the state. Local officials who favor a reuse plan that would promote the ASU educational mall and the reliever airport believe that the state is leaning toward the regional airport concept.

State Legislation: Recently Arizona passed a large Omnibus Bill for Defense Restructuring containing language to facilitate reuse of Williams. The bill provides tax incentives over a five-year period to aviation and aerospace companies that locate on former Williams property. These incentives target in-state growth and out-of-state business attraction by prohibiting companies from transferring existing jobs and business to Williams from other in-state locations.

Dave Guthrie, deputy director of the Arizona Department of Commerce and chairman of the Williams AFB Economic Reuse Advisory Board, explained, "This legislation will be instrumental in attracting businesses to Williams." He recommended that "other states should pursue similar legislation to facilitate reuse and create jobs."

Air Force Base Disposal Agency

Air Force Base Disposal Process Review Meeting



15-16 June 1993
Rosslyn, VA

MITRE



Air Force Base Disposal Objectives

- **Minimize disposal costs by securing reuse quickly**
 - Reduce O & M costs
 - Realize profits from sales
- **Accommodate the needs of the community**
 - Coordinate reuse with community plans
 - Support interim leases
 - Consider no-cost transfers
- **Expedite environmental restoration to facilitate property transfer**

Sources: Excerpted from former AFBDA/DR testimony to
Base Closure and Realignment Commission, 3/29/93
and AFBDA Fact Sheet 6R-1, 3/1/93



Community Planning Goals

- Begin reuse planning the moment closure becomes final
- Form an effective reuse organization; empower a local authority
- Ensure public participation and develop regional consensus
- Conceive a reuse plan that is:
 - Comprehensive (covers entire base)
 - Diverse
 - Practical and achievable
- Work closely with Air Force and other Federal agencies; lobby for assistance, not opposition

Source: Excerpted from *Base Closure and Reuse: 24 Case Studies*, Business Executives for National Security, April 1993



OSD Disposal Goals and Objectives

- Maximize economic development and reinvestment after base closure by promoting timely, productive cleanup and reuse of closing bases
- Work with States, local communities and citizen groups to achieve a balance between the need to ensure the protection of human health and the environment and the need to minimize the impact on the community by facilitating the timely reuse of the installations

Source: Excerpted from Under Secretary of Defense Memorandum on Strategy for Economic Transition and Base Closure, 3 June 1993

OSD Disposal Goals and Objectives (Concluded)

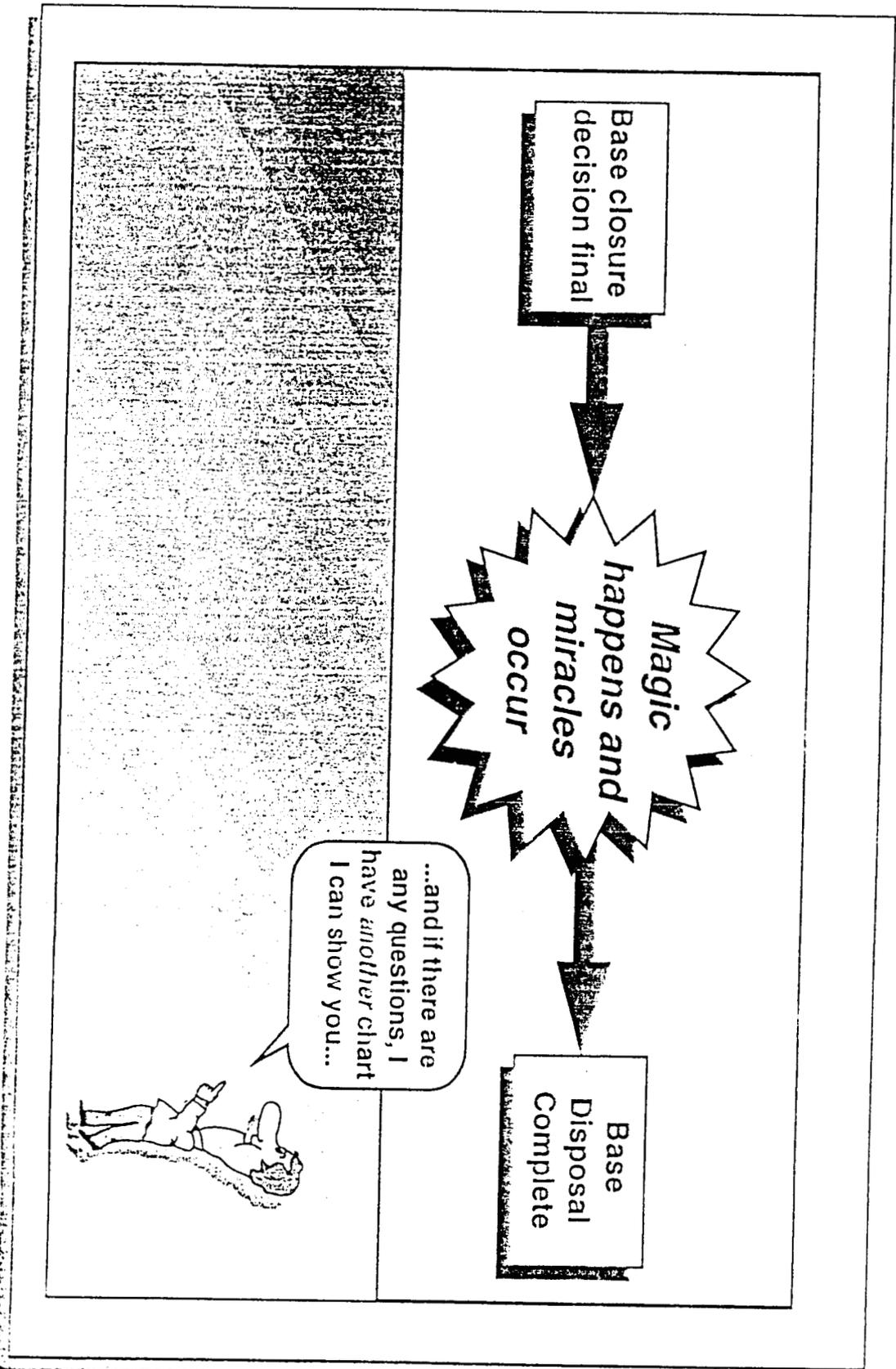


Coordinate cleanup and reuse efforts

- Cease operations more quickly, in conjunction with local community plans, and make base facilities available for early reuse
- Improve and accelerate environmental cleanup
- Connect cleanup to the planned reuse
- Resolve indemnification of future recipients of DoD property
- Consider the tradeoffs between DoD needs and local community needs

Source: Excerpted from Under Secretary of Defense Memorandum on Strategy for Economic Transition and Base Closure, 3 June 1993

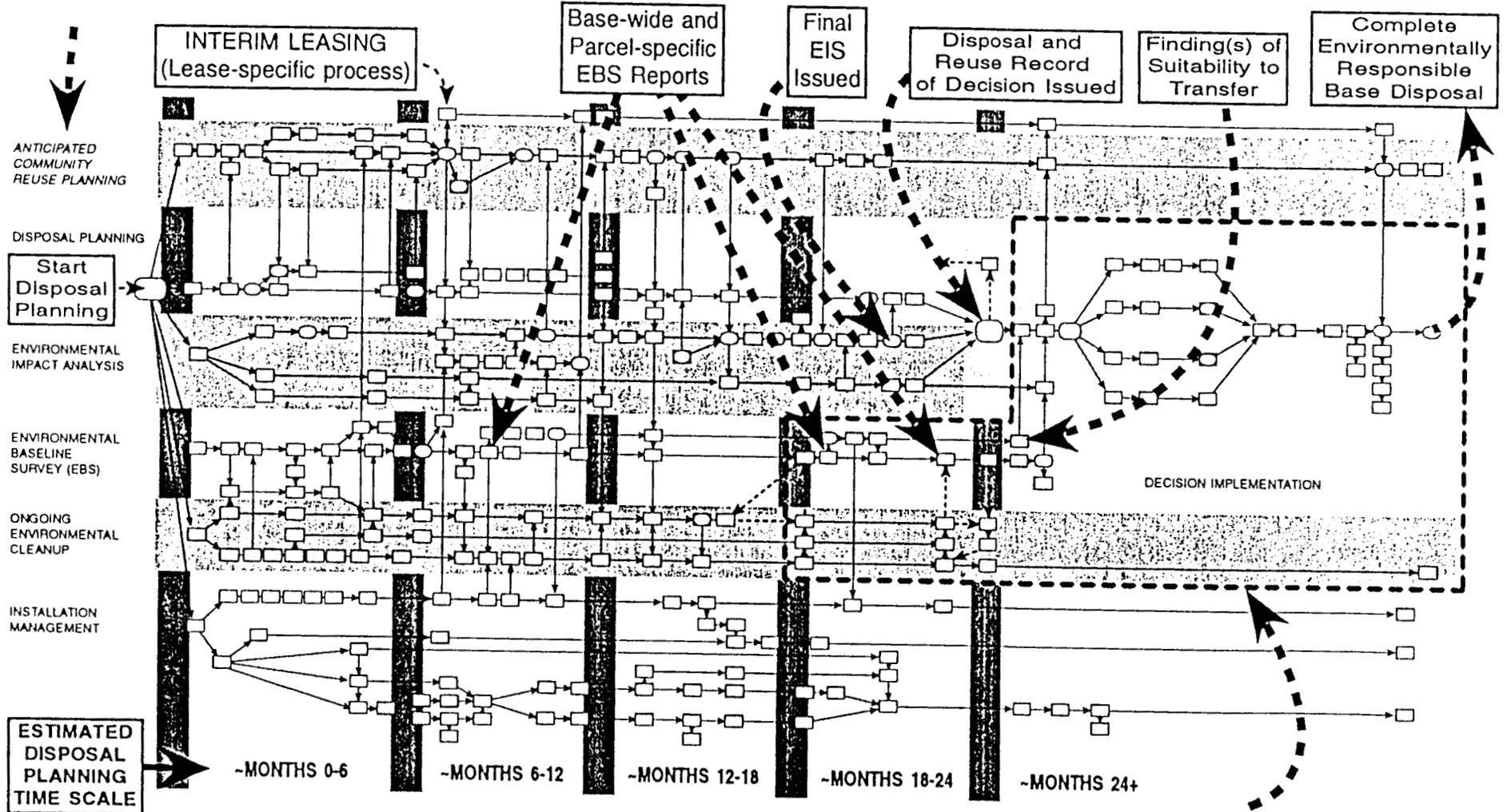
At the First Presentation of the *Simplified* Base Disposal Process...



Air Force Base Disposal Process Flow Chart Roadmap

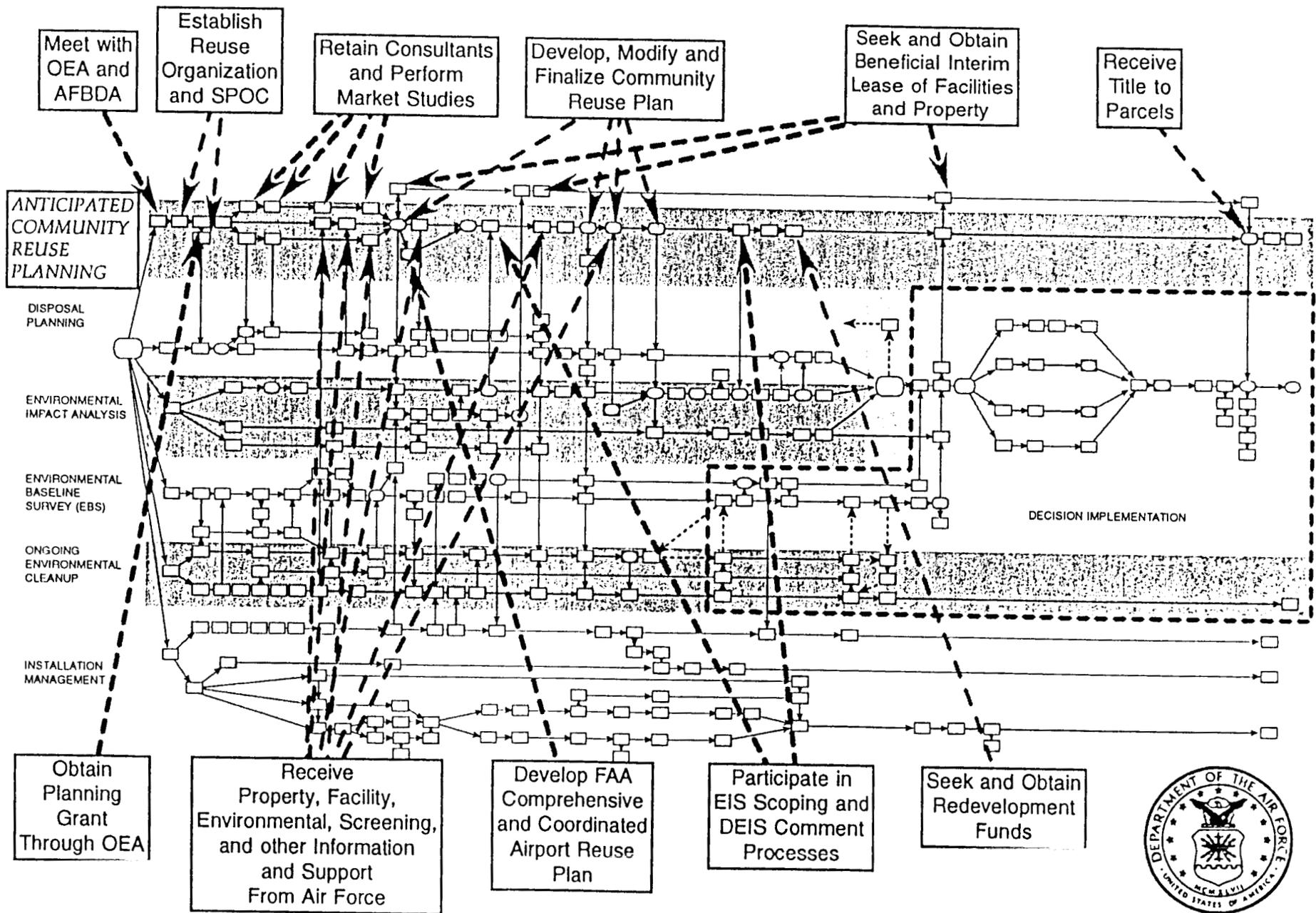


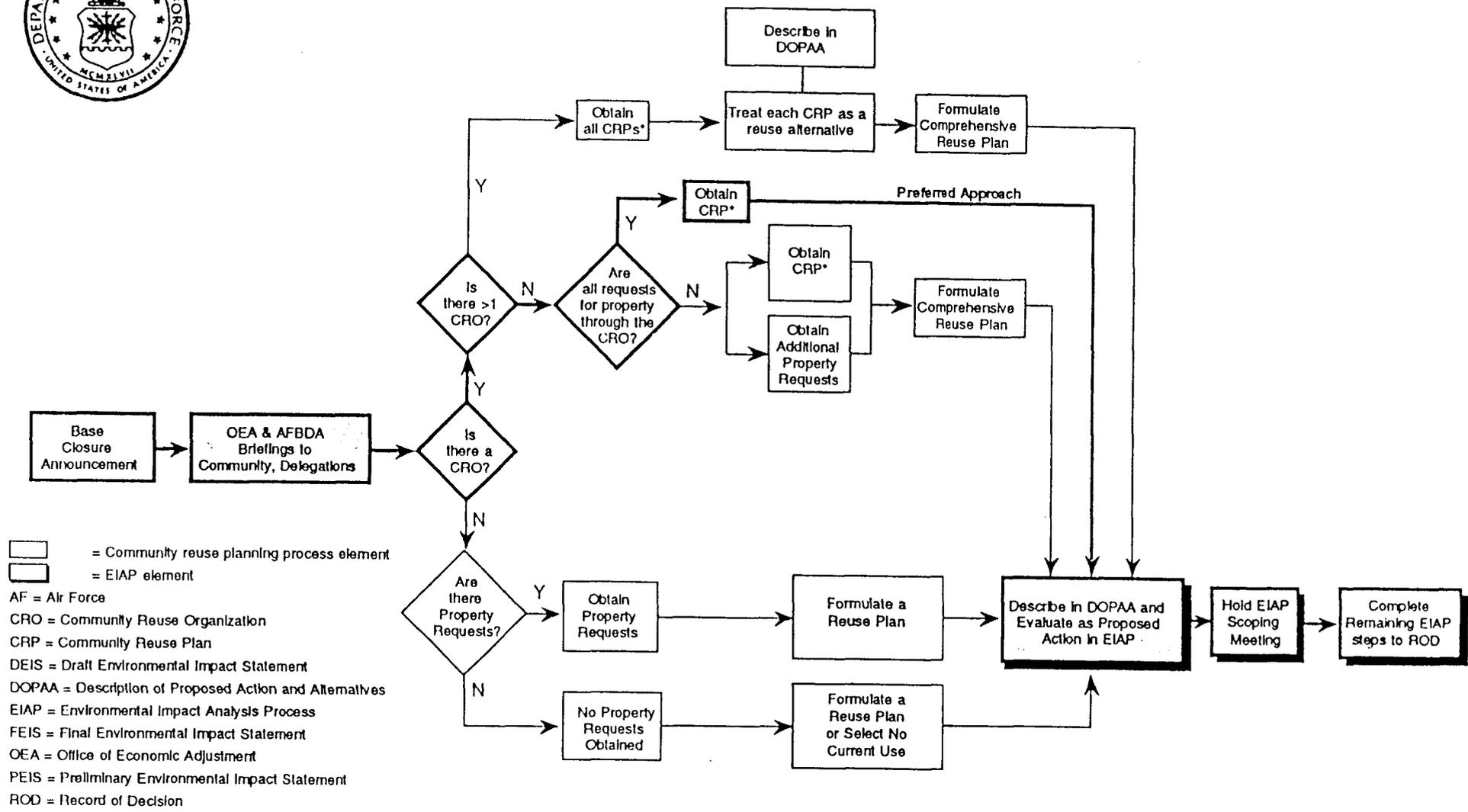
BASE-WIDE DISPOSAL PLANNING PROCESSES



PARCEL-BY-PARCEL DECISION IMPLEMENTATION PROCESSES

Anticipated Community Reuse Planning Process Highlights

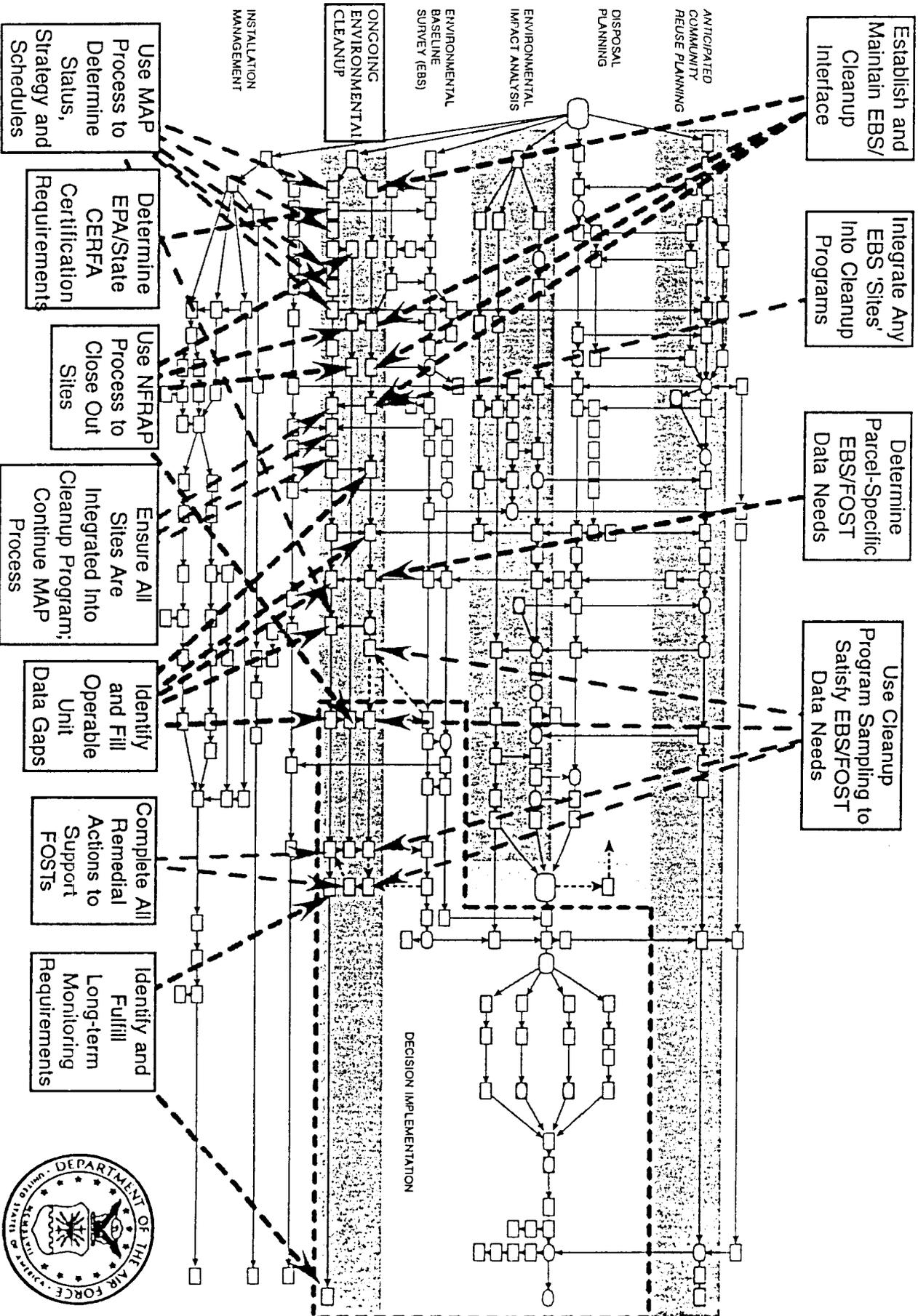


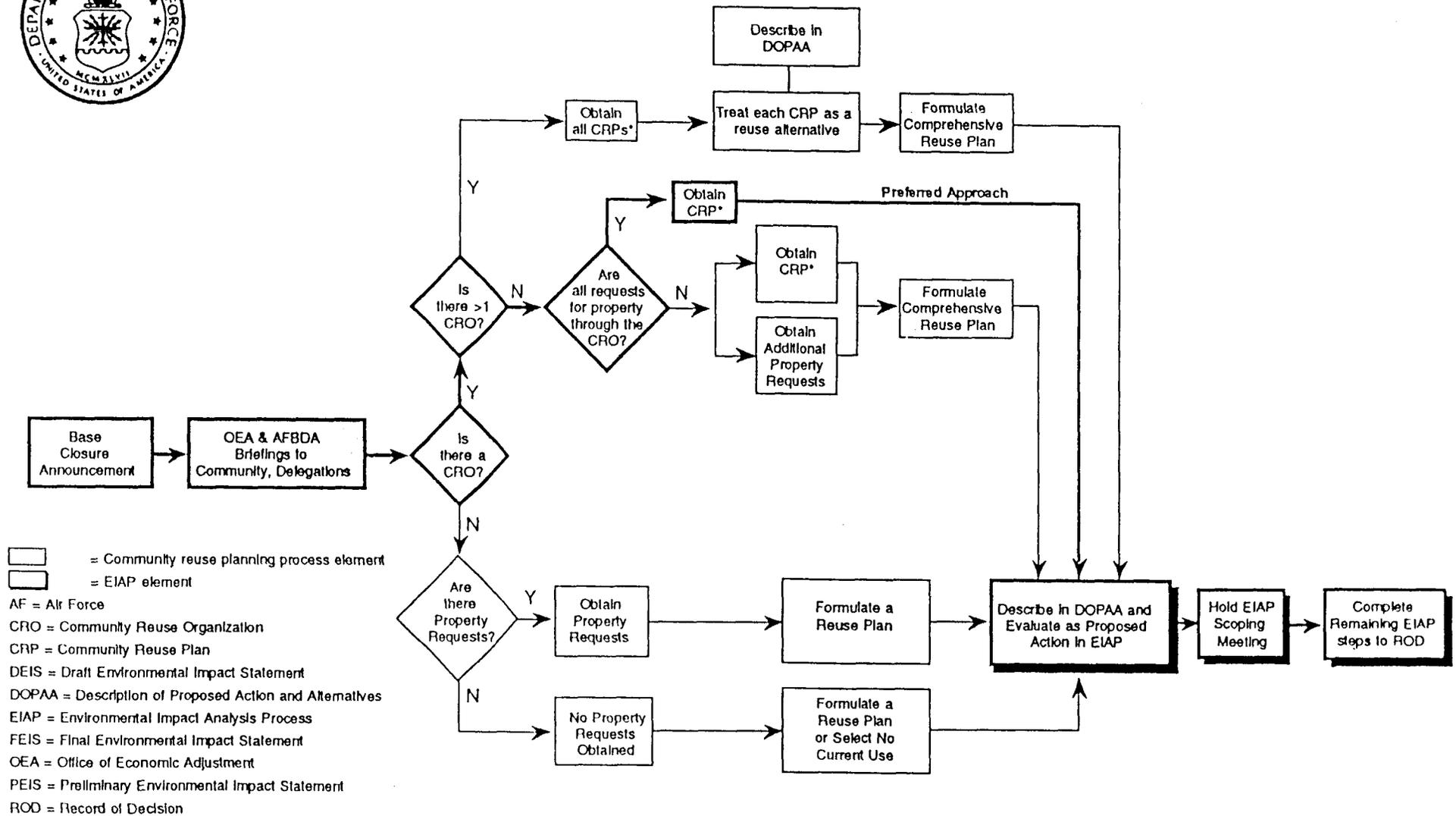


*If a CRP is not available when the DOPAA is being developed, the Air Force should obtain any existing plans or property requests for evaluation during the EIAP.

ANTICIPATED COMMUNITY REUSE PLANNING PROCESS DECISION TREE: PREFERRED APPROACH (SHADED) AND CONTINGENCIES

Environmental Cleanup Process Highlights





*If a CRP is not available when the DOPAA is being developed, the Air Force should obtain any existing plans or property requests for evaluation during the EIAP.

ANTICIPATED COMMUNITY REUSE PLANNING PROCESS DECISION TREE: PREFERRED APPROACH (SHADED) AND CONTINGENCIES

TO: COL DAVE CANNAN, DIRECTOR, AIR FORCE BASE DISPOSAL AGENCY

FROM: FRANK CIRILLO, AIR FORCE TEAM LEADER
DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUBJ: MEMORANDUM OF MEETING, MARCH 8, 1993

Thank you for agreeing to brief our staff on the Air Force process for base disposal resulting from either the 1988 Department of Defense Base Realignment and Closure or the 1991 Defense Base Closure and Realignment process. As we discussed, the meeting has been set up in the Commission's conference room at 2:00 PM on March 8. Our address is 1700 North Moore St., Suite 1425 in Rosslyn. The audience will be primarily the Commission staff. I have also invited representation from the Air Force closure office.

As we discussed, the briefing should cover the general flow process from approval to actual disposal of all property on a particular installation. Please discuss actions to date, especially those related to bases already closed or are scheduled to be closed this calendar year. We are particularly interested in hearing the impact of recent "Parceling" and "Indemnification" statutes as well as the process of transfer of funds between the Defense Environmental Restoration Account and the Base Closure Account.

Thank you again for agreeing to the briefing. Through this we will be able to better understand what happens after a base is put on the Closure list which often comes up during base visits and meetings with the communities. Please let us know who else besides yourself will attend the session so that we may better accommodate you. Also let me know if you need audiovisual support other than an overhead projector. If you have any questions please call me or Ms. Jennifer Atkin at (703)696-0504.

Sincerely,

FRANCIS A. CIRILLO, JR. P.E.
AIR FORCE TEAM LEADER

AIR FORCE BASES

Page No. 1 IMPACTED BY PRIOR ANNOUNCEMENTS
02/19/93

Page No. 2
02/19/93

STATE	INST_NAM	ACTION_YR	ACTION_STA	ACTION_SUM	STATE	INST_NAM	ACTION_YR	ACTION_STA	ACTION_SUM
AR	IRA EAKER (BLYTHEVILLE) AFB	88/90/91	COMPLETE	CLOSE	NV	NELLIS AFB	90	PROPOSED	REALGN
AZ	DAVIS MONTHAN AFB	88/90/91	ONGO/RVRSL	REALGNUP	NV	RENO CANNON IAP AGS	91	ONGOING	REALGNUP
AZ	LUKE AFB	90/91	ONGOING	REALGNUP	NV	TONOPAH AFS	90	PROPOSED	REALGN
AZ	WILLIAMS AFB	91	ONGOING	CLOSE	NY	PLATTSBURGH AFB	88	ONGOING	REALGNUP
CA	BEALE AFB	88/91	CANCELED	REALGN	OH	RICKENBACKER AGB	91	ONGOING	CLOSE
CA	CASTLE AFB	91	ONGOING	CLOSE	OH	WRIGHT-PATTERSON AFB	90/91	ONGOING	REALGN
CA	EDWARDS AFB	90/91	ONGOING	REALGNUP	OK	TINKER AFB	90	ONGOING	REALGN
CA	GEORGE AFB	88	COMPLETE	CLOSE	SC	CHARLESTON AFB	91	ONGOING	REALGNUP
CA	LOS ANGELES AFB	90	CANCELED	CLOSE	SC	MYRTLE BEACH AFB	90/91	ONGOING	CLOSE
CA	MARCH AFB	88/91	ONGOING	REALGNUP	SC	SHAW AFB	91	ONGOING	REALGNUP
CA	MATHER AFB	88/91	ONGOING	CLOSE	TX	BERGSTROM AFB	90/91	ONGOING	CLOSE
CA	MCCLELLAN AFB	88/90/91	ONGOING	REALGNUP	TX	BROOKS AFB	91	ONGOING	REALGNUP
CA	MORTON AFB	88	ONGOING	CLOSE/PART	TX	CARSWELL AFB	88/91	ONGOING	CLOSE
CO	LOWRY AFB	88/91	ONGOING	CLOSE	TX	DYESS AFB	91	ONGOING	REALGNUP
CO	PETERSON AFB	91	ONGOING	REALGNUP	TX	GOOFELOW AFB	88/91	ONGOING	REALGN
DC	BOLLING AFB	91	ONGOING	REALGNUP	TX	RANDOLPH AFB	91	ONGOING	REALGNUP
FL	EGLIN AFB	90/91	ONGOING	REALGNUP	TX	SHEPPARD AFB	88/91	ONGOING	REALGN
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GA	ROBINS AFB	90	PROPOSAL	REALGN	WA	FAIRCHILD AFB	88/91	ONGOING	REALGNUP
ID	BOISE AIR TERMINAL AGS	91	ONGOING	REALGNUP	WA	MCCHORD AFB	88/91	ONGOING	REALGNUP
ID	MOUNTAIN HOME AFB	88/91	ONGOING	REALGN					
IL	CHANUTE AFB	88	ONGOING	CLOSE					
IN	GRISSELL AFB	91	ONGOING	CLOSE					
LA	BARNSDALE AFB	91	ONGOING	REALGNUP					
LA	ENGLAND AFB	91	COMPLETE	CLOSE					
MA	HANSCOM AFB	90	PROPOSED	REALGN					
MD	ANDREWS AFB	90	PROPOSED	REALGN					
ME	BANGOR AGS	90	PROPOSED	REALGN					
ME	LORING AFB	91	ONGOING	CLOSE					
MI	K. I. SAWYER AFB	91	ONGOING	REALGNUP					
MI	WURTSMITH AFB	88/91	ONGOING	CLOSE					
MO	RICHARDS GEBBAUR ARS	91	ONGOING	CLOSE					
MO	WHITEMAN AFB	91	ONGOING	REALGNUP					
MS	KEESLER AFB	88/91	ONGOING	REALGNUP					
NC	POPE AFB	91	ONGOING	REALGNUP					
NH	PEASE AFB	88	COMPLETE	CLOSE					
NM	CANNON AFB	88/91	ONGOING	REALGNUP					
NM	KIRTLAND AFB	88/90	ONGOING	REALGNUP					

Air Force Bases

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Air Force Base Disposal Agency

Air Force Base Disposal Process Review Meeting



MITRE

15-16 June 1993
Rosslyn, VA



Community Planning Goals

- Begin reuse planning the moment closure becomes final
- Form an effective reuse organization; empower a local authority
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- Work closely with Air Force and other Federal agencies; lobby for assistance, not opposition

Source: Excerpted from *Base Closure and Reuse: 24 Case Studies*, Business Executives for National Security, April 1993



