

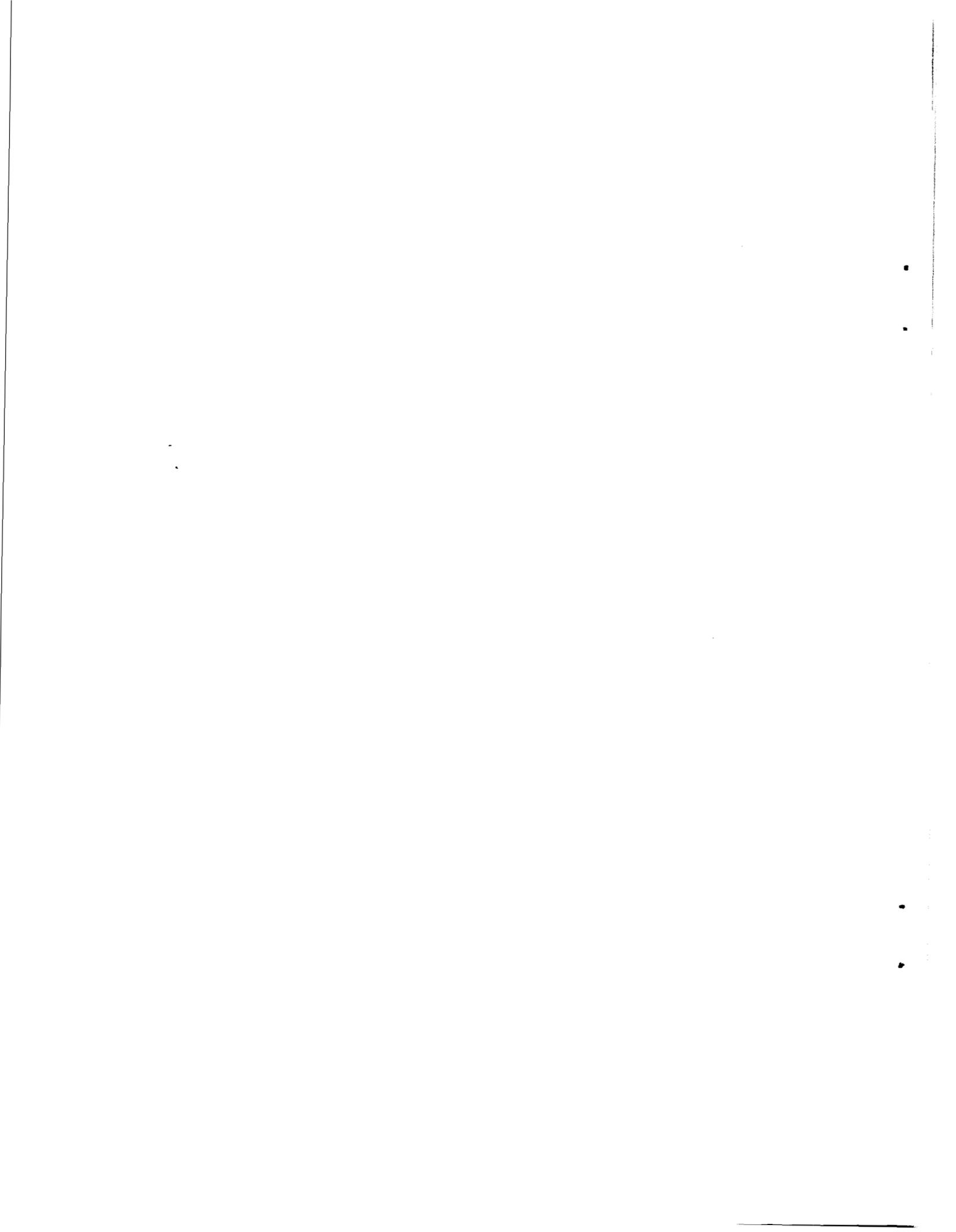
DEPARTMENT OF DEFENSE

KEY OFFICIALS

1947 - 1992



HISTORICAL OFFICE
OFFICE OF THE SECRETARY OF DEFENSE
1992



INTRODUCTORY NOTE

This compilation, prepared by the Historical Office, Office of the Secretary of Defense, presents information about the organization of the Department of Defense and its key officials since 1947. Offices are listed in accordance with their status within the Department, for the most part; at the assistant secretary level functional areas are arranged alphabetically.

In most entries the effective date of incumbency is the initial swearing-in date. Officials assumed office after an initial swearing-in, followed by a ceremonial swearing-in days or weeks later. Dates of Department of Defense directives confirming establishment of positions and prescribing functions usually followed appointments by months and sometimes years. Offices were often without a permanent appointee for periods ranging from days to years. During many of these periods there were acting officials in charge. In other instances there is no indication of an acting official and a time gap is evident. For the most part, acting officials have been de facto rather than formally designated.

Rank of statutory officials is established at Executive Level positions, as follows: Level I - Secretary of Defense; Level II - Deputy Secretary of Defense and Under Secretary of Defense (Acquisition); Level III - Under Secretary of Defense (Policy) and Principal Deputy Under Secretary of Defense (Acquisition); and Level IV - Assistant Secretaries and equivalents.

Editions of this publication have appeared periodically for more than 20 years under the titles Fact Sheet, Facts, and Fact Book. The title of this edition more precisely reflects the contents than did previous titles.

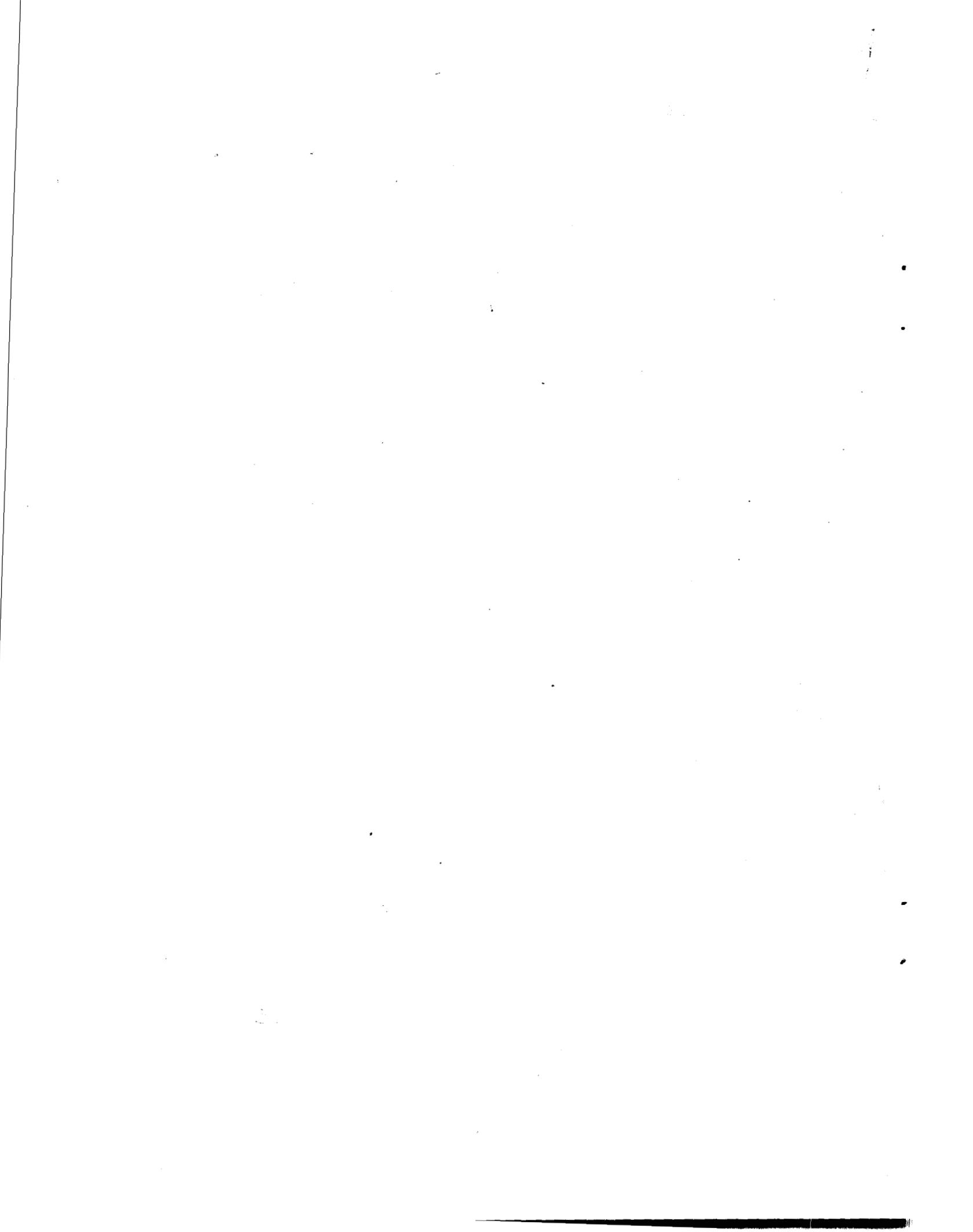


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CURRENT DEPARTMENT OF DEFENSE OFFICIALS

Secretary of Defense	Richard B. Cheney
Deputy Secretary of Defense	Donald J. Atwood
Under Secretary of Defense (Acquisition)	Donald J. Yockey
Principal Deputy Under Secretary (Acquisition)	Donald C. Fraser
Under Secretary of Defense (Policy)	Paul Wolfowitz
Assistant Secretary of Defense (International Security Affairs)	James R. Lilley
Assistant Secretary of Defense (International Security Policy)	Stephen J. Hadley
Assistant Secretary of Defense (Production and Logistics)	Colin McMillan
Assistant Secretary of Defense (Command, Control, Communications and Intelligence)	Duane P. Andrews
Assistant Secretary of Defense (Health Affairs)	Dr. Enrique Mendez
Assistant Secretary of Defense (Legislative) Affairs)	David J. Gribbin III
Assistant Secretary of Defense (Force Management and Personnel)	Christopher Jehn
Assistant Secretary of Defense (Reserve Affairs)	Stephen M. Duncan
Assistant Secretary of Defense (Public Affairs)	Louis A. Williams
Assistant Secretary of Defense (Program Analysis and Evaluation)	David S.C. Chu
Assistant Secretary of Defense (Special Operations /Low Intensity Conflict)	James R. Locher
Director Defense Research and Engineering	Dr. Victor Reis
Comptroller	Sean O'Keefe
The General Counsel	
Inspector General	

DEPARTMENT OF THE ARMY

Secretary of the Army	Michael P. Stone
Under Secretary of the Army	John W. Shannon
Assistant Secretary of the Army (Research, Development and Acquisition)	Stephen K. Conver
Assistant Secretary of the Army (Civil Works)	Nancy P. Dorn
Assistant Secretary of the Army (Manpower and Reserve Affairs)	
Assistant Secretary of the Army (Financial Management)	Douglas A. Brook
Assistant Secretary of the Army (Installations, Logistics and Environment)	Susan Livingstone

DEPARTMENT OF THE NAVY

Secretary of the Navy
Under Secretary of the Navy
Assistant Secretary of the Navy (Manpower
and Reserve Affairs)
Assistant Secretary of the Navy
(Installations and Environment)
Assistant Secretary of the Navy
(Financial Management)
Assistant Secretary of the Navy
(Research , Development and Acquisition)

H. Lawrence Garrett III
J. Daniel Howard

Barbara Spyridon Pope

Jacqueline E. Schafer

Robert C. McCormack

Gerald A. Cann

DEPARTMENT OF THE AIR FORCE

Secretary of the Air Force
Under Secretary of the Air Force
Assistant Secretary of the Air Force
(Acquisition)
Assistant Secretary of the Air Force (Space)
Assistant Secretary of the Air Force (Manpower,
Reserve Affairs, Installations and Environment)
Assistant Secretary of the Air Force (Financial
Management and Comptroller)

Donald B. Rice
Anne N. Foreman

G. Kim Wincup
Martin C. Faga

J. Gary Cooper

Michael B. Donley

THE DEPARTMENT OF DEFENSE

On September 17, 1947, James Forrestal took the oath of office as the first Secretary of Defense at the head of the newly created National Military Establishment. The NME was renamed the Department of Defense two years later with the passage of the 1949 Amendments to the National Security Act.

The new organization grew out of a 3-year debate on the establishment of a single department for national defense. The effort to find an organization acceptable to the armed services was concluded with the enactment of the National Security Act of 1947, approved by the President on July 26, 1947. This legislation established a Secretary of Defense, who was to be primarily a coordinator, developing general policies for the three Executive Departments -- the Army, the Navy, and the new Air Force. To assist the Secretary of Defense in carrying out his responsibilities, the legislation authorized three Special Assistants and provided legislative sanction for three existing agencies-- the Joint Chiefs of Staff, the Munitions Board, and the Research and Development Board.

Secretary Forrestal found the powers assigned to his office insufficient for the task confronting him and early in 1949 recommended substantial changes, many of which were incorporated in the 1949 Amendments to the National Security Act, approved on August 10, 1949, after Secretary Forrestal had been succeeded by Louis Johnson.

The 1949 Amendments stressed that the Secretary of Defense was to be the principal assistant to the President in all matters relating to the Department of Defense. The Army, Navy, and Air Force lost their status as Executive Departments and became military departments within the single Executive Department of Defense. The 1949 Amendments also authorized additional staff assistants for the Secretary of Defense -- a Deputy Secretary, three Assistant Secretaries in lieu of the three Special Assistants, and a Chairman of the Joint Chiefs of Staff. The size of the Joint Staff was increased from 100 to 210 officers. A new Title IV was added to the Act providing for uniform budgetary and fiscal procedures throughout the Defense establishment.

In September 1950, the President named General of the Army George C. Marshall, formerly Army Chief of Staff and later Secretary of State, to head the Department of Defense. This required special legislation by the Congress because the National Security Act had stipulated that no officer who within 10 years had been on active duty in the armed forces could be eligible for appointment. P.L. 81-788 authorized General Marshall's appointment on September 18, 1950. At the end of one year, which was all General Marshall had agreed to serve, he was succeeded by Deputy Secretary of Defense Robert A. Lovett, who had been Assistant Secretary of War for Air during World War II and Under Secretary to General Marshall at the Department of State.

The organization of the armed forces was again reviewed in the spring of 1953 after President Eisenhower's Administration had taken office. On April 30, 1953, the President transmitted to Congress Reorganization Plan No. 6 of 1953, based on the recommendations of Secretary of Defense Charles E. Wilson and the Rockefeller Committee. This plan, which became effective on June 30, 1953, gave greater

management flexibility to the Secretary of Defense. The President's message accompanying the plan made it clear that no function in the department was to be carried out independent of the authority of the Secretary of Defense and that the Secretaries of the military departments were to be -- in addition to being the heads of their departments -- the principal agents of the Secretary of Defense for the management and direction of the Defense establishment. Statutory boards and positions in the Office of the Secretary of Defense were abolished, and their functions were transferred to the Secretary of Defense. Six additional Assistant Secretaries, or a total of nine such positions, and a General Counsel were authorized, and the Chairman of the Joint Chiefs of Staff was given greater authority in managing the Joint Staff.

Further organizational changes in the Department of Defense were recommended by President Eisenhower in a special message to the Congress on April 3, 1958, after a review of the existing organization by Secretary Neil McElroy. The Department of Defense Reorganization Act of 1958, which was approved on August 6, 1958, embodied most of these recommendations. The new legislation increased still further the responsibilities of the Secretary of Defense, particularly in the operational direction of the armed forces and in the research and development field.

A new chain of command was established running directly from the President and the Secretary of Defense to the unified and specified commanders who were given "full operational command" over the forces assigned to them. However, by Secretarial delegation, the Joint Chiefs of Staff were authorized to exercise operational direction over the unified and specified commands. This change abolished the former system under which orders went to the military departments acting as executive agencies before reaching the unified and specified commands. At the same time, authority was granted to expand the Joint Staff from 210 to 400 officers, and the Joint Staff itself was reorganized.

In recognition of the increasing importance of research and development activities, the 1958 Act established the position of Director of Defense Research and Engineering. The new Director was charged not only with being the principal adviser to the Secretary of Defense in all scientific and technological matters but also with supervising all research and engineering activities in the Department of Defense and directing and controlling those activities that in the opinion of the Secretary of Defense require centralized direction. Simultaneously, the number of Assistant Secretaries was reduced from 9 to 7 in the Office of the Secretary of Defense and from 4 to 3 in the military departments.