Air Force Base Disposal Objectives

- Minimize disposal costs by securing reuse quickly
 - Reduce O & M costs
 - Realize profits from sales
- Accommodate the needs of the community
 - Coordinate reuse with community plans
 - Support interim leases
 - Consider no-cost transfers
- Expedite environmental restoration to facilitate property transfer

Sources: Excerpted from former AFBD/DR testimony to Base Closure and Realignment Commission, 3/29/93 and AFBDA Fact Sheet 6R-1, 3/1/93



OSD Disposal Goals and Objectives

- Maximize economic development and reinvestment after base closure by promoting timely, productive cleanup and reuse of closing bases
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Source: Excerpted from Under Secretary of Defense Memorandum on Strategy for Economic Transition and Base Closure, 3 June 1993

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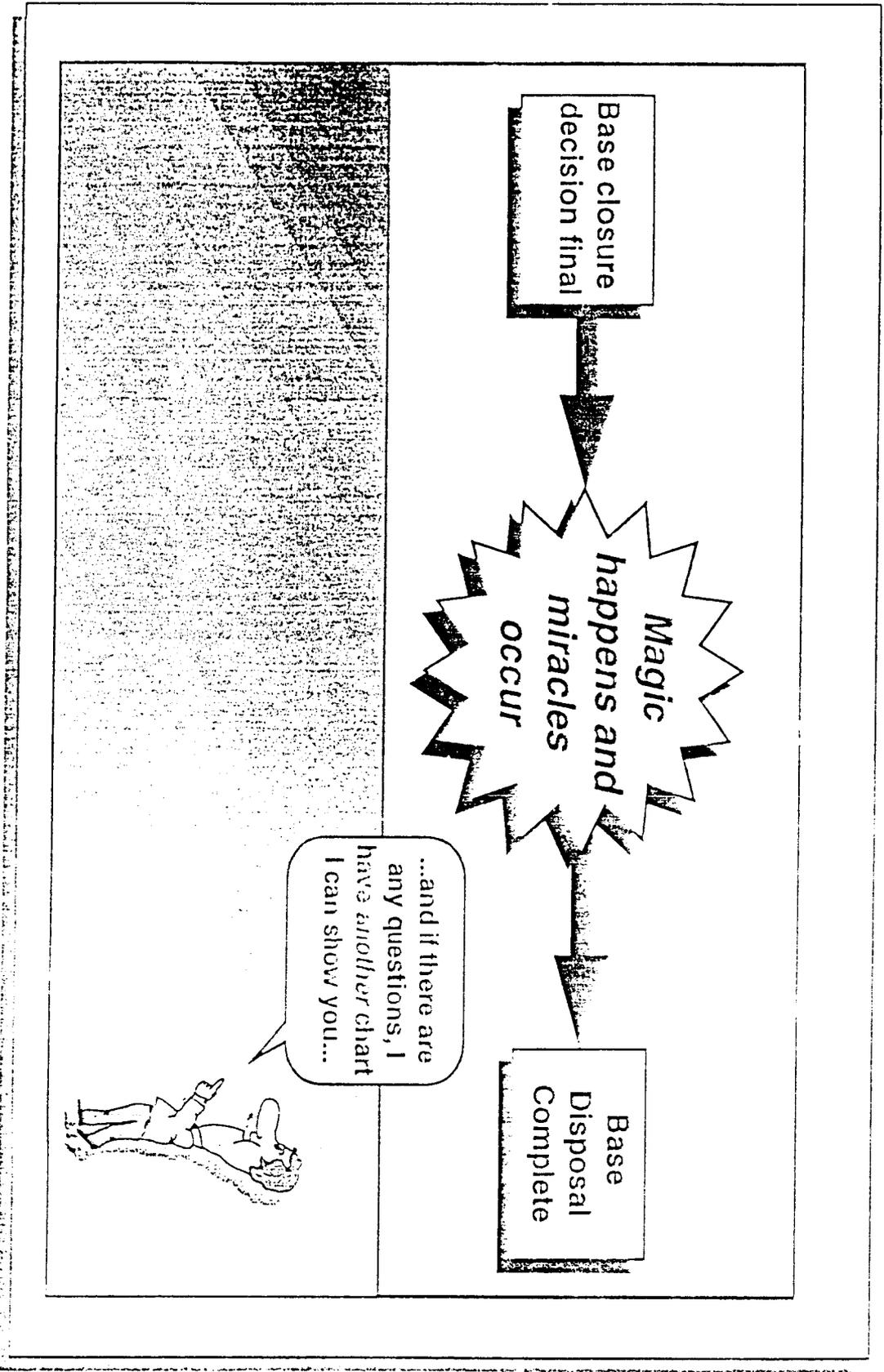


Coordinate cleanup and reuse efforts

- Cease operations more quickly, in conjunction with local community plans, and make base facilities available for early reuse
- Improve and accelerate environmental cleanup
- Connect cleanup to the planned reuse
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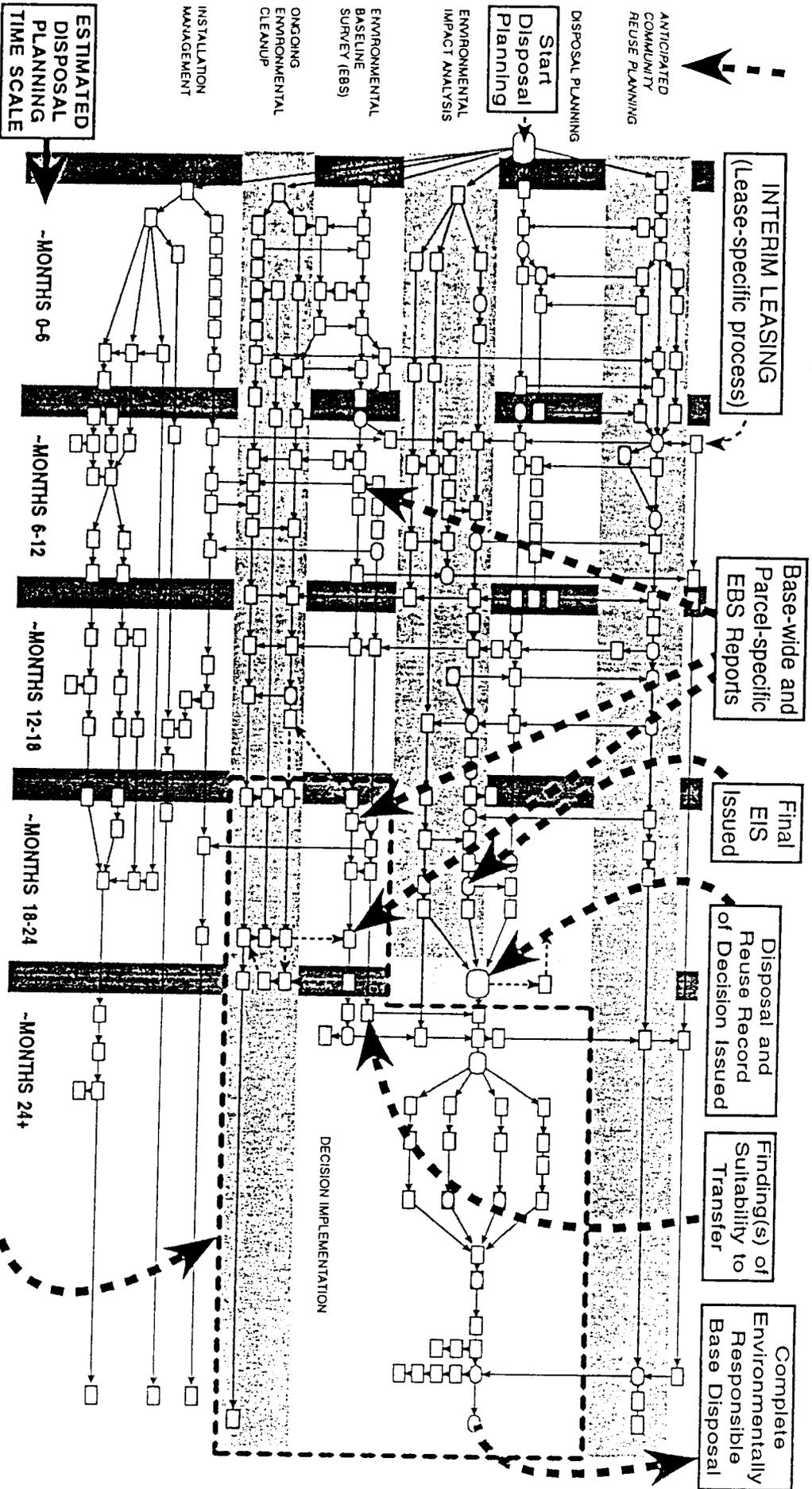
At the First Presentation of the Simplified Base Disposal Process...



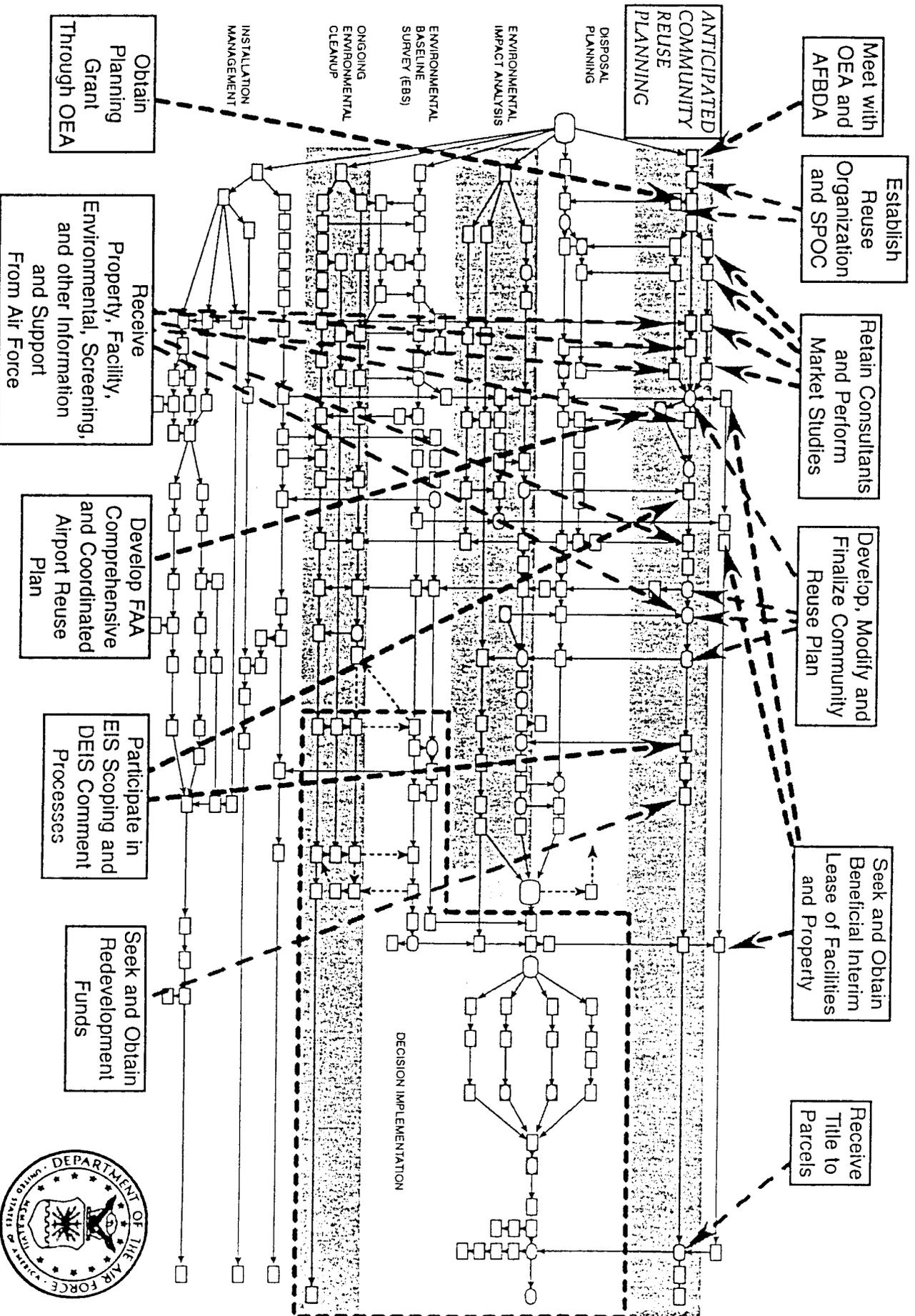
Air Force Base Disposal Process Flow Chart Roadmap

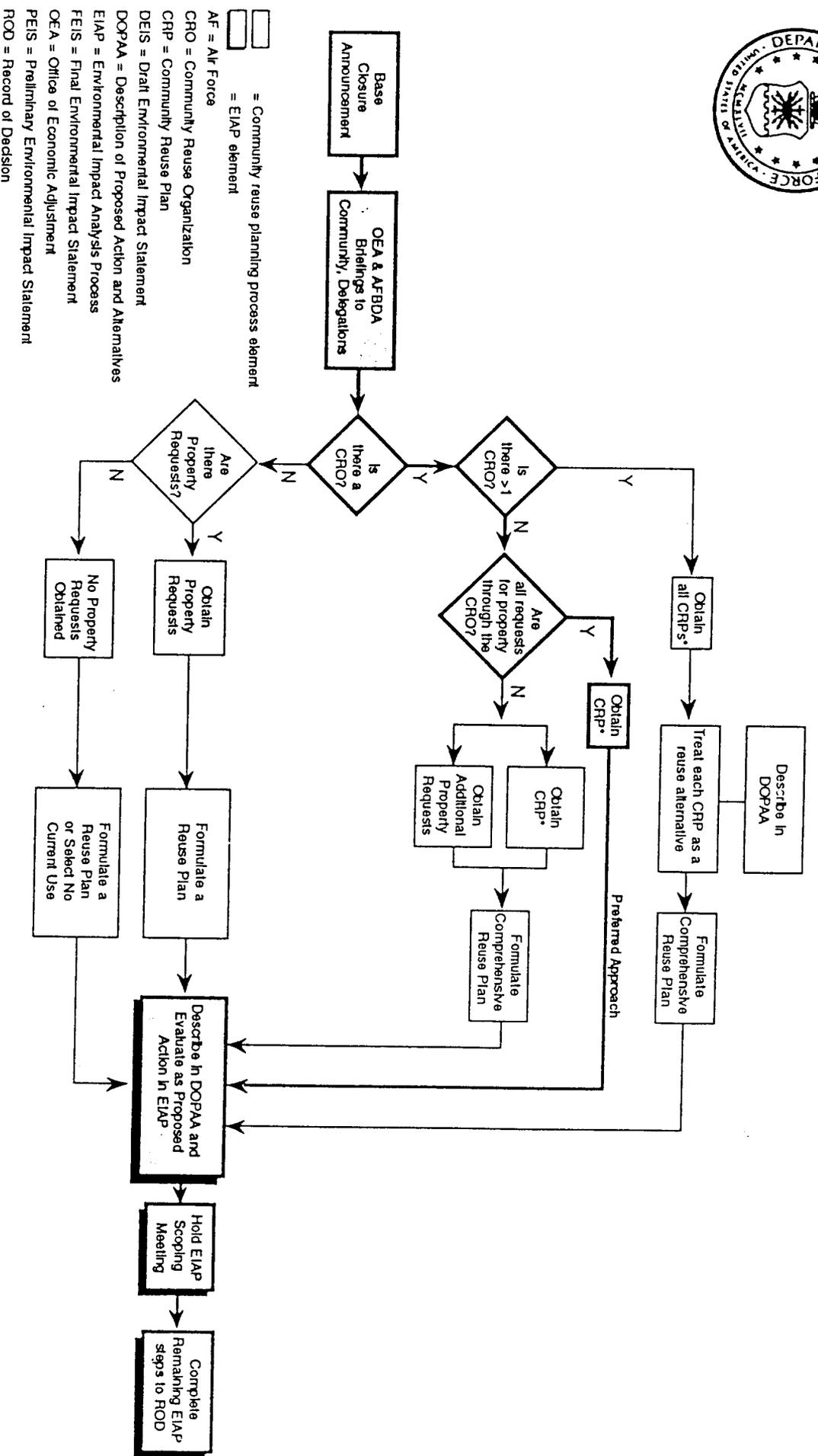


BASE-WIDE DISPOSAL PLANNING PROCESSES



Anticipated Community Reuse Planning Process Highlights

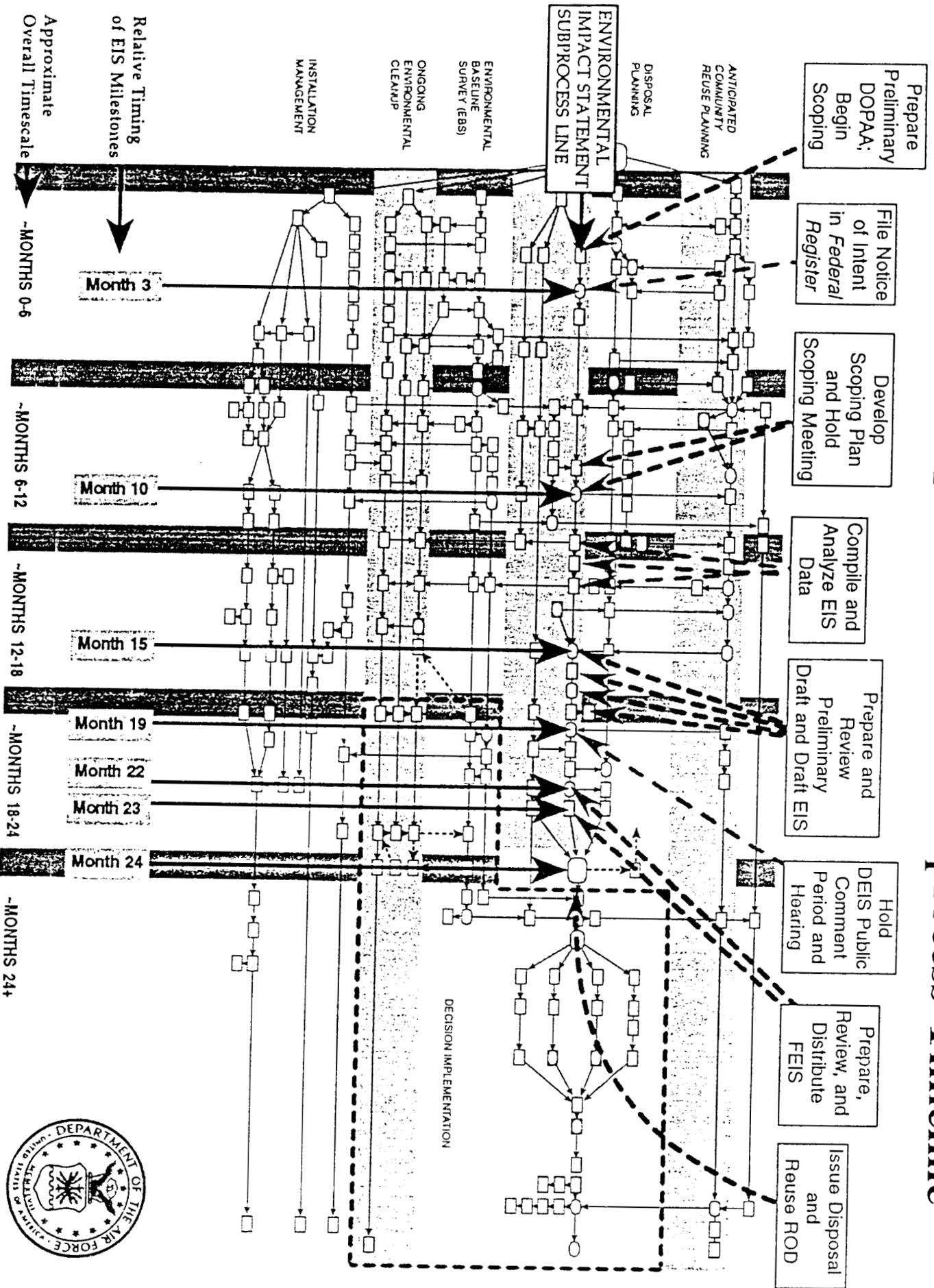




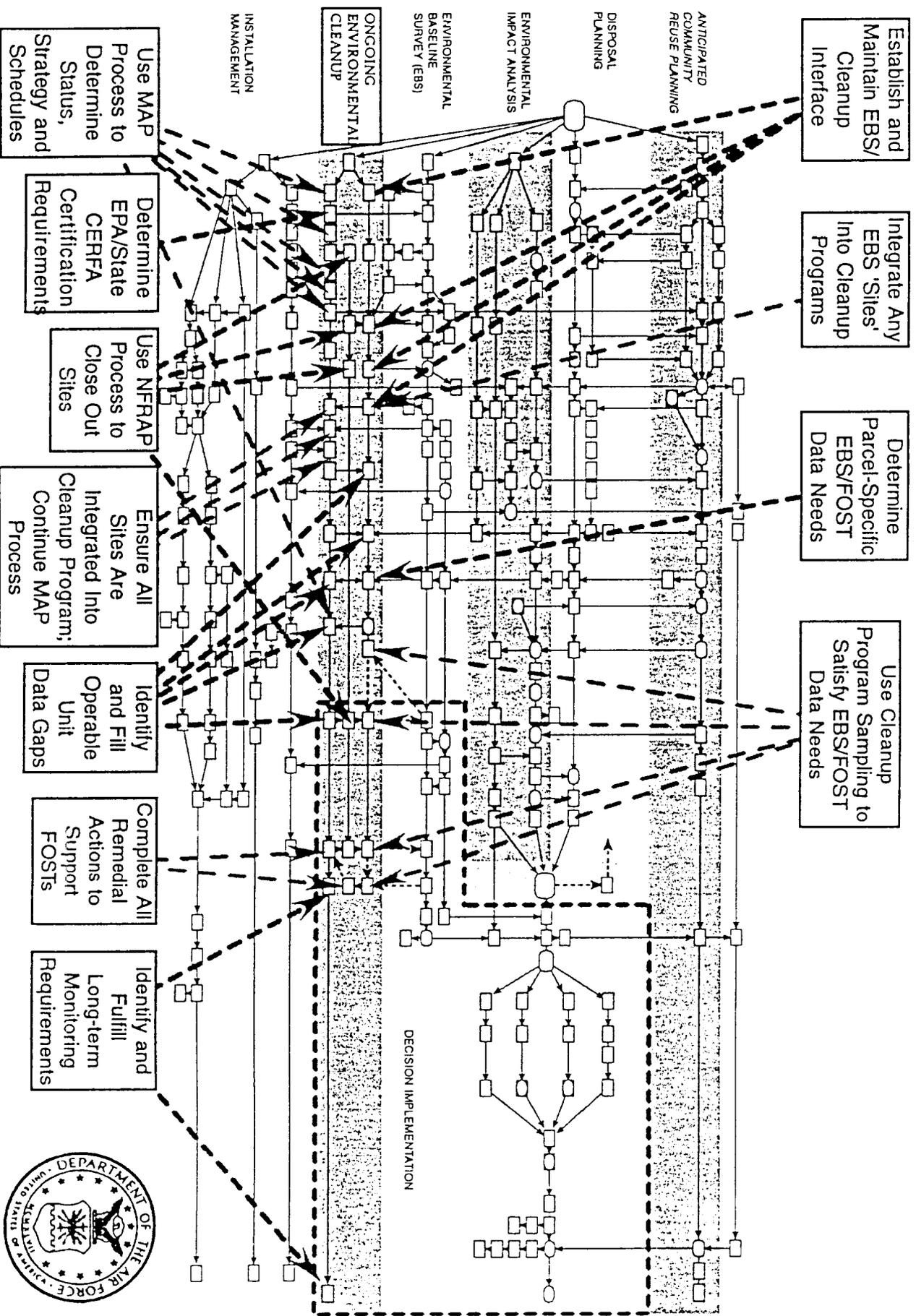
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ANTICIPATED COMMUNITY REUSE PLANNING PROCESS DECISION TREE: PREFERRED APPROACH (SHADED) AND CONTINGENCIES

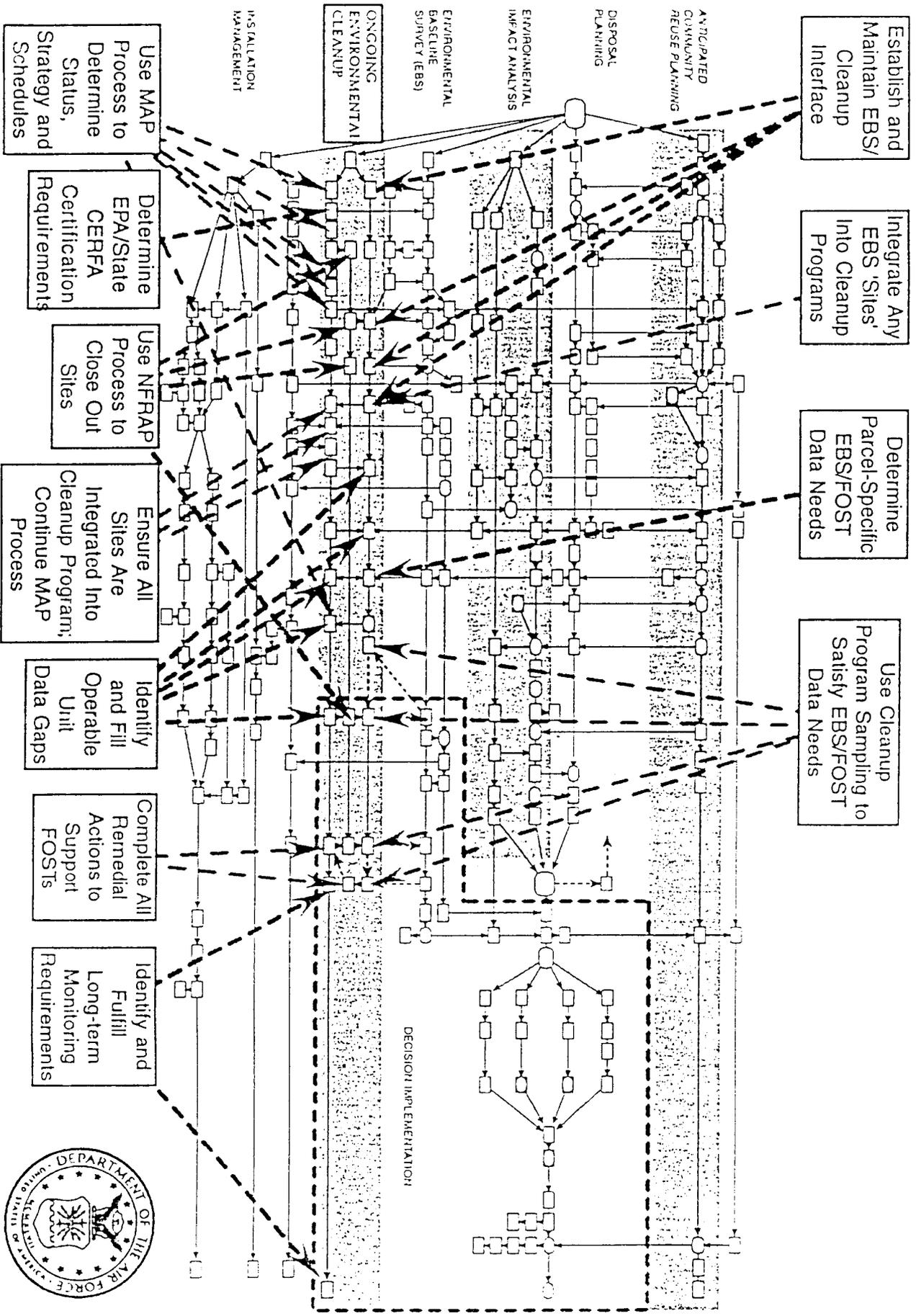
Environmental Impact Statement Subprocess Timeline



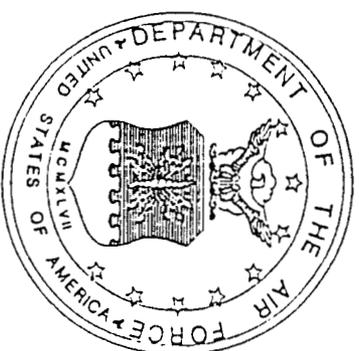
Environmental Cleanup Process Highlights



Environmental Cleanup Process Highlights

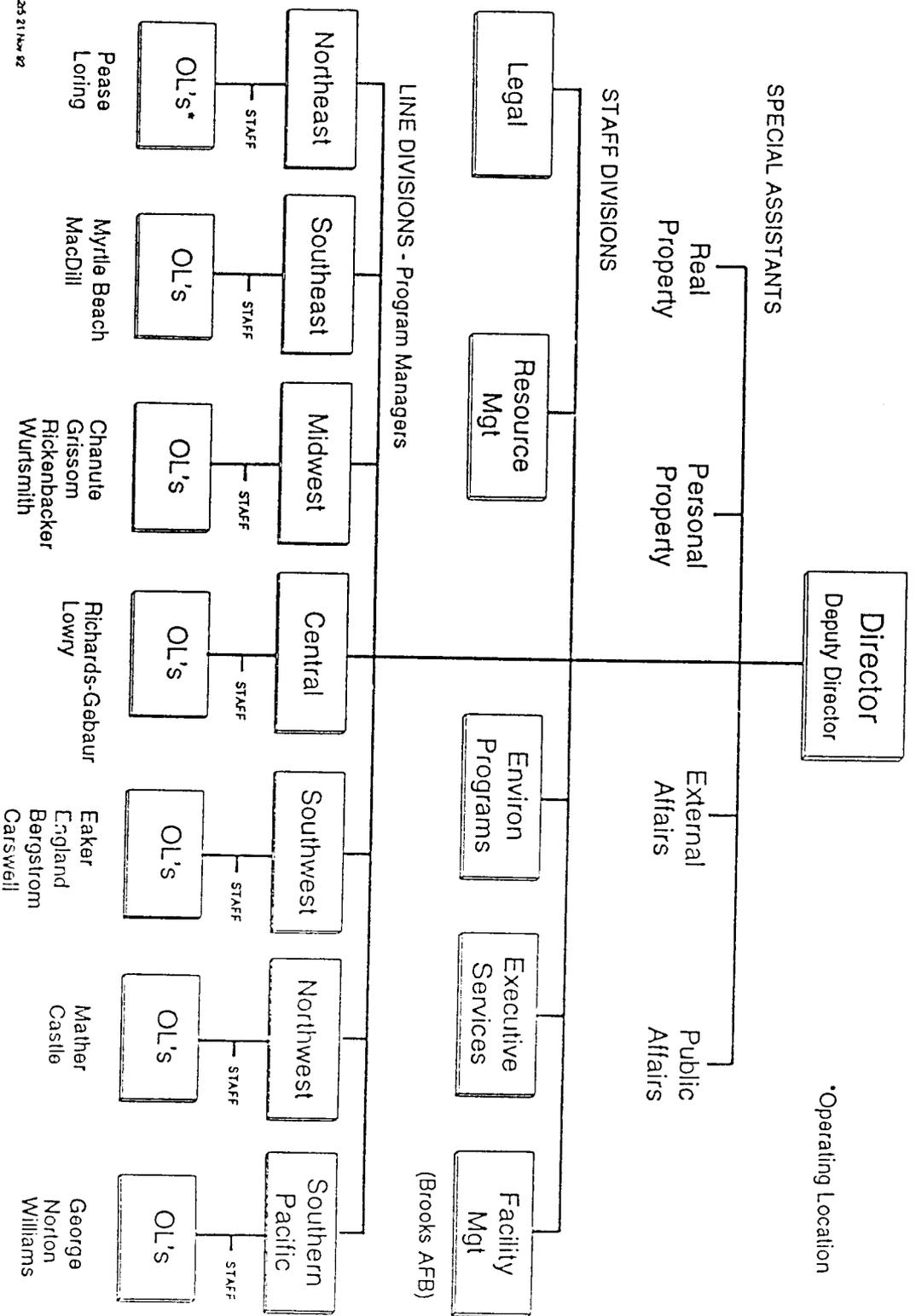


BASE CLOSURE



The Air Force
Base Disposal Agency

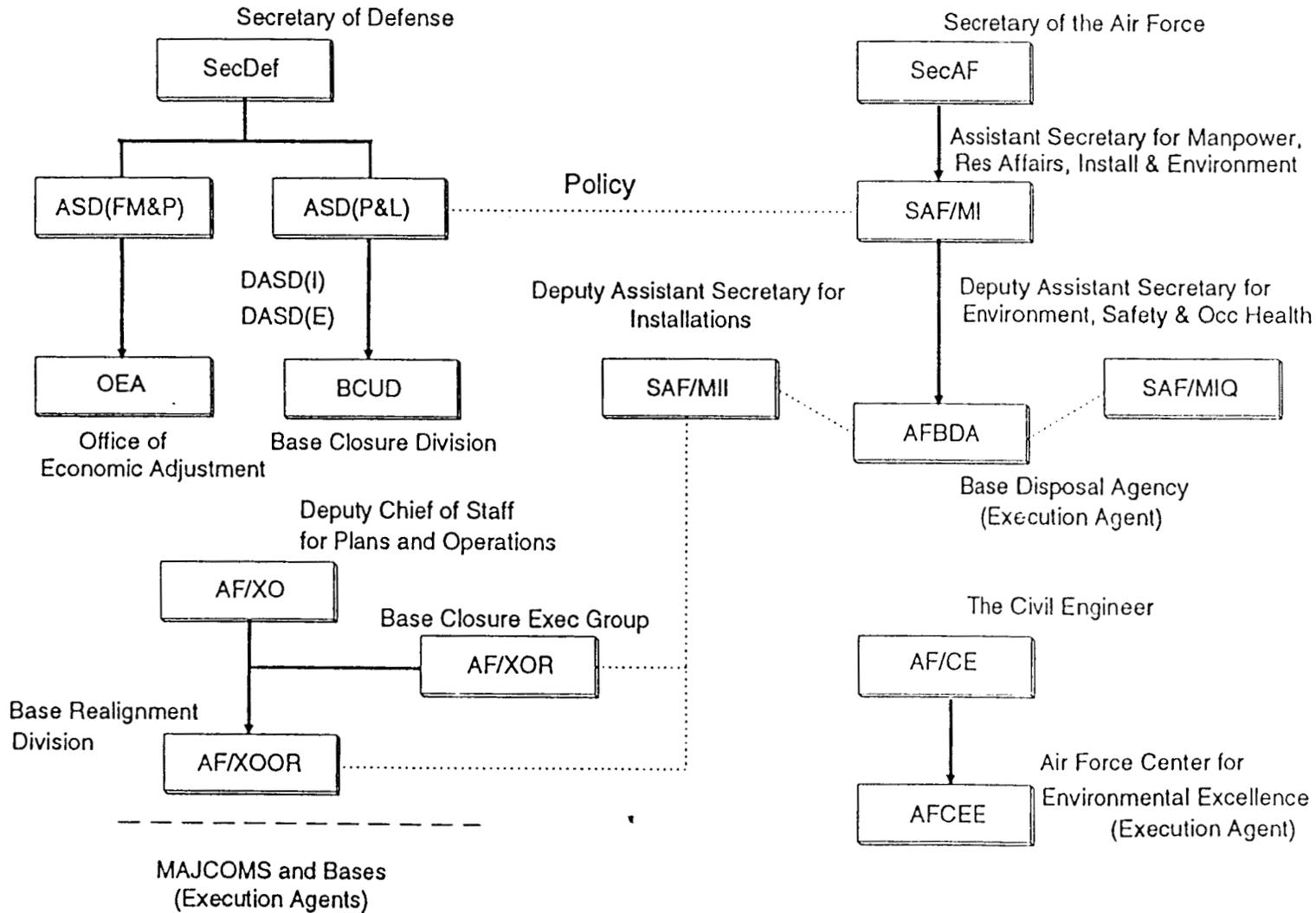
AIR FORCE BASE DISPOSAL AGENCY



* Operating Location

BASE CLOSURE

THE PARTICIPANTS



BASE CLOSURE

AIR FORCE BASE DISPOSAL AGENCY

MISSION

Provides integrated execution management for Air Force bases being closed under the delegated authorities of the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990 in the following areas:

- Prior to base closure: Disposal and reuse environmental impact analyses, community liaison with reuse planners, environmental restoration, and interim use leasing
- Following base closure: Caretaker services to include civilian reuse transition planning; installation protection, maintenance, and operations; and the disposal of real property and related personal property

BASE CLOSURE

SHARED RESPONSIBILITY FOR EXECUTION

MAJCOM

- Closure/Realignment Execution
 - Receiver MILCON
 - Receiver EIAP
 - Environ Compliance before Closure
 - Interim Use Concurrence
 - Personal Property Disposition
 - Facility Phase-down

AFBDA

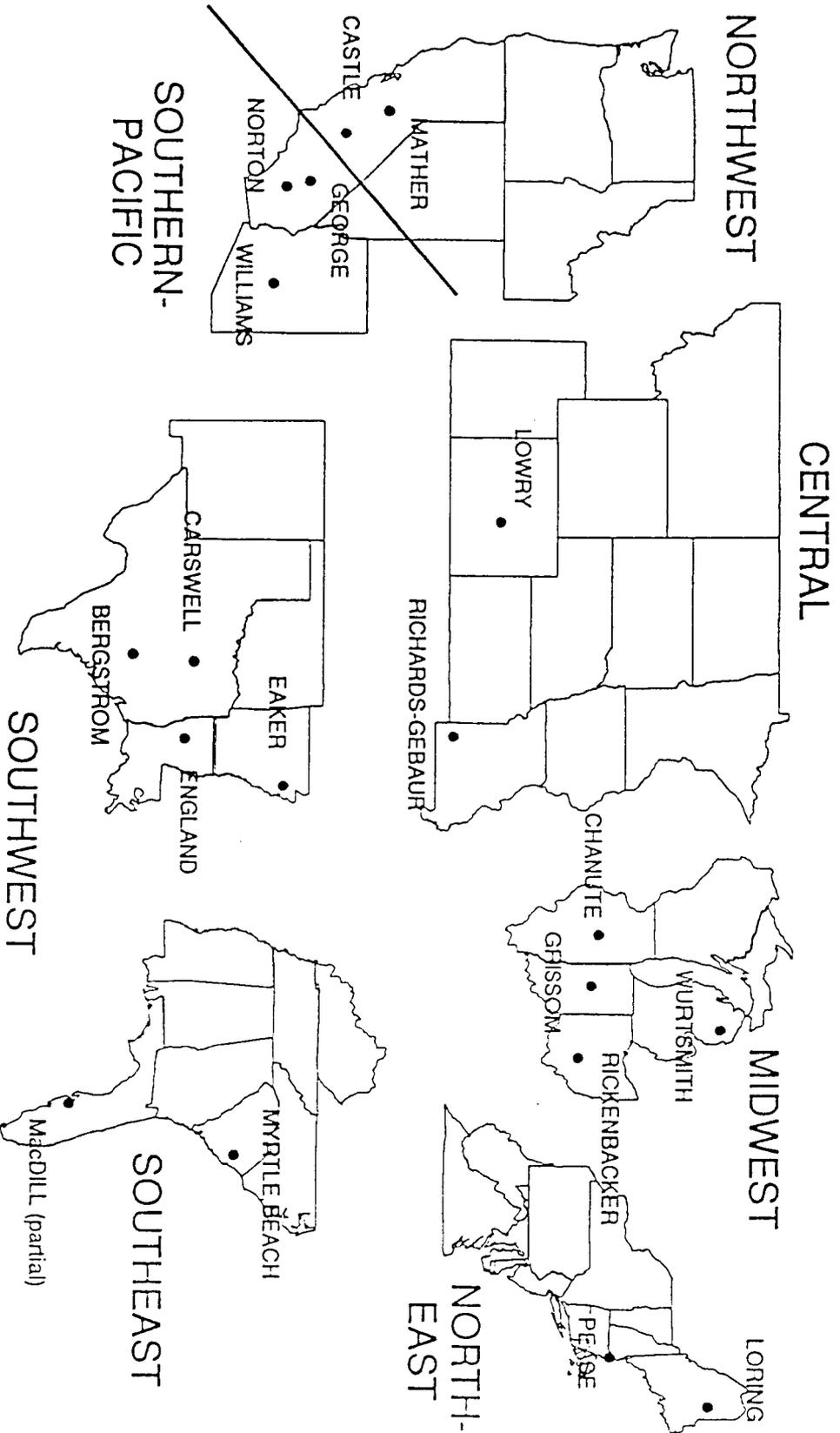
- Disposal Execution
 - Liaison with Communities
 - Disposal/Reuse EIAP
 - Interim Lease Management
 - Environ Clean up
 - Environ Compliance after Closure
 - Caretaker Services

BASE CLOSURE

CONCEPT OF OPERATIONS

- Integrates management of EIAP, cleanup, disposal, and oversight of base-level installation protection and maintenance under Program Managers (PMs)
 - PMs accountable to Director
 - Optimizes accountability and span of control
- Self-sufficient with professional staffs to support PMs
 - Legal, Real and Personal Property, Environmental Cleanup, Resource Management, Facility Maintenance Mgt, External Affairs, Civilian Personnel, Information Sys
- Supported by execution agents to avoid duplication
 - Uses GSA for disposal services
 - Uses AFCEE and RCOs for EIAP and IRP
 - Uses HSC/PK for caretaker contracting

AFBDA PROGRAM MANAGEMENT DIVISIONS



BASE CLOSURE

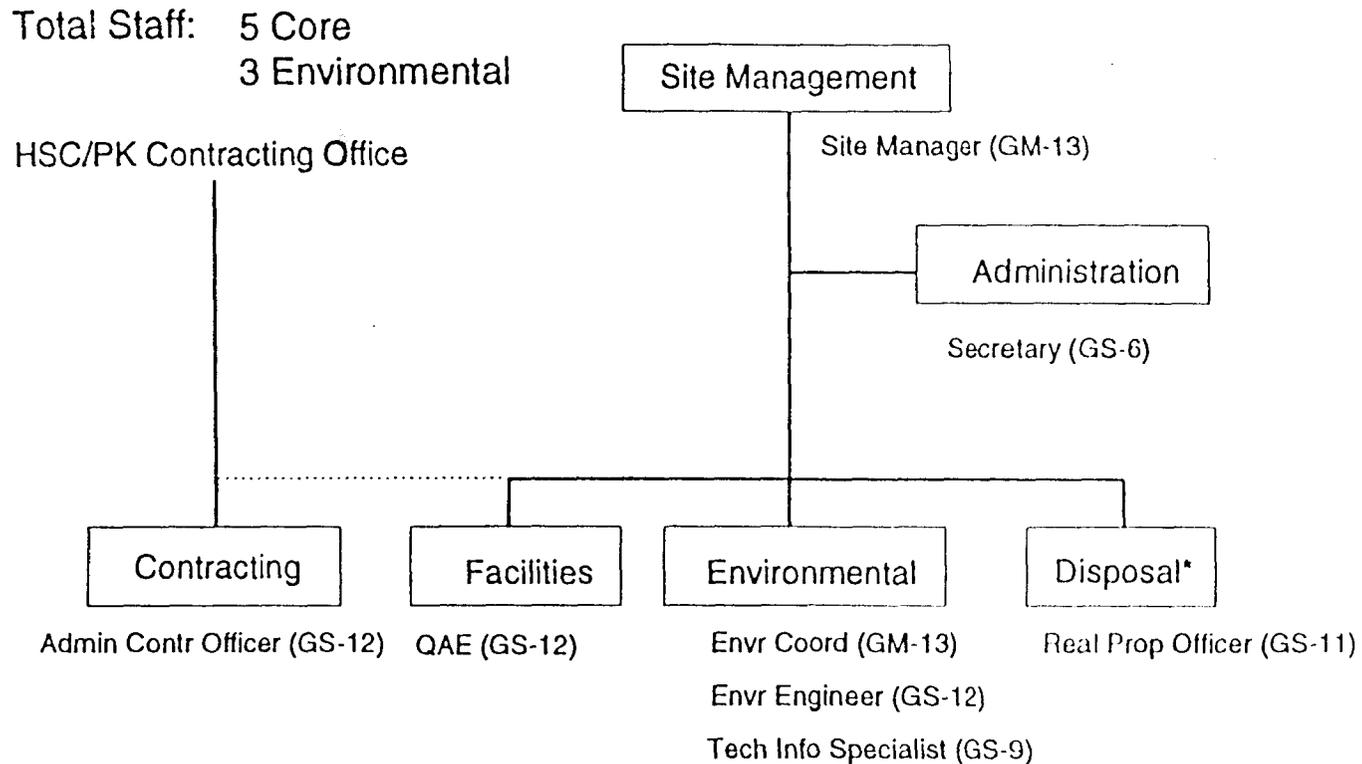
PROGRAM MANAGEMENT DIVISIONS (MINIMUM STAFF)

<u>POSITION TITLE</u>	<u>MANNING</u>
Program Manager	1
Real Estate Disposal Coordinator	1
Environmental Programs Coordinator	1
Secretary	1
TOTAL	<u>4</u>

Up to Five Closure Bases Per Program Management Office

BASE CLOSURE

AFBDA Operating Location Staff (Minimum)



* Supported by GSA Disposal Specialist

HQ AIR FORCE BASE DISPOSAL AGENCY
1700 NORTH MOORE STREET, SUITE 2300
ARLINGTON, VA 22209-2802

As of: August 5, 1993

COMMERCIAL: (703) 696-XXXX
DSN: 226-XXXX
Conference Room: (703) 696-5579

FAX NRS: (703) 696-8828(FM/IM/LD)/8833/8844
DSN: 226-8828/8833/8844

DIRECTOR (DR)

Alan K. Olsen 5501

Secretary to Director

Joan S. Comish 5504

DEPUTY DIRECTOR (DDR)

Vacant 5502

Secretary to Deputy Director

Val Tieman 5503

Spec. Assist. - Real Prop (RP)

Gil Sailer 5566

Spec. Assist. - Pers.Prop. (LG)

Helen Commodore 5568

Spec. Assist. - Ext. Affairs. (EX)

Joyce Frank 5533

Spec. Asst. - Public Affairs (PA)

Vacant 5532

CENTRAL DIVISION (CE)

Teresa Pohlman, Program Manager 5561

Karen Sauls (Secretary) 5562

Richard Jenkins (Real Estate) 5563

Michael Larson (Environmental) 5564

MIDWEST DIVISION (MW)

Tom Kempster, Program Manager 5546

Annette Dixon-Taylor - Secretary 5547

Michael Cramer (Real Estate) 5548

Patricia Woolfrey (Real Estate) 5549

Al Loffin (Environmental) 5551

NORTHEAST DIVISION (NE)

John J. Corradetti, Program Manager 5574

Alice Spurgeon - Secretary 5575

Gary Kuwabara (Pease AFB, NH) DSN 852-3303

Hank Lowman (Environmental) 5576

NORTHWEST DIVISION (NW)

John Carr, Program Manager 5569

Nette Lee - Secretary 5570

Joe Weikert (Real Estate) 5573

Naim Qazi (Environmental) 5572

SOUTHEAST DIVISION (SE)

Pat McCullough, Program Manager 5556

Val Lee - Secretary 5557

Chips Johnson (Real Estate) 5558

Mary Bridgewater (Environmental) 5559

SOUTHERN PACIFIC (SP)

John E.B. Smith, Program Manager 5534

Tari Cahow - Secretary 5535

Dorothy Jursch (Real Estate) 5536

Vacant (Real Estate) 5537

DeCarlo Ciccel (Environmental) 5538

Bob Butler (Environmental) 5539

SOUTHWEST DIVISION (SW)

Ray Hatch, Program Manager 5540

Della Shaw - Secretary 5541

Gene Aefsky (Real Estate) 5542

Michael Ruzila (Real Estate) 5544

Felix Amerasinghe (Environmental) 5543

ENVIRONMENTAL PROG. (EV)

Terry Yonkers, Chief 5552

Patricia Briggs - Secretary 5553

Myrna Forrester 5554

Capt Bob McGhin 5560

Maj Charles Groover 5567

Capt Timothy Caretti 5565

LEGAL DIVISION (LD)

Doug Baur, Chief Counsel 5522

Cartyn Perry - Secretary 5523

Vicky McIntyre - Paralegal 5527

Peggy Lilly - (Ofc Automation) 5521

Claire Biunno (Asst. Chf. Counsel) 5525

Ray Bourgeois (Asst. Chf. Counsel) 5529

Allan Curlee (Asst. Chf. Counsel) 5530

Brent Evans (Asst. Chf. Counsel) 5528

Dominic Frinzi (Asst. Chf. Counsel) 5524

Paula Risenhoover (Asst. Chf. Cns) 5526

RESOURCE MANAGEMENT (FM)

Larry Charles, Chief 5518

Jan Davidson 5519

Donna Brown 5520

EXECUTIVE SERVICES (ES)

J. A. Anderson, Chief 5505

Russell Betz - Secretary 5506

Bev Aument (Suspenses) 5511

Carolyn Davis (Ofc Automation) 5500

Kina Forrest (Ofc Automation) 5514

Bonnie Harris (Records Mgmt) 5509

Jamie Jackson (Pubs/Regs) 5510

Vickie Richardson (Ofc Automation) 5508

Bev Robertson (Admin Ofcr) 5507

Logistics (ESL)

Mike Barr 5513

Personnel (ESP)

Ginny Plotter 5512

Data Systems (ESS)

Tom King, Chief 5515

Nancy Frank (Systems Admin) 5516

Michael Yeargin 5517

Clarence King, Chief (HQ AFBDA/PF)

DSN: 240-4065

Linda Tourville - Secretary

FAX: 240-4118

Leonard Gauglio

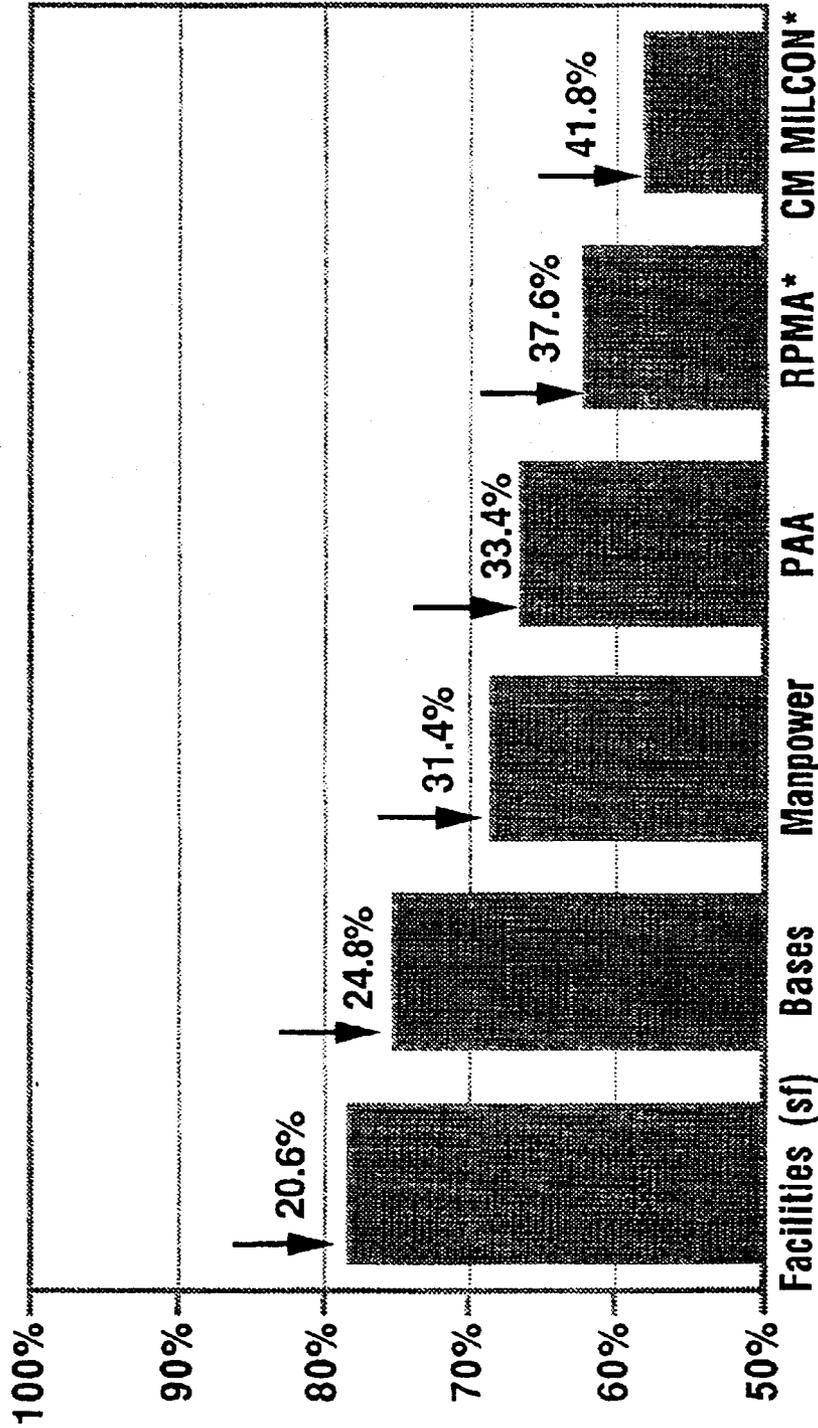
Ronald Trepanier

Hill Prog Conf
Feb 94



Facility Consolidation Initiative

Active AF Force Structure

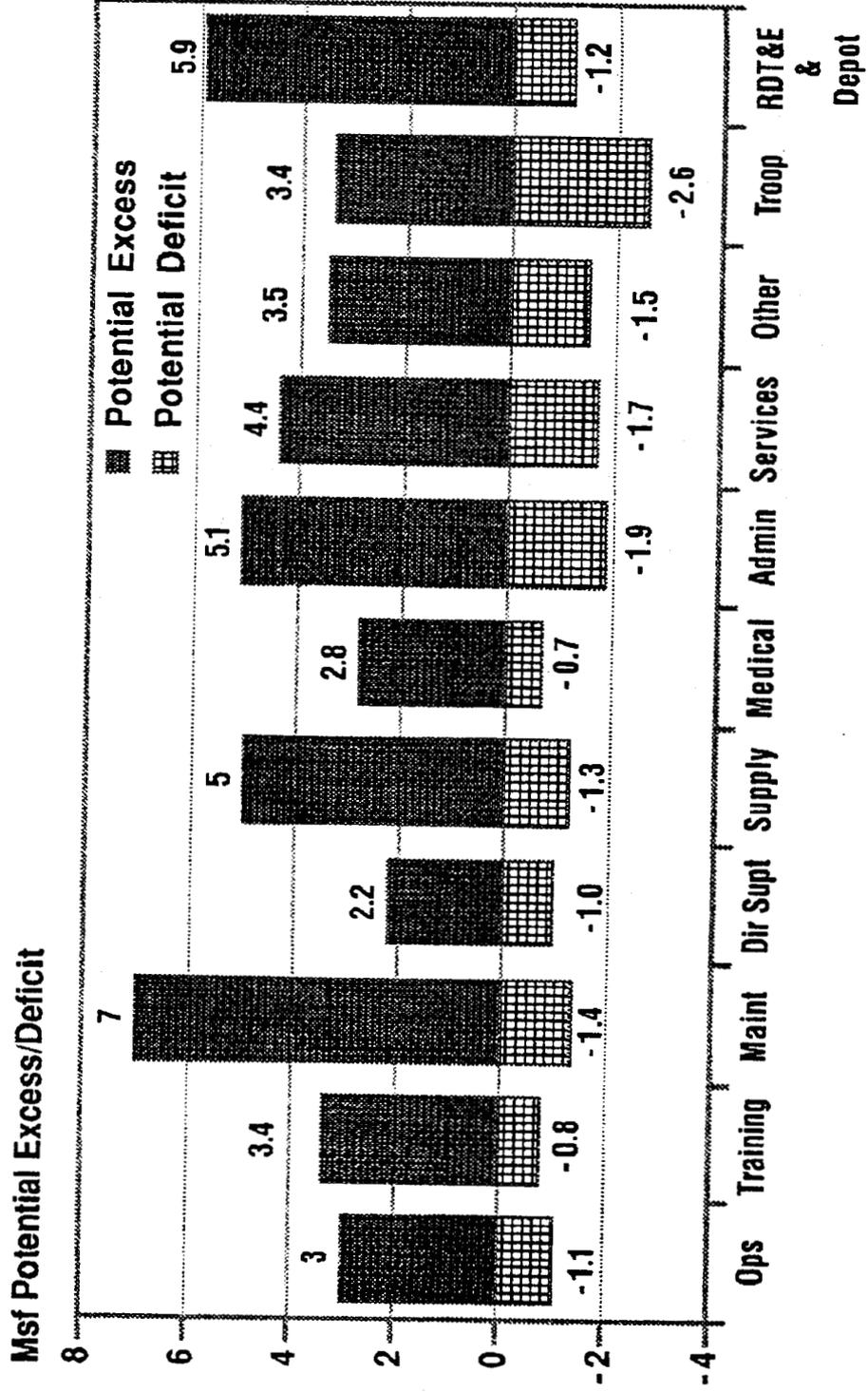


* Constant Dollars



Facility Consolidation Initiative

Facility Category Summary





Military Construction Program Base Realignment & Closure

■ Round I	\$439M	FY90 - FY93	16 Bases
■ Round II	\$525M	FY92 - FY94	37 Bases
■ Round III	\$497M	FY94 - FY96	19 Bases



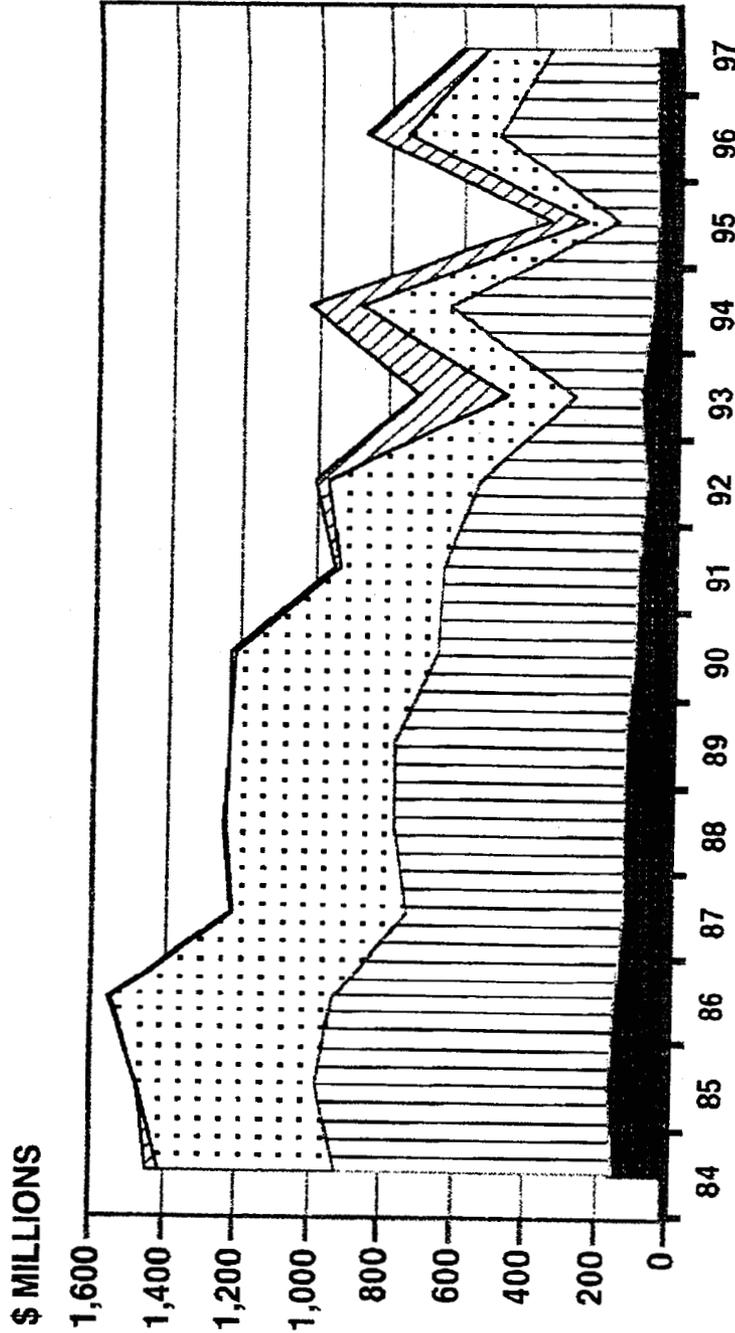
Military Construction Program FY95 Rollercoaster

(Continued)

- **Oct 1993** \$618M AF Budget to OSD
- **22 Dec (8AM)** \$253M Project Substitutions
Allowed Til Noon
- **23 Dec (10AM)** \$308M Provide Project List
by 11 AM
- **3 Jan (10AM)** \$357M Provide \$100M Project
List By Noon OSD Will Pick
- **Today** ??



Military Construction Program Historic Perspective

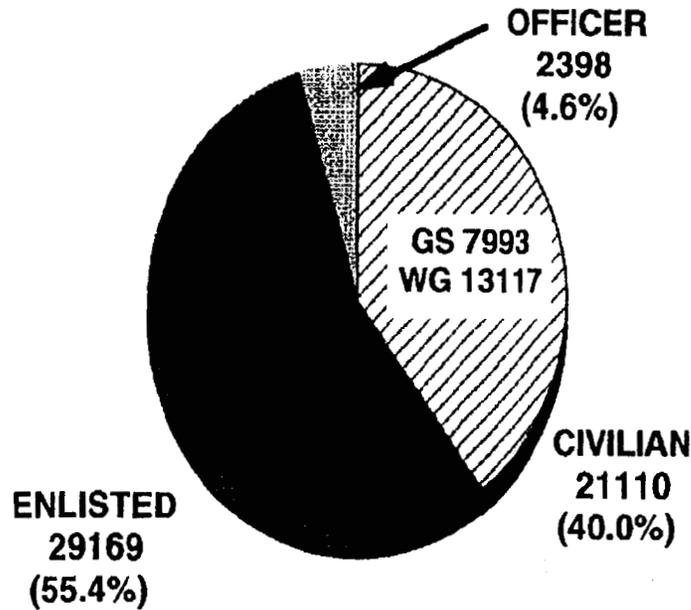


	84	85	86	87	88	89	90	91	92	93	94	95	96	97
TOTAL	1,450	1,478	1,554	1,220	1,241	1,226	1,227	949	1,006	717	1,022	357	870	605
ENVIRONMENTAL	36	5	7	7	8	0	15	20	36	245	145	105	114	73
NEW MISSION	489	489	609	480	465	453	561	289	421	187	245	87	253	177
CURRENT MISSION	769	819	782	600	637	644	545	536	468	186	561	109	437	287
DSG/MC	156	165	156	133	131	129	106	104	81	99	71	56	66	68



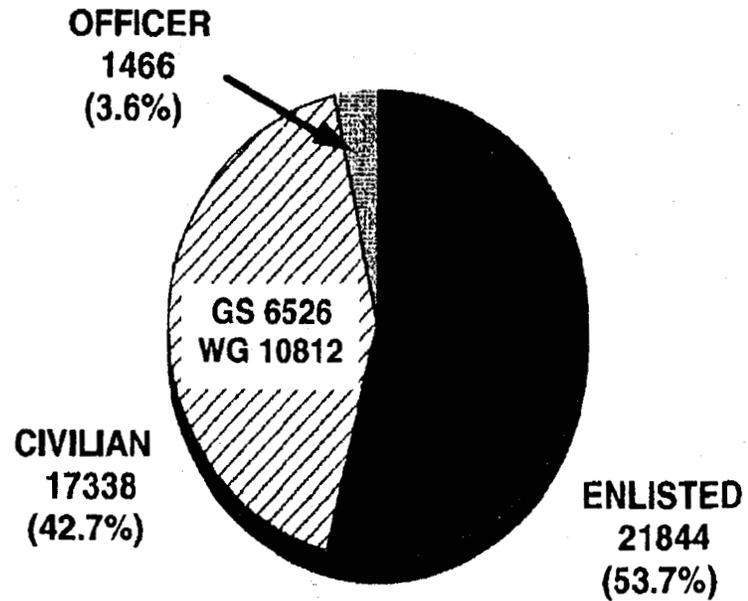
AFSC 55XX/5XXXX (32EX/3EXXX)

FY91 TOTAL
52,677



OFF: ENL
1: 12.2

FY97 TOTAL
40,648 (-23%)

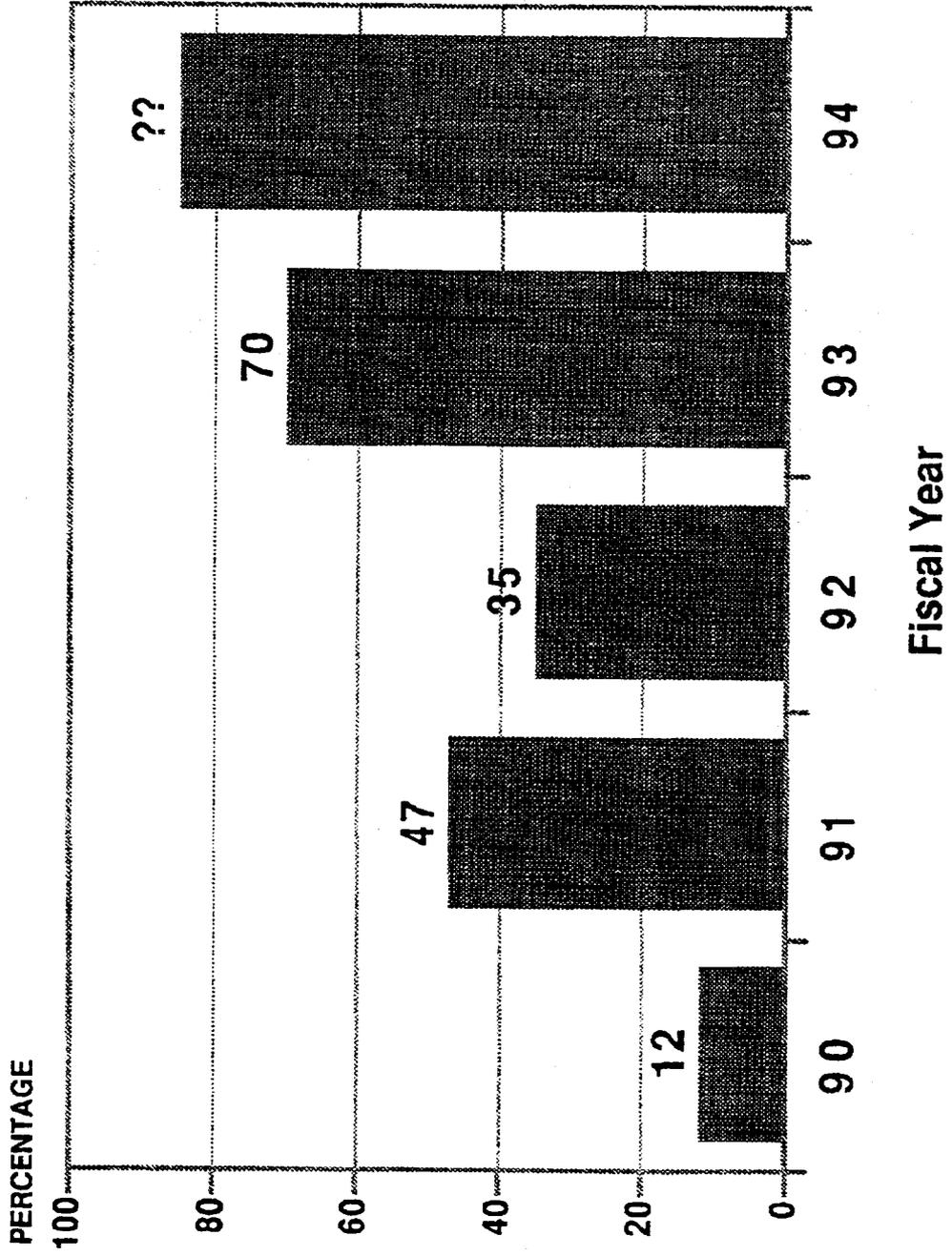


OFF: ENL
1: 14.9

* ALL DATA INCLUDE EOD & DISASTER PREP



Project Execution



The Air Force Center
for
Environmental Excellence

Briefings
to
Mr Courter

Please refer to this number
when responding 921019-4

Brooks AFB, TX
15 Oct 1992



AGENDA

Visit by: Mr. Courter, Mr. Behrmann, Mr. Borden

Thursday, 15 October 1992

- 11:01 am Mr. Courter & Mr. Behrmann arrive SA airport NW 1167. They will pick-up a rental car and proceed to the Emily Morgan Hotel (705 E Houston) to check-in, then meet Mr. Cole at Pesos cafe (3758 E Southcross) for lunch.
- 12:07 am Mr. Borden arrives SA airport USAir 1812. Will be met by Capt Briesmaster and escorted directly to Pesos cafe.
- 12:30-1:30 pm Lunch at Pesos cafe.
- 1:45-3:45 pm Briefing by Lt Col Baumgartel (ESE) on the role/function of the EIS on the base closure process.
- 3:55-4:45 pm Briefing by Mr. Tony Zugay (ESB) on the application of new remedial technologies in accelerating the clean-up process at closure bases.
- 4:55 pm Mr. Courter and associates depart for hotel.
- 7:00 pm Mr. Courter and associates meet Mr. Cole at Nacho Mama's (24059 Old Fredericksburg Road) for dinner.

Friday, 16 October 1992

Mr. Courter and party travel from hotel to SA airport for departure.

**THE AIR FORCE
CENTER
FOR
ENVIRONMENTAL
EXCELLENCE**

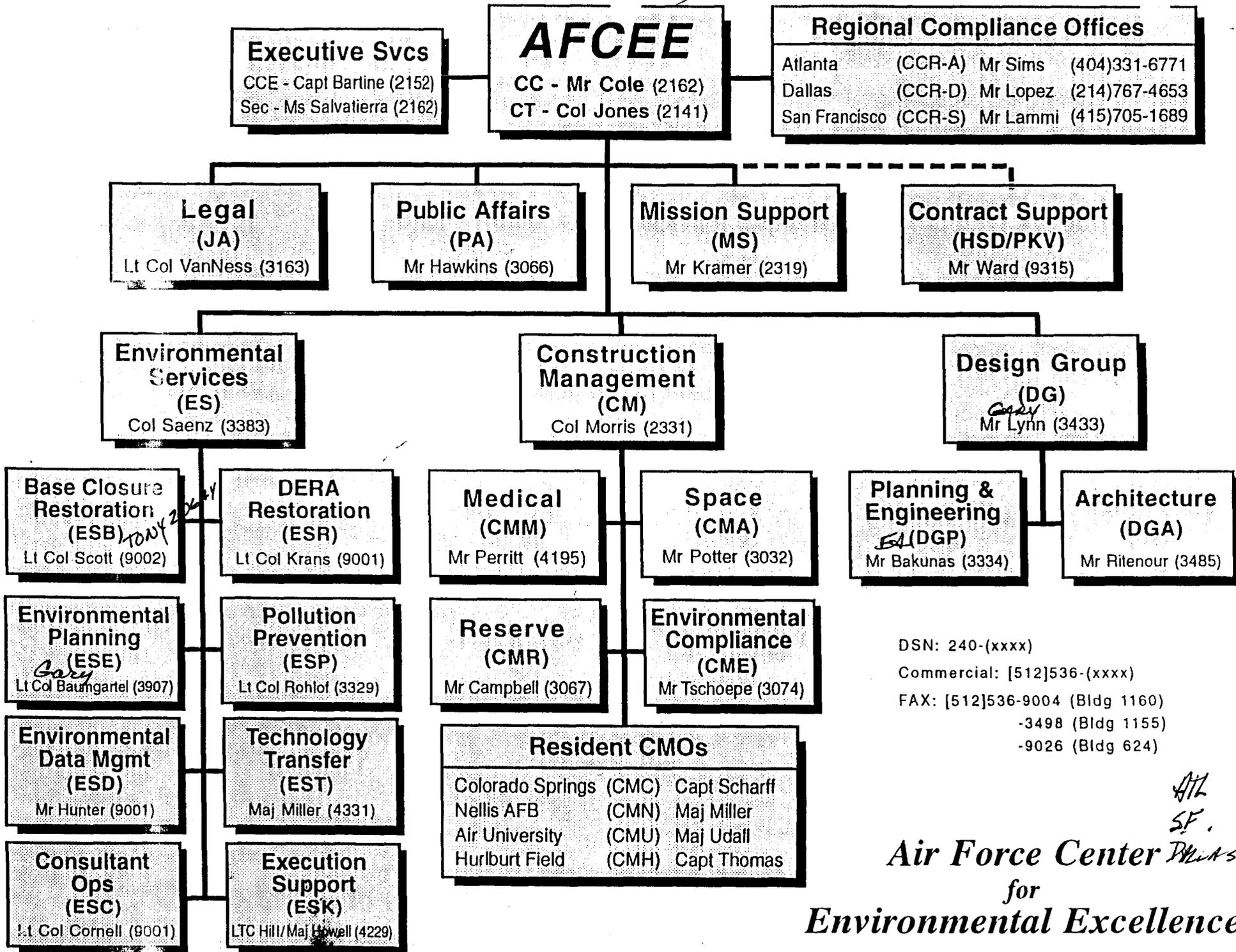


MISSION STATEMENT

The Air Force Center for Environmental Excellence aggregates in a single organization at Brooks AFB a capability to provide a full range of technical services to Air Force commanders in areas related to Environmental Compliance; Pollution Prevention, Hazardous Waste Cleanup (IRP), Environmental Planning and Impact Assessments, and Design and Construction Management.

Authority: AF PAD 91-92

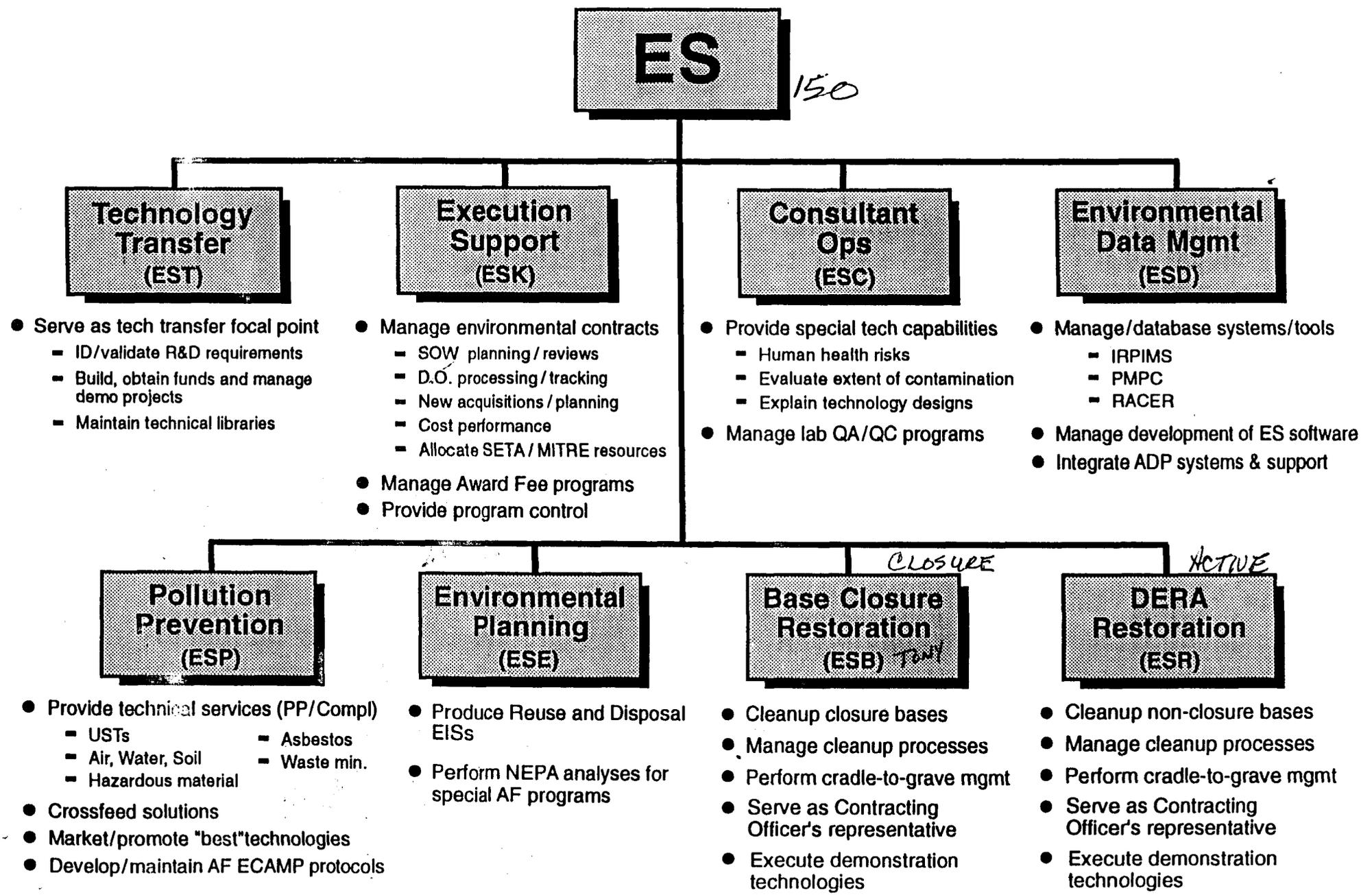
175



DSN: 240-(xxxx)
 Commercial: [512]536-(xxxx)
 FAX: [512]536-9004 (Bldg 1160)
 -3498 (Bldg 1155)
 -9026 (Bldg 624)

ATL
SF.
Air Force Center *PLAS*
for
Environmental Excellence

Air Force Center for Environmental Excellence Environmental Services



Air Force Center

for

Environmental Excellence

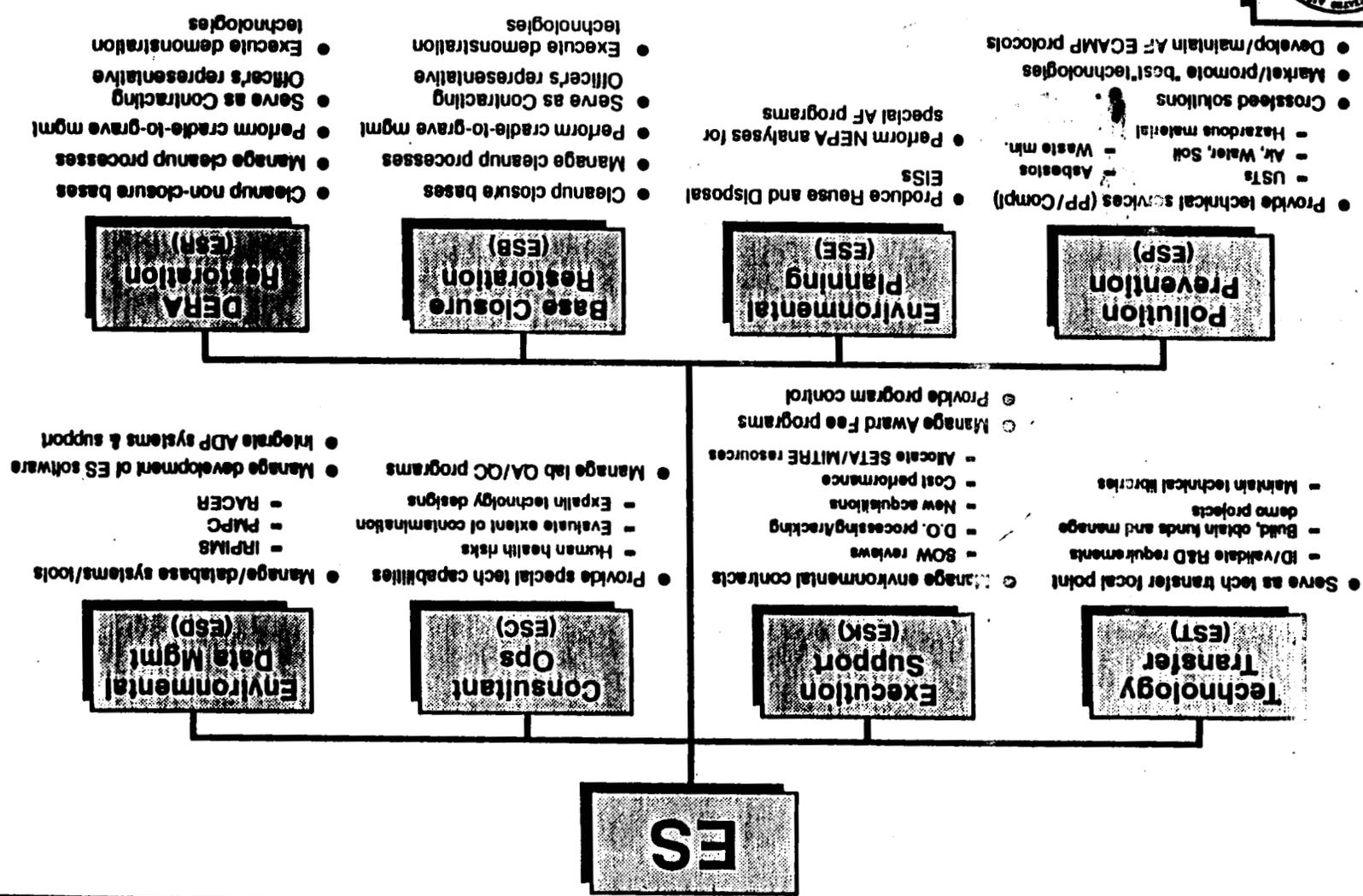


Environmental Planning Division

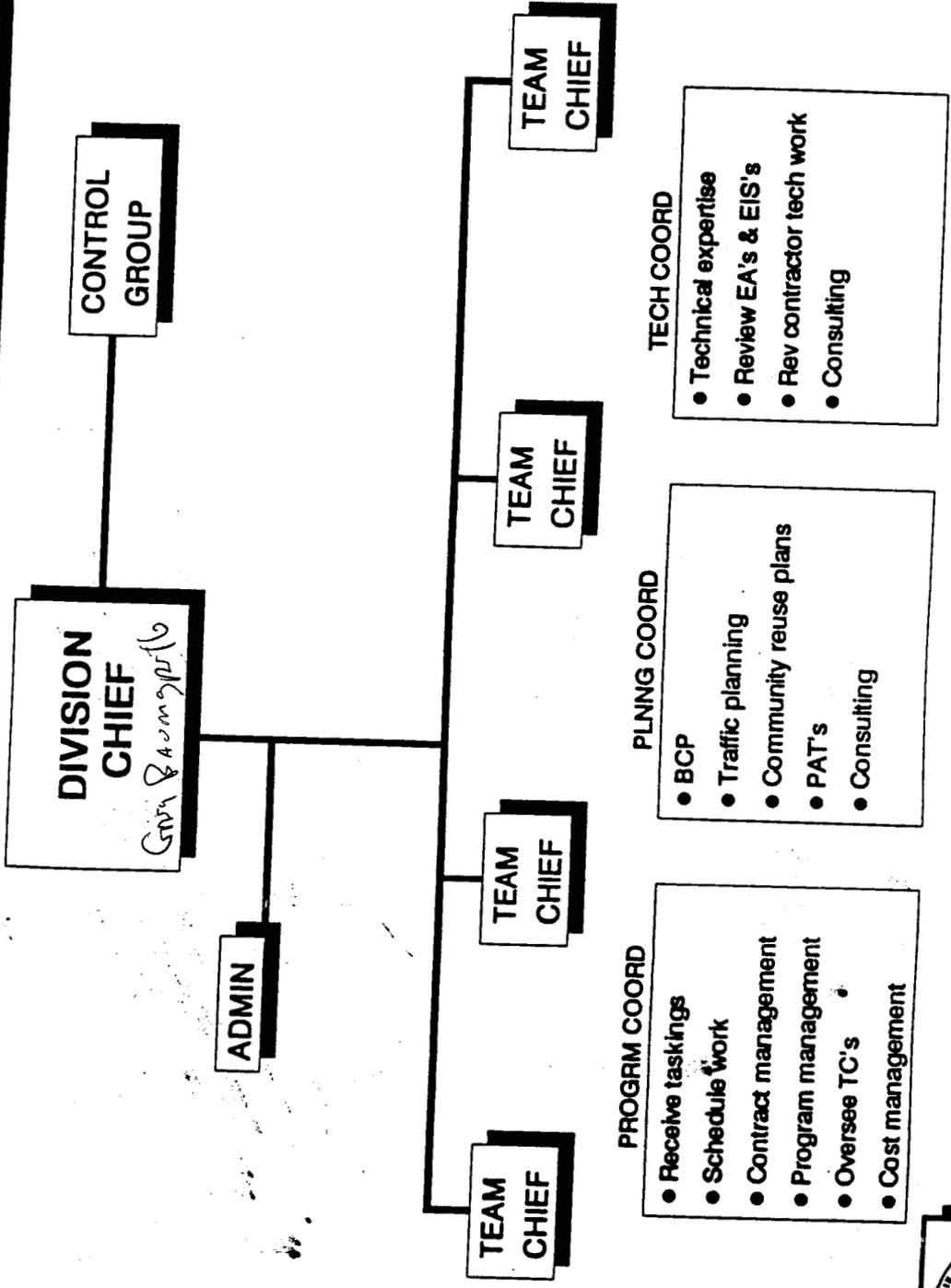
Presented by

Lt Col Gary P. Baumgartel

Chief, Environmental Planning Division



Air Force Center for Environmental Excellence
Environmental Planning Div.

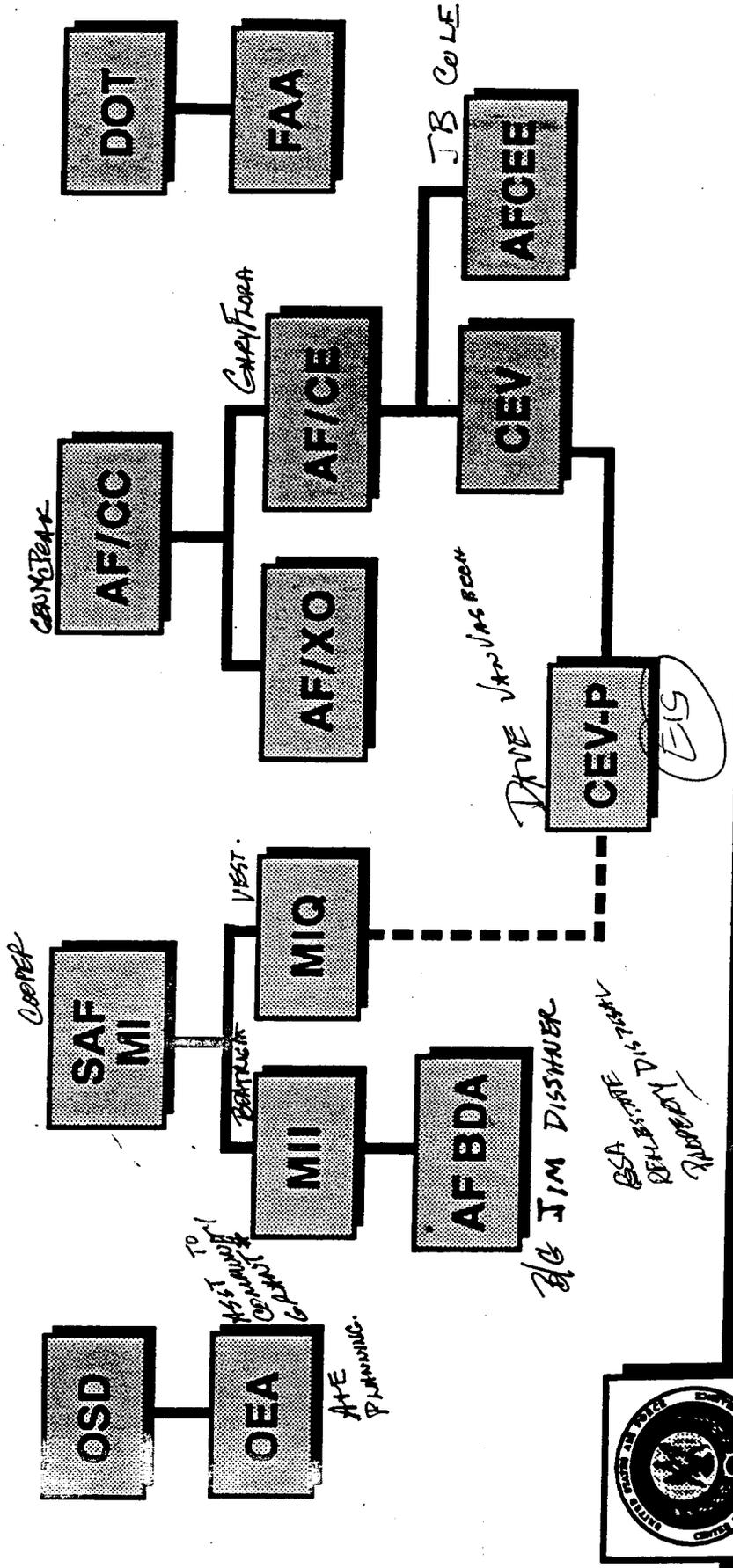


Base Closure

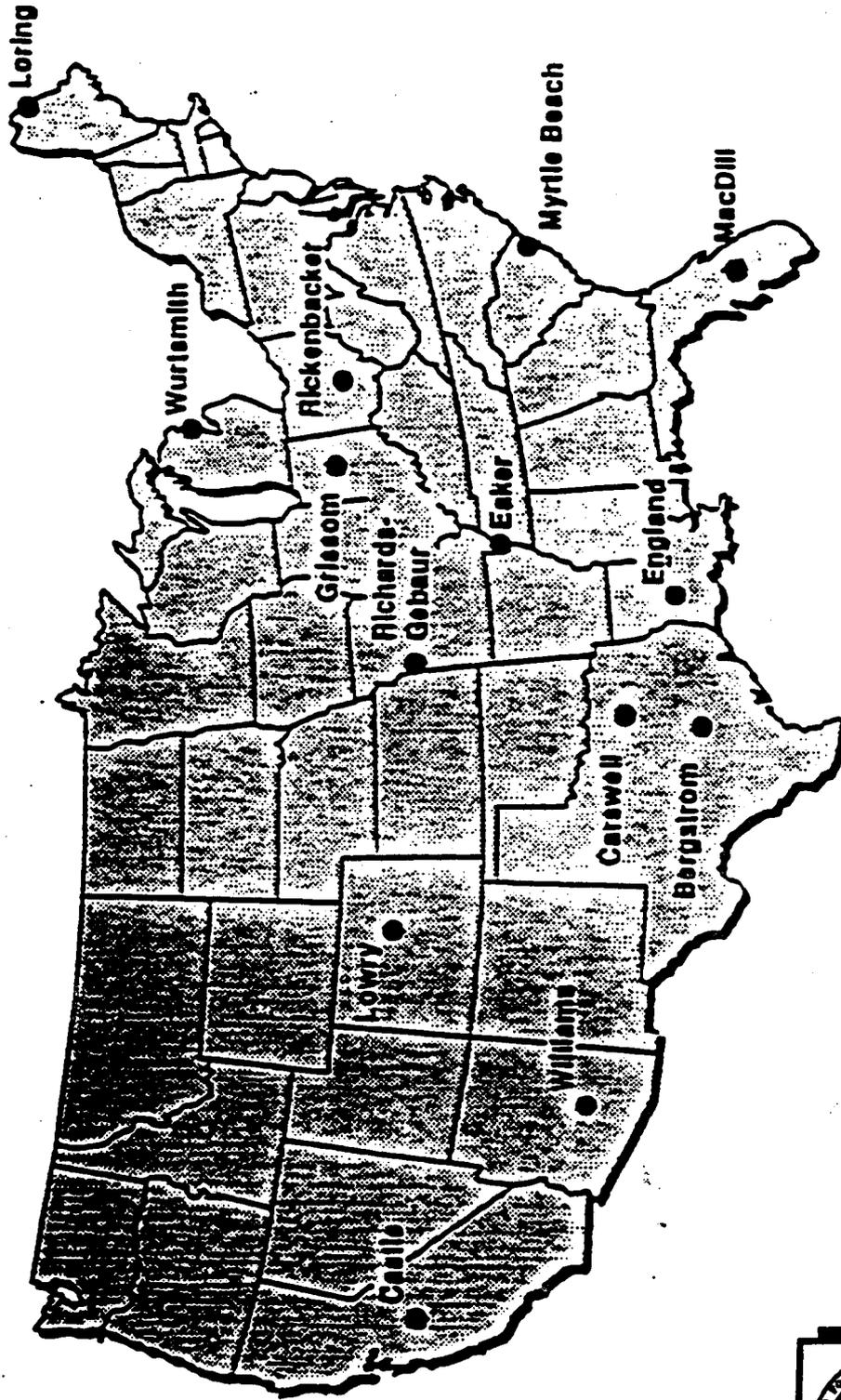
- Base closure is a process which includes:
 - Mission realignment / deactivation
 - Disposal of property
- Intermediate process steps include:
 - Environmental impact analysis
 - Caretakers actions
 - Interim use leases
 - Environmental cleanup actions
- Each intermediate closure process step is a process in itself
- Each has a myriad of laws, rules, and regulations governing actions
- The complexity calls for well integrated team approach



Base Closure



Air Force Center for Environmental Excellence
Environmental Planning Div.