Better policy coordination was achieved in 1960 by the weekly meetings of Secretary of Defense Thomas S. Gates, Jr., with the Joint Chiefs of Staff.

A Defense Communications Agency was established in 1960 to improve economy and efficiency in the telecommunications field.

Starting in 1961, Secretary of Defense Robert S. McNamara used the powers granted by the 1958 Reorganization Act to achieve increased unification. The functions of the Assistant Secretaries (Supply and Logistics) and (Properties and Installations) were combined and assigned to an Assistant Secretary (Installations and Logistics) and those of the Assistant Secretary (Health and Medical) were transferred to the Assistant Secretary (Manpower). The two vacated Assistant Secretary positions were assigned to the Assistant Secretary (Civil Defense) and to

the Deputy Director, Defense Research and Engineering. When the Office of Civil Defense was transferred in 1964 to the Office of the Secretary of the Army, the Assistant Secretary position was assigned to the new Assistant Secretary (Administration). In 1965, the Systems Analysis Office was given Assistant Secretary rank with the transfer of the Assistant Secretary position held by the Deputy Director, Research and Engineering.

Simultaneously, the organization of the military departments was adjusted functionally to parallel the Office of the Secretary of Defense. An additional Assistant Secretary position for Manpower and Reserve Affairs was authorized in 1967 by the Congress for each of the military departments.

In 1961, the U.S. Strike Command was formed to bring under joint command the combat-ready forces of the U.S. Strategic Army Corps and the Air Force's Tactical Air Command. In that year also the Defense Intelligence Agency was created to assume responsibility for various intelligence functions previously assigned to the military departments. A National Military Command Center became operational in 1962.

To achieve better use of resources, a new Planning-Programming-Budgeting System (PPBS) was initiated in 1961, including a 5-year forecast of forces and costs and supplemented by systems analysis or "cost effectiveness" studies. Common support activities were centralized with the establishment of the Defense Supply Agency in 1961 and the Defense Contract Audit Agency in 1965.

In 1969, Secretary Melvin R. Laird revised management procedures to link planning and budgeting more closely, to insure wider participation in decision making, and to broaden the delegation of authority under specific guidance. The Defense Systems Acquisition Review Council was established in May 1969 to advise the Secretary of Defense at critical decision points in the development and procurement of new weapons systems. The primary responsibility of the military departments for executing these programs was reemphasized, and the authority of the project managers for each major system was strengthened.

Congressional authorization in November 1969 for an eighth Assistant Secretary of Defense to manage health affairs was implemented with the establishment of the Office of the Assistant Secretary of Defense (Health and Environment). A ninth Assistant Secretary was authorized in December 1971 and assigned to the field of telecommunications. The Office of the Assistant Secretary of Defense (Administration) was eliminated in November 1971 and the ASD title was utilized for the new Assistant Secretary of Defense (Intelligence). A second Deputy Secretary of Defense was authorized in October 1972.

Although the functional responsibilities of some Assistant Secretaries of Defense changed, the number of such positions--nine--remained constant from 1971 until 1977. In April 1973, the position of Assistant Secretary of Defense (Legislative Affairs) was established concurrently with the redesignation of the Assistant Secretary of Defense (Systems Analysis) as the Director of Defense Program Analysis and Evaluation. The latter position was replaced by the Assistant Secretary (Program Analysis and Evaluation) in February 1974 after the position of the Assistant Secretary of Defense (Telecommunications) was redesignated Director, Telecommunications and Command and Control Systems.

The Defense Agency concept was expanded substantially in 1971 and 1972 with the establishment of the Defense Mapping Agency to consolidate most mapping,

charting, and geodetic activities of the military services; the Defense Investigative Service to exercise centralized control over personnel security investigations; the Defense Security Assistance Agency to supervise the administration and execution of the Military Assistance and Military Sales Programs; and the Defense Civil Preparedness Agency, the successor of the Army's Office of Civil Defense.

The U.S. Strike Command was disestablished at the close of 1971 and its areas of geographic responsibility were assigned to other unified commands. A new U.S. Readiness Command was constituted, responsible for providing the general reserve of combat-ready forces to reinforce the other unified commands.

Many of these changes reflected the July 1970 recommendations of the Blue Ribbon Defense Panel, appointed by the President and the Secretary of Defense in 1969 to undertake an overall review and evaluation of the organization and management of the Department of Defense.

A comprehensive review in the mid-1970's of the worldwide military command structure resulted in the consolidation or elimination of 19 major headquarters and reductions in other headquarters and Defense Agency staffs. As part of this effort, two unified commands -- the Alaskan Command and the Continental Air Defense Command -- were abolished on July 1, 1975, and two existing commands -- the Alaskan Air Command and the Aerospace Defense Command, designated a specific command -- were given enlarged responsibilities. In 1976, staff elements in the Office of the Secretary of Defense and in the Organization of the Joint Chiefs of Staff were realigned to eliminate unwarranted duplication in related functional areas and to reduce the number of personnel serving in department headquarters.

Additional organizational changes were made during 1976, principally with respect to intelligence. Responsibility for these functions was assigned to a second Deputy Secretary of Defense, a position that had been authorized in 1972 but not previously filled. Subsequently, the Assistant Secretary of Defense (Intelligence) was given the additional designation of Director of Defense Intelligence and charged with line as well as staff authority for intelligence activities. The position of Inspector General for Intelligence was also created to provide for independent oversight of the legality and propriety of all Defense foreign intelligence and foreign counterintelligence activities.

In February 1977 the Military Airlift Command was designated a specified command under the Joint Chiefs of Staff, with the Air Force retaining responsibility for administrative and logistical support of the command.

The number of persons reporting directly to the Secretary of Defense was reduced by the actions of Secretary of Defense Harold Brown during 1977 and 1978. Enactment of P.L. 95-140 on October 21, 1977, abolished the positions of the second Deputy Secretary of Defense and the Director of Defense Research and Engineering but established two new positions, Under Secretary of Defense for Policy and Under Secretary of Defense for Research and Engineering. Earlier in the year transfers of functional responsibilities reduced the number of Assistant Secretaries to seven and eliminated the position of Director for Communications, Command and Control.

Most of the Defense agencies which had typically reported to the Secretary of Defense were placed under the direction of one of the Under Secretaries or Assistant Secretaries at this time, and the process was continued later.

In June 1979 the Defense Audiovisual Agency (DAVA) was established to provide centrally managed acquisition, distribution, and depository support and services for selected audiovisual products to all Department of Defense components. In July of the same year the Defense Civil Preparedness Agency was dissolved and civil defense responsibilities were assumed by the Director of the Federal Emergency Management Agency.

A number of organizational changes took place in 1981. In January the Assistant Secretary of Defense (Program Analysis and Evaluation) was redesignated Director of Program Analysis and Evaluation. In March 1981 the Assistant Secretary (Communications, Command, Control and Intelligence) was redesignated as Deputy Under Secretary of Defense for Communications, Command, Control and Intelligence. In April, following a reorganization of the Office of the Under Secretary of Defense for Policy, the position of Assistant Secretary of Defense (International Security Policy) was established. Also in April the Office of the Assistant to the Secretary of Defense (Review and Oversight) was created to coordinate the efforts of the Department's auditors, inspectors, and investigators. In May the Assistant to the Secretary of Defense for Legislative Affairs was redesignated the Assistant Secretary of Defense (Legislative Affairs). In August the Defense Legal Services Agency (DLSA) was established to provide legal advice, services, and support for specified organizations and functions within the Department of Defense.

In September 1982 the Department's Inspector General (IG), a position created by the FY 1983 Authorization Act, was established and assumed the role of the Assistant to the Secretary of Defense (Review and Oversight). At the same time the Defense Audit Service (DAS) was dissolved and its role assumed by the IG. The Inspector General for Intelligence was redesignated as Assistant to the Secretary of Defense (Intelligence Oversight) in December 1982.

A new unified command, the U.S. Central Command, was established in January 1983 with responsibility for the Southwest Asia-Persian Gulf area.

The FY 1984 Defense Authorization Bill of September 24, 1983, contained provision for four new assistant secretary positions. These four positions were used to establish an Assistant Secretary of Defense (Development and Support); an Assistant Secretary of Defense (Research and Technology); an Assistant Secretary of Defense (Command, Control, Communications and Intelligence); and an Assistant Secretary of Defense (Reserve Affairs). The FY 1984 Defense Authorization Bill further mandated establishment of an Office of Operational Test and Evaluation.

In January 1984, by presidential directive, the Strategic Defense Initiative Organization (SDIO) was established as a Defense Agency reporting directly to the Secretary of Defense.

On November 30, 1984, Secretary of Defense Caspar Weinberger announced the establishment of a new unified command, the U.S. Space Command, to provide an organizational structure to centralize operational responsibilities for more effective use of military space systems.

In April 1985 Secretary Weinberger directed the disestablishment of the Defense Audiovisual Agency, effective September 30, 1985, and the transfer of its functions to the military departments.

The Assistant Secretary of Defense (Acquisition and Logistics) was established in July 1985. The acquisition management functions of the Under Secretary of Defense (Research and Engineering) and the installations and logistics functions of the Assistant Secretary of Defense (Manpower, Installations and Logistics) were assumed by the new Assistant Secretary. This position was disestablished in 1987 and replaced by the Assistant Secretary of Defense (Production and Logistics). Also in July 1985 the Assistant Secretary of Defense (Manpower, Installations and Logistics) was redesignated as Assistant Secretary of Defense (Force Management and Personnel), with manpower duties only.

The Goldwater-Nichols Act of 1986 provided for important organizational changes in the Department of Defense. Many of these changes were foreshadowed by the recommendations of the Blue Ribbon Commission on Defense Management (Packard Commission) and by other studies and reports from knowledgeable sources. The act reemphasized civilian control of the Department in the person of the Secretary of Defense, gave increased functions and powers to the Chairman of the Joint Chiefs of Staff, and established a Vice Chairman of the JCS. It enhanced the powers of the commanders of the unified and specified commands and permitted them some participation in the budget process. Finally, Goldwater-Nichols required reorganization of the headquarters establishments of the military departments.

In accordance with the Military Retirement Reform Act (P.L. 99-384, July 1, 1986), an Under Secretary of Defense for Acquisition was appointed in September 1986, but the official DoD directive establishing the position did not appear until February 1987. This act also redesignated the former Under Secretary of Defense (Research and Engineering) as Director of Defense Research and Engineering, which came under the Under Secretary (Acquisition). The position was not filled until 1987, and the official DoD directive was not issued until January 1989.

Changes in 1988 included the establishment of the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) and the redesignation of the Deputy Assistant Secretary (Administration) as the Director of Administration and Management. He also continued as Director, Washington Headquarters Services. The Director of Program Analysis and Evaluation position was redesignated Assistant Secretary of Defense (Program Analysis and Evaluation). The functions of the Assistant Secretary of Defense (Research and Technology) were transferred to the Director, Research and Engineering.

An office of Coordinator for Drug Enforcement Policy and Support was established in 1989. The position was assigned to the Assistant Secretary of Defense (Reserve Affairs).

At the present time, in addition to the Secretary and the Deputy Secretary, statutory positions include 2 Under Secretaries, 11 Assistant Secretaries, a General Counsel, an Inspector General, a Comptroller, and 2 Directors. There are also two other statutory positions: the Principal Deputy Under Secretary of Defense (Acquisition) and the Principal Deputy Under Secretary of Defense (Strategy and Resources). There are 15 agencies, 10 unified and specified commands, and 7 field activities.

Brief details of the changes in titles and functions of the different areas of responsibilities of the Department of Defense are included in the following lists of offices.

SECRETARIES OF DEFENSE

The position of Secretary of Defense was established by the National Security Act of 1947, P.L. 80-253, July 26, 1947, which provided for a National Military Establishment. Implementation of the Act began on September 17, 1947, when the first Secretary of Defense was sworn in.

The Amendments of 1949, P.L. 81-216, August 10, 1949, established the Department of Defense (the NME of 1947) as an executive department, headed by a Secretary of Defense, with three military departments whose Secretaries would separately administer their departments under the "direction, authority, and control" of the Secretary of Defense. The Secretary of Defense was specifically given the authority to perform any function vested in him, or with the assistance of any officials or organizations of the Department. Two new positions were established -- a Deputy Secretary position and a Comptroller with the rank of Assistant Secretary. Three Assistant Secretaries, one of whom was the Comptroller, were to perform duties as prescribed by the Secretary, replacing the three special assistants originally created.

The 1949 Amendments also established an Armed Forces Policy Council to advise the Secretary on broad policies regarding the armed forces, with the Secretary of Defense as chairman and given the power of decision. Members of the AFPC were the Secretary; the Deputy Secretary; the Secretaries of the Army, Navy, and Air Force; the Chairman of the Joint Chiefs of Staff; and the heads of the three military services. The AFPC took the place of the War Council created by the National Security Act of 1947.

The Committee on Department of Defense Organization, named for its chairman, Nelson A. Rockefeller, issued a report to the Secretary of Defense on April 11, 1953. It included a legal opinion regarding the power and authority of the Secretary, which held that the National Security Act, as amended, granted the Secretary of Defense "supreme power and authority to run the affairs of the Department and all its organizations and agencies." The legal opinion further emphasized the Secretary's authority: "The Secretaries of the military departments, the Joint Chiefs of Staff, all officers and agencies and all other personnel of the Department are 'under' the Secretary of Defense. Congress has delegated to the Secretary of Defense not only all the authority and power normally given the head of an executive department, but Congress has, in addition, expressly given the Secretary of Defense even greater power when it made the Secretary of Defense 'the principal Assistant to the President in all matters relating to the Department of Defense.'"

Reorganization Plan No. 6 of 1953, June 30, 1953, transferred all the functions of the Munitions Board, the Research and Development Board, the Defense Supply Management Agency, and the Director of Installations to the Secretary. Six additional Assistant Secretaries were established and a General Counsel was added.

P.L. 85-599, the Defense Reorganization Act of 1958, August 6, 1958, gave the Secretary the authority to provide for "more effective, efficient, and economical administration and operation and to eliminate duplication."

Civil defense functions were assigned to the Secretary through Executive Order 10952, July 20, 1961, but were subsequently transferred and then abolished.

Unified and specified commands are responsible to the President and the Secretary of Defense for accomplishing military missions assigned, within the operational chain of command from the President to the Secretary of Defense to the commands.

SECRETARIES OF DEFENSE

JAMES V. FORRESTAL. Except for serving briefly in World War I in the U.S. Navy, he was with Dillon, Read and Company from 1916 until 1940, when he became Under Secretary of the Navy, serving until May 1944, when he was appointed Secretary of the Navy. He left the Navy post on September 17, 1947, when he took the oath of office as the first Secretary of Defense, a position he kept until March 28, 1949. He died less than two months after leaving office.

LOUIS A. JOHNSON. After active service with the U.S. Army in France during World War I, he was a partner in the law firm of Steptoe and Johnson. He helped to found the American Legion and was its national commander in 1932-1933. He served as Assistant Secretary of War from June 1937 until July 1940. On March 28, 1949, he was sworn in as Secretary of Defense and served until September 19, 1950. He returned to law practice.

GEORGE C. MARSHALL. Commissioned in the U.S. Army in 1902, he rose to Chief of Staff in September 1939, serving throughout World War II until November 1945. He was Secretary of State from 1947 to 1949, when he became president of the American Red Cross. He was sworn in as Secretary of Defense on September 21, 1950. This required a special congressional waiver because the National Security Act prohibited a military officer from serving as secretary if he had been on active duty within the previous 10 years. He served until September 12, 1951.

ROBERT A. LOVETT. A Navy pilot in World War I with service overseas, he joined Brown Brothers Harriman and Co., eventually becoming a partner. He served as a special assistant to the Secretary of War beginning in December 1940 and then as Assistant Secretary of War for Air from April 1941 to December 1945. Was Under Secretary of State from July 1947 to January 1949, and Deputy Secretary of Defense, October 4, 1950, to September 16, 1951. He succeeded Marshall as Secretary of Defense on September 17, 1951, serving until January 20, 1953, at which time he returned to Brown Brothers Harriman and Co.

CHARLES E. WILSON. An electrical engineer, he became president in 1941 of General Motors Corp., with which he had been associated since 1929, and was still in that office when he was selected to be Secretary of Defense. He was sworn in as Secretary on January 28, 1953, and served until October 8, 1957.

NEIL H. McELROY. Employed by Procter and Gamble from 1925, serving as president from 1948 to 1957. He was sworn in as Secretary of Defense on October 9, 1957, and resigned on December 1, 1959. Became chairman of the board at Procter and Gamble.

THOMAS S. GATES, JR. Served in the U.S. Navy during World War II, in which he participated in campaigns in Europe and the Pacific. Was associated with Drexel and Co., 1925-1953. He was appointed Under Secretary of the Navy in October 1953, became Secretary of the Navy on April 1, 1957, and Deputy Secretary of Defense on June 8, 1959. He was sworn in as Secretary of Defense on December 2, 1959, and served until January 20, 1961. He joined Morgan and Company, becoming president in 1962.

ROBERT S. McNAMARA. Entered the U.S. Army in 1943 and served until 1946. Held various offices in the Ford Motor Co., including president and director, from 1946 to 1961. Was sworn in as Secretary of Defense on January 21, 1961, and served until February 29, 1968. He became president of the World Bank in 1968.

CLARK M. CLIFFORD. Served in the U.S. Navy during World War II from 1944 to 1946, with assignment as naval aide to the President. Subsequently he served as special counsel to the President from 1946 until 1950. Became a partner in the law firm of Clifford and Miller in 1950. He was sworn in as Secretary of Defense on March 1, 1968, and served until January 20, 1969. Returned to law practice again.

MELVIN R. LAIRD. Entered the U.S. Navy in 1942 and served in the Pacific; left the Navy in 1946. A former congressman from Wisconsin, 1953-1969, he was sworn in as Secretary of Defense on January 22, 1969, and served until January 29, 1973. Later, he became advisor to the President from June 1973 to February 1974, and then became senior counselor to Reader's Digest.

ELLIOT L. RICHARDSON. Served in the U.S. Army in World War II, 1942-1945. Assistant Secretary of Health, Education, and Welfare, 1957-1959; Lieutenant Governor of Massachusetts, 1965-1967; and Under Secretary of State, 1969-1970. He was serving as Secretary of HEW, 1970-1973, when appointed Secretary of Defense. He was sworn in as Secretary of Defense on January 30, 1973, and served until May 24, 1973, then becoming U.S. Attorney General on May 25, 1973.

JAMES R. SCHLESINGER. Had been at Rand Corporation from 1963 to 1967. He was assistant director of the Bureau of the Budget in 1969 and the Office of Management and Budget, 1970-1971. He served as Chairman of the Atomic Energy Commission, 1971-1973, and as Director of the Central Intelligence Agency in 1973. He was sworn in as Secretary of Defense on July 2, 1973, and served until November 19, 1975. Subsequently, he became the first Secretary of the new Department of Energy in October 1977 and served until July 1979.

DONALD H. RUMSFELD. A U.S. Navy aviator and flight instructor in the 1950's, he was a Member of Congress from Illinois, 1963-1969, and became an assistant and counselor to President Nixon in 1969. He served as Director of the Office of Economic Opportunity and Director of the Cost of Living Council. Was U.S. Ambassador to NATO from 1973 to 1974, assistant to President Ford in 1974-1975, serving as director of the White House Office of Operations. He was sworn in as Secretary of Defense on November 20, 1975, and served until January 20, 1977. He became chief executive of G.D. Searle and Co.

HAROLD BROWN. He was director of the Lawrence Livermore Laboratories in 1960 and then served as Director of Defense Research and Engineering, 1961-1965, and as Secretary of the Air Force, 1965 to 1969. He was president of the California Institute of Technology, 1969-1977. He was sworn in as Secretary of Defense on January 21, 1977, and served until January 20, 1981, when he joined the Johns Hopkins University School of Advanced International Studies.

CASPAR WEINBERGER. During World War II he served in the U.S. Army and became a member of General MacArthur's intelligence staff. He was Director of the Office of Management and Budget, 1972-1973, and Secretary of Health, Education and Welfare from 1973 to 1975. He was general counsel, vice president, and director of the Bechtel Corp. from 1975 to 1981. He was sworn in as Secretary of Defense on January 21, 1981, and served until November 23, 1987.

FRANK C. CARLUCCI. Served in the U.S. Navy, 1952-1954. Served as Director, Office of Economic Opportunity, 1970-1972; Under Secretary of HEW, 1972-1974; ambassador to Portugal, 1974-1978; deputy director of the CIA, 1978-1981. He was Deputy Secretary of Defense, 1981-1983, and was sworn in as Secretary of Defense on November 23, 1987, serving until January 20, 1989. (Deputy Secretary of Defense William H. Taft served as Acting Secretary of Defense from January 20, 1989, until March 21, 1989).

RICHARD B. CHENEY. Served as special assistant to the Director of the Office of Economic Opportunity, 1969-1970; as deputy to the presidential counselor, 1970-1971; as assistant director of operations of the Cost of Living Council, 1971-1973; and as assistant to the President, 1975-1977. He was elected to Congress from Wyoming in 1978 and served until March 1989. He took office as Secretary of Defense on March 21, 1989.

SECRETARIES OF THE MILITARY DEPARTMENTS

With the passage of the National Security Act of 1947, there were three military departments -- the Department of the Army (redesignation of the former War Department), the Department of the Navy, and the newly created Department of the Air Force. All three departments were executive departments, each headed by a Secretary. The three Secretaries administered their departments and had the right to report or make recommendations to the President, after so informing the Secretary of Defense.

Under the Amendments of 1949, P.L. 81-216, August 10, 1949, the Secretaries administered their departments under the "direction, authority, and control" of the Secretary of Defense. The status of the departments was changed from "executive" to "military," the Secretaries thus giving up their seats in the Cabinet to the Secretary of Defense. The Secretaries were authorized to present recommendations, after informing the Secretary of Defense, to the Congress.

The Committee on Department of Defense Organization (the Rockefeller Committee) issued a report to the Secretary of Defense on April 11, 1953. It stated its opinion regarding the responsibilities of the Secretaries of the military departments. "The Secretaries of the military departments, subject to the direction, authority, and control of the Secretary of Defense, should be the operating heads of their respective departments in all aspects, military and civilian alike . . . the Secretaries are the principal civilian advisers to the Secretary of Defense on the entire range of problems within the Department." The report stated further that it believed it "essential to have a single channel of command or line of administrative responsibility within the Department of Defense and each of the military departments," not distinguishing between military and civilian affairs.

The Department of Defense Reorganization Act of 1958, P.L. 85-599, August 6, 1958, codified many of the changes in the original National Security Act. The Department of Defense included the three military departments, "separately organized" under their own Secretaries, with "unified direction" under the Secretary of Defense, but the Act specifically stated that the departments or their services were not to be merged. The combatant forces were to be provided with "unified" strategic direction and to operate under unified command although there was to be no single chief of staff nor an overall armed forces general staff. Combatant commands were responsible to the President and the Secretary of Defense for the military missions assigned by the Secretary of Defense.

On December 31, 1958, the Secretary of Defense issued a directive establishing two command lines, one for operational direction of the armed forces through the JCS to unified and specified commands and the second for the direction of support activities through the Secretaries of the military departments.

The Secretaries of the military departments became members of the Defense Resources Board in 1982.

SECRETARIES OF THE ARMY

KENNETH C. ROYALL. Served in the U.S. Army in World Wars I and II. In private law practice, 1919-1942. He was appointed Under Secretary of War, November 9, 1945, and served until July 24, 1947, when he became Secretary of War. On September 18, 1947, he became the first Secretary of the Army, the position established by the National Security Act of 1947. He served until April 27, 1949, when he returned to his law practice.

GORDON GRAY. Served in the U.S. Army from 1942 to 1945. Active in publishing and radio operation from 1935 to 1947. Assistant Secretary of the Army from 1947 to 1949, he served as Secretary of the Army from June 20, 1949, to April 12, 1950. He became special assistant to the President in 1950.

FRANK PACE, JR. Served in the U.S. Army Air Forces from 1942 to 1946. A lawyer, he became assistant director and then director of the Bureau of the Budget, 1948-1950. He assumed the office of Secretary of the Army on April 12, 1950, and served until January 20, 1953.

ROBERT T. STEVENS. Served in the Army in World War I, and in World War II was in the Office of the Quartermaster General. He was with J.P. Stevens and Co., Inc., 1921-1942, 1945-1953. He became Secretary of the Army on February 4, 1953, and served until July 20, 1955.

WILBER M. BRUCKER. Served with the National Guard on the Mexican Border in 1916 and with the U.S. Army in World War I. He practiced law and became governor of Michigan, 1930-1932. He resumed his law practice until 1954, when he became General Counsel of the Department of Defense, 1954-1955. Served as Secretary of the Army from July 21, 1955, until January 20, 1961, when he returned to his law firm.

ELVIS J. STAHR, JR. Served overseas as a combat liaison officer in the U.S. Army in World War II. Practiced law and taught law. He was a special assistant to the Secretary of the Army, 1951-1952, and president of the University of West Virginia, 1959-1961. He served as Secretary of the Army from January 24, 1961, to June 30, 1962, when he became president of Indiana University.

CYRUS R. VANCE. Served in the U.S. Navy, 1942-1946. Became General Counsel of the Department of Defense on January 29, 1961, after practicing law from 1947, and served until June 30, 1962. He was sworn in as Secretary of the Army on July 5, 1962, and served until January 27, 1964. Became Deputy Secretary of Defense on January 28, 1964. [See Deputy Secretaries of Defense].

STEPHEN AILES. In private law practice until 1942. He was a member of the legal staff of OPA, 1942-1946, and served as counsel to the U.S. Economic Mission to Greece, 1947. Resumed private practice with Steptoe and Johnson, 1948-1961. Served as Under Secretary of the Army from February 27, 1961. He was sworn in as Secretary of the Army on January 28, 1964, and served until July 1, 1965.

STANLEY R. RESOR. Served in the U.S. Army from 1942 to 1945. Was associated with the law firm of Debevoise and Plimpton from 1946 to 1965. He became Under Secretary of the Army on April 5, 1965, and then was sworn in as Secretary of the

Army on July 5, 1965. Served until June 30, 1971, when he returned to his law firm. Subsequently served as Under Secretary of Defense. [See Under Secretaries of Defense.]

ROBERT F. FROEHKLE. Served in the U.S. Army, 1943-1946. A lawyer, he was associated with Sentry Insurance Company from 1951 before becoming Assistant Secretary of Defense (Administration) on January 30, 1969. Secretary of the Army from July 1, 1971, to May 14, 1973, when he returned to Sentry Insurance as president.

HOWARD H. CALLAWAY. A graduate of West Point, he served in Korea, 1949-1952. He was president of Callaway Gardens from 1959 and a member of the House of Representatives from Georgia from 1965 until 1967. Sworn in as Secretary of the Army on May 15, 1973, and served until July 3, 1975.

MARTIN R. HOFFMANN. Served as General Counsel of the Department of Defense from March 14, 1974. He was sworn in as Secretary of the Army on August 5, 1975, and served until February 13, 1977.

CLIFFORD L. ALEXANDER, JR. A lawyer and former special assistant to the President, 1964-1965, he became chairman of the Equal Employment Opportunity Commission, 1967-1969. Was sworn in as Secretary of the Army on February 14, 1977, and served until January 20, 1981.

JOHN C. MARSH, JR. Served with the U.S. Army, 1944-1947. A lawyer, he was Assistant Secretary of Defense for Legislative Affairs, April 7, 1972 - February 15, 1973. He served as assistant to the Vice President, 1973-1974, and then as counselor to the President, 1974-1977. Was sworn in as Secretary of the Army on July 30, 1981, and served until August 13, 1989.

MICHAEL P.W. STONE. An official with Sterling Vineyards, 1968-1982, he became director of the U.S. Mission in Cairo, 1982-1984. He was Under Secretary of the Army, 1988-1989, and was sworn in as Secretary of the Army on August 14, 1989.

SECRETARIES OF THE NAVY

JOHN L. SULLIVAN. Served in the U.S. Navy in 1918. Practiced law from 1924. He was Assistant Secretary of the Treasury, January 1940-November 1944, and Assistant Secretary of the Navy for Air, July 1, 1945, to 1946, when he became Under Secretary of the Navy. He was sworn in as Secretary of the Navy on September 18, 1947, and served until May 24, 1949.

FRANCIS P. MATTHEWS. A lawyer, served with various corporations and companies. Served as Secretary of the Navy from May 25, 1949, to July 30, 1951, when he was appointed ambassador to Ireland.

DAN A. KIMBALL. Served in World War I with the U.S. Army Air Service. He was an officer in various businesses. He became Assistant Secretary of the Navy for Air, March 9, 1949, and served until March 24, 1949, becoming Under Secretary of the Navy on March 25, 1949, and serving until July 30, 1951. On July 31, 1951, he became Secretary of the Navy and served until February 3, 1953.

ROBERT B. ANDERSON. Served as Secretary of the Navy from February 4, 1953, until May 2, 1954. He was sworn in as Deputy Secretary of Defense on May 3, 1954. [See Deputy Secretaries of Defense.]

CHARLES S. THOMAS. Was a special assistant to the Secretary of the Navy, 1942-1945. Under Secretary of the Navy from February 9, 1953, to August 5, 1953, when he became Assistant Secretary of Defense (Supply and Logistics), 1953-1954. He took office as Secretary of the Navy on May 3, 1954, and served until March 31, 1957.

THOMAS S. GATES, JR. Served overseas with the U.S. Navy from 1942 to 1945. Associated with Drexel & Co., 1928-1953. Under Secretary of the Navy from October 7, 1953, until he took office as Secretary of the Navy on April 1, 1957. Served until June 7, 1959, when he became Deputy Secretary of Defense. [See Deputy Secretaries of Defense.]

WILLIAM B. FRANKE. He was president of Securities Co. when he was appointed special assistant to the Secretary of Defense, 1951-1952. Assistant Secretary of the Navy (Financial Management) from October 4, 1954, to April 17, 1957. Under Secretary of the Navy, April 17, 1957-June 7, 1959. On June 8, 1959, he became Secretary of the Navy and served until January 20, 1961.

JOHN B. CONNALLY. Had a background in law, business, and corporate management. He was sworn in as Secretary of the Navy on January 25, 1961, and served until December 20, 1961. He subsequently served as Governor of Texas, 1963-1969.

FRED H. KORTH. Practiced law, 1935-1951. He was Assistant Secretary of the Army, 1952-1953, and consultant to the Secretary of the Army, 1953-1960. He served as Secretary of the Navy from January 4, 1962, until November 1, 1963, when he returned to Texas as treasurer of the Fort Worth Air Terminal Corporation.

PAUL H. NITZE. He served in various government capacities before becoming Assistant Secretary of Defense (International Security Affairs), 1961-1963. Was sworn in as Secretary of the Navy on November 29, 1963, and served until June 30,

1967. He became Deputy Secretary of Defense on July 1, 1967. [See Deputy Secretaries of Defense.]

PAUL R. IGNATIUS. Served with the U.S. Navy, 1943-1946. Was Assistant Secretary of the Army (Installations and Logistics), May 22, 1961, to February 28, 1964, when he became Under Secretary of the Army. On December 12, 1964, he became Assistant Secretary of Defense (Installations and Logistics) and served until 1967. From September 1, 1967, until January 24, 1969, he served as Secretary of the Navy. Subsequently became president of The Washington Post.

JOHN H. CHAFEE. Served in the U.S. Marine Corps, 1942-1945 and 1951-1952. A former governor of Rhode Island, 1963-1969, he was sworn in as Secretary of the Navy on January 31, 1969, and served until May 4, 1972. He subsequently became a U.S. Senator from Rhode Island.

JOHN W. WARNER. Served with the U.S. Navy, 1944-1946, and U. S. Marine Corps, 1949-1952. Under Secretary of the Navy, 1969-1972. Was sworn in as Secretary of the Navy on May 4, 1972, and served until April 8, 1974, when he became the administrator of the American Revolution Bicentennial Administration, 1974-1976. He is serving as a U.S. Senator from Virginia.