BRAC I and II Disposal and Reuse EIS

BRAC I Bases

Pease, NH 3/91 (CLOSED)

10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

Chanute, IL

Norton, CA

BRAC II Bases

Eaker, AR

M. Beach, SC

Bergstrom, TX

Williams, AZ

Lowry, CO

Griffiss, IN

Loring, ME

Ridgely, MD

Rickenbacker, OH

Castle, CA

LEGEND

- S - Scoping
- D - Draft Reuse Plan
- DR - Draft EIS
- F - Final EIS
- R - ROD
- C - Closure

KEY

- ▲ Action Completed
- △ Action Pending



LOCAL COMMUNITY

- **SETTING**
- **LAND USE AND AESTHETICS**
- **TRANSPORTATION**
- **UTILITIES**



LOCAL COMMUNITY

- **DESCRIBES LOCAL SETTING, LAND USE AND AESTHETICS, TRANSPORTATION AND UTILITY SYSTEMS AND THE POTENTIAL EFFECTS ON LOCAL COMMUNITIES AS A RESULTS OF THE PROPOSED ACTION AND ALTERNATIVES**



HAZARDOUS MATERIALS AND HAZARDOUS WASTE MANAGEMENT

- HAZARDOUS MATERIALS/WASTE MANAGEMENT
- INSTALLATION RESTORATION PROGRAM (IRP)
- STORAGE TANKS
- ASBESTOS
- PESTICIDE USAGE
- POLYCHLORINATED BIPHENYLS (PCBs)
- RADON
- MEDICAL/BIOHAZARDOUS WASTE
- ORDNANCE



HAZARDOUS MATERIALS/WASTE

- **GOVERNED BY SPECIFIC LOCAL, STATE AND FEDERAL ENVIRONMENTAL REGULATIONS**
- **EIS ADDRESSES THE POTENTIAL IMPACTS OF EXISTING CONTAMINATED SITES ON THE VARIOUS REUSE OPTIONS AND THE POTENTIAL FOR ENVIRONMENTAL IMPACTS CAUSED BY HAZARDOUS MATERIALS/WASTE MANAGEMENT PRACTICES ASSOCIATED WITH THE VARIOUS REUSE OPTIONS**
- **THE AF IS COMMITTED TO THE REMEDIATION OF ALL CONTAMINATION AT THE BASE DUE TO PAST AF ACTIVITIES**
 - **DELAYS OR RESTRICTIONS IN DISPOSAL/REUSE OF PROPERTY MAY OCCUR DUE TO THE EXTENT OF CONTAMINATION**
 - **WITH THE IMPLEMENTATION OF THE PROPOSED ACTION OR ALTERNATIVES AND DISPOSAL OF PARCELS, MANAGEMENT OF HAZARDOUS MATERIALS AND WASTE IS THE RESPONSIBILITY OF THE PROPERTY RECIPIENT**



INSTALLATION RESTORATION PROGRAM (IRP)

- **THE AF IS COMMITTED TO CONTINUING IRP ACTIVITIES UNDER THE DEFENSE ENVIRONMENTAL RESTORATION PROGRAM (DERA) AND COMPREHENSIVE ENVIRONMENTAL RESPONSE, COMPENSATION AND LIABILITY ACT (CERCLA)**
 - **COORDINATED BY AFBDA'S OPERATING LOCATION**
- **DISPOSAL AND REUSE OF SOME BASE PROPERTY MAY BE DELAYED OR LIMITED BY THE EXTENT AND TYPE OF CONTAMINATION AND BY CURRENT AND FUTURE IRP PROGRAM**



STORAGE TANKS

- **UNDERGROUND STORAGE TANKS NOT SUPPORTING REUSE ACTIVITIES WILL BE CLOSED IN CONFORMANCE WITH APPROPRIATE FEDERAL, STATE AND LOCAL REGULATIONS**
- **ABOVE-GROUND STORAGE TANKS NOT USED IN SUPPORT OF REUSE ACTIVITIES WILL BE PURGED OF FUMES TO PRECLUDE FIRE HAZARDS**
- **UNDERGROUND AND ABOVE-GROUND STORAGE TANKS REQUIRED BY NEW OWNER/OPERATORS ARE SUBJECT TO ALL APPLICABLE FEDERAL, STATE AND LOCAL REGULATIONS**
- **OIL WATER SEPARATORS WILL BE PUMPED AND CLEANED OF ANY CONTAMINANTS**



ASBESTOS

- **CURRENT AF POLICY: MANAGE OR REMOVE ASBESTOS CONTAINING MATERIALS (ACM) PER REGULATORY REQUIREMENTS PRIOR TO FACILITY DEMOLITION**
 - **OCCURS WHEN THERE IS A POTENTIAL FOR ASBESTOS FIBER RELEASE THAT WOULD AFFECT THE ENVIRONMENT OR HUMAN HEALTH**
- **BEYOND PROTECTION OF HUMAN HEALTH, ANALYSIS WILL BE CONDUCTED TO DETERMINE THE COST EFFECTIVENESS OF REMOVING VERSUS DEVALUING THE PROPERTY PRIOR TO REUSE**
 - **ACM WILL BE REMOVED IF A BUILDING IS USED OR INTENDED TO BE USED AS A SCHOOL OR CHILDCARE FACILITY**
- **EAKER AFB: SURVEY UNDER CONTRACT FOR COMPLETION BY BASE CLOSURE**
ENGLAND AFB: SURVEY COMPLETE AND ON FILE AT BASE



PESTICIDES

- **ALL PEST MANAGEMENT ACTIVITIES ARE SUBJECT TO THE FEDERAL INSECTICIDE, FUNGICIDE, AND RODENTICIDE ACT (FIFRA) AND STATE GUIDELINES AND WILL BE COMPLIED WITH**



POLYCHLORINATED BIPHENYLS (PCBs)

- **ALL PCBs CONTAINED IN AF OWNED EQUIPMENT WILL BE REMOVED PRIOR TO BASE CLOSURE**
- **PCB TRANSFORMERS OWNED AND OPERATED BY LOCAL AREA UTILITIES MAY CONTINUE TO OPERATE ON BASE PROPERTY IN ACCORDANCE WITH APPLICABLE STATE AND FEDERAL REGULATIONS**



RADON

- **AF POLICY REQUIRES IMPLEMENTATION OF THE AF RADON ASSESSMENT AND MITIGATION PROGRAM (RAMP)**
- **RADON SURVEYS HAVE BEEN CONDUCTED AT MOST AF INSTALLATIONS**
 - **ANY SURVEY SAMPLES RESULTING IN LEVELS BELOW EPA'S RECOMMENDED MITIGATION LEVEL REQUIRE NO FOLLOW UP ASSESSMENT.**
 - **IF ABOVE THE MITIGATION LEVEL, EPA RECOMMENDED RADON SURVEYS AND MITIGATION ACTIONS WILL BE IMPLEMENTED**



MEDICAL AND BIOHAZARDOUS WASTE

- ALL MEDICAL AND BIOHAZARDOUS WASTE WILL REMOVED PRIOR TO BASE CLOSURE



ORDNANCE

- THE EOD RANGE AT EAKER AFB WILL BE CLEARED PRIOR TO DISPOSAL OF BASE PROPERTY



NATURAL ENVIRONMENT

- NATURAL RESOURCES ANALYZED IN DISPOSAL AND REUSE EIS
 - SOILS AND GEOLOGY
 - WATER RESOURCES
 - AIR QUALITY
 - NOISE
 - BIOLOGICAL RESOURCES
 - CULTURAL RESOURCES



SOILS AND GEOLOGY

- THE POTENTIAL EFFECTS OF THE PROPOSED ACTION AND ALTERNATIVES ON SOILS AND GEOLOGY AS WELL AS THE POTENTIAL EFFECTS OF FARMLAND TO OTHER USES ARE ANALYZED BASED ON
 - A REVIEW OF PUBLISHED LITERATURE
 - CONSULTATION WITH THE US SOIL CONSERVATION SERVICE



WATER RESOURCES

- **POTENTIAL IMPACTS ON BOTH SURFACE AND GROUNDWATER RESOURCES AS A RESULT OF THE PROPOSED ACTION AND ALTERNATIVES ARE EVALUATED IN THE EIS**



AIR QUALITY

- ANALYSIS FOR POINT SOURCE AND INDIRECT SOURCE EMISSIONS DURING THE OPERATIONS PHASE CONSISTS OF QUANTIFYING EMISSIONS AND EVALUATING HOW THE EMISSIONS AFFECT MAINTENANCE OF NATIONAL AMBIENT AIR QUALITY STANDARDS (NAAQS) AND STATE AIR QUALITY STANDARDS
- PRECLOSURE REFERENCE IS USED AS THE BASELIN COMPARATIVE PURPOSES



NOISE

- NOISE ANALYSIS ESTIMATES THE EXTENT AND MAGNITUDE OF NOISE LEVELS ON THE LOCAL HUMAN POPULATION GENERATED BY THE PROPOSED ACTION AND ALTERNATIVES
- PRECLOSURE CONTOURS ARE USED FOR COMPARISON OF CONTOURS PRODUCED BY THE PROPOSED ACTION AND ALTERNATIVES
- NOISE MODELS INCLUDE
 - INM
 - NOISEMAP
- FAA LAND USE COMPATIBILITY GUIDELINES ARE USED TO DEFINE THE REGION OF INFLUENCE



BIOLOGICAL RESOURCES

- AF INITIATES CONSULTATION WITH
 - US SOIL CONSERVATION SERVICE
 - PRIME FARMLANDS
 - US FISH AND WILDLIFE SERVICE
 - THREATENED AND ENDANGERED SPECIES
 - WETLANDS
- CONDUCT BIOLOGICAL SURVEYS
- DESCRIBE FUTURE POTENTIAL IMPACTS ON RESOURCES



CULTURAL RESOURCES

- **CONSULT WITH LOCAL, STATE AND FEDERAL CULTURAL RESOURCE AGENCIES**
 - **LOCAL HISTORIC COMMISSION**
 - **STATE HISTORIC PRESERVATION OFFICER (SHPO)**
 - **ADVISORY COUNCIL ON HISTORIC PRESERVATION**
 - **NATIVE AMERICANS**
- **PERFORM SURVEYS AS NECESSARY**
- **NOMINATE HISTORIC STRUCTURES AND CULTURAL RESOURCES**
- **DEVELOP MEMORANDUM OF AGREEMENTS WITH SHPO, ADVISORY COUNCIL, AND AF**



**Air Force Center for Environmental Excellence
Base Closure Restoration**

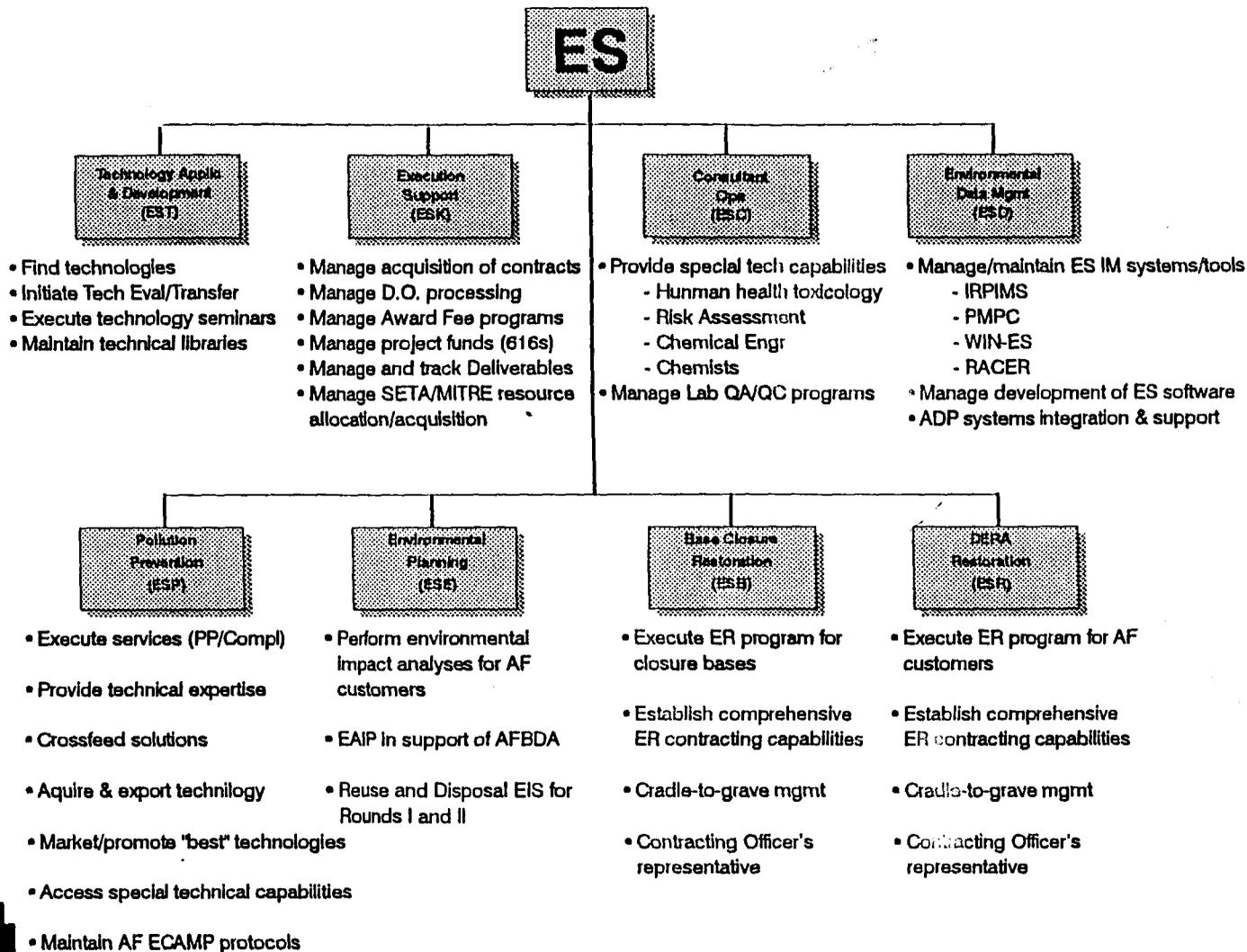
Air Force Center
for
Environmental Excellence

Base Closure Restoration Division

Presented by
Mr. Tony Zugay
Base Closure Restoration Division



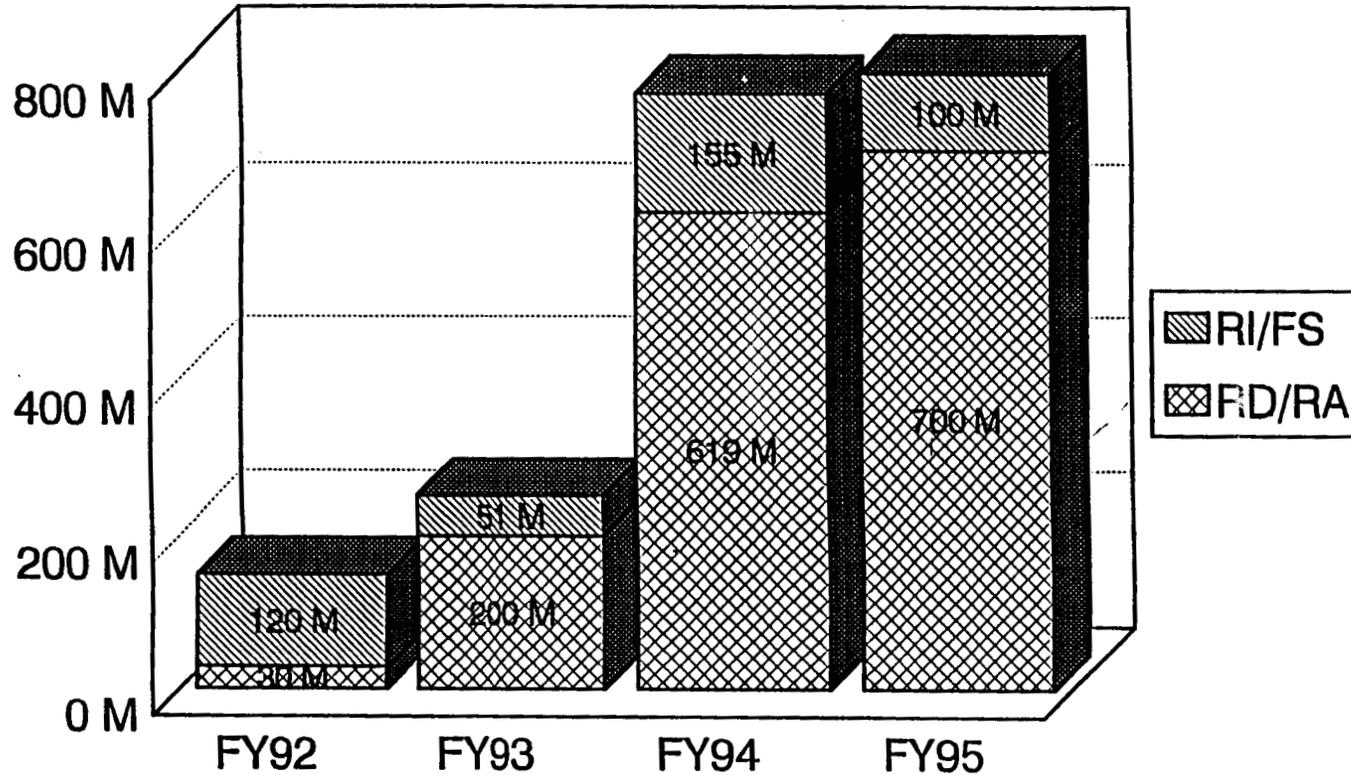
Air Force Center for Environmental Excellence Base Closure Restoration



BRAC I & II

Projected Requirements

\$ Million



Big Picture Scenario

Types of Sites	Bases Involved	Possible Processes for Cleanup (We Have Observed)
• FTA (mixed solvents & fuels)	Most	• P&T, capping, bioremediation, soil venting, removal, LTM
• Spills, Wash Racks, Maintenance Work Areas (solvents & fuels)	Most	• P&T, bioremediation, soil venting, removal, low thermal stripping, LTM
• Leaking Fuel Hydrant Systems	Most	• P&T, bioremediation, soil venting, removal, LTM
• LUST (fuels & solvents)	Most	• P&T, bioremediation, soil venting, removal, LTM
• LF (mixed solid waste)	Some	• Capping, bioremediation, soil venting, LTM
• Waste Pits / Hard Fill Sites (mixed wastes) paint disposal, empty drums, empty cans, munitions, etc.	Some	• Removal, bioremediation, soil venting, capping, LTM
• Sludge Pits (leaded fuels, solvent bottoms, heavy metals)	Some	• Removal, capping, LTM

Long Term Monitoring



Big Picture Scenario (Cont)

Types of Sites	Bases Involved	Possible Processes for Cleanup (We Have Observed)
<ul style="list-style-type: none">• Radiation Burial Sites (excludes tube burial sites)• Others, One of a Kind Sites<ul style="list-style-type: none">a) waste lagoonsb) special chemical processesc) very large AFMC disposal sitesd) complex geologies	<p>Few</p> <p>Very Few</p>	<ul style="list-style-type: none">• Removal, capping, LTM• Requires multiple technologies and full service RA contractor



Contracting Capability

Existing

- 10 Delivery Order Contracts
 - Time and material
 - \$50M ceiling (each contract)
 - \$500M total capability
 - 5 year performance period
- 1 Task Order Contract
 - Cost plus award fee
 - \$50M total capability
 - 3 year performance period
- MITRE: \$18M
- SETA: \$2.4M
- 4 Nationwide A/E RD ^{ESIGN} Contracts
 - \$25M ceiling (each contract)
 - \$100M total capability
 - 5 year perf period (basic + 4 opt yrs)
- 8 Nationwide Specialty RA Contracts
 - \$200M total capability
 - 3 year performance period

Projected

- Full Service RA ^{OPTION} Contracts
 - \$50M to 100M ceiling (each contract)
 - \$1B total capability
 - 5 year performance UNDERGROUND
- 6 Regional UST, soil removal SB Contractor
 - \$10M to 25M ceilings
 - \$100M total capability
 - 5 year performance period
- SETA (Systems Engineering Tech Assist) - SB
 - \$35M SETA I - Program Tech Assistance
 - \$25M SETA II - Operational Assistance
 - \$60M total ceiling
 - 5 year performance period
- PA → RD Contracts
 - \$500M - \$1B
 - 5 year performance period
 - T&M and Fixed Price

STORAGE
TANKS.



Current IRP Contractors

- Tetra Tech — *LARRY PIERCE*
- Earth Technology
- Law Environmental
- Jacobs Engineering
- ICF Kaiser
- NUS
- O'Brien & Gere
- Radian
- Engineering Science
- Weston



Current RD Contractors

- Jacobs Engineering
- Engineering Science
- CH2M Hill
- International Technology



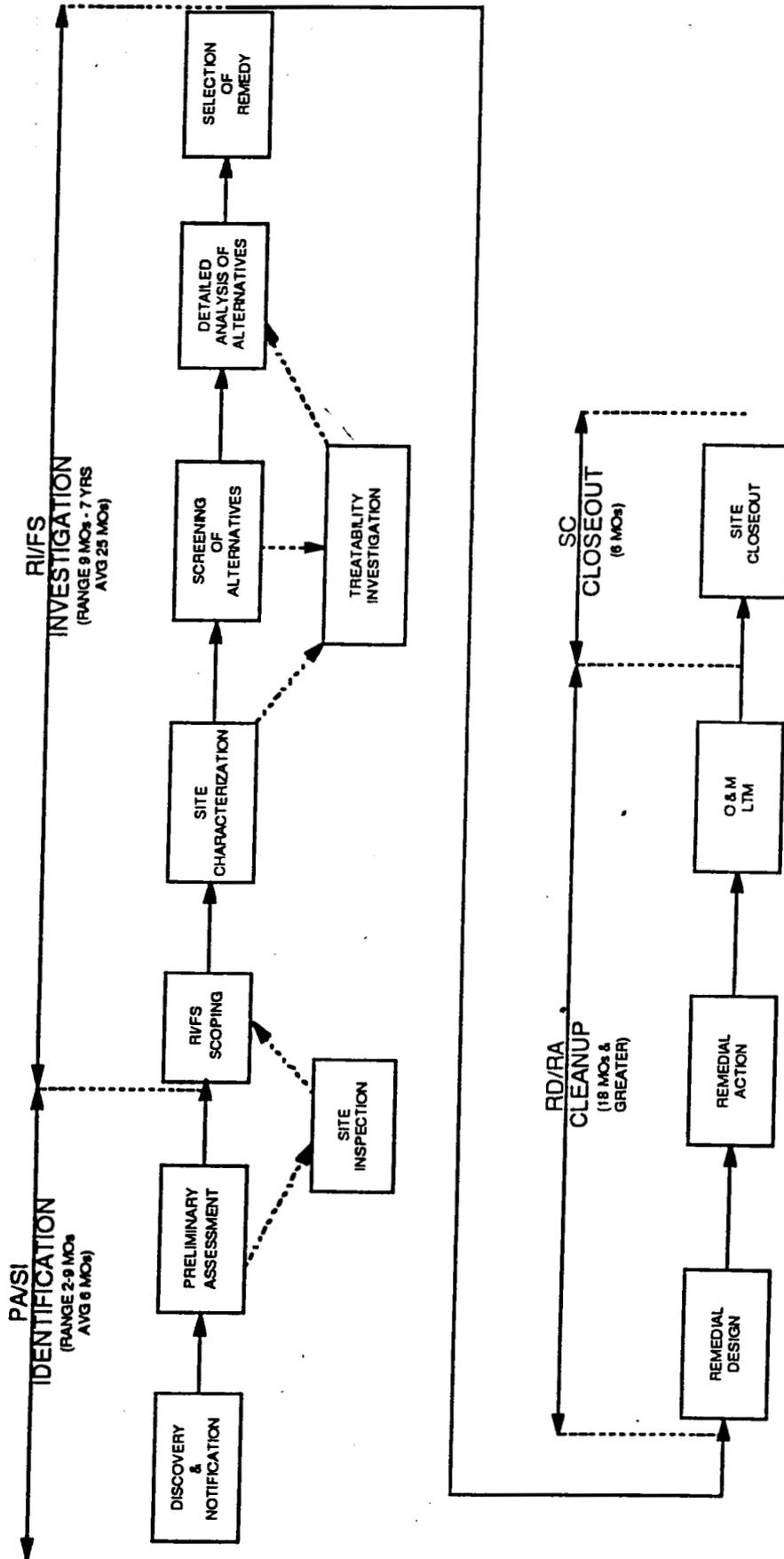
Current RA Contractors

- International Technology Corporation
- Hensel Phelps Co.
- Metcalf & Eddy
- Haliburton NUS Env. Corp.
- Ogden Environmental & Energy Svcs.
- E.A. Engineering, Science, & Technology, Inc.
- Roy F. Weston, Inc.
- Earth Technology Corp.

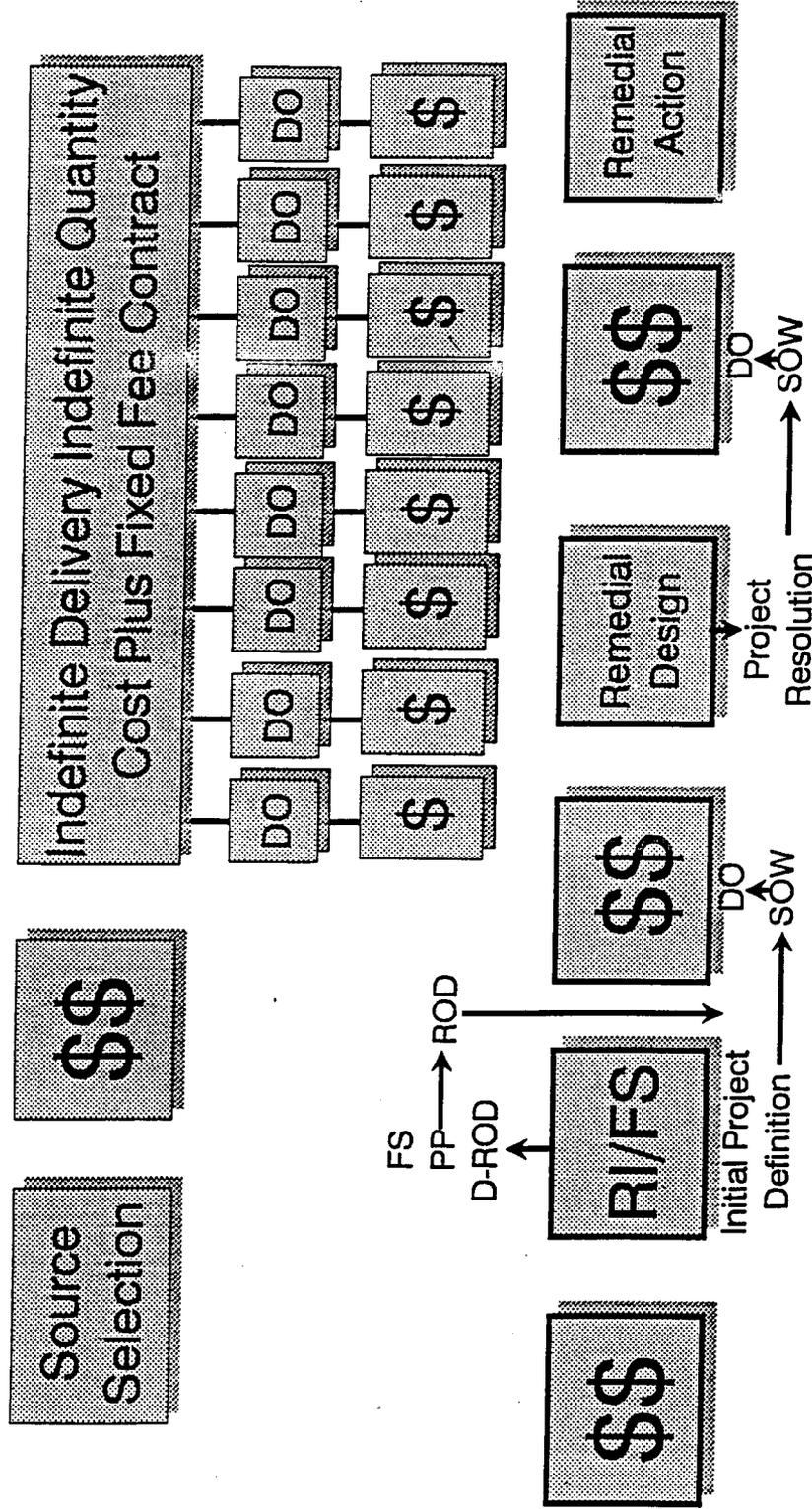


FOR OFFICIAL USE ONLY

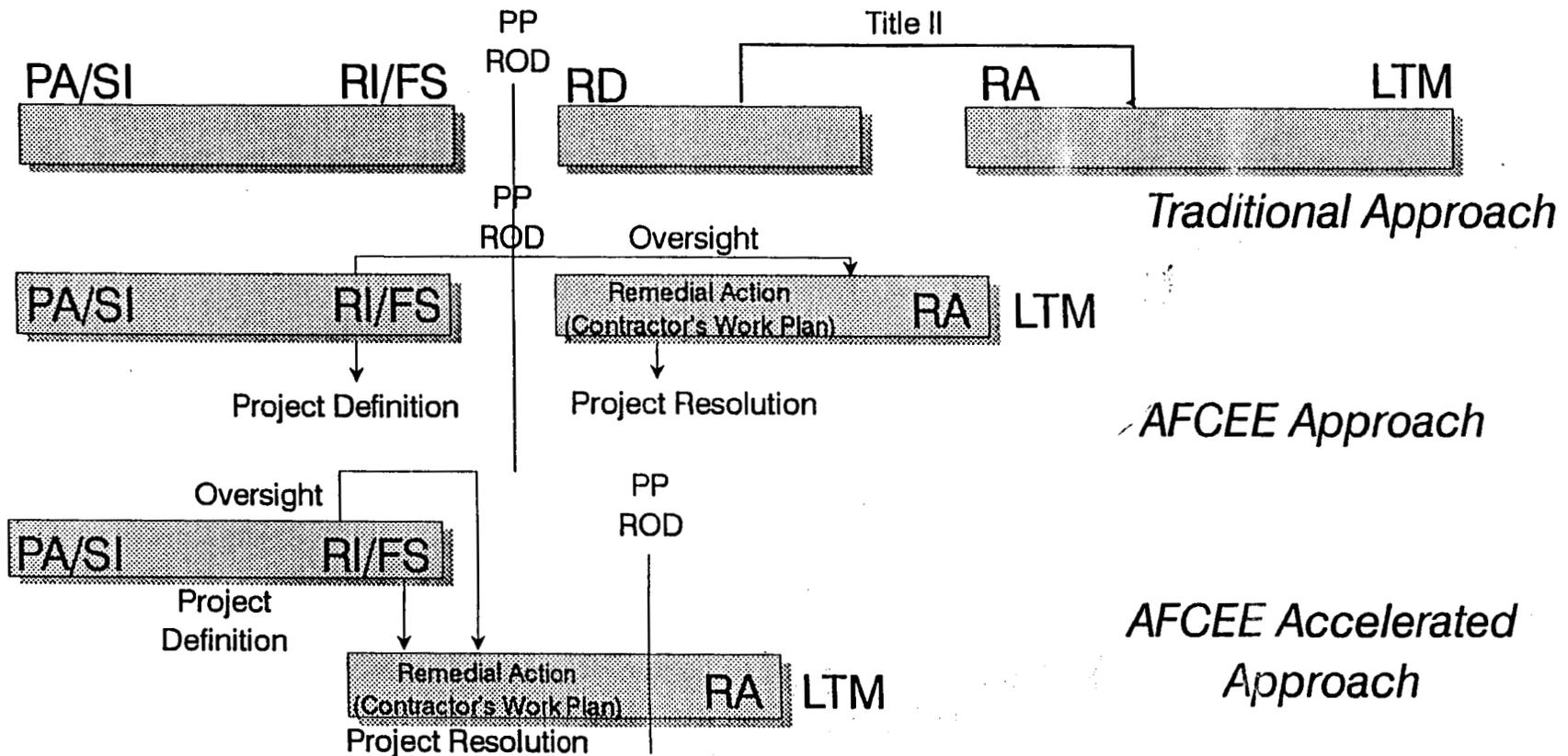
REMEDIAL ACTION PROCESS FLOWCHART



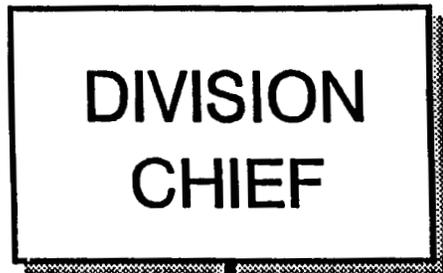
Project Delivery Strategy



Project Delivery Strategies



Project Management

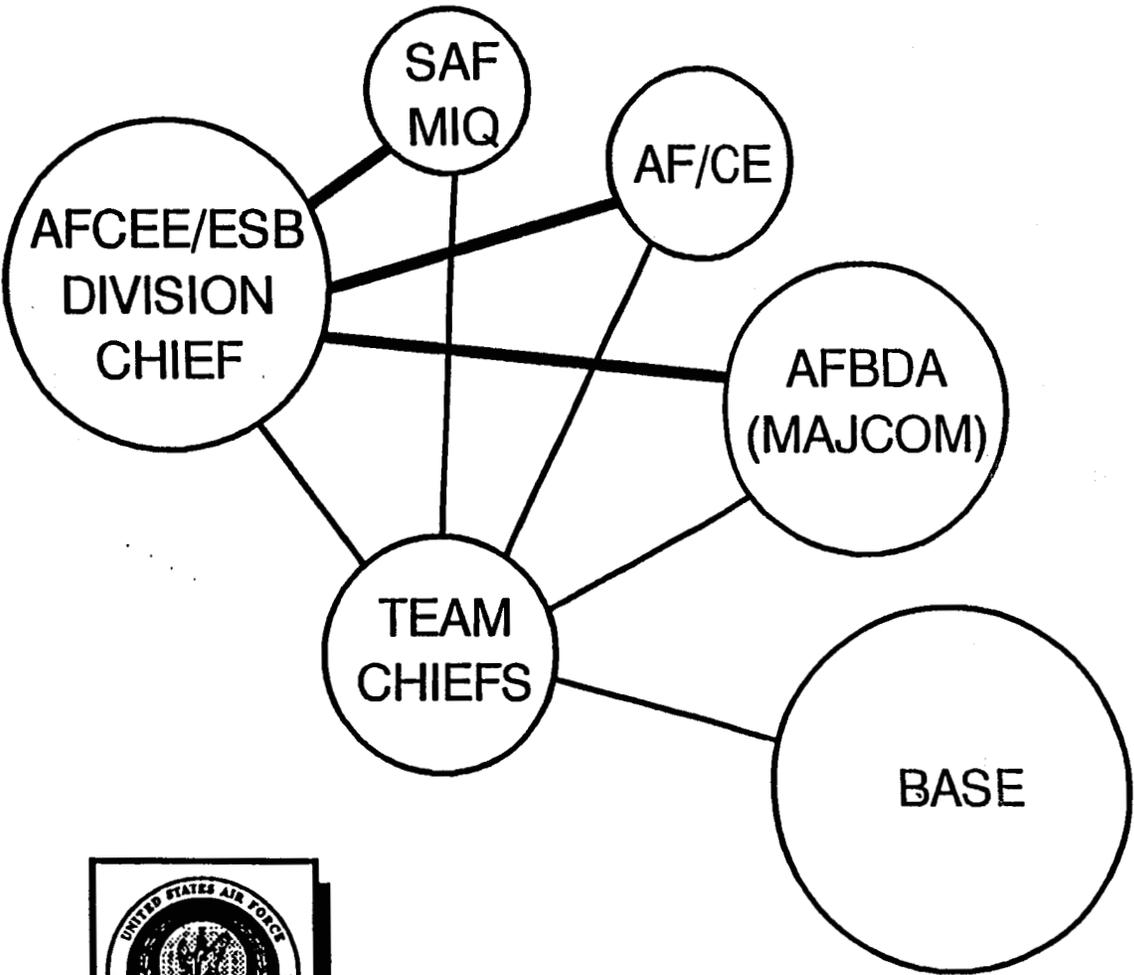


TEAM
CHIEFS

- Specific Base
 - All Hazardous Waste Sites
- Cradle-To-Grave
 - Requirements Definition
 - Analysis
 - Statements Of Work
 - Cost Estimates
 - Project Schedules
 - Installation-Level Oversight