J. WILLIAM MIDDENDORF II. Served in the U.S. Navy, 1945-1946. He was in the banking and brokerage business before serving as ambassador to the Netherlands, 1969-1973. He became Secretary of the Navy on June 10, 1974, and served until January 20, 1977.

W. GRAHAM CLAYTOR, JR. Served in the U.S. Navy from 1941 to 1946. He was an associate of Covington and Burling, 1938-1967, and a former official of the Southern Railway Co., 1967-1976. Was sworn in as Secretary of the Navy on February 14, 1977, and served until July 26, 1979. Became Acting Secretary of Transportation in 1979 before becoming Deputy Secretary of Defense. [See Deputy Secretaries of Defense.]

EDWARD HIDALGO. Served with the U.S. Navy, 1942-1946. Was a member of the Eberstadt Committee on Unification of the Military Services, 1945. Was special assistant to Secretary of the Navy Forrestal, 1945-1946. He resumed law practice until 1965, when he became a special assistant to Secretary of the Navy Nitze, 1965-1966. Served as Assistant Secretary for Manpower, Reserve Affairs, and Logistics of the Navy, 1977-1979. He was sworn in as Secretary of the Navy on July 27, 1979, and served until January 29, 1981.

JOHN F. LEHMAN, JR. He was special counsel and senior staff member of the National Security Council, 1969-1974, and served as counsel to Dr. Kissinger, 1974-1975. Was deputy director, U.S. Arms Control and Disarmament Agency, 1975-1977. He became Secretary of the Navy on February 5, 1951, and served until April 10, 1987. Became managing director of Paine Webber in 1988.

JAMES H. WEBB, JR. Graduate of the U.S. Naval Academy, 1975. Served as Assistant Secretary of Defense (Reserve Affairs) from 1984-1987. He became Secretary of the Navy on April 10, 1987, and served until February 23, 1988.

WILLIAM L. BALL III. Served in the U.S. Navy from 1969 to 1975. From 1975 to 1980 he served on Capitol Hill as an administrative assistant. Became Assistant Secretary of State for Legislative Affairs, 1985-1986, and assistant to the President, 1986-1988.

He was sworn in as Secretary of the Navy on March 24, 1988, and served until May 15, 1989.

H. LAWRENCE GARRETT III. Enlisted in the U.S. Navy in 1961 and retired in 1981 as commander. Served as Assistant Counsel to the President in 1981 and Associate Counsel, 1983-1986. Served as General Counsel of the Department of Defense, 1986-1987. He became Under Secretary of the Navy in 1987, and was sworn in as Secretary of the Navy on May 15, 1989, and is still serving.

SECRETARIES OF THE AIR FORCE

W. STUART SYMINGTON. Served in the U.S. Army in 1918. Became Surplus Property Administrator, 1945-1946, before becoming Assistant Secretary of War for Air, 1946-1947. He was sworn in as the first Secretary of the Air Force on September 18, 1947, and served until April 24, 1950, when he became Chairman of the National Security Resources Board. Subsequently served as U.S. Senator.

THOMAS E. FINLETTER. Served in the U.S. Army, 1917-1919. A lawyer from 1920 to 1941. Served as a special assistant to the Secretary of State, 1941-1944, and as a consultant to the U.S. delegation at the United Nations Conference in 1945. He was chairman of the President's Air Policy Commission, 1947-1948, and minister in charge of the ECA Mission to the United Kingdom, 1948-1949. Became Secretary of the Air Force, April 24, 1950, and served until January 20, 1953. He later served as U.S. ambassador to NATO, 1961-1965.

HAROLD E. TALBOTT. An executive in the Chrysler Corporation and other companies, he became Secretary of the Air Force on February 4, 1953, and served until August 13, 1955.

DONALD A. QUARLES. Served in the U.S. Army in World War I. Was Assistant Secretary of Defense (Research and Development), 1953-1955. He became Secretary of the Air Force on August 15, 1955, and served until April 30, 1957, when he became Deputy Secretary of Defense. [See Deputy Secretaries of Defense.]

JAMES H. DOUGLAS, JR. Served in the U.S. Army in 1918 and U.S. Air Forces, 1942-1945. Became Under Secretary of the Air Force on March 3, 1953, and served until sworn in as Secretary of the Air Force on May 1, 1957. He became Deputy Secretary of Defense on December 11, 1959. [See Deputy Secretaries of Defense.]

DUDLEY C. SHARP. Served with the U.S. Navy, 1942-1945. Assistant Secretary of the Air Force, October 3, 1955, to January 31, 1959. Became Under Secretary of the Air Force, August 3, 1959. He was sworn in as Secretary of the Air Force on December 11, 1959, and served until January 20, 1961.

EUGENE M. ZUCKERT. Served in the U.S. Navy. Served as special assistant to the Assistant Secretary of War for Air, 1946-1947. He then became Assistant Secretary of the Air Force, 1947-1952, and served as a member of the Atomic Energy Commission, 1952-1954. Became Secretary of the Air Force on January 24, 1961, and served until September 30, 1965.

HAROLD BROWN. A physicist, he taught and then became associated with the Radiation Laboratory at Livermore, 1953-1961. Became Director, Defense Research and Engineering, on May 8, 1961, and served until October 1, 1965, when he was sworn in as Secretary of the Air Force. Served until February 15, 1969, at which time he became president of the California Institute of Technology. He subsequently became Secretary of Defense. [See Secretaries of Defense.]

ROBERT C. SEAMANS, JR. He was with MIT from 1941 to 1955 and with RCA from 1955 to 1958, when he became associated with NASA and remained until 1969. He was sworn in as Secretary of the Air Force on February 15, 1969, and served until May 14, 1973. Became the president of the National Academy of Engineering in 1973.

JOHN L. McLUCAS. Served with the U.S. Navy, 1943-1946. He was Deputy Director of Defense Research and Engineering, 1962-1964, and Associate Secretary-General for Scientific Affairs for NATO, 1964-1966. Under Secretary of the Air Force from February 15, 1969. Served as Secretary of the Air Force from July 19, 1973, to November 12, 1975, when he became Administrator of the Federal Aviation Agency.

THOMAS C. REED. Served in the U.S. Air Force, 1956-1959. Director of Telecommunications and Command and Control Systems in OSD, 1974-1975. Sworn in as Secretary of the Air Force on January 2, 1976, and served until April 6, 1977, when he became a member of the Defense Science Board.

JOHN C. STETSON. Served with the U.S. Navy, 1945-1946. Associated with businesses until sworn in as Secretary of the Air Force on April 6, 1977, and served until May 18, 1979. Became national chairman of the Committee for Employer Support of the Guard and Reserves.

HANS M. MARK. A physicist, he was at MIT, the Radiation Laboratory at Livermore, and at the University of California and Stanford. Was director of the Ames Research Center at NASA, 1969-1977. Under Secretary of the Air Force, 1977-1979. He served as Secretary of the Air Force from July 26, 1979, to February 9, 1981. Subsequently became Deputy Administrator of NASA.

VERNE ORR. Director of the California Department of Finance, 1970-1975. Became a professor in the Graduate School of Public Administration at the University of California, 1975-1980. He was sworn in as Secretary of the Air Force on February 9, 1981, and served until November 30, 1985.

RUSSELL A. ROURKE. Was an administrative assistant on Capitol Hill, 1960-1974 and 1977-1981. He became deputy to the presidential counselor, 1974-1976, and special assistant to the President (legislative affairs), 1976-1977. Became Assistant Secretary of Defense (Legislative Affairs), 1981-1986. He was sworn in as Secretary of the Air Force on December 8, 1985, and served until April 7, 1986.

EDWARD C. ALDRIDGE, JR. Served as Deputy Assistant Secretary of Defense for Strategic Programs, 1974-1976, and Director, Planning and Evaluation, 1976-1977. Under Secretary of the Air Force, 1981-1986. He was sworn in as Secretary of the Air Force on June 9, 1986, after serving as Acting Secretary from April 8, 1986. Served as Secretary until December 15, 1988.

DONALD B. RICE. Served in the U.S. Army, 1965-1967. He was assistant director of the Office of Management and Budget, 1970-1972, and president and CEO of Rand Corporation from 1972 to 1989. Served as a member of the Defense Science Board, 1977-1983. Was sworn in as Secretary of the Air Force on May 22, 1989, and is currently serving.

DEPUTY SECRETARIES OF DEFENSE

This position was mandated by P.L. 81-36, April 2, 1949, and by P.L. 81-216, August 10, 1949, the 1949 Amendments to the National Security Act of 1947. The position was officially established by Defense Directive 5105.2, and was later mandated by the Goldwater-Nichols Reorganization Act of 1986.

A second Deputy position was established by P.L. 92-596, October 27, 1972, with both deputies performing duties as prescribed by the Secretary of Defense. The second Deputy position was not actually filled until December 1975, and was abolished by P.L. 95-140, October 21, 1977, the law establishing two Under Secretaries of Defense.

The Deputy Secretary of Defense is delegated to act for the Secretary of Defense and to exercise such powers of the Secretary over all matters for which the Secretary is authorized to act.

DEPUTY SECRETARIES OF DEFENSE

STEPHEN T. EARLY. Served as Under Secretary of Defense from May 2, 1949, until August 9, 1949, when that position was officially abolished. He continued to serve, as the Deputy Secretary of Defense, from August 10, 1949, to September 30, 1950.

ROBERT A. LOVETT. Served as Deputy Secretary of Defense from October 4, 1950, to September 16, 1951. He became Secretary of Defense on September 17, 1951. [See Secretaries of Defense].

WILLIAM C. FOSTER. Served in the U.S. Army in World War I. Special representative on aircraft procurement for the Under Secretary of War during World War II. He served as Under Secretary of Commerce, 1946-1948, and Administrator of the Economic Cooperation Administration, 1948-1951. Deputy Secretary of Defense from September 24, 1951, to January 20, 1953.

ROGER M. KYES. An official with General Motors Corp. until sworn in as Deputy Secretary of Defense on February 4, 1953; served until May 1, 1954. Returned to General Motors as vice president.

ROBERT B. ANDERSON. A lawyer who had held various local government offices in Texas, he served as Secretary of the Navy from February 4, 1953, until he was sworn in as Deputy Secretary of Defense on May 3, 1954. Served until August 4, 1955. Secretary of the Treasury, 1957-1961.

REUBEN B. ROBERTSON, JR. Served in the U.S. Army in World War II. President of Champion Paper and Fibre Co. Was vice chairman of the Committee on Business Organization of the Department of Defense, a task force of the Hoover Commission. He served as Deputy Secretary of Defense from August 5, 1955, to April 25, 1957.

DONALD A. QUARLES. Served in the U.S. Army in World War I and was an engineer with the Bell Telephone Laboratories from 1919. President of Sandia Corporation in 1952. He served as Assistant Secretary of Defense (Research and Development) from September 1, 1953, to August 14, 1955, and Secretary of the Air Force from August 15, 1955, to April 30, 1957. On May 1, 1957, he became Deputy Secretary of Defense and served until his death on May 8, 1959.

THOMAS S. GATES, JR. Served in the U.S. Navy overseas from 1942 to 1945. He was Under Secretary of the Navy from October 7, 1953, to March 31, 1957, and Secretary of the Navy from April 1, 1957, to June 7, 1959. He became Deputy Secretary of Defense on June 8, 1959, and served until December 1, 1959. (See Secretaries of Defense).

JAMES H. DOUGLAS, JR. Served in the U.S. Army in 1918 and in the U.S. Army Air Forces, 1942-1948. He was Under Secretary of the Air Force from March 3, 1953, to April 30, 1957, and then served as Secretary of the Air Force from May 1, 1957, to December 10, 1959. Became Deputy Secretary of Defense on December 11, 1959, and served until January 24, 1961.

ROSWELL L. GILPATRICK. With the law firm of Cravath, Swain, and Moore, 1931-1951. He served as Assistant Secretary of the Air Force from May 25, 1951, to October 29, 1951, and Under Secretary of the Air Force from October 29, 1951, to February 5,

1953. Became Deputy Secretary of Defense on January 24, 1961, and served until January 20, 1964.

CYRUS R. VANCE. Served in the U.S. Navy, 1942-1946. Was special counsel of the Senate Armed Services Preparedness Investigating Subcommittee. [See Secretaries of the Army.] General Counsel of the Department of Defense, 1961-1962, and Secretary of the Army, 1962-1964. He was sworn in as Deputy Secretary of Defense on January 28, 1964, and served until June 30, 1967.

PAUL H. NITZE. Associated with Dillon, Read and Co., 1929-1937. He served in various capacities with the U.S. government during World War II before becoming director, then vice chairman, of the U.S. Strategic Bombing Survey, 1944-1946. Was with the U.S. Department of State, 1946-1953. Assistant Secretary of Defense (International Security Affairs), 1961-1963, and Secretary of the Navy, 1963-1967. Was sworn in as Deputy Secretary of Defense on July 1, 1967, and served until January 20, 1969.

DAVID PACKARD. Held executive offices in the Hewlett-Packard Co. from 1939 to 1969, serving as president, 1947-1964, and chief executive officer, 1964-1969. He was sworn in as Deputy Secretary of Defense on January 24, 1969, and served until December 13, 1971.

KENNETH RUSH. He was U.S. ambassador to the Federal Republic of Germany, 1969-1972. Was sworn in as Deputy Secretary of Defense on February 23, 1972, and served until January 29, 1973, when he became Deputy Secretary of State.

WILLIAM P. CLEMENTS, JR. He served as a member of the Department of Defense Blue Ribbon Defense Panel, 1969-1970. Sworn in as Deputy Secretary of Defense on January 30, 1973, and served until January 20, 1977. He was elected governor of Texas in 1979.

ROBERT F. ELLSWORTH. Served as a Member of Congress from Kansas, 1961-1967, and was sworn in on December 23, 1975, to fill the position of second Deputy Secretary of Defense, created by Public Law 92-256 in 1972 but not previously filled. He served until January 10, 1977.

CHARLES W. DUNCAN, JR. Served with the U.S. Army Air Forces, 1944-1946. He held various offices in the Coca-Cola Co., 1964-1974, becoming president in 1971. Sworn in as Deputy Secretary of Defense on January 31, 1977, and served until July 26, 1979, when he became Secretary of Energy.

W. GRAHAM CLAYTOR, JR. Served in the U.S. Navy from 1941 to 1946. President of the Southern Railway Co., 1967-1977. He served as Secretary of the Navy, 1977-1979, then served temporarily as Acting Secretary of Transportation in 1979. He was sworn in as Deputy Secretary of Defense on August 24, 1979, and served until January 16, 1981.

FRANK C. CARLUCCI. Served in the U.S. Navy, 1952-1954. Member of the U.S. foreign service, 1956-1969. Assistant director, Office of Economic Opportunity, 1969-1970; deputy director of the Office of Management and Budget, 1971-1972; and Under Secretary of Health, Education and Welfare, 1972-1974. He served as ambassador to Portugal from 1975 to 1978, and as deputy director of CIA, 1978-1981. He was sworn in as Deputy Secretary of Defense on February 4, 1981, and served until December 31, 1982. [See Secretaries of Defense.]

PAUL W. THAYER. Was a naval flyer in World War II from 1941 to 1945. With Chance Vought, which became LTV Aerospace Corporation, in various offices from 1951. He was sworn in as Deputy Secretary of Defense on January 12, 1983, and served until January 4, 1984.

WILLIAM H. TAFT IV. Served in the Office of Management and Budget from 1970 to 1973, and in Health, Education and Welfare from 1973-1977. General Counsel of the Department of Defense, 1981-1984. Deputy Secretary of Defense from February 3, 1984, to April 22, 1989. Acting Secretary of Defense from Secretary Carlucci's departure on January 19, 1989, until the swearing-in of Secretary of Defense Richard B. Cheney on March 21, 1989. Subsequently Permanent Representative of the United States at the North Atlantic Council.

DONALD J. ATWOOD, JR. Served with the U.S. Army, 1943-1945. He was with General Motors Corporation from 1959 to 1985 in various executive positions. He was sworn in as Deputy Secretary of Defense on April 24, 1989.

UNDER SECRETARIES OF DEFENSE

UNDER SECRETARY OF DEFENSE (ACQUISITION)

Position mandated by the Military Retirement Reform Act of 1986 (P.L. 99-348) and officially established by Defense Directive 5134.1, February 10, 1987.

The Under Secretary of Defense (Acquisition) serves as the principal assistant to the Secretary of Defense for research and development, production, logistics, military construction, and procurement. These functions are carried out by two subordinates, the Director of Defense Research and Engineering and the Assistant Secretary of Defense (Production and Logistics), and by other officials.

RICHARD P. GODWIN. After service with the Atomic Energy Commission, he was an executive with Bechtel, Inc., 1961-1986. Member of the Defense Science Board. He was sworn in as Under Secretary of Defense (Acquisition) on September 30, 1986, and served until September 30, 1987.

ROBERT B. COSTELLO. Served in the U.S. Navy in World War II. He was an executive with General Motors Corp., 1960-1986. Became Assistant Secretary of Defense (Production and Logistics) in 1987, and served as Under Secretary of Defense for Acquisition from December 18, 1987, until May 12, 1989.

JOHN A. BETTI. With Chrysler Corporation, 1952-1962, and subsequently Ford Motor Co. He was sworn in as Under Secretary of Defense (Acquisition) on August 11, 1989, and served until December 31, 1990.

DONALD J. YOCKEY. Served in the U.S. Army and the U.S. Air Force, 1944-1966. Joined Rockwell International Corporation in 1966, retiring as president in 1986. Principal Deputy Under Secretary (Acquisition), March-December 1990. Served as Acting Under Secretary from January 1, 1991 until June 20, 1991, when he was sworn in as Under Secretary.

Principal Deputy Under Secretary of Defense (Acquisition)

Established as a statutory position (Level III) by the National Defense Authorization Act for 1987 (P.L. 99-661).

Milton Lohr
Donald J. Yockey
Donald C. Fraser

October 3, 1988 to May 12, 1989
March 12, 1990 to January 20, 1991
December 4, 1991 to present

UNDER SECRETARY OF DEFENSE (POLICY)

Position officially established by Defense Directive 5111.1, October 27, 1978, pursuant to P.L. 95-140, October 21, 1977.

The Under Secretary of Defense (Policy) is the principal advisor to the Secretary of Defense for matters pertaining to interagency groups in the national security area, arms control, security activities, political-military affairs, requirement or deployment of forces, humanitarian assistance, space policy, psychological operations, and U.S. information programs. Policies are carried out by the Assistant Secretary of Defense (International Security Affairs), the Assistant Secretary of Defense (International Security Policy), the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict), and deputy Under Secretaries.

STANLEY R. RESOR. Served in the U.S. Army from 1942 to 1945. Under Secretary of the Army from April 5, 1965, and Secretary of the Army from July 5, 1965, until June 30, 1971. U.S. representative to the negotiations on Mutual and Balanced Force Reductions, 1973-1978. Sworn in as Under Secretary of Defense (Policy) on August 14, 1978, and served until April 1, 1979.

ROBERT W. KOMER. Served in the U.S. Army, 1943-1946. He served with the CIA from 1947 to 1960 and as a senior member of the National Security Council staff, 1961-1965. From 1965 to 1967 he served as a deputy and special assistant for national security affairs. He was ambassador to Turkey, 1968-1969. Was sworn in as Under Secretary of Defense for Policy on October 24, 1979, and served until January 20, 1981.

FRED C. IKLE. He was a professor at the Massachusetts Institute of Technology, 1964-1967, and head of the social science department of the Rand Corporation, 1967-1973. He was Director of the U.S. Arms Control and Disarmament Agency, 1973-1977, and became Under Secretary of Defense for Policy on April 2, 1981, serving until February 19, 1988.

PAUL WOLFOWITZ. He was with the U.S. Arms Control and Disarmament Agency from 1970 to 1977. Served as Deputy Assistant Secretary of Defense, 1977-1980. Director of the Policy Planning Staff of State Department, 1981-1982, and then Assistant Secretary of State for East Asian and Pacific Affairs, 1982-1986. Ambassador to Indonesia, 1986-1989. He was sworn in as Under Secretary of Defense for Policy on May 15, 1989, and currently is serving.

Principal Deputy Under Secretary of Defense (Strategy and Resources)

Established as a statutory position at the Assistant Secretary level by the National Defense Authorization Act for 1992-1993 (P.L. 102-190).

I. Lewis Libby

October 16, 1989 to present

UNDER SECRETARY OF DEFENSE (RESEARCH AND ENGINEERING)

Position redesignated from Director Defense Research and Engineering on October 21, 1977, by P.L. 95-140. [See page 27.]

WILLIAM J. PERRY. Served with the U.S. Army, 1946-1947. Technical consultant for the Department of Defense, 1966-1977. Became Director Defense Research and Engineering on April 11, 1977, and served until October 21, 1977, when the position was redesignated as an Under Secretary. He served until January 20, 1981.

WALTER B. LABERGE. (Acting). Served in the U.S. Navy, 1943-1947. Director of U.S. Naval Ordnance Test Station at China Lake, 1971-1973, Assistant Secretary of the Air Force for Research and Development, 1973-1975, and subsequently Under Secretary of the Army, 1977-1980. He became Principal Deputy to the Under Secretary of Defense (Research and Engineering) from 1980 to 1984; served as Acting Under Secretary from January 21, 1981, until March 10, 1981.

JAMES P. WADE, JR. (Acting). Assistant to the Secretary of Defense for Atomic Energy and Chairman of the Military Liaison Committee to the Department of Energy, 1978-1981. He served as Acting Under Secretary from March 11, 1981, to May 6, 1981.

RICHARD D. DE LAUER. Served in the U.S. Navy, 1942-1966. Was laboratory director of Space Tech Labs, 1958-1960, of the Titan Program, 1960-1966, and was an official with TRW, Inc., 1968-1981. He became Under Secretary of Defense for Research and Engineering on May 6, 1981, and served until November 30, 1984.

JAMES P. WADE, JR. (Acting). Served as Under Secretary of Defense for Research and Engineering from December 1, 1984, to July 5, 1985. [See above.]

DONALD A. HICKS. He was chief of applied physics for Boeing Co., and was a research physicist with the Lawrence Radiation Laboratories at Livermore, Calif. Was sworn in as Under Secretary of Defense for Research and Engineering on August 2, 1985, and served until October 10, 1986.

Position redesignated from Under Secretary to Director of Defense Research and Engineering by the Military Retirement Reform Act of July 1, 1986 (P.L. 99-348). Reports to the Under Secretary of Defense (Acquisition). [See Director of Research and Engineering and Assistant Secretary, Research and Development.]

DIRECTOR DEFENSE RESEARCH AND ENGINEERING

Director of Defense Research and Engineering (DDR&E)

Position created by the Defense Reorganization Act of 1958, which abolished the position of Assistant Secretary of Defense (Research and Engineering) and gave this position a higher status, recognized in 1977 with a redesignation to Under Secretary of Defense for Research and Engineering.

Herbert F. York	December 30, 1958 to April 30, 1961
Harold Brown	May 8, 1961 to September 30, 1965
John S. Foster, Jr.	October 1, 1965 to June 21, 1973
Malcolm R. Currie	June 21, 1973 to January 20, 1977
William J. Perry	April 11, 1977 to October 21, 1977

The Deputy Director of Defense Research and Engineering was designated an Assistant Secretary of Defense for the brief period from May 19, 1961 to July 15, 1965.

John H. Rubel	May 19, 1961 to June 15, 1963
Eugene G. Fubini	July 3, 1963 to July 15, 1965

The Assistant Secretary title was then removed from Research and Engineering.

Position of DDR&E was redesignated Under Secretary of Defense for Research and Engineering by P.L. 95-140, October 21, 1977. [See Under Secretary of Defense (Research and Engineering) and Assistant Secretary of Defense (Communications, Command, Control, and Intelligence).]

The Military Retirement Reform Act (P.L. 99-384, July 1, 1986) redesignated the position of Under Secretary of Defense (Research and Engineering) as Director of Defense Research and Engineering. This position was not filled until December 1987 when the position of Assistant Secretary of Defense (Research and Technology) was abolished. [See Assistant Secretary, Research and Development.]

Director Defense Research and Engineering

Robert C. Duncan	December 21, 1987 to November 20, 1989
Charles M. Herzfeld	March 12, 1990 to May 8, 1991
Dr. Victor Reis	December 3, 1991 to present

This position now reports to the Under Secretary of Defense (Acquisition).

ASSISTANT SECRETARIES OF DEFENSE

The number of Assistant Secretaries, with or without specific designation, has changed over the years as needs or interests demanded. The Assistant Secretary positions are categorized in the pages that follow by functional areas, with listings of the Assistant Secretaries for each area. Changes in title and functions are noted under each heading. Some positions are no longer at an Assistant Secretary level but because they originally were so ranked, they are included under the major heading. Likewise, a position may not have been originally established at the Assistant Secretary level but is now so designated.

The Amendments of 1949 set the number of Assistant Secretaries at three. Reorganization Plan No. 6 of 1953 added three, making the total of six. The Defense Reorganization Act of 1958 set the number at seven, adding one. P.L. 91-121, November 19, 1969, increased the number to eight. P.L. 92-215, December 22, 1971, increased the number to nine. Defense Reorganization Order, March 7, 1978, abolished two Assistant Secretary positions. Changes were made subsequently in 1981, 1983, 1984, 1985, 1987, and 1989. The current number of Assistant Secretaries is eleven. They are : 1) Command, Control, Communications and Intelligence; 2) Force Management and Personnel; 3) Health Affairs; 4) International Security Affairs; 5) International Security Policy; 6) Legislative Affairs; 7) Production and Logistics; 8) Program Analysis and Evaluation; 9) Public Affairs; 10) Reserve Affairs; and 11) Special Operations/Low Intensity Conflict.

A number of positions not currently designated Assistant Secretaries are at the Assistant Secretary level: Director of Defense Research and Engineering, Comptroller, General Counsel, Inspector General, Director, Operational Test and Evaluation, and Deputy Under Secretary of Defense for Policy.

ADMINISTRATION

Assistant Secretary of Defense (Administration and Public Affairs)

Position established through provisions of Title 10, U.S. Code.

Paul H. Griffith

September 12, 1949 to November 15, 1950

Position abolished in 1950 and duties assigned to the Assistant Secretary of Defense (Manpower). [See Manpower.]

Assistant Secretary of Defense (Administration)

Position established July 1, 1964.

Solis Horwitz

July 1, 1964 to January 29, 1969

Robert F. Froehke

January 30, 1969 to June 30, 1971

David O. Cooke (Acting)

June 30, 1971 to November 3, 1971

Position abolished on November 3, 1971. Functions transferred to newly created office of Deputy Assistant Secretary of Defense (Administration) and Assistant Secretary of Defense (Intelligence). [For Assistant Secretary of Defense (Intelligence), see Command, Control, Communications, and Intelligence.]

Deputy Assistant Secretary of Defense (Administration)

David O. Cooke

November 4, 1971 to May 23, 1988

Position changed on May 24, 1988, to Director of Administration and Management, per Defense Directive 5105.53.

Director of Administration and Management

Functions also as Director, Washington Headquarters Services, established by Defense Directive 5110.4, October 1, 1977. Coordinates administration and organizational matters Department-wide.

David O. Cooke

May 24, 1988 to present

COMMAND, CONTROL, COMMUNICATIONS, AND INTELLIGENCE

Assistant to the Secretary of Defense (Telecommunications)

Position established in May 1970.

Louis A. deRosa

August 11, 1970 to May , 1971

Assistant Secretary of Defense (Telecommunications)

Position established January 11, 1972, replacing position of Assistant to the Secretary of Defense (Telecommunications).

Eberhardt Rechtin (Acting)

January 14, 1972 to February 15, 1972

Eberhardt Rechtin

February 15, 1972 to September 29, 1973

David L. Solomon (Acting)

September 30, 1973 to January 17, 1974

Position abolished January 17, 1974, and functions transferred to Director, Telecommunications and Command and Control Systems, as per Defense Directive 5135.1.

Assistant Secretary of Defense (Intelligence)

Position established November 3, 1971, with some functions from Assistant Secretary of Defense (Administration) transferred. [See Administration.]

Albert C. Hall

November 9, 1971 to March 25, 1976

Additional designation of Director of Defense Intelligence added July 20, 1976.

Director, Telecommunications and Command and Control Systems

David L. Solomon (Acting)

January 17, 1974 to February 18, 1974

Thomas C. Reed

February 19, 1974 to January 2, 1976

Richard Shriver

February 10, 1976 to January 20, 1977

Position abolished on March 11, 1977, with the establishment of the position of Assistant Secretary of Defense (Communications, Command, Control, and Intelligence).

Assistant Secretary of Defense (Communications, Command, Control, and Intelligence).

Position established by Defense Directive 5137.1, March 11, 1977, replacing the positions of Assistant Secretary of Defense (Intelligence/Director of Defense Intelligence) and Director of Telecommunications and Command and Control Systems. Position also served as Principal Deputy Under Secretary of Defense for Research and Engineering, effective October 21, 1977.

Gerald P. Dinneen

April 4, 1977 to January 20, 1981

Position abolished March 1981 and retitled Deputy Under Secretary of Defense for Communications, Command, Control, and Intelligence.

Deputy Under Secretary of Defense for Communications, Command, Control, and Intelligence.

Donald C. Latham

July 26, 1981 to August 16, 1984

This position officially reestablished as an Assistant Secretary of Defense by Defense Directive 5137.1, April 2, 1985.

Assistant Secretary of Defense (Command, Control, Communications, and Intelligence).

Position mandated by the FY 1984 Defense Authorization Act, September 24, 1983. Mandated by Goldwater-Nichols Act of 1986 as one of three permanent Assistant Secretaries.

The Assistant Secretary of Defense (C3I) is principal staff officer to the Secretary of Defense in his role as Executive for the National Communications System (NCS). Establishes and implements information management policies. Directs the Defense Information Systems Agency, the Defense Intelligence Agency, the Defense Mapping Agency, and the Defense Investigative Service.

Donald C. Latham

August 6, 1984 to July 6, 1987

Thomas P. Quinn (Acting)

July 18, 1987 to May 23, 1988

Gordon A. Smith

May 24, 1988 to May 12, 1989

Thomas P. Quinn (Acting)

May 13, 1989 to November 19, 1989

Duane Andrews

November 20, 1989 to present

COMPTROLLER

Assistant Secretary of Defense (Comptroller)

Position originally one of three Special Assistants of the Secretary of Defense. Position created by the 1949 Amendments to the National Security Act of 1947 and Defense Directive 5118.3. Chief Defense official for budgetary and fiscal matters and chief financial officer of the Department.

Wilfred J. McNeil	September 12, 1949 to November 1, 1959
Franklin B. Lincoln	December 2, 1959 to January 20, 1961
Charles J. Hitch	February 17, 1961 to July 31, 1965
Robert N. Anthony	September 10, 1965 to July 31, 1968
Robert C. Moot	August 1, 1968 to January 9, 1973
Don R. Brazier (Acting)	January 10, 1973 to January 20, 1973
Terence E. McClary	June 21, 1973 to August 31, 1976
Fred P. Wacker	September 1, 1976 to February 29, 1980
Jack R. Borsting	August 12, 1980 to December 31, 1982
John R. Quetsch (Acting)	January 1, 1983 to February 23, 1983
Vincent Puritano	February 24, 1983 to May 30, 1984
John R. Quetsch (Acting)	May 31, 1984 to August 14, 1984
Robert W. Helm	August 6, 1984 to October 1, 1986

Position title changed to Department of Defense Comptroller in 1986 through the Goldwater-Nichols Act, giving the position the same status as an assistant secretary although not so titled.

Department of Defense Comptroller

Responsibilities include direction of the Defense Contract Audit Agency and the Defense Finance and Accounting Service in addition to budget and contract audit responsibilities.

Robert W. Helm	October 1, 1986 to September 1, 1988
Clyde O. Glaister	October 17, 1988 to May 22, 1989
Sean O'Keefe	May 22, 1989 to present

HEALTH AFFAIRS

Chairman, Armed Forces Medical Policy Council

Position established in 1949.