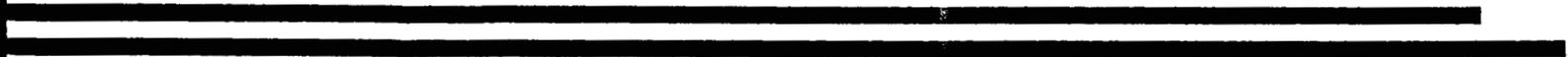


Authority To Communicate



Legend

- Program Management
- Project Management



INNOVATIONS

TECHNOLOGY REVIEW

- **200 RA/RD PROJECTS EVALUATED - \$433.4M FY 92-93**
 - **57 BRAC I - \$204M**
 - **143 BRAC II - \$229.4M**

- **RECOMMENDATIONS**

● PROCEED NO CHANGE	77
● PROCEED NEW ESTIMATE	53
● PROCEED NEW TECHNOLOGY	37
● DEFER	23
● CANCEL	10

- **POTENTIAL FY 92-93 PROGRAM REDUCTION \$125.5 MILLION**
 - **POTENTIAL SAVINGS - \$34.2M**

- **BRIEFED TO SAF/MIQ 8 SEP 92**



AIR FORCE BASES CLOSED AND TO BE CLOSED AS OF 8 SEP 93

BASE	ORIG CMD	INTERIM CMD	CURR CMD	AFBDA OL	CLOSURE DATE	NPL	EPA REG	GSA OFF	AFBDA REG	LOCATION:
ROUND I:										
Chanute AFB	ATC	AETC	AFBDA***	B	30 Sep 93		5	CHI	MW	Rantoul, Illinois
George AFB	TAC	ACC	AFBDA	C	15 Dec 92	Y	9	SF	SP	Victorville, California
Mather AFB	ATC	AETC	AETC	D	30 Sep 93	Y	9	SF	NW	Sacramento, California
Norton AFB	MAC	AMC	AMC	E	31 Mar 94	Y	9	SF	SP	San Bernadino, California
Pease AFB	SAC	SAC	AFBDA	A	31 Mar 91	Y	1	BOS	NE	Portsmouth, New Hampshire
ROUND II:										
Bergstrom AFB	TAC	ACC	ACC	G	30 Sep 93		6	FW	SW	Austin, Texas
Carswell AFB	SAC	ACC	ACC	H	30 Sep 93		6	FW	SW	Fort Worth, Texas
Castle AFB	SAC	ACC	ACC	I	30 Sep 95	Y	9	SF	NW	Merced, California
Eaker AFB	SAC	ACC	AFBDA	J	15 Dec 92		6	FW	SW	Blytheville, Arkansas
England AFB	TAC	ACC	AFBDA	K	15 Dec 92		6	FW	SW	Alexandria, Louisiana
Grissom AFB	SAC	AMC	AFBDA*	L	30 Sep 94		5	CHI	MW	Peru/Bunker Hill, Indiana
Loring AFB	SAC	ACC	ACC	M	30 Sep 94	Y	1	BOS	NE	Limestone, Maine
Lowry AFB	ATC	AETC	AETC	N	30 Sep 94		8	FW	CE	Denver, Colorado
MacDill AFB (part)	TAC	ACC	ACC	O	31 Mar 94		4	ATL	SE	Tampa, Florida
Myrtle Beach AFB	TAC	ACC	AFBDA	P	31 Mar 93		4	ATL	SE	Myrtle Beach, South Carolina
Richards-Gebaur AFB	AFRES	AFRES	AFRES	Q	30 Sep 94		7	FW	CE	Kansas City/Belton/Grandview, Missouri
Rickenbacker ANGB	ANG	ANG	ANG	R	30 Sep 94		5	CHI	MW	Columbus/Lockbourne, Ohio
Williams AFB	ATC	AETC	AETC	S	30 Sep 93	Y	9	SF	SP	Tempe, Arizona
Wurtsmith AFB	SAC	ACC	AFBDA	T	30 Jun 93		5	CHI	MW	Oscoda, Michigan
ROUND III:										
Homestead AFB	TAC	ACC	ACC	Y	31 Mar 94	Y	4	ATL	SE	Homestead, Florida
K. I. Sawyer AFB	SAC	ACC	ACC	Z	30 Sep 95		5	CHI	CE	Gwinn, Michigan
O'Hare Int'l Arpt	AFRES	AFRES	AFRES	N/A	30 Sep 97		5	CHI	CE	Chicago, Illinois
Griffiss AFB	SAC	ACC	ACC	X	30 Sep 95	Y	2	NY	NE	Rome, New York
March AFB	SAC	AMC	AMC	1A	31 Mar 96	Y	9	SF	NW	Riverside, California
Newark AFB	AFLC	AFMC	AFMC	2A	30 Sep 96		5	CHI	SE	Newark, Ohio
Plattsburgh AFB	AMC	AMC	AMC	3A	30 Sep 95	Y	2	NY	NE	Plattsburgh, New York
Gentile AFS	DLA	DLA	DLA****	4A	'97 (est)		5	CHI	MW	Dayton, Ohio

BOLD: BASE HAS BEEN CLOSED *AMC is mission MAJCOM **ACC is mission MAJCOM

AETC is mission command *Defense Logistics Agency is major tenant. AFMC is real estate MAJCOM

The incredible shrinking Air Force

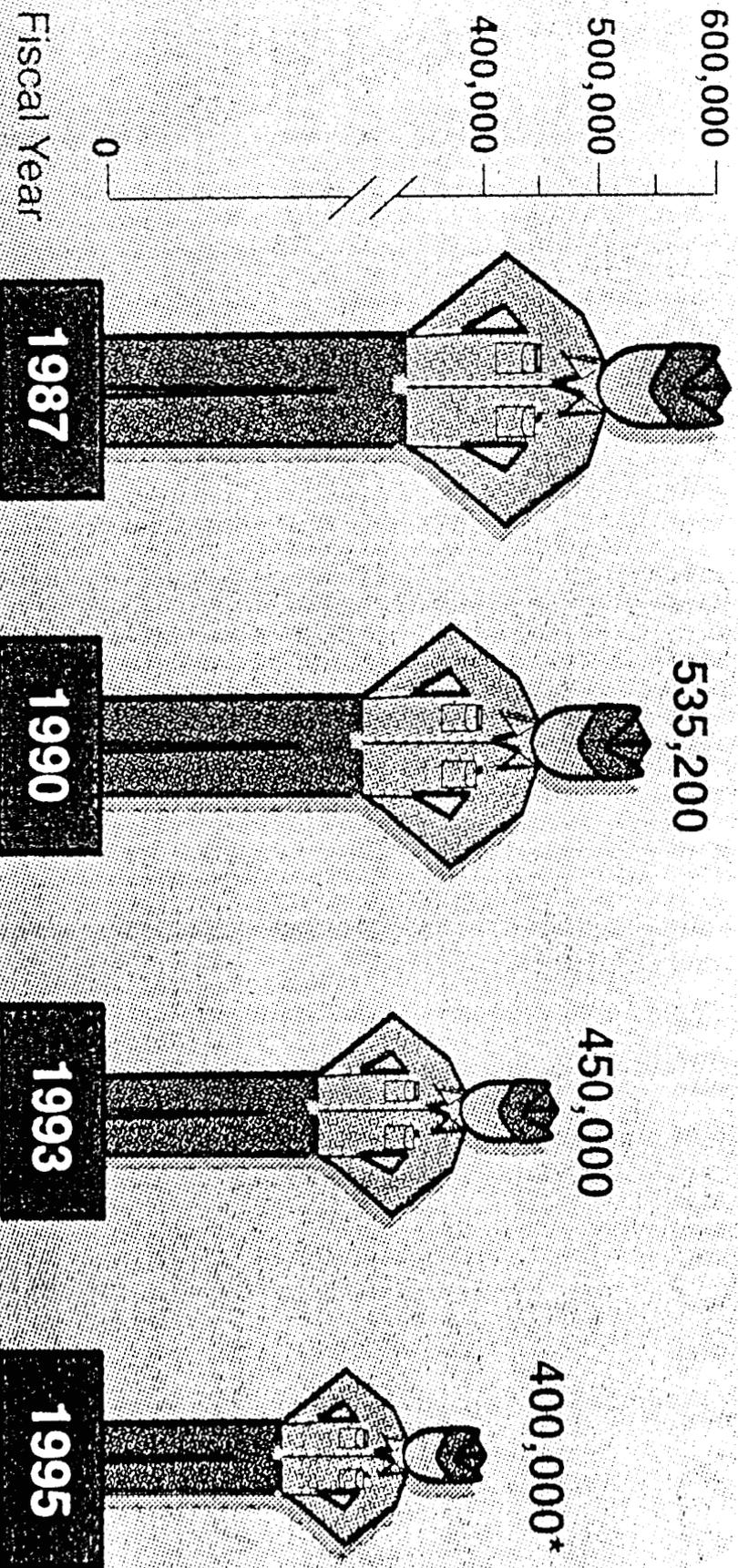
By 1995 the Air Force will have lost at least 200,000 people – a reduction of roughly one-third – from its pre-drawdown level.

607,000

535,200

450,000

400,000*



Fiscal Year	Officers	Enlisted	Cadets
1987	107,300	495,200	4,500
1990	100,000	430,200	4,400
1993	84,100	356,600	4,200
1995	NA**	NA	NA

* Projected

** NA: Not Available

Source: Air Force

AirPCO

1994 **ALMANAC** 1994**PERSONNEL****Think 1993 was tough?****Junior, senior NCOs face a new round of career-ending cuts**By Neff Hudson
Times staff writer

WASHINGTON — By the end of 1994, many Air Force people might look at 1993 as the good old days.

The service thinned its ranks at a slow, almost leisurely pace by giving early retirement or exit bonuses to about 5,500 people.

Another 1,589 officers with more than 20 years of service were forced out by selective early retirement boards, but the service did not resort to any involuntary programs in the junior officer or enlisted ranks.

And a round of base closures took a smaller-than-expected chunk from the Air Force's infrastructure, sparing thousands of blue-suit and civilian jobs for another two years.

Far more catastrophic was 1992 when 30,000 people left the service voluntarily and another 3,200 were forced out.

Unfortunately, the future could look a lot more like 1992 than 1993.

Down to 400,000

The Clinton administration is expected to submit a fiscal 1995 defense budget that would cut the Air Force to about 400,000 active-duty members, officials said.

The service, which currently has about 445,000 people on active duty, already must drop to 425,700 by the end of fiscal 1994.

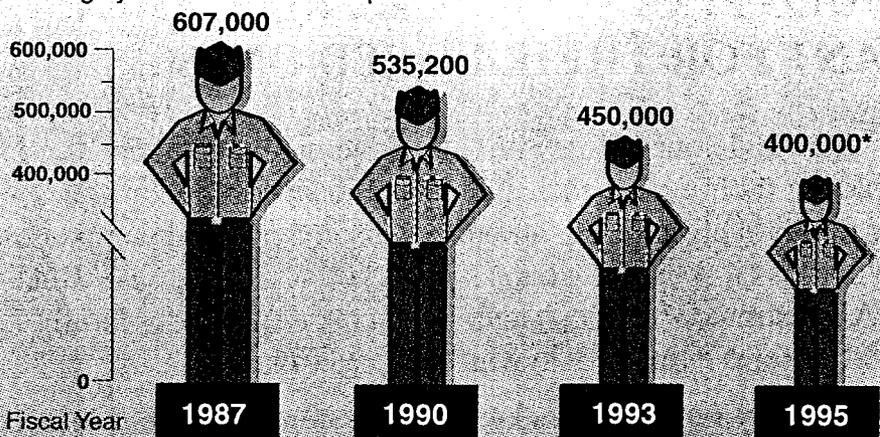
Although some losses will occur through attrition, the service could need as many as 2,500 officers and 20,000 enlisted members to end their careers voluntarily by fiscal 1995, said Lt. Gen. Billy J. Boles, the deputy chief of staff for personnel.

Boles said the Air Force already has met its goals for the fiscal 1994 drawdown program, which gives it a little extra time to make the 1995 cuts.

Still, most of the people targeted to leave the service will need to apply for separation in calendar 1994 making this another year of retirement parties, career counseling and high anxiety.

The incredible shrinking Air Force

By 1995 the Air Force will have lost at least 200,000 people — a reduction of roughly one-third — from its pre-drawdown level.



Officers	107,300	100,000	84,100	NA**
Enlisted	495,200	430,200	356,600	NA
Cadets	4,500	4,400	4,200	NA

* Projected
** NA: Not Available
Source: Air Force

ATPCO

possible," Boles said. "We're using almost all the programs that are available to us, and we're tweaking the grades, the years of service and the specialties as needed."

But because of the size of the required cut, he fears the service will be forced to resort to involuntary means including selective early retirement boards.

Enlisted boards?

The boards have been regularly used since the beginning of the drawdown to trim the officer corps. But the boards

and supervisors' evaluations.

The Air Force then orders up to 30 percent of the candidates to retire.

"They do a good job of completing a difficult task," Boles said. "All of us would like to not be doing any selective early retirements because they are involuntary."

Layoffs possible

If the voluntary programs and forced retirements fail to generate enough losses, the Air Force could find itself with the same problem it faced in 1992 when



All of us would like to not be doing any selective early retirements, because they are involuntary.

— Lt. Gen. Billy J. Boles



have not been needed yet in the enlisted ranks where the service has been able to get enough volunteers to avoid holding

about 1,600 captains and first lieutenants were laid off by a reduction in force, or rif board

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

MEMORANDUM OF MEETING

DATE: June 15, 1994

TIME: 10:00 a.m.

MEETING WITH: Delegation from Okinawa

PARTICIPANTS:

Name/Title/Phone Number:

Masahide Ota; Governor of Okinawa Prefecture, Japan

Choko Takayama; Policy Adviser to the Governor

Tatsuo Matayoshi; Director General, Executive Office of the Governor

Seiich Otsuka; Councilor, Executive Office of the Governor

**Kanko Teruya; Director of Military Base Affairs Office, Executive Office
of the Governor**

**Susumu Miyagi; Associate Director Public Relations Division, Executive Office
of the Governor**

**Masayuki Oshiro; Associate Director Secretariate Division, Executive Office
of the Governor**

**Hiromasa Yoshikawa; Advisor Military Base Affairs Office, Executive Office
of the Governor**

Tokushin Yamauchi; Mayor of Yomitan

**Koyu Nagahama; Section Chief, Base Conversion & Countermeasures Division
Yomitan Village**

Akihito Nitta; Chief Photographer, Okinawa Eizo Center, Co. Ltd.

Yuko Kuniyoshi; Staff, Okinawa Eizo Center, Co. Ltd.

Genteru Nakamura; Executive Director Okinawa Tourist Service

Masao Nakachi; Okinawa Coordinator in U.S. (Interpreter)

Ryoukichi Higashionna; Principal, Engineering Concepts, Inc. (Interpreter)

-more-

Jim Courter; Chairman, Defense Base Closure and Realignment Commission

Commission Staff:

Matt Behrmann; Staff Director

Ben Borden; Director of R&A

Ed Brown; Army Team Leader

Frank Cirillo; Air Force Team Leader

Bob Cook; Issues Team Leader

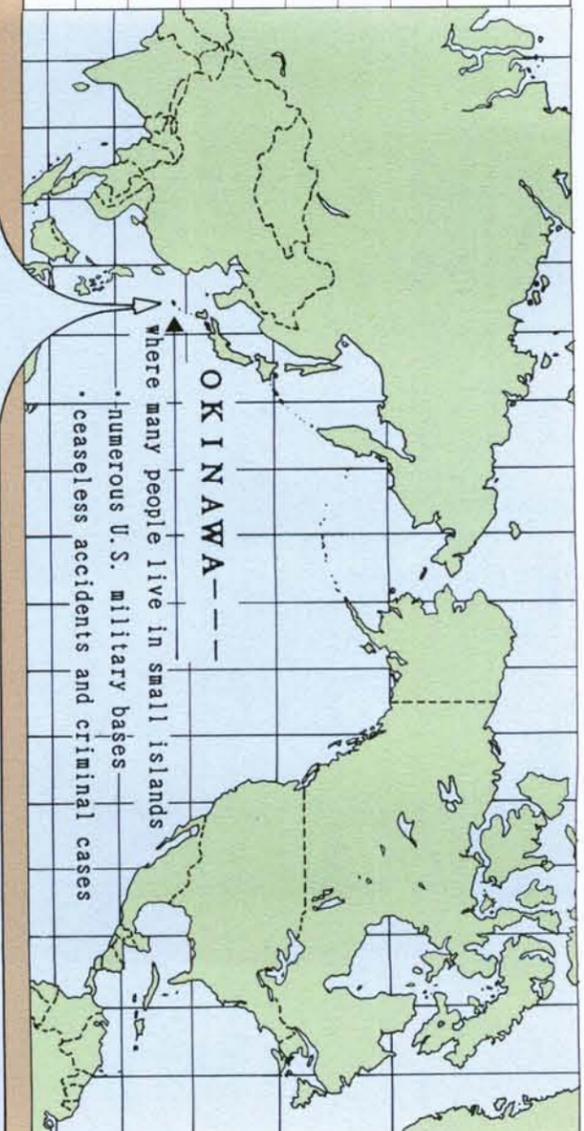
Tom Houston; Director of Communications and Public Affairs

Mary Woodward; Congressional Liaison

Alex Yellin; Navy Team Leader

OKINAWA

OUTLINE		UNITED STATES FORCES BASES IN OKINAWA	
East-West	(E.L. 131° 19') ~ (E.L. 122° 56')	Number of installations	42 facilities and areas
North-South	(N.L. 25° 57') ~ (N.L. 24° 26')		
Area	(E.L. 128° 13') ~ (E.L. 123° 47') (N.L. 27° 51') ~ (N.L. 24° 02') (area of mainland Okinawa: 1,193km ²) (41 inhabited islands)	Area	245km ² (equivalent to 10.8% of all Okinawa of all U. S. Forces bases in Japan): (74.6%) Equivalent to 19.6% of mainland Okinawa
Population	1,223,000 (540 per square kilometers) mainland Okinawa: 1,100,000 (905/km ²)		
History	1853 Perry's fleet came to Okinawa 1945 The United States Forces landed Okinawa 1972 Okinawa reverted to Japan	Main Bases	<p>Kadena Air Base..... Largest in the Far East</p> <p>Camp Hansen..... center of live firing exercises</p> <p>White Beach..... a port of call for nuclear submarines</p>
		Military personnel	50,000 (equivalent to 60% of all U. S. Forces personnel) (Air Force: 18,000) (Marine corps: 26,000)



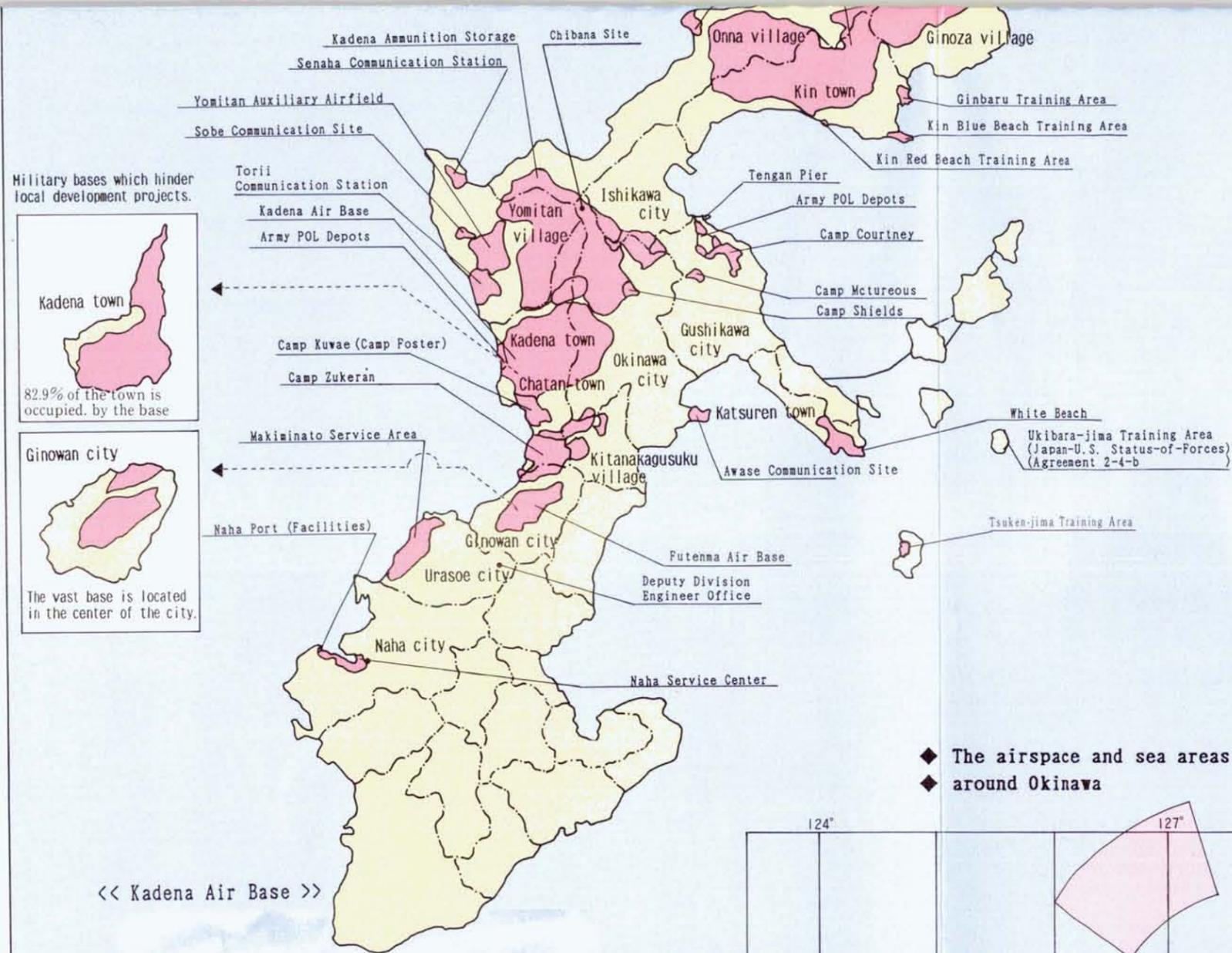
MILITARY BASES in OKINAWA OKINAWA in the MILITARY BASES

<< Yomitan Auxiliary Airfield >>

<< Camp Hansen >>



Parachute drop exercises in residential areas and near local schools cause many accidents, such as dropping supplies and parachuting outside the airfield. The residents in the neighborhood harbor deep concern toward the military operation.



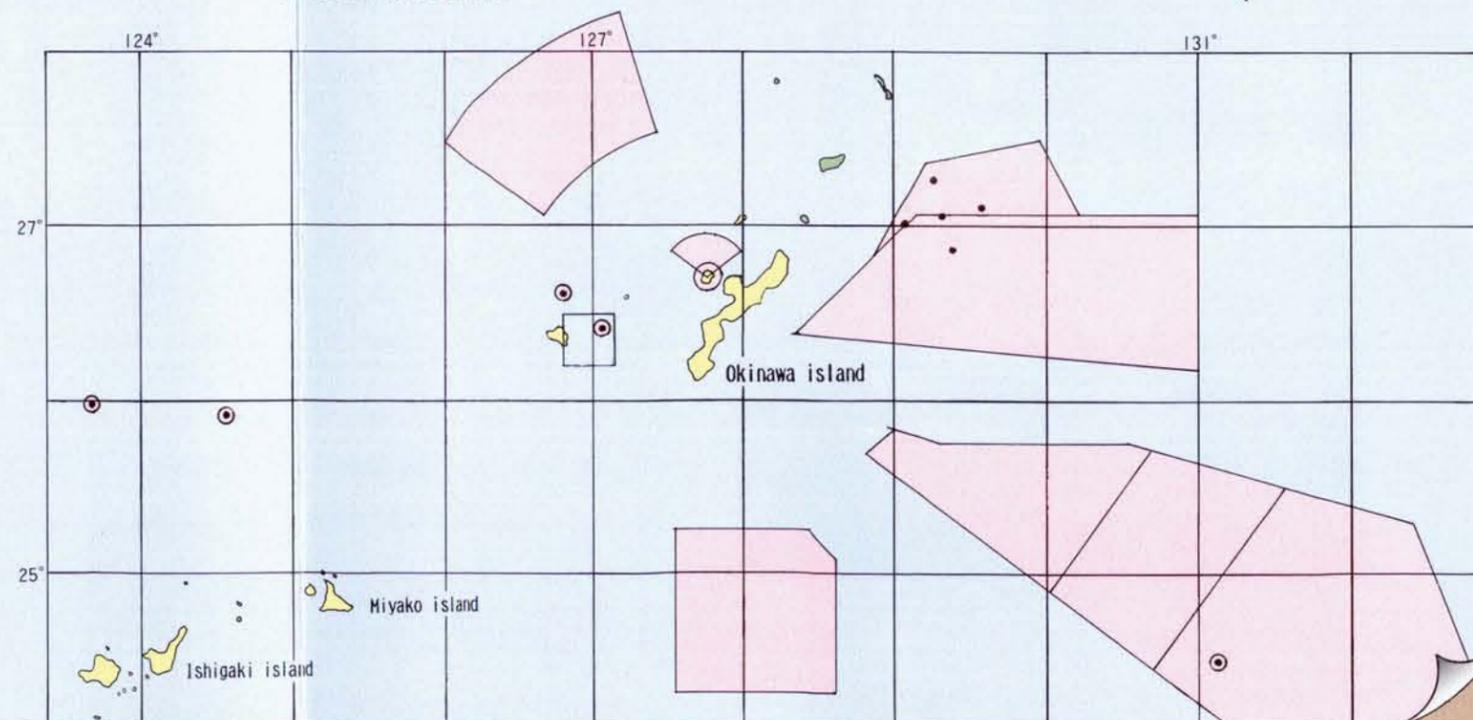
Live firing exercises over Prefectural highway 104 inconvenience local residents because the exercises block the highway. Oftentimes, stray bullets are found in residential areas.

<< Futenma Air Base >>



The air base occupies central part of the city; thus hinders the development of the city and afflicts residents with roaring and other damages.

◆ The airspace and sea areas for the United States Forces trainings ◆
◆ around Okinawa ◆



<< Kadena Air Base >>



Incessant test flights and other operations threaten the lives of the residents in the neighborhood.

オキナワ

あらまし

位置	東西 (E.L.: 131°19' ~ (E.L.: 122°56' N.L.: 25°57' ~ (N.L.: 24°28'))
	南北 (E.L.: 128°13' ~ (E.L.: 123°47' N.L.: 27°51' ~ (N.L.: 24°02'))
面積	2,264km ² (沖縄本島: 1,193km ² (有人島 41))
人口	1,223千人 (1km ² 当たり人口密度: 540人) 沖縄本島: 1,100千人 (905人/km ²)
歴史	1853年 ペリー提督、那覇に來航
	1945年 米軍、沖縄に上陸
	1972年 沖縄、日本復帰

オキナワの米軍基地

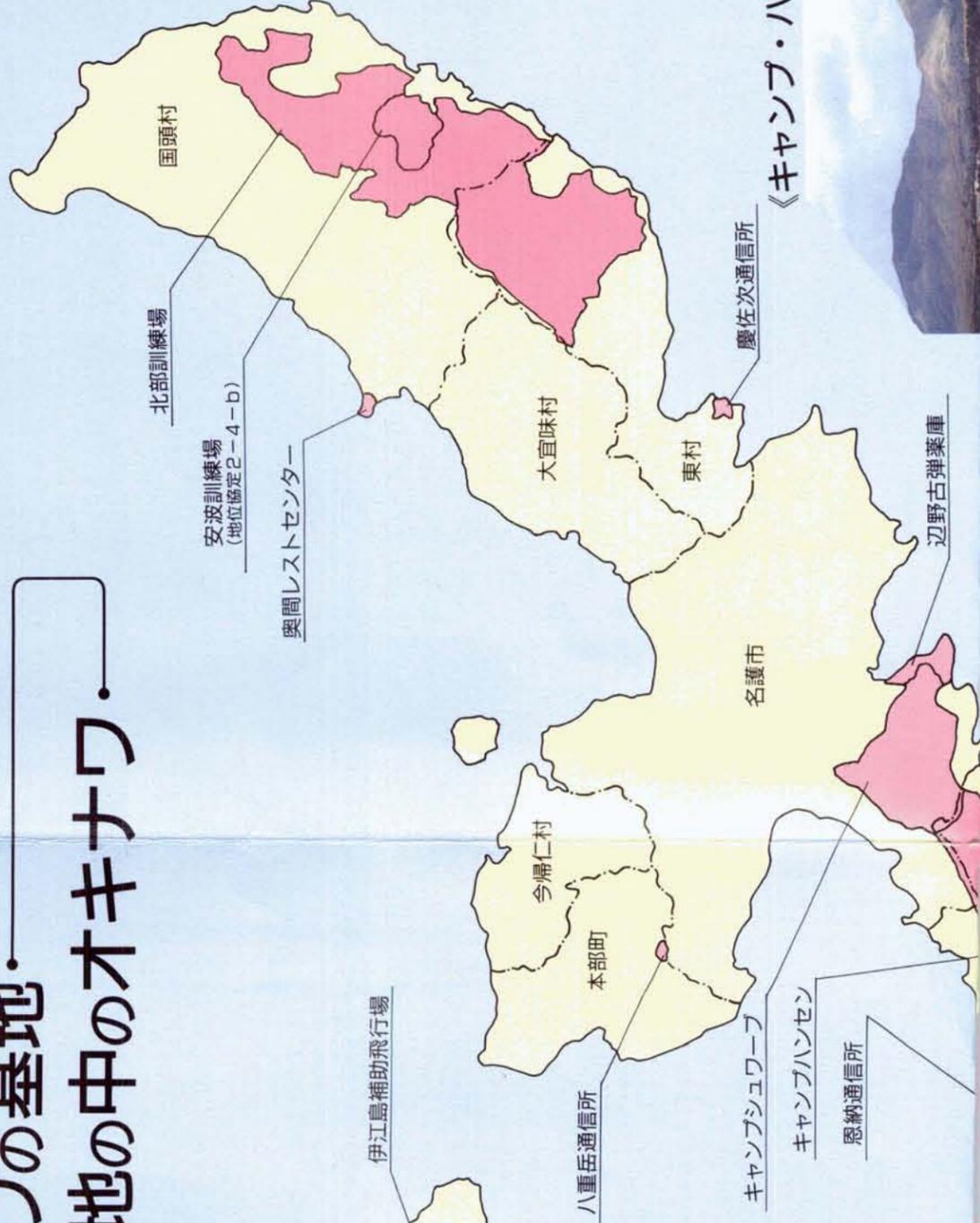
施設数	42施設・区域 (H6.3.31現在)
面積	245km ² (県土の10.8%、在日米軍専用施設の74.6%)
軍人等	沖縄本島: 235km ² (地域の約19.8%) 50,000人 (軍人・軍属・家族) (H5.12.31) うち、空軍18,000人、海兵隊26,000人、他
主な基地	嘉手納飛行場.....極東最大の空軍基地
	キャンプ・ハンセン.....大規模な実弾射撃訓練場
	ホワイトビーチ.....原子力潜水艦の寄港地

オキナワ.....

~狭い地域にたくさんの人々が暮らす島~
 ● 数多くの米軍基地.....
 ● 絶えない事件・事故.....