Dr. Raymond B. Allen	July 5, 1949 to September 30, 1949
Dr. Richard L. Meiling	October 1, 1949 to January 2, 1951
Dr. William R. Lovelace	July 1, 1951 to March 31, 1952
Dr. Melvin A. Casberg	April 1, 1952 to March 31, 1953

The Council was abolished as a result of Reorganization Plan No. 6 in 1953. Functions were transferred to the new position of Assistant to the Secretary of Defense (Health Affairs).

Assistant to the Secretary of Defense (Health Affairs)

Dr. Melvin A. Casberg	April 1, 1953 to August 2, 1953.
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Position title changed to Assistant Secretary of Defense (Health and Medical) on August 3, 1953, and some functions were transferred to the Assistant Secretary of Defense (Manpower). [See Manpower.]

Assistant Secretary of Defense (Health and Medical)

Dr. Melvin A. Casberg	August 3, 1953 to January 27, 1954
Dr. Frank B. Berry	January 28, 1954 to January 31, 1961

Position abolished on January 31, 1961, and functions transferred to Assistant Secretary of Defense (Manpower). [See Manpower.]

Assistant Secretary of Defense (Health and Environment)

Position established on June 23, 1970, by Defense Directive 5136.1 after Congress agreed (P.L. 91-121) to designate one Assistant Secretary position for Health Affairs.

Dr. Louis M. Rousselot	July 22, 1970 to July 1, 1971
Dr. Richard S. Wilbur	July 27, 1971 to September 1, 1973
Dr. James R. Cowan	February 19, 1974 to March 1, 1976
Vernon McKenzie (Acting)	March 2, 1976 to March 8, 1976

On January 22, 1976, position title was changed to Assistant Secretary of Defense (Health Affairs).

Assistant Secretary of Defense (Health Affairs)

Established by Defense Directive 5136.1. Exercises direction, authority, and control of several field activities, such as CHAMPUS, the Defense Medical Support Activity and the Defense Medical Systems Support Center, and the Uniformed Services University of the Health Science.

Dr. Robert N. Smith
Vernon McKenzie (Acting)
Dr. John Moxley III
Dr. John Beary (Acting)
Vernon McKenzie (Acting)
Dr. William Mayer
Dr. Enrique Mendez

August 30, 1976 to January 7, 1978
January 8, 1978 to August 14, 1979
September 14, 1979 to August 9, 1981
August 10, 1981 to September 24, 1983
September 25, 1983 to November 17, 1983
November 18, 1983 to April 21, 1989
March 5, 1990 to present

INTERNATIONAL SECURITY AFFAIRS

Assistant to the Secretary of Defense (International Security Affairs)

Position established in 1949 by the Secretary of Defense; position originally one of three Special Assistants to the Secretary.

John H. Ohly	March 27, 1949 to December 1, 1949
Maj. Gen. James H. Burns	December 6, 1949 to August 27, 1951
Frank C. Nash	August 28, 1951 to February 10, 1953

Position changed in 1953 to Assistant Secretary of Defense (International Security Affairs) by Reorganization Plan No. 6.

Assistant Secretary of Defense (International Security Affairs)

Frank C. Nash	February 11, 1953 to February 28, 1954
H. Struvel Hensel	March 5, 1954 to June 30, 1955
Gordon Gray	July 14, 1955 to February 27, 1957
Mansfield D. Sprague	February 28, 1957 to September 3, 1958
John N. Irwin II	September 26, 1958 to January 20, 1961
Paul H. Nitze	January 29, 1961 to November 29, 1963
William P. Bundy	November 29, 1963 to March 14, 1964
John T. McNaughton	July 1, 1964 to July 19, 1967
Paul C. Warnke	August 1, 1967 to February 15, 1969
G. Warren Nutter	March 4, 1969 to January 30, 1973
Lawrence Eagleburger (Acting)	January 31, 1973 to May 10, 1973
Robert C. Hill	May 11, 1973 to January 5, 1974
Vice Adm. Ray Peet (Acting)	January 6, 1974 to April 1, 1974
Amos A. Jordan (Acting)	April 2, 1974 to June 4, 1974
Robert Ellsworth	June 5, 1974 to December 22, 1975
Amos A. Jordan (Acting)	December 23, 1975 to May 5, 1976
Eugene V. McAuliffe	May 6, 1976 to April 1, 1977
David E. McGiffert	April 4, 1977 to January 20, 1981
Francis J. West, Jr.	April 4, 1981 to April 1, 1983
Richard L. Armitage (Acting)	April 2, 1983 to June 5, 1983
Richard L. Armitage	June 9, 1983 to June 5, 1989
Henry S. Rowen	June 26, 1989 to July 31, 1991
James R. Lilley	December 12, 1991 to present

Assistant Secretary of Defense (International Security Policy)

New position created April 1981 for Assistant Secretary of Defense (International Security Policy).

Position responsible for all political-military activity involving NATO, other European countries, and the USSR; reports to the Under Secretary of Defense (Policy).

Richard N. Perle	August 5, 1981 to May 8, 1987
Ronald F. Lehman	February 18, 1988 to May 11, 1989

Stephen J. Hadley

June 23, 1989 to present

[See Under Secretary of Defense (Policy).]

LEGISLATIVE AFFAIRS

Special Assistant (Legal, Legislative, and Public Affairs)

Position established at creation of National Military Establishment (Department of Defense) in 1947. One of three Special Assistants of the first Secretary of Defense.

Marx Leva	September 18, 1947 to September 11, 1949
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Position retitled in September 1949.

Assistant Secretary of Defense (Legal and Legislative Affairs)

Marx Leva	September 12, 1949 to May 1, 1951
Daniel K. Edwards	May 3, 1951 to November 19, 1951
Charles A. Coolidge	November 20, 1951 to December 31, 1952

Position abolished in 1953. Functions divided and transferred to General Counsel [see page 53] and to the Assistant Secretary of Defense (Legislative and Public Affairs). [See Public Affairs.]

Assistant Secretary of Defense (Legislative and Public Affairs)

Position established in 1953 as a result of Reorganization Plan No. 6.

Frederick A. Seaton	September 15, 1953 to February 20, 1955
Robert Tripp Ross	March 15, 1955 to February 20, 1957

Position abolished in 1957. Functions divided and transferred to Assistant Secretary of Defense (Public Affairs) [see Public Affairs] and Assistant to the Secretary of Defense (Legislative Affairs).

Assistant to the Secretary of Defense (Legislative Affairs)

Brig. Gen. Clarence J. Hauck, Jr.	April 1957 to April 1959
George W. Vaughan	April 1959 to March 1960
Brig. Gen. James D. Hittle	March 1960 to November 1960
Norman S. Paul	January 25, 1961 to June 30, 1962
David E. McGiffert	August 8, 1962 to June 30, 1965
Jack L. Stempler	December 13, 1965 to January 4, 1970
Richard G. Capen, Jr.	January 5, 1970 to May 1, 1971
Rady A. Johnson	May 2, 1971 to March 10, 1973
Col. George L.J. Dalferes (Acting)	March 17, 1973 to April 17, 1973

Position was redesignated Assistant Secretary of Defense (Legislative Affairs) on April 11, 1973, in lieu of Assistant Secretary of Defense (Systems Analysis) position.

Assistant Secretary of Defense (Legislative Affairs)

John O. Marsh	April 17, 1973 to February 15, 1974
John M. Maury	April 12, 1974 to February 28, 1976
William K. Brehm	March 19, 1976 to January 20, 1977

Position redesignated Assistant to the Secretary of Defense (Legislative Affairs) on March 23, 1977.

Assistant to the Secretary of Defense (Legislative Affairs)

Jack L. Stempler	March 23, 1977 to January 19, 1981
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Position redesignated Assistant Secretary of Defense (Legislative Affairs) in 1981 and formalized on July 2, 1982, by Defense Directive 5142.1. An unassigned Assistant Secretary position was mandated by the Goldwater-Nichols Act to cover this organizational area.

Assistant Secretary of Defense (Legislative Affairs)

Is principal staff assistant to the Secretary of Defense for Department of Defense relations with Members of Congress and is congressional liaison for testimony at congressional hearings. Coordinates the Department's legislative program.

Russell A. Rourke	May 6, 1981 to December 8, 1985
M.D.B.J. Carlisle	August 4, 1986 to April 28, 1989
David J. Gribbin III	May 22, 1989 to present

MANPOWER

Assistant Secretary of Defense (Manpower and Personnel)

This was the original title designated for this position. Position of Assistant Secretary transferred from Assistant Secretary of Defense (Administration and Public Affairs). [See Administration.]

Subsequently redesignated Assistant Secretary of Defense (Manpower, Personnel, and Reserve) on September 2, 1955. Title changed to Assistant Secretary of Defense (Manpower) in 1961. Became Assistant Secretary of Defense (Manpower and Reserve Affairs) by P.L. 90-108, Reserve Forces Bill of Rights and Revitalization Act, January 1, 1968.

Anna M. Rosenberg	November 15, 1950 to January 20, 1953
John A. Hannah	February 11, 1953 to July 31, 1954
Carter L. Burgess	September 24, 1954 to January 22, 1957
William H. Francis, Jr.	April 19, 1957 to May 24, 1958
Charles O. Finucane	July 15, 1958 to January 19, 1961
Carlisle P. Runge	February 17, 1961 to July 30, 1962
Norman S. Paul	August 8, 1962 to September 30, 1965
Thomas D. Morris	October 1, 1965 to August 31, 1967
Alfred B. Fitt	October 9, 1967 to February 20, 1969
Roger T. Kelley	March 3, 1969 to June 1, 1973
Carl W. Clewlow (Acting)	June 1, 1973 to September 1, 1973
William K. Brehm	September 1, 1973 to March 18, 1976
David P. Taylor	July 7, 1976 to February 12, 1977

All functions of the position were assumed by the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) on April 22, 1977, Defense Directive 5124.1. This canceled Defense Directive 5120.27, establishing the Assistant Secretary of Defense (Manpower and Reserve Affairs), and Defense Directive 5126.22, establishing the Assistant Secretary of Defense (Installations and Logistics). [See Supply and Logistics.]

Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics)

John P. White	May 11, 1977 to October 31, 1978
Robert B. Pirie, Jr.	June 17, 1979 to January 20, 1981
Lawrence J. Korb	May 4, 1981 to January 12, 1984

Position title changed, with reserve affairs functions transferred to Assistant Secretary of Defense (Reserve Affairs) on October 1, 1983. Installations and Logistics transferred to the new Assistant Secretary of Defense (Acquisition and Logistics), established July 5, 1985. [See Supply and Logistics.]

Assistant Secretary of Defense (Manpower, Installations, and Logistics)

Lawrence J. Korb	January 12, 1984 to July 5, 1985
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New title became Assistant Secretary of Defense (Force Management and Personnel), with position assuming only the manpower duties on July 5, 1985.

Assistant Secretary of Defense (Force Management and Personnel)

Position established by Defense Directive 5124.2, March 13, 1985.
Responsible for military and civilian manpower training, family matters, and review of manpower requirements, both military and civilian. Exercises direction of equal opportunity matters.

Lawrence J. Korb
Chapman B. Cox
Grant S. Green
Christopher Jehn

July 5, 1985 to August 31, 1985
December 7, 1985 to July 8, 1987
February 3, 1988 to March 5, 1989
November 20, 1989 to present

PROGRAM ANALYSIS AND EVALUATION

Assistant Secretary of Defense (Systems Analysis)

New Assistant Secretary established on September 10, 1965.

Alain C. Enthoven	September 10, 1965 to January 20, 1969
Ivan Selin (Acting)	January 31, 1969 to January 30, 1970
Gardiner L. Tucker	January 30, 1970 to March 30, 1973

Position title changed to Director, Defense Program Analysis and Evaluation, on April 11, 1973.

Director, Defense Program Analysis and Evaluation

Leonard Sullivan	May 21, 1973 to February 11, 1974
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Position redesignated Assistant Secretary of Defense (Program Analysis and Evaluation).

Assistant Secretary of Defense (Program Analysis and Evaluation)

Leonard Sullivan	February 11, 1974 to March 13, 1976
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Position redesignated Director for Planning and Evaluation on May 18, 1976.

Director for Planning and Evaluation

E.C. Aldridge	May 18, 1976 to March 11, 1977
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Position redesignated Assistant Secretary of Defense (Program Analysis and Evaluation) on April 28, 1977.

Assistant Secretary of Defense (Program Analysis and Evaluation)

Russell Murray, 2nd	April 28, 1977 to January 20, 1981
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Position redesignated Director, Program Analysis and Evaluation, in May 1981.

Director of Program Analysis and Evaluation

David S. Chu	May 19, 1981 to July 13, 1988
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Charter of Assistant Secretary of Defense (Program Analysis and Evaluation) established by Defense Directive 5141.1, February 2, 1989.

Assistant Secretary of Defense (Program Analysis and Evaluation)

Provides economic analyses of defense programs and examines implications of manpower resources on specific force structure plans. Studies security assistance

programs and Allied and foreign military requirements and capabilities of forces, materiel basing, and nuclear requirements.

David S. Chu

July 13, 1988 to present

PUBLIC AFFAIRS

Assistant to the Secretary (Director, Office of Public Information)

Position established through provisions of the National Security Act of 1947.

Harold B. Hinton	July 19, 1948 to March 12, 1949
William Frye	March 12, 1949 to February 19, 1950
Osgood Roberts (Acting)	February 20, 1950 to January 24, 1951
Clayton Fritchey	January 25, 1951 to June 1, 1952
Andrew H. Berding	July 1, 1952 to November 18, 1953

Position redesignated Assistant Secretary of Defense (Legislative and Public Affairs) through Reorganization Plan No. 6 of June 12, 1953, which raised the number of Assistant Secretaries of Defense, and Defense Directive 5122.1, September 22, 1953.

Assistant Secretary of Defense (Legislative and Public Affairs)

Frederic Seaton	September 24, 1953 to February 20, 1955
Robert Tripp Ross	March 15, 1955 to February 20, 1957

Position abolished in 1957. Functions divided and transferred to Assistant Secretary of Defense (Public Affairs) and Assistant to the Secretary of Defense (Legislative Affairs). [See Legislative Affairs.]

Assistant Secretary of Defense (Public Affairs)

Position established on August 10, 1957, by Defense Directive 5105.13. Authorized by Reorganization Plan No. 6 of 1953. One of eight undesignated Assistant Secretary positions in 1992.

Responsible for flow of news to media, general public, and armed forces. Establishes Freedom of Information policy for Department and conducts policy and security review of information originating within the Department. Replies to inquiries regarding the Department of Defense. Manages the Armed Forces Radio and Television Service, the Armed Forces Press and Publication Service, and the American Forces Information Service. Maintains a National Media Pool to deploy, as directed by Secretary of Defense, to cover U.S. military operations.

Murray Snyder	March 21, 1957 to January 20, 1961
Arthur Sylvester	January 20, 1961 to February 3, 1967
Philip G. Goulding	February 28, 1967 to January 20, 1969
Daniel Z. Henkin (Acting)	January 20, 1969 to May 25, 1969
Daniel Z. Henkin	May 25, 1969 to January 20, 1973
Jerry W. Friedheim (Acting)	January 20, 1973 to April 13, 1973
Jerry W. Friedheim	April 13, 1973 to September 20, 1974
William Beecher (Acting)	September 21, 1974 to February 11, 1975
Joseph Laitin	February 12, 1975 to December 19, 1975
William I. Greener, Jr.	December 21, 1975 to July 31, 1976
M. Alan Woods	August 6, 1976 to January 21, 1977
Thomas B. Ross	March 7, 1977 to January 20, 1981

Henry E. Catto, Jr.
Benjamin Welles (Acting)
Mary Lou Sheils (Acting)
Michael I. Burch
Fred Hoffman (Acting)
Robert B. Sims
Fred Hoffman (Acting)
J. Daniel Howard
Louis A. Williams

May 22, 1981 to September 16, 1983
September 17, 1983 to November 1, 1983
November 2, 1983 to November 22, 1983
November 23, 1983 to June 22, 1985
June 23, 1985 to October 1, 1985
October 18, 1985 to September 20, 1987
September 21, 1987 to February 2, 1988
February 3, 1988 to March 21, 1989
May 22, 1989 to present

RESEARCH AND DEVELOPMENT

Chairman, Research and Development Board

Established by the National Security Act of 1947.

Vannevar Bush	September 30, 1947 to October 14, 1948
Karl T. Compton	October 15, 1948 to March 14, 1950
William Webster	March 15, 1950 to July 31, 1951
Walter G. Whitman	August 1, 1951 to June 29, 1953

Board dissolved according to the provisions of Reorganization Plan No. 6 of 1953, and functions transferred to:

1) Assistant Secretary of Defense (Research and Development)

Donald A. Quarles	September 1, 1953 to August 14, 1955
Clifford C. Furnas	December 1, 1955 to February 15, 1957

2) Assistant Secretary of Defense (Applications Engineering)

Frank D. Newbury	August 18, 1953 to March 17, 1957
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These two positions were combined in March 1957 to become Assistant Secretary of Defense (Research and Engineering).

Assistant Secretary of Defense (Research and Engineering)

Frank D. Newbury	March 18, 1957 to May 17, 1957
Paul D. Foote	September 10, 1957 to October 31, 1958

This position was abolished in 1958, with functions transferred to the Director of Defense Research and Engineering. [See Director of Research and Engineering.] The position of Director of Defense Research and Engineering was given a higher status and in 1977 was redesignated Under Secretary of Defense for Research and Engineering. [See Under Secretary of Defense (Research and Engineering).]

In 1984 the Secretary of Defense established, by Defense Directive 5129.3, January 25, 1984, the position of Assistant Secretary of Defense (Research and Technology).

Assistant Secretary of Defense (Research and Technology)

As established, the Assistant Secretary was responsible to the Under Secretary of Defense for Research and Engineering.

Robert S. Cooper	August 6, 1984 to July 6, 1985
Robert C. Duncan	August 5, 1986 to December 21, 1987

The Assistant Secretary position was canceled on November 1, 1988. The functions of the office were transferred to the Director Defense Research and Engineering.

Director Defense Research and Engineering

Robert C. Duncan
Charles M. Herzfeld
Dr. Victor Reis

December 21, 1987 to November 20, 1989
March 12, 1990 to May 18, 1991
December 3, 1991 to present

This position now reports to the Under Secretary of Defense (Acquisition).

RESERVE AFFAIRS

Assistant Secretary of Defense (Reserve Affairs)

New position, with reserve affairs functions transferred from the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) on October 1, 1983. [See Assistant Secretary of Defense, Manpower.] At the same time the logistics functions were transferred from the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) to the Assistant Secretary of Defense (Acquisition and Logistics).

Position mandated by the FY 1984 Defense Authorization Bill, September 24, 1984. Established by Defense Directive 5125.1, January 12, 1984.

James A. Webb
Stephen M. Duncan

May 3, 1984 to April 10, 1987
October 26, 1987 to present

SPECIAL OPERATIONS/LOW INTENSITY CONFLICT

Assistant Secretary of Defense (Special Operations/Low Intensity Conflict)

Position officially established on January 4, 1988, by Defense Directive 5138.3.
Position was one of those mandated by the Goldwater-Nichols Act of 1986.

Assists Under Secretary of Defense (Policy) in development of policy and plans in this specific area of Defense activity and coordinates with overall political-military affairs.

Charles S. Whitehouse
Seth Cropsey (Acting)
James R. Locher

July 13, 1988 to July 12, 1989
July 13, 1989 to October 18, 1989
October 19, 1989 to present

SUPPLY, LOGISTICS, AND INSTALLATIONS

Chairman, Munitions Board

Position was established at the creation of the National Military Establishment in 1947. Performed duties under the Secretary of Defense in support of the Joint Chiefs of Staff.

Thomas J. Hargrave	September 30, 1947 to September 20, 1948
Donald F. Carpenter	September 21, 1948 to June 30, 1949
Hubert E. Howard	November 25, 1949 to September 18, 1950
John D. Small	November 16, 1950 to January 20, 1953

Board abolished in 1953. Functions transferred to the Secretary of Defense through Reorganization Plan No. 6 of 1953 and through him to the Assistant Secretary of Defense (Applications Engineering) [see Research and Engineering] and the Assistant Secretary of Defense (Supply and Logistics).

Director of Installations

Position created by P.L. 82-534, July 14, 1952.

Frank Creedon	August 25, 1952 to June 29, 1953
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Position abolished by Reorganization Plan No. 6 of 1953 and functions transferred to Assistant Secretary of Defense (Properties and Installations).

Assistant Secretary of Defense (Properties and Installations)

Franklin G. Floete	August 3, 1953 to March 4, 1956
Floyd S. Bryant	May 2, 1956 to January 20, 1961

Assistant Secretary of Defense (Supply and Logistics)

Position established following Reorganization Plan No. 6 of 1953, when Munitions Board abolished.

Charles S. Thomas	August 5, 1953 to May 2, 1954
Thomas P. Pike	May 3, 1954 to June 27, 1956
E. Perkins McGuire	December 28, 1956 to January 20, 1961

This position and that of Assistant Secretary of Defense (Properties and Installations) combined to form position of Assistant Secretary of Defense (Installations and Logistics) in 1961.

Assistant Secretary of Defense (Installations and Logistics)

Position established on January 30, 1961.

Thomas D. Morris	January 29, 1961 to December 11, 1964
Paul R. Ignatius	December 23, 1964 to August 31, 1967

Thomas D. Morris	September 1, 1967 to February 1, 1969
Barry J. Shillito	February 1, 1969 to February 1, 1973
Arthur I. Mendolia	June 21, 1973 to March 31 1975
John J. Bennett (Acting)	April 1, 1975 to February 9, 1976
Frank A. Shrontz	February 10, 1976 to January 19, 1977

Position abolished on April 22, 1977. Acquisition functions transferred to the Director of Defense Research and Engineering and other responsibilities transferred to Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), changing to Assistant Secretary of Defense (Manpower, Installations, and Logistics). A subsequent transfer of the installation and logistics functions was made to the new Assistant Secretary of Defense (Acquisition and Logistics).

Assistant Secretary of Defense (Development and Support)

Established officially by Defense Directive 5129.4, November 25, 1984, and abolished when Assistant Secretary of Defense (Acquisition and Logistics) established.

James P. Wade	August 6, 1984 to July 5, 1985
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Assistant Secretary of Defense (Acquisition and Logistics)

Position created on November 19, 1985; authorized by Defense Directive 5128.1.

James P. Wade	July 5, 1985 to November 3, 1986
Robert B. Costello	March 13, 1987 to April 15, 1987

This position was disestablished in April 1987 and replaced by Assistant Secretary of Defense (Production and Logistics).

Assistant Secretary of Defense (Production and Logistics)

One of the unassigned Assistant Secretary positions mandated by the Goldwater-Nichols Act. Assists the Under Secretary of Defense (Acquisition) in areas of his responsibility.

Robert B. Costello	April 15, 1987 to December 17, 1987
Jack Katzen	March 28, 1988 to January 8, 1990
Colin McMillan	March 5, 1990 to present

ATOMIC ENERGY

Chairman, Military Liaison Committee

Committee established by the Atomic Energy Act of 1946 (P.L. 79-585, August 1, 1946). Amendments of 1949 (P.L. 81-347) provided that the President appoint the Chairman, with advice and consent of the Senate, and the Secretary of Defense designate committee members.

From April 13, 1953, the Chairman served also as Assistant to the Secretary of Defense for Atomic Energy.

Lt. Gen. Lewis H. Brereton, USAF	July 17, 1947 to March 30, 1948
Donald F. Carpenter	April 8, 1948 to September 21, 1948
William Webster	September 22, 1948 to September 30, 1949
Robert LeBaron	October 1, 1949 to August 1, 1954
Herbert B. Loper	August 9, 1954 to July 14, 1961
Gerald W. Johnson	August 11, 1961 to September 15, 1963
William J. Howard	January 2, 1964 to June 15, 1966
Carl Walske	October 3, 1966 to April 15, 1973
Donald R. Cotter	October 16, 1973 to March 17, 1978
Vacant	March 18, 1978 to August 7, 1978
James P. Wade, Jr.	August 8, 1978 to June 14, 1981
James P. Wade, Jr. (Acting)	June 15, 1981 to June 5, 1982
Richard Wagner	June 6, 1982 to April 1, 1986
Robert B. Barker	October 18, 1986 to November 14, 1986

The Defense Authorization Act of 1987 (P.L. 99-661, November 14, 1986) abolished the Military Liaison Committee and established the Nuclear Weapons Council. The Defense Authorization Act of 1988-1989 (P.L. 100-180, December 4, 1989) established the position of Assistant to the Secretary of Defense (Atomic Energy) as a statutory position.

Assistant to the Secretary of Defense (Atomic Energy)

Robert B. Barker (non-statutory)	November 14, 1986 to March 3, 1988
Robert B. Barker (statutory)	March 4, 1988 to May 29, 1992

CIVIL DEFENSE

Reorganization Plan No. 1 of 1958 transferred to the President the civil defense functions formerly assigned to the Federal Civil Defense Administration. The President delegated these functions to the Secretary of Defense by Executive Order 10952, July 20, 1961.

Assistant Secretary of Defense (Civil Defense)

Position created August 31, 1961, and abolished April 1, 1964.

Steuart L. Pittman

September 20, 1961 to April 1, 1964

The Office of Civil Defense was transferred to the Secretary of the Army. Civil defense responsibilities were assigned to the Defense Civil Preparedness Agency. When this agency was dissolved on July 15, 1979, in accordance with Reorganization Plan No. 3 of 1978, June 19, 1978, the responsibility for civil defense was assumed by the Director of the new Federal Emergency Management Agency.

GENERAL COUNSEL

Position established by Reorganization Plan No. 6 of 1953 and by Defense Directive 5145.1, August 24, 1953. Position derived from one of the original three Special Assistants to the Secretary (1947) and the Assistant Secretary of Defense (Legal and Legislative Affairs) (1948).

General Counsel serves as the chief legal officer of the Department, advising both the Secretary and Deputy Secretary of Defense on all legal matters and services. Develops the Department's legislative program, establishes policy on specific legal problems, maintains repository for all international agreements of the Department, and serves as Director of the Defense Legal Services Agency.

H. Struve Hensel	August 17, 1953 to March 4, 1954
Wilber M. Brucker	April 23, 1954 to July 20, 1955
Mansfield D. Sprague	October 6, 1955 to February 27, 1957
Robert Dechert	February 28, 1957 to July 15, 1959
J. Vincent Burke, Jr.	September 14, 1959 to January 20, 1961
Cyrus R. Vance	January 29, 1961 to June 30, 1962
John T. McNaughton	July 5, 1962 to June 25, 1964
Leonard Niederlehner (Acting)	July 1, 1964 to September 19, 1966
Paul C. Warnke	October 3, 1966 to July 31, 1967
Leonard Niederlehner (Acting)	August 1, 1967 to August 20, 1970
J. Fred Buzhardt, Jr.	August 20, 1970 to January 4, 1974
Leonard Niederlehner (Acting)	May 22, 1973 to March 13, 1974
Martin R. Hoffmann	March 14, 1974 to August 5, 1975
Leonard Niederlehner (Acting)	August 6, 1975 to January 1, 1976
Richard A. Wiley	January 2, 1976 to January 15, 1977
Deanne C. Siemer	April 28, 1977 to October 15, 1979
Leonard Niederlehner (Acting)	October 15, 1979 to February 1, 1980
Togo D. West, Jr.	February 1, 1980 to January 20, 1981
Leonard Niederlehner (Acting)	January 20, 1981 to April 1, 1981
William Howard Taft IV	April 2, 1981 to May 2, 1984
Chapman B. Cox	May 3, 1984 to December 16, 1985
H. Lawrence Garrett III	February 5, 1986 to August 6, 1987
Kathleen A. Buck	October 26, 1987 to December 30, 1989
Terrence O'Donnell	October 30, 1989 to March 6, 1992

INSPECTOR GENERAL

The Office of the Department of Defense Inspector General was established by P.L. 97-252, September 8, 1982, and Defense Directive 5106.1, March 14, 1983. This position was an outgrowth of the position of Assistant to the Secretary of Defense for Review and Oversight, established in April 1981 to check fraud, waste, and abuse in procurement. That position and the Defense Audit Service, created in 1961, were dissolved in September 1982.

The Inspector General is an independent official who coordinates policies and makes recommendations to further economy and efficiency in administration. The Inspector General keeps the Secretary of Defense and Congress informed about problems relating to the administration of programs and the possibility of corrective action following investigation.

Joseph H. Sherick
June Gibbs Brown
Susan J. Crawford

May 2, 1983 to June 3, 1986
November 16, 1987 to October 24, 1989
November 28, 1989 to November 19, 1991

OPERATIONAL TEST AND EVALUATION

Director, Operational Test and Evaluation

Position established September 24, 1983, by FY 1984 Defense Authorization Act, effective October 1, 1983, and by Defense Directive 5141.2.

Director is the principal staff assistant and advisor to the Secretary of Defense on OT&E matters, ensuring effectiveness and suitability of U.S. weapons systems and equipment.

John E. Krings
Robert C. Duncan

April 18, 1985 to June 30, 1989
November 22, 1989 to present

Joint Chiefs of Staff

The Joint Chiefs of Staff, in existence since 1942, were accorded statutory sanction within the National Military Establishment by the National Security Act of 1947. The JCS consisted of the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force and the Chief of Staff to the Commander in Chief, if there should be one. The act also established a Joint Staff under the JCS, limiting it to one hundred officers, to be headed by a Director appointed by the Joint Chiefs.

The 1949 amendments to the National Security Act of 1947 established the position of Chairman of the Joint Chiefs of Staff, to be appointed from the Regular officers of the armed services for a term of two years with eligibility for a second two-year term. The Chairman was to preside over the meetings of the JCS but was to have no vote. Moreover, he was not to exercise military command over the JCS or any of the military services. The amendments also increased the size of the Joint Staff to 210 officers.

In 1952, P.L. 82-416 authorized the Commandant of the Marine Corps to meet with the JCS as a coequal whenever any matter of concern to the Marine Corps was under consideration. P.L. 95-485, October 28, 1978, made the Commandant a permanent and fully participating member of the JCS.

Reorganization Plan No 6 of 1953 made the selection of members of the Joint Staff by the JCS, and their tenure, subject to the approval of the Chairman and give him management control of the Joint Staff. At the same time it accorded the Secretary of Defense approval authority over the selection of the Director of the Joint Staff and his tenure. The Department of Defense Reorganization Act of 1958 increased the Joint Staff to not more than 400 officers and limited their tours of such duty to not more than three years except in time of war. The act specified that the Joint Staff "shall not operate or be organized as an overall Armed Forces General Staff and shall have no executive authority."

In 1967 Congress took the initiative in setting the terms of the chiefs of the Army, Navy, Air Force, and Marine Corps at four years, with provision for possible reappointment for four years in time of war or emergency.

The Goldwater-Nichols Act of 1986 prescribed the most important changes in the Joint Chiefs of Staff organization since 1947. It increased the responsibilities of the Chairman, naming him the principal adviser to the President, the National Security Council, and the Secretary of Defense and prescribing a two-year term with possibility of two additional terms other than during wartime, when there would be no limitation. The Chairman was given permission to attend and participate in meetings of the National Security Council. The Chairman's responsibilities included assisting the President in providing strategic direction of the armed forces, preparing strategic plans and joint logistic and mobility plans, and advising the Secretary of Defense on requirements, programs, and budgets, particularly a budget proposal for activities of each unified and specified combatant command.

The act created the position of Vice Chairman of the Joint Chiefs of Staff to rank after the Chairman and ahead of all other officers of the armed forces and to come from a service other than that of the Chairman. In the absence or disability of the

Chairman the Vice Chairman replaces him. He performs such duties as may be prescribed by the Chairman and may participate in all JCS meetings but may not vote.