オキナワの基地・基地の中のオキナワ



《読谷補助飛行場》



住宅地域や学校に近い区域でのパラシュート降下訓練により、度々、施設外への物資や人員の降(落)下事故が起きており、周辺住民は不安を均している。

《キャンプ・ハンセン》



Document Separator

U.S. MILITARY BASES IN OKINAWA

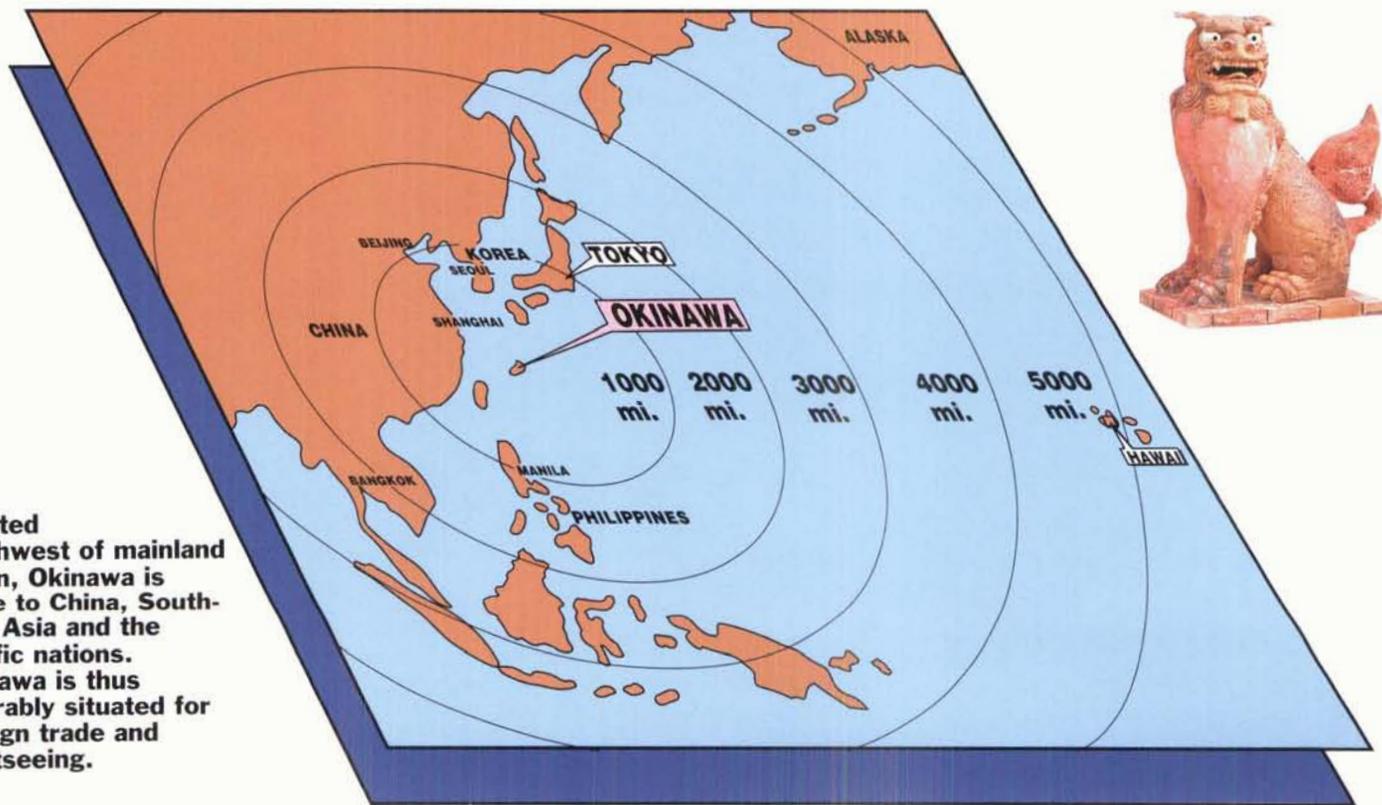
A Message from the Land of Courtesy



沖縄と基地



Okinawa Today



Located southwest of mainland Japan, Okinawa is close to China, Southeast Asia and the Pacific nations. Okinawa is thus favorably situated for foreign trade and sightseeing.



Okinawa has recovered miraculously from the ruins of World War II.

Beautiful Islands and Friendly, Open People

Okinawa, Japan's southwesternmost prefecture, is composed of more than 160 islands, of which 50 are inhabited, that are scattered over a wide sea area spanning 620 miles from east to west and 250 miles from north to south. The prefecture is located in close proximity to Southeast Asia and other Pacific nations: two and a half hours to Tokyo (approximately 960 miles), one hour and 30 minutes to Shanghai, China (approximately 400 miles), and one hour to Taiwan (approximately 370 miles).

The only Japanese prefecture located in the subtropical zone, Okinawa is blessed with picturesque

sceneries of the blue seas and skies, and also plants and animals distinct from the rest of Japan.

Ideally situated in Asia, Okinawa, once known as the Ryukyu Kingdom, entered into trade relations with China and the countries of Southeast Asia in the 13th century, establishing the Great Era of Overseas Trade. During the many centuries of the Kingdom Period, a rich culture was developed, giving birth to Okinawa's beautiful arts. Today, the Ryukyuan performing arts, dyed textiles, lacquerware, and pottery, which enjoy worldwide fame, are important features of the unique Okinawan culture.

In recent years the rich, oceanic climate and unique culture have attracted many tourists to Okinawa, turning it into a burgeoning international resort area with 3.2 million tourists per year from mainland Japan and other countries such as Taiwan and Korea.

In addition, the introduction of biotechnology suited to Okinawa's subtropical climate has led to a rapid rise in agricultural production. Okinawa ranks first in the nation in the cultivation and export of orchids, and second in the production of chrysanthemums.



Shuri Castle was built in the fourteenth century during the Ryukyu Kingdom Period. It was completely destroyed in the Battle of Okinawa in 1945, but rebuilt in 1992.

"Typhoon of Steel" Sweeps over the Island

Established as a strategic front-line base by the Japanese Forces during World War II, Okinawa was the site of the sole land battle fought on Japanese soil, and also one of the fiercest battles in the Pacific, from March 26 to September 7, 1945. During the "Typhoon of Steel," as the Battle of Okinawa came to be called, hundreds of bombs were dropped and thousands of mortar shells fired at the island, turning Okinawa's once green lands into stretches of wasteland.

In the battle, approximately 100,000 Okinawan citizens and about 100,000 Japanese soldiers and 13,000 American soldiers were killed, resulting in a total loss of more than 200,000 lives. Priceless, centuries-old cultural assets from the Kingdom



U.S. landing ships make a run to a beachhead in Okinawa, April 1, 1945.



Holding a white flag, a little girl surrenders to U.S. soldiers.



A Marine uses a flame thrower to flush out Japanese soldiers from a cave, while a rifleman watches ready to fire.

Period were destroyed in the battle as well: Shuri Castle, a designated National Treasure, was reduced to rubble.

During the battle, the American Forces, which occupied Okinawa, constructed many bases on Okinawan lands to stage an invasion of mainland Japan. The bases were built on lands which were important sources of livelihood for the Okinawan people--

towns, ports, and farmlands.

In the Cold War era, the American military bases in Okinawa played a vital role in America's strategies to contain communism in China, the Soviet Union, and other Asian countries. During the Korean and Vietnam Wars, the U.S. Forces used the island as a major staging area for the dispatch of troops and aircraft. Thus, the American military bases in Okinawa have long served as a strategic linchpin in America's military policies in the Far East.

U.S. Bases Hinder Economic Development and Restrict Use of Land, Sea, and Air Space

Under the provisions of the San Francisco Peace Treaty of September 1951, Okinawa, a Japanese prefecture, was severed from the rest of the country and placed under the authority of the U.S. military.

After a long struggle for reversion to Japan by the Okinawan people, and an agreement by both the Japanese and U.S. Governments, Okinawa was reverted to Japanese rule in May 1972, ending 27 years of American control. At the time of reversion to Japan, the return of the vast lands occupied by the American military bases was the top priority of the Okinawan people. The huge U.S. military installations, however, remained long after Okinawa's return to Japanese sovereignty.

The Okinawan people then turned their expectations toward the 20th anniversary of reversion for progress in the reduction and realignment of U.S. military installations. There was no noticeable progress, however, and the huge U.S. military bases continued to occupy Okinawan lands. Today, 22 years after Okinawa's reversion, although the prefecture comprises only 0.6% of Japan's territory, 75% of all American military installations in the exclusive use of the U.S. Forces in Japan are concentrated here, taking up 20% of the land area of the main island of Okinawa. The large American bases are a hindrance to Okinawa's commercial and industrial development.

Moreover, air space established over Okinawa for U.S. military flight training purposes causes great ob-

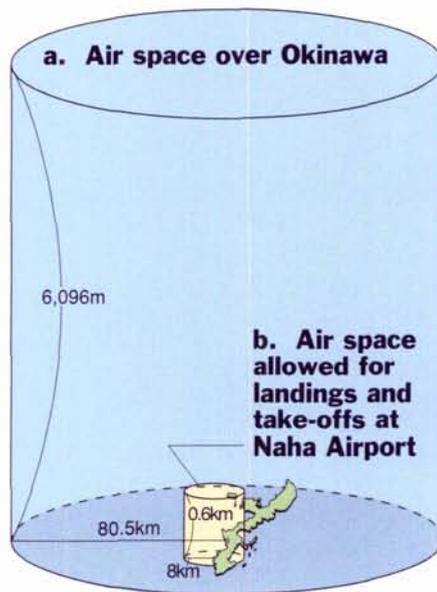
stacle to commercial flights. For instance, the air space allowed for commercial aircraft landings and take-offs at Naha Airport is restricted to a radius of 5 miles and a latitude of

2,000 feet. Due to such limitations, commercial aircraft are

ensuring well regulated services for the airport.

In Okinawa, where prefectural lands are limited, U.S. military sea zones also have been established, causing a hindrance to Okinawa's land development through reclamation of the sea.

Thus, the sea zones restricted



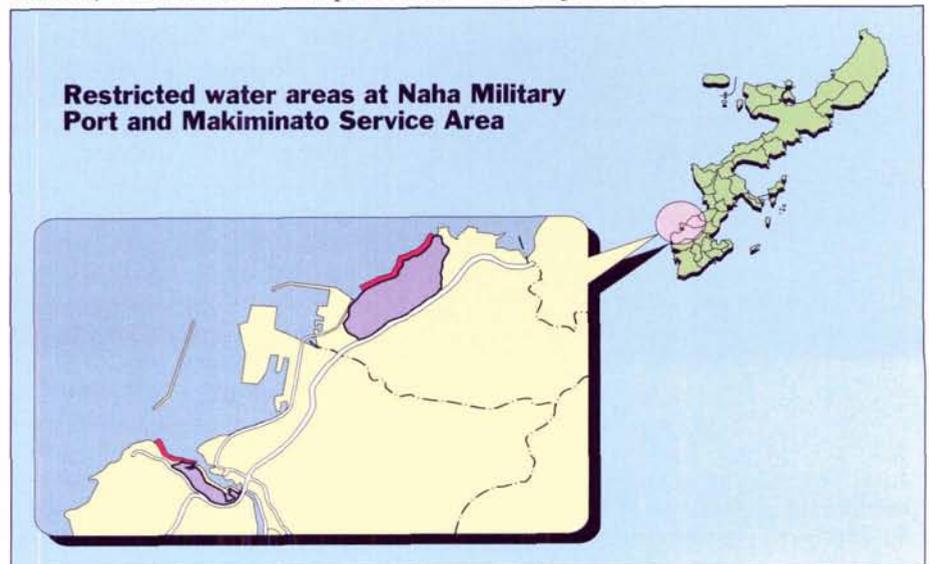
Naha Airport, Gateway of Okinawa

forced to fly at low altitudes over densely popu-

lated areas.

Furthermore, in the case of Iheya Airport (tentative name), scheduled to be constructed soon, since the air space overlaps the Iejima air space used for military exercises, difficulties are expected in

for U.S. military training pose a great obstacle to the expansion of the Free Trade Zone located at the Naha Military Port and the construction of roads along the coast of the Makiminato Service Area. Needless to say, the air space and sea zones used by the U.S. military immensely interfere with Okinawa's potential development.



"Okinawa in the Midst of

Approximately 50,000 U.S. military personnel and their dependents are stationed on Okinawa, a figure consistently maintained for 49 years since the end of the war. The military services deployed here represent all four of the U.S. armed services--Marines, Air Force, Army, and Navy.

In addition, Kadena Air Base, the largest air base in the Far East, a live firing training range, and a paradrop training area are located on the main island of Okinawa, where approximately 1.1 million people live. The U.S. bases hinder the development of local communities that are so vital on such a densely populated island. Also, aircraft noise pollution, red silt erosion, and brush fires caused by live firing exercises have had serious negative effects on the Okinawa people's daily life.

Residents living in the vicinity of Kadena Air Base and Marine Corps Air Station Futenma suffer from chronic aircraft noise pollution attributed to the daily flight exercises conducted by the U.S. military. Furthermore, a recent repeated occurrence of accidents has caused alarm among the Okinawan people who fear



An F-15 Eagle jet fighter crashed and burst into flames on a farmland on April 4, 1994.

that these mishaps are potentially disastrous. In an accident on April 4, 1994, an F-15 jet fighter crashed into an ammunition storage area of Kadena Air Base, and only two days later on April 6, a CH-46E helicopter crashed on a runway at Marine Corps Air Station Futenma.

MCAS, Futenma, in particular, is centrally located in the city of Ginowan. 54 accidents, which include miss landings and crashes involving aircraft assigned to the base, have been recorded since Okinawa's reversion to Japan. In this regard, the Ginowan City Assembly has passed a bill for the removal of the base, claiming that the very presence of the base poses a threat to the people.

In the Camp Hansen training area in northern Okinawa, live firing exercises are carried out, closing down a vital prefectural highway. The diminutive training range, from where bullets stray off into adjacent civilian residential areas and schools, poses great danger. Contamination of head springs with red silt occurs; and brush fires ignited by shells fired incessantly into mountain sides destroy the natural environment. In addition, the disposal of the countless unexploded shells, left at the training site after the departure of the U.S. military, is expected to take many years.

At Yomitan Auxiliary Airfield, surrounded by civilian homes and farmlands, parachute drop training continues to be conducted despite strong protest from residents. At last count since the inception of the training at the airfield, 29 incidents of

the U.S. Military Bases?"



An American parachutist is reprovved severely by local residents after landing on civilian property.

parachutists dropping on private property outside the U.S. facility have been recorded.

Although the Okinawan people expected a decrease in U.S.-base related damages after the island's reversion to Japan, no such reduction has occurred. In fact, accidents and injurious incidents related to U.S.

bases for the past 22 years since the reversion have occurred endlessly, as revealed in the following data: 112 aircraft accidents, 126 brush fires, and 11 homicide cases, involving Okinawan citizens killed at the hands of U.S. military personnel.

Live firing exercises destroy the natural environment in Okinawa. Schools and civilian houses are nearby.



A CH-46E helicopter breaks into two after crashing on a runway at Marine Corps Air Station Futenma on April 6, 1994.

Petitions to Japanese

The Okinawan people's opposition to the current American base situation runs strong; and the American base-related problems have often been brought up for debate in the Okinawa Prefectural Assembly and the local municipal governments. The Okinawa Prefectural Government has

also repeatedly made requests to the U.S. Forces in Okinawa, as well as both the Japanese and U.S. Governments, to make every effort to prevent base-related accidents, which are potentially hazardous to human life and property.

Two governors of Okinawa Prefecture have toured the United States

on four separate occasions to appeal directly to key channels of the U.S. Government and members of Congress for the reduction and realignment of U.S. bases in Okinawa. In addition, through the American mass media, the Okinawa Prefectural Government has sought to bring the Okinawan people's plight induced by



Governor Ota and mayors of local Okinawan municipalities meet with Rep. Neil Abercrombie of Hawaii.



A full-page Washington Post ad describes the current U.S. base situation in Okinawa.



Governor Ota answers questions from reporters at a press conference.

Governor Ota and his delegation visit the U.S. and urge the resolution of Okinawa's U.S.-base related problems.



"Having visited Okinawa, I understand your problems well," said Senator Daniel Akaka.

and U.S. Governments

the huge U.S. bases on the island to the attention of the American public.

Since Governor Masahide Ota's tour of the U.S. last year, distinguished and influential American government officials have come to visit Okinawa to inspect the U.S. bases and confer with mayors of local municipalities beset with many base-related problems: Senator Daniel K. Inouye, Chairman of the Subcommittee on Defense; Representative Dave McCurdy, Chairman of Military Installations and Facilities Subcommittee; Mr. James A. Courter, Chairman of the Base Closure and Realignment Commission; Representative Neil Abercrombie; and the Honorable Walter F. Mondale, American Ambassador to Japan. As the United States now proceeds to reduce and realign its bases in Europe and within the country in accord with the Clinton Administration's policy of defense budget cuts, the Okinawan people hope that the same early consideration will be given for the reduction of the U.S. bases in Okinawa. An opinion poll conducted by the media in May 1992, in commemoration of the 20th anniversary of Okinawa's reversion to Japan, shows that more than 80% of the Okinawan people desire the reduction and realignment of American bases in Okinawa.



Mr. James Courter, Chairman of the Base Closure & Realignment Commission, discusses U.S. base-related problems with Governor Ota.



On a map of Okinawa, Governor Ota points out U.S. base sites.

U.S. Government officials visit Okinawa.



Senator Daniel Inouye of Hawaii



Rep. Dave McCurdy, Chairman of the Military Installations & Facilities Subcommittee

Expectations for the 50th Anniversary



The Okinawan people urgently seek the return of Naha Military Port, which has a great potential for industrial development.

The year 1995 marks the 50th anniversary of the end of the Battle of Okinawa. For the past half century, the people of Okinawa have suffered from the gigantic U.S. military presence in the island. To bring about as quickly as possible the Okinawan people's desire for the reduction and realignment of the U. S. bases, Governor Masahide Ota has decided to embark on a third tour of the United States this year.

In commemoration of the momentous anniversary of the end of the Battle of Okinawa, the Okinawa Prefectural Government, among many issues that need to be addressed, earnestly seeks the resolution of the following three issues in particular: (1) the return of land area occupied by Naha Military Port, (2) the return of land area occupied by Yomitan Auxil-

iary Airfield and the termination of parachute drop training conducted at the facility, (3) the termination of live firing exercises over Prefectural Highway 104.

The Three Issues:

(1) Return of Land Area Occupied by Naha Military Port

At the 15th Japan-U.S Security Consultative Committee held on January 1974, it was agreed that the land area occupied by the Naha Military Port would be returned on the condition that a suitable replacement site be found. Twenty years after the agreement, however, the land area has yet to be returned.

Because the port area occupies a part of the Naha Commercial Port, Okinawa's gateway to the beyond,

and is adjacent to Naha Airport, the area has great potential for industrial development. But, regrettably, because of military restrictions within the port area, it cannot be used in conjunction with Naha Commercial Port and Naha Airport to establish a more effective transportation network.

To revitalize and to stimulate growth at the Free Trade Zone, in a section of the military port area, the Okinawa Prefectural Government is planning to expand the surrounding land area of the Free Trade Zone through reclamation of land from the sea.

(2) Termination of Parachute Drop Training at Yomitan Auxiliary Airfield and Return of Land Area Occupied by the Airfield

176 parachute drop training exercises have been conducted at

Activation of Unique Industries on

Since Okinawa's reversion to Japan in 1972, the Japanese central government has enacted regional development projects for Okinawa: the First and Second Promotion and Development Plans. With large investments from the central government under these plans, the construction of roads, schools, ports, and other infrastructures has proceeded apace. However, because of the economic and social lag behind mainland Japan induced by the 27 years of American military control of the island, Okinawa's per capita income is the lowest in the nation (71% of the national average) while the unemployment rate is the highest in all of Japan.

In 1992 the central government enacted the Third Okinawa Promotion and Development Plan which aims to make Okinawa a unique region that will contribute to the nation's further economic and cultural development. The effective use of lands in Okinawa is crucial in achieving the goals of this plan, but the plan cannot be implemented as great areas of Okinawa's land are now occupied by the American military bases. Therefore, the Okinawan people earnestly seek the early reduction and realignment of the U.S. bases.

On the assumption that Okinawan lands will be returned by the U.S. military, the Okinawa Prefectural Government has drawn up a blueprint for the future use of these lands, entitled "The Basic Plan for the Site Utilization of the Lands Currently Used by the U.S. Military in Okinawa." For lands occupied by Naha Military Port, Futenma Air Station, Yomitan Auxiliary Airfield, Okuma Rest Center, and others, each municipality concerned is currently hard at work on plans for the successful reuse of these lands.

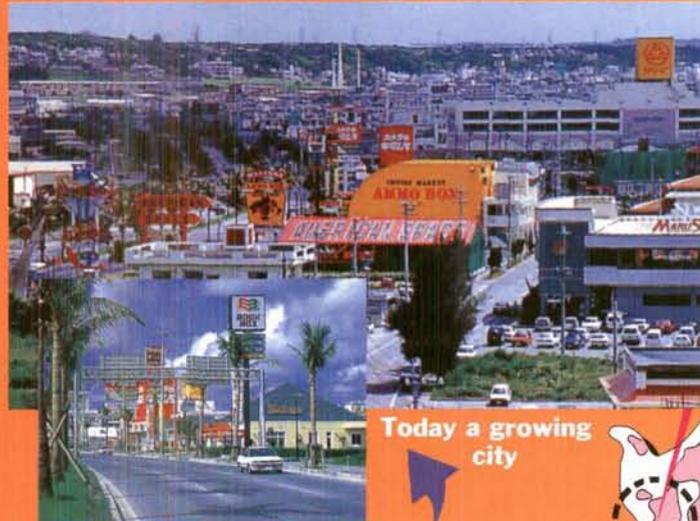
In April 1994 Governor Ota and his delegation visited the Philippines to inspect the former Subic Naval Base. The Philippine Government, confident and hopeful about the base's future economic development, is planning to construct an international airport and a Free Trade Zone on the site.

Okinawa Prefecture will work to create a thriving economy in the 21st century. This goal will be accomplished through the return of lands now occupied by the U.S. Forces and the implementation of multiple development plans, which include urban development, upgrading of the transportation network, and promotion of waterfront projects. In addition, the Prefectural Government aims to make Okinawa a resort area for tourists who wish to stay for long periods seeking health and recreation, and promote industries such as agriculture and fisheries in line with the prefecture's subtropical climate and abundant marine resources. Finally, with its geographical and historical advantages, the Prefectural Government aspires, in particular, to transform Okinawa into Japan's southern gateway to international exchange.



Today Yomitan Airfield

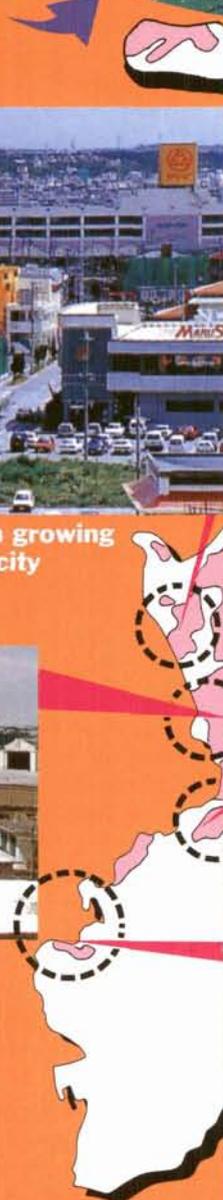
SHOPPING AREA



Today a growing city



15 years ago, an airfield



Lands Returned by the U.S. Military

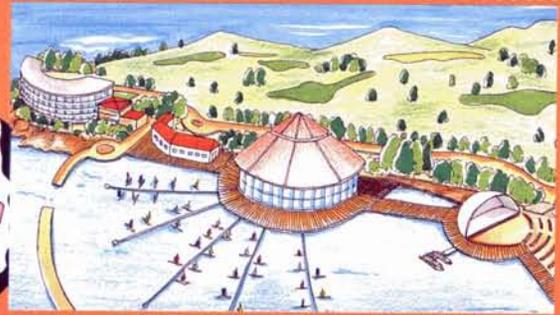
TROPICAL AGRICULTURE



Plan for the development of tropical agriculture

RESORT

Plan for a resort



Okuma Rest Center today

NEW TOWN



Today Futenma Airfield



Plan for urban development

PORT



Naha Military Port today



Plan for a seaport town



From the "Keystone of the Pac



Ryukyuan dance



Karate: A traditional martial art of Okinawa



Haari, dragon boat race



Matthew Calbraith Perry
(1794-1858)

Commodore Matthew C. Perry stopped in Okinawa in 1853 en route to Japan to urge the opening of Japanese ports to foreign ships. He signed a treaty of friendship with the Ryukyu Kingdom, initiating long cordial relations between the United States and Okinawa.



Cornerstone of Peace, a multinational monument honoring all who perished in the Battle of Okinawa, including 13,000 American soldiers. It is schedule for completion in 1995.

3. NAMES TO BE INSCRIBED

The names of all those who died in the Battle of Okinawa (which officially lasted from March 26 - September 7, 1945), regardless of nationality, will be inscribed. However, the names of those Okinawans who died as a result of acts of war during the 15 year war that began with the Manchurian Incident (1930) will also be inscribed. Examples are: death in an air raid, fatal accidents during evacuation, death from malaria or other disease during evacuation, war related death occurring within one year from September 7, 1945 (except for death related to atomic bomb radiation exposure).

4. COMPILATION OF THE LIST OF NAMES TO BE INSCRIBED

A. Okinawan casualties

1. We are using the register of war casualties kept by the prefectural government's Department of Livelihood and Public Welfare and lists kept by local municipal offices.
2. We are investigating and compiling a list of unidentified war casualties.

B. Casualties originally from other parts of Japan

We are using registers offered by the 46 other Japanese prefectures.

C. Foreign casualties

1. We are using registers offered by the U.S. government.
2. We are enlisting the cooperation of persons concerned in countries such as Korea and North Korea and will rely on data released by the Japanese Ministry of Health and Welfare.

5. INSCRIPTION SCHEME

- A. Names will be inscribed in each individual's native language.
- B. Names will be inscribed according to country and, in the case of Japan, according to prefecture.
- C. Inscriptions will be horizontal and in gothic type.

6. INSCRIPTION TIME FRAME

Names will be inscribed during fiscal year 1994 (April 1, 1994 - March 31, 1995). Names brought to our attention thereafter will be inscribed accordingly.

THE CORNERSTONE OF PEACE/Heiwa no Ishi-ji

(A Monument Commemorating those Who Died in the Battle of Okinawa)

1. OVERVIEW

It is the duty of those of us alive today to pay condolence to those who lost their lives in the Battle of Okinawa. We must also teach the tragic lesson of war to future generations.

In this light, the Okinawa Prefectural Government has decided to erect a monument inscribed with the names of each and every person who died in the battle and call it the "Cornerstone of Peace." The main purpose of the monument is to transmit the message of everlasting world peace.

The intended functions of the monument are outlined below:

- A. As a memorial for those who died in the battle and a prayer for peace, the monument is intended to:
 1. console the souls of the approximately 200,000 persons (including Japanese and American soldiers) who perished in the battle, and
 2. celebrate the peace we enjoy today and serve as a prayer for everlasting world peace.
- B. To transmit the lessons learned through the war experience:

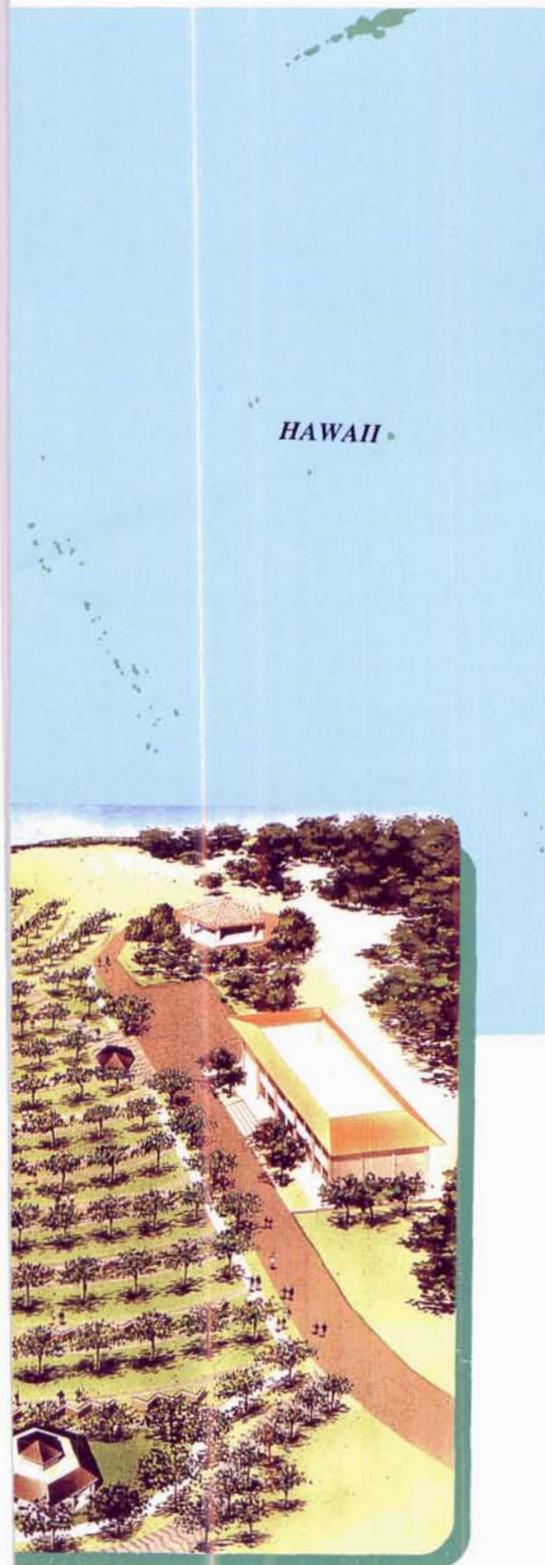
When Okinawa became the site of the only land battle fought on Japanese soil during WWII, many precious lives and invaluable cultural properties were lost. In order to prevent this type of tragic war experience from fading away, we must teach its lesson to future generations.
- C. As a place where one can learn about tranquility and peace:

Not only will the monument serve as a register of the names of the war dead, but it will also be surrounded by sculpture of such artistic beauty that the area will become a sacred place where visitors can experience a sense of tranquility and the greatness of peace. It will also be a place where children can learn about the value of peace, in hopes that they grow up embracing peace.

2. CONSTRUCTION SCHEME

- A. The Cornerstone of Peace will be an integral part of the Prefecture's large scale project, the "Okinawa Peace Memorial Grove."
- B. The Cornerstone of Peace will be linked in concept with the already existing Okinawa Peace Museum.
- C. The Cornerstone of Peace will be erected within the already existing Okinawa Peace Park, located in the Itoman area (the main island's southern tip).
- D. The design of the monument takes into account Okinawa's unique cultural and regional characteristics.

ific" into the "Bridge of Peace"



HAWAII



Masahide Ota
Governor of Okinawa Prefecture

A strong historical tie exists between Okinawa and the United States. Commodore Matthew C. Perry stopped in Okinawa in 1853 en route to mainland Japan and signed a treaty of perpetual friendship with the Ryukyu Kingdom, establishing amicable relations between the United States and the people of the kingdom.

Imbued with an enterprising spirit, many Okinawans have ventured beyond Okinawa to make their home in foreign lands, beginning with the first emigration to Hawaii in 1903. Today, many Okinawan-Americans live in San Francisco, Los Angeles, New York, Washington, D. C., and other parts of the United States, playing important roles in various fields and making contributions as active citizens in the larger American society. And, over the past 49 years since the end of World War II, Okinawa and the United States have continued to nurture mutual cooperation and friendship through cultural and humanitarian exchanges.

The Okinawa Prefecture has now embarked on the construction of the Okinawa Peace Memorial, called the "Cornerstone of Peace," a multinational monument honoring all

Okinawans, Japanese, and Americans who perished in the Battle of Okinawa. A dedication ceremony is scheduled for the summer of 1995 in commemoration of the start of the battle 50 years ago. It is our sincere hope that the memorial will contribute to everlasting world peace and bring happiness to all mankind.

In the upcoming 21st century, Okinawa Prefecture, fully recognizing the uniqueness of its own Okinawan culture, endeavors to create a peaceful, prosperous, and dynamic prefecture that will make great international contributions. As the southern gateway of Japan, and as a prefecture with a long history of interchange with Asia-Pacific nations, Okinawa hopes to known as the "Bridge of Peace" --not as the "Keystone of the Pacific" as it has been called for many years--and contribute to the peace and prosperity of the Asia-Pacific region.

On the basis of the current base situation in Okinawa, where the huge U.S. military bases not only hinder Okinawa's economic development but also give rise to potentially fatal accidents, we, the people of Okinawa, feel that the American people will understand our entreaty for the reduction and realignment of the U.S. bases. On the occasion of the 50th anniversary of the end of World War II and the Battle of Okinawa, we ask that concrete answers be found for Okinawa's many base-related problems. And we look forward to favorable responses from key officials of the current administration, American legislators, and the American people regarding the issue of the American bases in Okinawa.

In conclusion, we hope that the American people, united in one, will successfully meet the challenges of change in the new post-Cold War world order to build a renewed, vigorous America.



**MILITARY BASE AFFAIRS OFFICE
OKINAWA PREFECTURAL GOVERNMENT**

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June, 1994.

Document Separator

Reduction and Realignment of U.S. Military Bases in Okinawa

Petition
submitted to
The United States Government
by
Governor Masahide Ota
and
The Okinawa Prefectural Government

June 1994

OKINAWA PREFECTURAL GOVERNMENT
1-2-2 IZUMIZAKI, NAHA, OKINAWA, JAPAN 900

PETITION

TO:

On behalf of the 1.25 million citizens of Okinawa, I, as Governor of Okinawa Prefecture, hereby submit this petition for the reduction and realignment of the massive U.S. military bases in Okinawa.

Okinawa, Japan's southernmost prefecture, is a chain of more than 160 islands and islets that lies east of China in the Pacific Ocean. The islands are blessed with sandy white beaches, rich blue seas, and a variety of subtropical trees and flowers. Okinawa also has a unique culture that boasts of many beautiful performing arts and traditional handicrafts.

But in 1945 these beautiful islands became the site of one of the fiercest ground battles fought in the Pacific between American and Japanese forces. Caught in the fiery maelstrom, as many as 100,000 innocent Okinawan civilians perished. In addition, over 80,000 Japanese soldiers, 13,000 American servicemen, and an unknown number of Koreans and Taiwanese drafted into the Japanese forces were killed, resulting in a total loss of more than 200,000 precious lives. Relentless American bombardments turned Okinawa's once green lands into stretches of wasteland, and priceless cultural assets preserved for centuries were reduced to ashes. Naha, the capital city of Okinawa, was almost totally destroyed.

At the end of the war, under the provisions of the San Francisco Peace Treaty of

September 1951, Okinawa was severed from the rest of the country and placed under the authority of the U.S. military. After a long struggle for reversion to Japan by the Okinawan people, and an agreement by both the Japanese and U.S. Governments, Okinawa was reverted to Japanese rule in May 1972, ending 27 years of American military control. At the time of reversion, the Okinawan people made an impassioned plea to both the Japanese and U.S. Governments to reduce Okinawa's gigantic U.S. military complex to the smaller level found in mainland Japan and remove nuclear weapons and nerve gas that had been stored in Okinawa.

Today, 22 years after reversion to Japanese sovereignty, however, the U.S. military is still a predominant presence throughout the prefecture. Although Okinawa occupies as little as 0.6% of Japan's territory and, at 547 people per square kilometer, is one of Japan's most densely populated prefectures, as much as 75% of all military installations in the exclusive use of U.S. Forces Japan are concentrated here. More specifically, U.S. bases occupy 20% of the main island of Okinawa, with a heavy concentration of U.S. bases occurring in the already densely populated and industrialized central regions. In addition, the U.S. military has exclusive rights over large areas of sea and air space in these crowded regions, which aggravates the existing tense situation.

The U.S. bases currently occupy lands which, centered around a former airport, were seized originally by Japanese forces during World War II and subsequently taken over by U.S. occupation forces. These crucial but inaccessible lands occupied by the U.S. military consist mainly of fertile farmlands, relatively flat, erstwhile community areas, and areas ideal for housing and industrial expansion. The U.S. bases, thus, hinder Okinawa's potential development.

The U.S. bases in Okinawa pose many dangers to life and property. Military aircraft maneuvers cause chronic noise pollution that is detrimental to the Okinawan people's mental health. Live firing exercises with 155mm howitzers, that necessitate the closure of a vital local highway, cause brush fires and destroy forests and mountains. During paradrop training exercises, conducted in a tiny airfield situated in the midst of civilian homes and farmlands, parachutists drop beyond the target zone onto civilian property. Needless to say, the U.S. base-related problems arouse fear and anxiety in the Okinawan people as well as disrupt their daily

lives.

The two successive crashes of an F-15 jet fighter and a CH-46E helicopter, which occurred on the U.S. bases in April of this year, have upset the Okinawan people, who fear that a misstep could lead to a major disaster in the communities where the U.S. bases are sited. The two aircraft crashes have brought off a strong backlash against the U.S. military presence in Okinawa.

Inflaming Okinawa's troubled situation is the recent exposure of top secret documents, dating back to the reversion negotiations, that testify that the Japanese Government consented to the storage and passage of nuclear arms through Okinawa in times of emergency. The Okinawan people are greatly distressed at this revelation.

At the time of Okinawa's reversion to Japan in 1972, the people of Okinawa held great expectations for a significant reduction and realignment of U.S. bases on their island, but to no avail. The Okinawan people then set their hopes for the 20th anniversary of Okinawa's reversion to Japan, but again no significant progress in the reduction and realignment of U.S. bases was made.

An opinion poll conducted by the media in commemoration of the 20th anniversary of Okinawa's reversion to Japan shows that more than 80% of the Okinawan people desire the reduction and realignment of U.S. bases in Okinawa. However, in disregard of this strong desire, only 15% of the total 28, 661 hectares occupied by U.S. bases has been returned to date.

As the resolution of U.S. base-related problems is the paramount issue of my administration, I have toured the United States on two occasions, in July 1991 and May 1993, to appeal to U.S. Government officials and key members of Congress for the reduction and realignment of U.S. bases in Okinawa and a solution to the multiple problems caused by the American military presence. However, since concrete steps have not been taken to solve Okinawa's base-related problems, I have decided to undertake a third tour of the United States to expedite the search for more effective answers.

Since the reversion to Japan, the central government has enacted three Okinawa Promotion and Development Plans, under which the construction of infrastructures such as roads, port facilities, airports, and schools has proceeded rapidly. Although Okinawa possesses greater possibilities, the vast U.S. bases impede further industrial and regional development, thus contributing to the high unemployment rate and low per capita income in the prefecture.

As the 21st century approaches, the prefecture aims to make full use of Okinawa's natural and geographical advantages to cultivate Okinawa into a unique region where tourism and the traditional arts may flourish. And as the southern gateway of Japan, Okinawa hopes to change into the "Bridge of Peace"--from the "Keystone of the Pacific"--and contribute to the peace and prosperity of the Asia-Pacific region. The achievement of these goals demands as much land for development as possible. As the inaccessibility of land caused by the massive U.S. bases obstructs the implementation of these goals, the timely reduction and realignment of U.S. bases in Okinawa is imperative.

1995 is a milestone year for our prefecture for it marks the 50th anniversary of the end of World War II and the Battle of Okinawa. The people of Okinawa and I strongly desire more tangible solutions to Okinawa's base-related problems at that important turning point in our history. And in commemoration, I ask, in particular, for the resolution of the following three issues: **(1) the return of land area used at Naha Port Facility, (2) the termination of parachute drop exercises at Yomitan Auxiliary Airfield and the return of land area used as the facility, (3) the termination of live firing exercises over Prefectural Highway 104.**

I ask for your understanding of the Okinawan predicament arising from the gigantic U.S. military presence on the island and the sentiment of the Okinawan people who have been forced to bear this heavy burden for many long years.

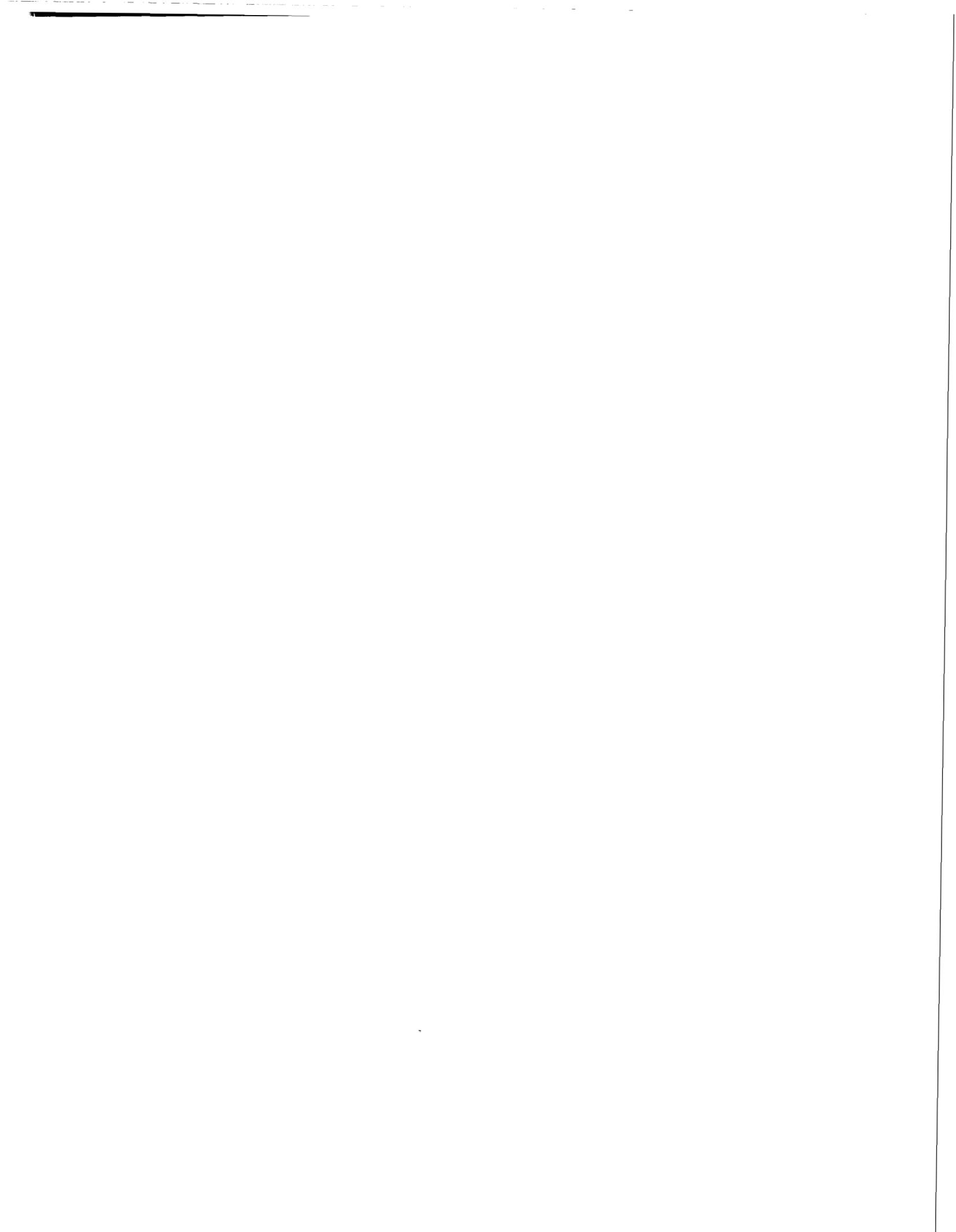
As we approach the historic 50th anniversary of the end of the Pacific War, the prefecture also works to bring Okinawa's post-war era to a close by resolving some prevailing World War II problems: the collection of still scattered remains of the war dead and the disposal of remaining unexploded bombs. In addition, the prefectural government has initiated various projects, such as a prefectural tree planting campaign and the construction of an Okinawa

peace memorial, to create a peaceful, dynamic, and prosperous Okinawa Prefecture in the 21st century

The Okinawa peace memorial, called the "Cornerstone of Peace," is a multinational monument honoring all Okinawans, Japanese, and Americans who perished in the Battle of Okinawa. On the monument will be inscribed the names of all 240,000 war dead, including the names of the 13,000 American soldiers killed. As a symbol of peace erected on the land where the fiercest battle in the Pacific was fought, we hope the "Cornerstone of Peace" will help establish lasting world peace and bring happiness and joy to all mankind.

Respectfully submitted,

MASAHIDE OTA
Governor
Okinawa Prefecture



Brief in Support of Petition



OBJECTIVES SOUGHT

1. In the effort to develop local industries, to ensure the stability of life in Okinawa, and in compliance with the Okinawan people's demands, the Okinawa Prefectural Government especially seeks the resolution of the following three issues by the year 1995, the 50th anniversary of the end of World War II and the Battle of Okinawa:
 - (1) Return of Land Area Occupied by Naha Port Facility
 - (2) Termination of Parachute Drop Training at Yomitan Auxiliary Airfield and Return of Land Area Occupied by the Airfield
 - (3) Termination of Live Firing Exercises over Prefectural Highway 104

2. Among the facilities and areas whose return has been agreed upon by the Japan-U.S. Joint Committee, and among the facilities and areas whose return has yet to be agreed but which are crucial to the development of local communities, the Okinawa Prefectural Government especially desires the earliest resolution of the following:
 - (1) Return of Land Area Occupied by Marine Corps Air Station Futenma
 - (2) Return of Land Area Occupied by Okuma Rest Center
 - (3) Partial Return of Land Area Occupied by Camp Hansen
 - (4) Partial Return of the Northern Section of Camp Kuwae
 - (5) Return and/or Reduction of Restricted Sea Zones and Air Space

3. Reduction of damages and adverse effects arising from U.S. military activities on surrounding communities and prevention of accidents as follows:
 - (1) Reduction of Aircraft Noise Pollution in the Vicinity of Kadena Air Base and Marine Corps Air Station Futenma
 - (2) Prevention of Base-related Accidents and Enforcement of Safety Measures
 - (3) Enforcement of Environmental Protection Measures on U.S. Bases

4. Enforcement of Education and Official Discipline for U.S. Personnel to Prevent Crimes against Okinawan Citizens

1. The three major issues which the Okinawa Prefectural Government desires to be resolved by 1995, the 50th anniversary of the end of World War II and the Battle of Okinawa

(1) Return of Land Area Occupied by Naha Port Facility (Naha City)

At the meeting of the 15th Japan-U.S. Security Consultative Committee held in January 1974, it was agreed that Naha Port Facility would be returned on the condition that it be relocated elsewhere. Although twenty years have elapsed since the agreement, the return has not been accomplished. The military facility occupies a portion of Naha Port, which is the gateway to the capital city, Naha, and is near Naha Airport, the main airport on the island. The port area as a whole holds great potential for effective promotion of industrial development.

At present, the Free Trade Zone (FTZ) has been established in one section of the facility as a means of promoting trade and industrial development in Okinawa. However, due to its limited space and irregular formation, it cannot be used in conjunction with Naha Commercial Port or Naha Airport. Limitations placed on its use create great obstacles to its effectiveness.

In 1993 the number of ships entering the port on military-related matters was 16, or an average of one ship per month. Clearly, the facility's rate of utilization is very low.

Naha City and Okinawa Prefecture have made repeated requests to the Japanese and U.S. Governments for the return of land area occupied by this facility. In order to reorganize the site of this facility for new urban development, Naha City is now drawing up a site utilization plan, which includes an international exchange zone equipped with passenger ship berths and commercial and business zones.

(2) Termination of Parachute Drop Training at Yomitan Auxiliary Airfield and Return of Land Area Occupied by the Airfield (Yomitan Village)

Yomitan Village has a population of approximately 33,000 and an area of 3,517 hectares. The U.S. military installations in this village not only occupy 47% of the village but they are scattered in a manner which fragments the entire village. Yomitan Auxiliary Airfield (190.6 hectares) is open to residents at all times except when parachute drop exercises are conducted. It has virtually lost its role as an auxiliary airfield, and is now used only as a parachute drop exercises ground.

Parachute drop exercises still take place continually. 29 incidents of parachutists landing on civilian property have occurred since the inception of the exercises in 1950. Such incidents have aroused local residents to rise up against the exercises. And occasionally disputes between American parachutists and Okinawan residents have taken place at the point of intrusion.

As the parachute drop exercises at this diminutive airfield, surrounded by civilian homes and farmlands, pose great danger, Yomitan Village authorities have lodged repeated requests for the termination of the exercises and the return of the area occupied by the facility. Yomitan Village has formulated schemes for the appropriated uses of this airfield, and is planning the site for agricultural purposes, public service amenities, and roads.

(3) Termination of Live Firing Exercises over Prefectural Highway 104

The conduct of live firing exercises with 155mm howitzers, which target Mount Onna, requires the closure of Prefectural Highway 104, a vital local road which links the east coast to the west. In 1993 these exercises were conducted 11 different times over a period of 35 days; and the number of shells fired amounted to 5,606.

As civilian homes, schools, and hospitals encircle the Camp Hansen artillery range, and as the fire arms used carry a range which far exceeds the training area, local residents are

continually exposed to danger. Opposition to the exercises have grown, and local residents demand their immediate termination.

Also, a number of Okinawa's popular resorts lies back-to-back to Camp Hansen. Should a shell stray off into these areas, it would not only court a disastrous tragedy but also have catastrophic repercussions on the Okinawa tourism industry.

Repeated live firing exercises have changed the topography of the target area: the greenery in the area has been destroyed, and mountain surfaces have become pitifully bare. The recovery of the natural environment is expected to take many years, if it is possible at all. Today, when the preservation of the natural environment is an important worldwide issue, particular attention must be paid these harmful exercises.

Of greater concern is the disposal of the countless unexploded shells that are anticipated to be left at the site after the departure of the U.S. military. The disposal of the unexploded bombs will be a major issue confronting the Prefectural Government in the future.

Kin Township and Okinawa Prefecture have repeatedly requested both the Japanese and U.S. Governments and the U.S. Forces in Okinawa for an immediate termination of the live firing exercises. In order to ensure the safety of Okinawan citizens and to protect the natural environment, the Okinawa Prefectural Government earnestly seeks the termination of the live firing exercises.

2. Facilities and areas whose return has been agreed upon, and facilities and areas whose return has yet to be agreed but which are crucial to the development of local communities

(1) Return of Land Area Occupied by Marine Corps Air Station Futenma (Ginowan City)

Ginowan City has a population of 79,000 and an area of 1,937 hectares. Located at the center of this city, however, is Marine Corps Air Station Futenma (481.5 hectares). The base severs the city's various infrastructures, resulting in a great hindrance to the establishment of a well-balanced, sound city.

Additionally, noise levels during aircraft take-off and landing in the vicinity of this air station register 76.3 WECPNL*, considerably exceeding the environmental limit of 70 WECPNL. The otherwise quiet residential and school areas nearby have been badly disrupted by this level of noise pollution.

Moreover, 54 accidents involving U.S. military aircraft assigned to this base have occurred since Okinawa's reversion to Japan in 1972. In a recent accident, a CH-46 helicopter turned over and sustained serious structural damage on the runway in October 1992. And, on April 6 of this year, yet another CH-46 helicopter crashed on the runway at the air station.

Understandably, these accidents have caused deep and continuing anxiety in local civilian residents, who fear that one misstep in an accident could lead to a major disaster in their community. The residents protest the existence of this air station fraught with danger.

Ginowan City, without fail, has lodged a protest at the occurrence of every accident. In April 1994, the City Assembly passed a resolution for the immediate return of land area occupied by the air station. In this confined area, the return of the base is vital for the city's efforts to implement a comprehensive development plan. The city has plans to use the air station site as a center for urban development.

*WECPNL=Weighed Equivalent Continuous Perceived Noise Level, so-called "noise index," is a unit of measurement set by the International Civil Aviation Organization.

(2) Return of Land Area Occupied by Okuma Rest Center (Kunigami Village)

The Okuma Rest Center (54.6 hectares), heretofore used as a recreational facility restricted to U.S. military personnel, civilian employees, and their dependents, is located on the west coast in northern Okinawa and is renowned for its scenic beauty with white sandy beaches and deep blue seas.

One section adjacent to the Center, which has been returned by the U.S. military, has been developed as a private resort area. Bringing in 120,000 tourists in 1993, the resort is an attractive tourist spot for the burgeoning tourism industry in Kunigami Village.

The primary industries in Kunigami Village include agriculture, forestry, and fishery. However, in recent years there has been a continuous outflow of local residents to other areas of Okinawa, resulting in the depopulation of Kunigami Village. And, to revitalize the area, the village has made plans for further resort development based on the site of the American facility. The village, thus, requests the early return of Okuma Rest Center.

(3) Partial Return of Land Area Occupied by Camp Hansen (Kin Town)

Camp Hansen extends through no less than four municipalities: Nago City, Kin Town, Ginoza Village, and Onna Village. It is a vast ground for U.S. military maneuvers, covering 5,147 hectares, and occupying 60% of the land area of Kin Town. Not only is the town population of approximately 10,000 squeezed into the remaining areas, but this vast occupation of land by the U. S. military impedes the town's industrial development.

To promote commercial development and increase employment opportunities, Kin Town has been actively encouraging resort enterprises in the area. But these endeavors have not been successful because lands available for development outside the U. S. base site are extremely limited. Regional promotion and development plans have run into severe difficulties.

The one section of Camp Hansen requested for return (163 hectares) is indispensable for measures for revitalization of the town through promotion of industries and employment opportunities. The partial return site is crucial for the implementation of a post-restoration scheme, called the Igei Shiohara General Resort Development Plan.

(4) Partial Return of the Northern Section of Camp Kuwae (Chatan Town)

Chatan Town has a population of 23,000 and is located in the central part of the main island of Okinawa. Before the war, Chatan was noted for its rich, fertile farmland, but the U.S. military constructed bases on this land immediately following the war. Most of the level land, which comprised community regions and fertile agricultural regions, was requisitioned for military use.

Thus, most of the townspeople were forced to farm and establish homes in the steep and narrow mountains after the war. The livelihood of the Okinawan people was disrupted, and the establishment of residential areas was obstructed. The increase in population thereafter has necessitated the conversion of more and more of the precious farmland for residential use, while the standard of living has decreased.

The site of a former airport, returned some time ago, on Highway 58, an arterial road running along the west coast of the island, is an example of how lands returned by the U.S. military will be used. Nicknamed "Hamby Town," the site is now experiencing dramatic urban development.

However, the vast U.S. military bases that still occupy 57% of the town are a great obstacle to balanced development and the promotion of vigorous urban development. Therefore, Chatan Township strongly requests the return of the U.S. military bases.

The area of land requested for return at this time is 42 hectares of the northern section of Camp Kuwae. Chatan Town has devised a site utilization plan, called the Ihei Land Readjustment Plan, which calls for the construction of an administrative center at the site.

(5) Return and/or Reduction of Restricted Sea Zones and Air Space

Sea Zones

Okinawa Prefecture, with a land area of 2,265 square kilometers, is the fourth smallest prefecture in Japan. And, because the vast U.S. military bases are located on such limited prefectural lands, the utilization of land and sea zones is greatly restricted.

For such reasons, to promote regional development, the Prefectural Government and the municipalities concerned have been making efforts to effectively utilize the prefectural lands through the development of residential and industrial areas, the development of public facilities and agricultural lands, and the promotion of waterfront projects by reclaiming land from sea zones. However, with such limited land, sufficient development cannot be achieved. Thus, the return of land and sea zones used by the U.S. military is of utmost importance.

U.S. military restrictions within Naha Port Facility, where the Free Trade Zone occupies a section, must be lifted for they create great obstacles to the effective use of the Free Trade Zone, as well as hinder plans for the construction of piers. Military restrictions must also be lifted at the Awase Communications Site for Okinawa City plans to expand the area through reclamation of land from the sea and construct a resort facility at the site.

Air Space

Okinawa is one of the most prominent tourist resorts in Japan, and in 1993 approximately 3.19 million tourists visited the prefecture. Tourism is a significant local industry.

As Okinawa is an island located far from mainland Japan, the establishment of an air traffic network for the transportation of tourists and the direct air delivery of agricultural products, such as subtropical flowers and vegetables, is an essential requirement for the

promotion of industry. Thus, in addition to the main airport at Naha, the prefecture has plans to construct 11 more airports in Okinawa's remote islands.

However, some air space over Okinawa is used for U.S. military training purposes, causing a great obstacle to commercial air routes. For example, the air space allowed for landing and take-off of commercial aircraft at Naha Airport is restricted to a radius of under 5 surface miles (approximately 8 km) and an altitude of 2,000 feet (600 m). When compared to air space normally allowed, commercial air space over Naha is reduced by 1 km in radius and 1,000 feet in altitude. Due to such limitations, commercial airplanes have no choice but to fly at low altitudes, placing pilots under much pressure.

Furthermore, in the case of Iheya Airport, scheduled to be constructed soon, since the air space overlaps the Iejima air space used for military exercises, difficulties are expected in ensuring well regulated services for the airport. The problem of air space for exclusive U.S. military use will adversely affect not only domestic flights, but also international flights that are expected to increase in the future.

Therefore, the Prefectural Government requests that the air space used for U.S. military training, which hinders Okinawa's development, be returned and/or reduced.

3. Reduction of damages arising from U.S. military activities and prevention of base-related accidents

(1) Reduction of Aircraft Noise Pollution in the Vicinity of Kadena Air Base and Marine Corps Air Station Futenma

The negative impact of U.S. military activities on surrounding communities is wide and various, but the most serious is the chronic aircraft noise pollution arising from Kadena Air Base and MCAS Futenma.

In the air space over Kadena Air Base, touch-and-go flights and flight maneuvers by U.S. military aircraft assigned to the base and carrier-based aircraft from other bases in the Far East are conducted regularly, and engine adjustments are continually carried out. These activities produce an intolerable amount of noise, which disrupts the daily lives of people residing near the base.

During the four days of ORI (Operation Readiness Inspection) exercises conducted this year from April 12 to 15, aircraft noise exceeding 70 decibels was counted 600 times. The duration of time marked extremely high in aircraft noise amounted to 6.85 hours.

Also at MCAS Futenma, aircraft landings and take-offs during flight exercises produce high levels of noise, and helicopter flight maneuvers conducted in the air space over the base as well as over residential areas are especially noted for the intolerable amount of noise they produce.

The noise level measured at the time of aircraft landing and take-off exceeds the average noise measurement value of 70 WECPNL, impacting residential areas and schools located near MCAS Futenma negatively. At a primary school adjacent to the base, aircraft noise above 70 decibels occurs on the average of 76 times a day.

Since noise pollution harms the residents both mentally and physically, the local municipalities request a ban on early morning and night flights, cancellation of engine adjustments, and termination of flight exercises in air space over residential areas.

The issue of aircraft noise pollution has been brought up at Tripartite Liaison Committee meetings composed of the representatives of the U.S. military, Government of Japan, and the Okinawa Prefectural Government. The committee, however, has not initiated any adequate countermeasures to comply with the desires of the Okinawan people.

(2) Prevention of Base-Related Accidents and Enforcement of Safety Measures

The huge U.S. military bases and the accidents that occur on these bases, such as aircraft crashes and bullets that stray off into civilian residential areas during live firing exercises, subject the Okinawan people residing in the vicinity of the bases to life filled with constant fear and anxiety.

112 aircraft crashes have occurred in the last 22 years since reversion to Japan, including 12 F-15 jet fighter crashes and 19 CH-46E helicopter crashes. Two successive crashes of an F-15C jet fighter and a CH-46E helicopter occurred in April of this year, with near disastrous effects on local residents. The Okinawan people are vehemently opposed to these U.S. military bases that are a source of great fear in their lives. (See attached chart1)

With every occurrence of an accident, the Prefectural Government has insisted that U.S. military authorities reveal the cause of the accident, enforce safety measures, and prevent further accidents. But accidents continue to occur ceaselessly, while the causes of these accidents are never revealed. The Okinawan people are greatly angered that their requests have always gone unheeded.

Live firing exercises with 155mm howitzers, rifles, and machine guns are conducted at the Camp Hansen training range. And incidents of bullets and shells straying off into adjacent civilian residential areas have occurred 10 times during the post-reversion period.

Since Okinawa's reversion to Japan, 126 cases of brush fires have resulted in the destruction of a total of 1,122 hectares of land in the U.S. military facilities. 110 cases, or 87%, of the brush fires have occurred at the Camp Hansen facility.

Parachute drop exercises are conducted at both the Yomitan Auxiliary Airfield and the Ie Island Auxiliary Airfield. Incidents of paratroopers and cargo dropping beyond the target zone onto civilian property have been counted 29 times at the Yomitan Auxiliary Airfield, and 2 times at the Ie Island Auxiliary Airfield. In 1965, such accidents resulted in the death of two persons, one of whom was a little girl crushed to death by a trailer that dropped wide off the

target zone.

Okinawan residents living in the vicinity of the airfields and under aircraft flight routes are always exposed to imminent danger. Thus, the Okinawan people ask that thorough inspection of aircraft be carried out, pilots be educated with regard to safety of local residents, and flights in the air space over residential and industrial areas be limited or terminated.

In addition, supreme consideration for the safety of local residents must be given during maintenance, transportation, and utilization of military arsenals.

(3) Enforcement of Environmental Protection Measures on the U.S. Bases

Today, the preservation of the natural environment is an important worldwide issue, and the Okinawa Prefectural Government is particularly concerned over the issue of pollution on the U.S. bases. The Prefectural Government has thrice requested the U.S. military to enforce measures to prevent environmental pollution on the U.S. bases.

However, red soil pollution and oil leakage at the U.S. bases continue to adversely affect areas surrounding the bases. In January 1992, it was revealed that PCB leakage had occurred twice, in 1986 and 1988, at Kadena Air Base. The U.S. military reported the removal of all PCB contaminated soil by June of the same year. However, it was discovered that PCB had been placed at 56 locations on 6 Marine Corps bases, where the PCB was left exposed to the elements. Obviously, the U.S. military's PCB disposal methods are inadequate.

Also, red silt pollution in Okinawan waters damages the island's coral reefs, destroys the natural environment, and imposes great losses on the fishery and tourism industries. Military exercises and construction of facilities at the U.S. bases cause the red silt pollution. In May 1993, red silt that had flowed down a river running through Camp Hansen polluted an area of sea at Kin Bay that extended for several hundred meters. Live firing exercises and repair work on roads at the ranges cause red silt to run off into the sea whenever heavy rains occur.

During the post-reversion period, oil spillage has occurred 16 times at Kadena Air Base

alone. Hija River, which supplies drinking water to the Okinawan people, runs next to Kadena Air Base, and a well, a source of underground water, is located within the base. So oil spillage at the base not only damages the natural environment but also harms the Okinawan people's health.

Contamination of underground water and pollution of the environment by oils and other toxins are detected only after many years. Once contamination exceeds a certain point, recovery of the environment is almost impossible. In this regard, every effort must be made to enforce measures for protection of the natural environment on the U.S. bases.

4. Enforcement of Education and Official Discipline for U.S. Military Personnel

On April 11, 1993, a U.S. military serviceman murdered an Okinawan citizen in Kin Township. In July of the same year, an American held in custody on charges of rape escaped from Torii Station in Yomitan Village to mainland Japan. These incidents have caused anger as well as fear in Okinawan residents living in the vicinity of U.S. bases.

Since Okinawa's reversion to Japan, 11 homicide cases, in which Okinawan citizens were killed at the hands of U.S. military personnel, have been recorded. It is truly regrettable that the lives of Okinawan people have been taken by American servicemen. (See attached chart 2)

In an effort to stop further crimes against Okinawan citizens, the Okinawa Prefectural Government has urged the U.S. forces to educate and discipline U.S. military personnel stationed in Okinawa. Many Okinawan people have misgivings over U.S. military authorities' control over their U.S. military personnel. Therefore, to prevent crimes and offenses by Americans, the people of Okinawa urge the strict enforcement of education and discipline of U.S. military personnel in Okinawa.

Chart 1

A Summary of U.S. Military Aircraft Accidents after Reversion (May 1972-April 1994)

Rotary Blade							
Type of Aircraft	CH-46	CH-53	UH-1	AH-1J	H-3	others	subtotal
Number of Accidents	19	14	9	3	4	5	54
Type of Accident	emergency landing	crash	falling of objects	structural damage while pulling	low-altitude flight		
Number of Accidents	31	14	6	2	1		54
Casualties	dead	missing	serious injury	minor injury			
	26	20	9	3			58

Fixed Wing								
Type of Aircraft	F-15	F-4	KC-130	AV-8	A-4E	others	subtotal	Total
Number of Accidents	12	11	7	3	3	22	58	112
Type of Accident	crash	falling of objects	miss landing	emergency landing	mid-air contact	flame jet spray		
Number of Accidents	18	14	13	11	1	1	58	112
Casualties	dead	missing	serious injury	minor injury				
	2	5	4	2			13	71

Chart 2

Post-Reversion Homicide Cases: Okinawan Citizens Murdered by U.S. Military Personnel

Date	Description of Crime	Site of Crime
AUG 02/1972	Japanese woman killed by a service member	Ginowan City
SEP 20/1972	Japanese male employee on base killed by a service member	Kin Town
DEC 01/1972	Japanese woman killed by a service member	Okinawa City
OCT 23/1974	Japanese woman operating a food and beverage stand killed by a service member	Nago City
MAR 08/1982	Japanese man killed at a cemetery by a service member	Kin Town
JUL 31/1982	Japanese woman raped and murdered by a service member	Nago City
FEB 23/1983	Japanese taxi driver killed on base by a service member	Kin Town
JAN 16/1985	Japanese man killed at home by a service man	Kin Town
JUN 14/1991	Japanese man killed in a park by two service members	Okinawa City
JUN 20/1991	Businessman from India killed by a service member	Okinawa City
APR 11/1993	Japanese man killed at an entertainment district by a service member	Kin Town