Chairman, JCS

General Omar N. Bradley, USA	August 16, 1949 to August 15, 1953
Admiral Arthur W. Radford, USN	August 15, 1953 to August 15, 1957
General Nathan F. Twining, USAF	August 15, 1957 to September 30, 1960
General Lyman L. Lemnitzer, USA	October 1, 1960 to September 30, 1962
General Maxwell D. Taylor, USA	October 1, 1962 to July 1, 1964
General Earle G. Wheeler, USA	July 3, 1964 to July 2, 1970
Admiral Thomas H. Moorer, USN	July 2, 1970 to July 1, 1974
General George S. Brown, USAF	July 1, 1974 to June 20, 1978
General David C. Jones, USAF	June 21, 1978 to June 18, 1982
General John W. Vessey, Jr., USA	June 18, 1982 to September 30, 1985
General William J. Crowe, Jr., USA	October 1, 1985 to September 30, 1989
General Colin L. Powell, USA	October 1, 1989 to present

Vice Chairman, JCS

General Robert T. Herres	February 6, 1987 to February 28, 1990
Admiral David E. Jeremiah	March 1, 1990 to present

Chief of Staff, U.S. Army

General Dwight D. Eisenhower	November 19, 1945 to February 7, 1948
General Omar N. Bradley	February 7, 1948 to August 16, 1949
General J. Lawton Collins	August 16, 1949 to August 15, 1953
General Matthew B. Ridgway	August 15, 1953 to June 30, 1955
General Maxwell D. Taylor	June 30, 1955 to July 1, 1959
General Lyman L. Lemnitzer	July 1, 1959 to September 30, 1960
General George H. Decker	October 1, 1960 to September 30, 1962
General Earle G. Wheeler	October 1, 1962 to July 2, 1964
General Harold K. Johnson	July 3, 1964 to July 2, 1968
General William C. Westmoreland	July 3, 1968 to June 30, 1972
General Bruce Palmer, Jr. (Acting)	July 1, 1972 to October 11, 1972
General Creighton W. Abrams	October 12, 1972 to September 4, 1974
General Fred C. Weyand	October 3, 1974 to October 1, 1976
General Bernard W. Rogers	October 1, 1976 to June 21, 1979
General Edward C. Meyer	June 22, 1979 to June 21, 1983
General John A. Wickham, Jr.	June 22, 1983 to June 22, 1987
General Edward C. Meyer	June 22, 1979 to June 22, 1983
General John A. Wickham, Jr.	June 23, 1983 to June 22, 1987
General Carl E. Vuono	June 23, 1987 to June 21, 1991
General Gordon R. Sullivan	June 21, 1991 to present

Chief of Naval Operations

Fleet Admiral Chester W. Nimitz	December 15, 1945 to December 15, 1947
Admiral Louis Denfeld	December 15, 1947 to November 2, 1949
Admiral Forrest P. Sherman	November 2, 1949 to July 22, 1951
Admiral William M. Fechteler	August 16, 1951 to August 16, 1953
Admiral Robert B. Carney	August 17, 1953 to August 17, 1955
Admiral Arleigh A. Burke	August 17, 1955 to August 1, 1961
Admiral George W. Anderson, Jr.	August 1, 1961 to August 1, 1963
Admiral David L. McDonald	August 1, 1963 to July 1, 1967
Admiral Thomas H. Moorer	August 1, 1967 to July 1, 1970

Admiral Elmo R. Zumwalt, Jr.	July 1, 1970 to July 1, 1974
Admiral James L. Holloway III	July 1, 1974 to July 1, 1978
Admiral Thomas B. Hayward	July 1, 1978 to July 1, 1982
Admiral James D. Watkins	July 1, 1982 to July 1, 1986
Admiral Carlisle A.H. Trost	July 1, 1986 to June 30, 1990
Admiral Frank B. Kelso II	July 1, 1990 to present

Chief of Staff, U.S. Air Force

General Carl Spaatz	September 26, 1947 to April 30, 1948
General Hoyt S. Vandenberg	April 30, 1948 to June 30, 1953
General Nathan F. Twining	June 30, 1953 to June 30, 1957
General Thomas D. White	July 1, 1957 to June 30, 1961
General Curtis E. LeMay	June 30, 1961 to January 31, 1965
General John P. McConnell	February 1, 1965 to August 1, 1969
General John D. Ryan	August 1, 1969 to July 31, 1973
General George S. Brown	August 1, 1973 to June 30, 1974
General David C. Jones	July 1, 1974 to June 20, 1978
General Lew Allen, Jr.	July 1, 1978 to June 30, 1982
General Charles A. Gabriel	July 1, 1982 to June 30, 1986
General Larry D. Welch	July 1, 1986 to June 30, 1990
General Michael J. Dugan	July 1, 1990 to September 17, 1990
General John M. Loh (Acting)	September 17, 1990 to October 27, 1990
General Merrill A. McPeak	October 27, 1990 to present

Commandant of the Marine Corps

General Lemuel C. Sheperd, Jr.	June 28, 1952 to December 31, 1955
General Randolph McC. Pate	January 1, 1956 to December 31, 1959
General David M. Shoup	January 1, 1960 to December 31, 1963
General Wallace M. Greene, Jr.	January 1, 1964 to December 31, 1967
General Leonard F. Chapman, Jr.	January 1, 1968 to December 31, 1971
General Robert E. Cushman, Jr.	January 1, 1972 to June 30, 1975
General Louis H. Wilson	July 1, 1975 to June 30, 1979
General Robert H. Barrow	July 1, 1979 to June 30, 1983
General Paul X. Kelley	July 1, 1983 to June 30, 1987
General Alfred M. Gray, Jr.	July 1, 1987 to July 1, 1991
General Carl E. Mundy, Jr.	July 1, 1991 to present

Director, Joint Staff

Maj. Gen. Alfred M. Gruenther, USA	September 17, 1947 to September 19, 1949
Vice Adm. Arthur C. Davis, USN	September 20, 1949 to November 1, 1951
Lt. Gen. Charles P. Cabell, USAF	November 2, 1951 to April 23, 1953
Lt. Gen. Frank A. Everest, USAF	April 24, 1953 to March 18, 1954
Lt. Gen. Lemuel Mathewson, USA	March 19, 1954 to March 14, 1956
Vice Adm. Bernard L. Austin, USN	March 15, 1956 to March 31, 1958
Lt. Gen. Oliver S. Picher, USAF	April 1, 1958 to March 31, 1960
Lt. Gen. Earle G. Wheeler, USA	April 1, 1960 to February 24, 1962
Vice Adm. Herbert D. Riley, USN	February 24, 1962 to February 23, 1964
Lt. Gen. David A. Burchinal, USAF	February 24, 1964 to July 31, 1966
Lt. Gen. Andrew J. Goodpaster, USA	August 1, 1966 to March 31, 1967

Lt. Gen. Berton E. Spivy, Jr., USA	April 1, 1967 to July 31, 1968
Vice Adm. Nels C. Johnson, USN	August 1, 1968 to July 19, 1970
Lt. Gen. John W. Vogt, USAF	July 20, 1970 to April 7, 1972
Rear Adm. Mason B. Freeman, USN (Acting)	April 8 1972 to June 11, 1972
Lt. Gen. George M. Seignious II, USN	June 12, 1972 to May 31, 1974
Vice Adm. Harry D. Train II, USN	June 1, 1974 to June 30, 1976
Lt. Gen. Ray B. Sitton, USAF	July 1, 1976 to June 30, 1977
Vice Adm. Patrick J. Hannifin, USN	July 1, 1977 to June 20, 1978
Maj. Gen. John A. Wickham, Jr., USA (Acting)	July 1, 1978 to August 21, 1978
Lt. Gen. John A. Wickham, Jr., USA	August 22, 1978 to June 22, 1979
Vice Adm. Carl Thor Hanson, USN	June 22, 1979 to June 30, 1981
Lt. Gen. James E. Dalton, USAF	July 1, 1981 to June 30, 1983
Lt. Gen. Jack N. Merritt, USA	July 1, 1983 to June 30, 1985
Vice Adm. Powell F. Carter, Jr., USN	July 1, 1985 to August 14, 1987
Lt. Gen. Robert W. RisCassi, USA	August 15, 1987 to November 30, 1988
Lt. Gen. Hansford T. Johnson, USAF	December 1, 1988 to September 20, 1989
Maj. Gen. Gene A. Deegan, USMC (Acting)	September 21, 1989 to September 26, 1989
Lt. Gen. Michael P.C. Carns, USAF	September 27, 1989 to May 16, 1991
Lt. Gen. Henry Viccellio, Jr., USAF	May 17, 1991 to present

UNIFIED AND SPECIFIED COMMANDS

The Unified Command Plan (UCP) approved by President Truman on December 14, 1946, authorized the formation of seven unified commands. These regional commands consisted of forces from two or more military services and received strategic direction from the Joint Chiefs of Staff. By a separate provision of the UCP, the Strategic Air Command was designated a "specific command." The JCS officially defined a specific command in 1951 as the equivalent of a unified command but normally composed of forces from only one service. Additional unified commands and specified commands were created subsequently while others were disestablished.

Originally, the Joint Chiefs of Staff exercised operational control over all elements of the armed forces in each command and designated one of their members as "executive agent" with operational command and control over all forces within a particular unified area. Subsequently, in 1953 and 1958 changes were made in this chain of command. The Goldwater-Nichols Act of 1986 specified that the chain of command to a unified or specified combatant command would run from the President to the Secretary of Defense to the commander of the combatant command. In 1992 there were nine unified commands and one specified command. On June 1, 1992, the Strategic Air Command was redesignated as a unified command.

UNIFIED

U.S. Atlantic Command

Norfolk, VA. Established December 1, 1947.

Commander in Chief (CINCLANT)	Adm. Leon A. Edney, USN	May 18, 1990
Norfolk, VA.		

U.S. Central Command

MacDill AFB, FL. Established January 1, 1983.

Commander in Chief (CINCCENT)	Gen. Joseph P. Hoar, USMC	August 9, 1991
MacDill AFB, FL.		

U.S. European Command

Stuttgart-Vaihingen, Germany. Established March 15, 1947.

Commander in Chief (CINCEUR)	Gen. John R. Galvin, USA	June 26, 1987
Brussels, Belgium.		

U.S. Pacific Command

Honolulu, Hawaii. Established January 1, 1947.

Commander in Chief (CINCPAC)	Adm. Charles R. Larson, USN	March 1, 1991
Camp Smith, Hawaii.		

U.S. Southern Command

Quarry Heights, Republic of Panama. Established June 6, 1963.

Commander in Chief (CINCSO)	Gen. George A. Joulwan,	November 21, 1990
USA Quarry Heights, Republic of Panama		

U.S. Space Command

Peterson AFB, CO. Established September 23, 1985.

Commander in Chief (CINCSPACE)	Gen. Donald J. Kutyna,	March 30, 1990
USAF Peterson AFB, CO.		

U.S. Special Operations Command

MacDill AFB, FL. Established April 16, 1987.

Commander in Chief (CINCSOC)	Gen. Carl L. Stiner, USA	June 27, 1990
MacDill AFB, FL.		

U.S. Strategic Command

Offutt AFB, NE. Formerly Strategic Air Command, Redesignated Strategic Command June 1, 1992.

Commander in Chief (CINCSTRAT)	Gen. George L. Butler,	January 25, 1991
USAF Offutt AFB, NE.		

U.S. Transportation Command

Scott AFB, IL. Established July 1, 1987.

Commander in Chief (CINCTRANS) Gen. Hansford T. Johnson,
USAF Scott AFB, IL September 22, 1989

SPECIFIED

U.S. Forces Command

Ft. McPherson, GA. Established July 1, 1987.

Commander in Chief (CINCFOR) Gen. Edwin H. Burba, Jr., September 27, 1989
USA Fort McPherson, GA

DISESTABLISHED

Aerospace Command

Became Aerospace Defense Command, a Specified Command, on July 1, 1975.
Disestablished December 19, 1986.

Alaskan Command

Disestablished July 1, 1975.

Far East Command

Disestablished July 1, 1957.

Military Airlift Command

Designated a Specific Command February 1, 1977. Terminated as a Specific
Command October 1, 1988.

U.S. Naval Forces, Eastern Atlantic and Mediterranean

Disestablished December 1, 1963.

Northeast Command

Disestablished September 1, 1956.

U.S. Readiness Command

Disestablished September 30, 1987.

DEFENSE AGENCIES

Defense Advanced Research Projects Agency (DARPA)

Established by P.L. 85-325, February 12, 1958. Defense Directive 5105.41.
Charter dated May 23, 1972.

Director appointed by Secretary of Defense.

Director -- Gary Denman

Defense Commissary Agency (DeCA)

Established November 9, 1990. Defense Directive 5101.55.

Director -- Maj. Gen. John P. Dreska, USA

Defense Contract Audit Agency

Established on July 1, 1965. Defense Directive 5105.36.

Director -- William H. Reed

Defense Finance and Accounting Service

Established November 26, 1990. Defense Directive 5118.5.

Director -- Albert V. Conte

Defense Information Systems Agency (DISA)

Established as Defense Communications Agency on May 12, 1960. Defense Directive 5105.19. Renamed Information Systems Agency on June 25, 1991.

Under direction, authority, and control of the Under Secretary of Defense for Acquisition.

Director -- Lt. Gen. Alonzo E. Short, Jr., USA

Defense Intelligence Agency (DIA)

Established on October 1, 1961. Defense Directive 5105.21.

Under the direction, authority, and control of the Secretary of Defense.

Director -- Lt. Gen. Harry L. Soyster, USA

Defense Investigative Service

Established on January 1, 1972. Defense Directive 5101.42.

Director -- John F. Donnelly

Defense Legal Services Agency (DLSA)

Established August 12, 1981. Defense Directive 5145.4.

Under the direction, authority, and control of the General Counsel, who serves as Director.

Director --

Defense Logistics Agency (DLA)

Established October 1, 1961, as the Defense Supply Agency. Defense Directive 5105.22.

Under the direction, authority, and control of the Under Secretary of Defense (Acquisition).

Director -- Lt. Gen. Charles McCausland, USAF

Defense Mapping Agency (DMA)

Established on January 1, 1972. Defense Directive 5101.40.

Reports to the Under Secretary of Defense (Acquisition).

Director -- Maj. Gen. William K. James, USAF

Defense Nuclear Agency (DNA)

Established May 6, 1959. Originally, was the Armed Forces Special Weapons Project, and then, Defense Atomic Support Agency. Defense Directive 5101.31.

Under the direction of the Under Secretary of Defense for Acquisition. Reports to the Chairman, Joint Chiefs of Staff, for operational matters.

Director -- Maj. Gen. Gerald G. Watson, USA

Defense Security Assistance Agency

Established September 1, 1971. Defense Directive 5105.38.

Under the direction, authority, and control of the Under Secretary of Defense for Policy.

Director -- Lt. Gen. Teddy G. Allen, USA

National Security Agency/Central Security Service

Established December 5, 1952. Defense Directive 5100.20.

Under the direction, authority, and control of the Secretary of Defense.

Director -- Vice Adm. William O. Studeman, USN

On-Site Inspection Agency (OSIA)

Established January 15, 1988. Defense Directive TS - 5134.2.

Operates as a separate agency of the Department of Defense; reports to the Under Secretary of Defense (Acquisition).

Director -- Maj. Gen. Robert W. Parker, USAF

Strategic Defense Initiative Organization (SDIO)

Established on April 24, 1984 and designated as a Defense agency on July 23, 1984. Defense Directive 5141.5.

Under the direction, authority, and control of the Secretary of Defense and under the overall supervision of the Deputy Secretary of Defense.

Director -- Ambassador Henry Cooper

DEFENSE AGENCIES NO LONGER IN EXISTENCE

Defense Audio Visual Agency

Established June 21, 1979. Disestablished September 30, 1985.

Defense Audit Service

Established October 14, 1976. Dissolved in September 1982, when role assumed by Assistant to the Secretary of Defense (Review and Oversight).

Defense Civil Preparedness Agency

Established May 5, 1972, when transferred from Department of the Army. [See Officials, Civil Defense.] Transferred to Federal Emergency Management Agency by Reorganization Plan No. 3 of 1978.

DEPARTMENT OF DEFENSE FIELD ACTIVITIES

American Forces Information Service

Established by Defense Directive 5122.10.
Under the Assistant Secretary of Defense (Public Affairs).

Department of Defense Dependents Schools

Established by Defense Directive 1342.6.
Under the Assistant Secretary of Defense (Force Management and Personnel)

Defense Medical Support Activity

Established by Defense Directive 5136.10.
The Assistant Secretary of Defense (Health Affairs) serves as Director of DMSA.
Composed of the Defense Medical Systems Support Center and the Defense Medical Facilities Office.

Defense Technology Security Administration

Established by Defense Directive 5105.51.
Under the Under Secretary of Defense (Policy).

Office of Civilian Health and Medical Program of the Uniformed Services

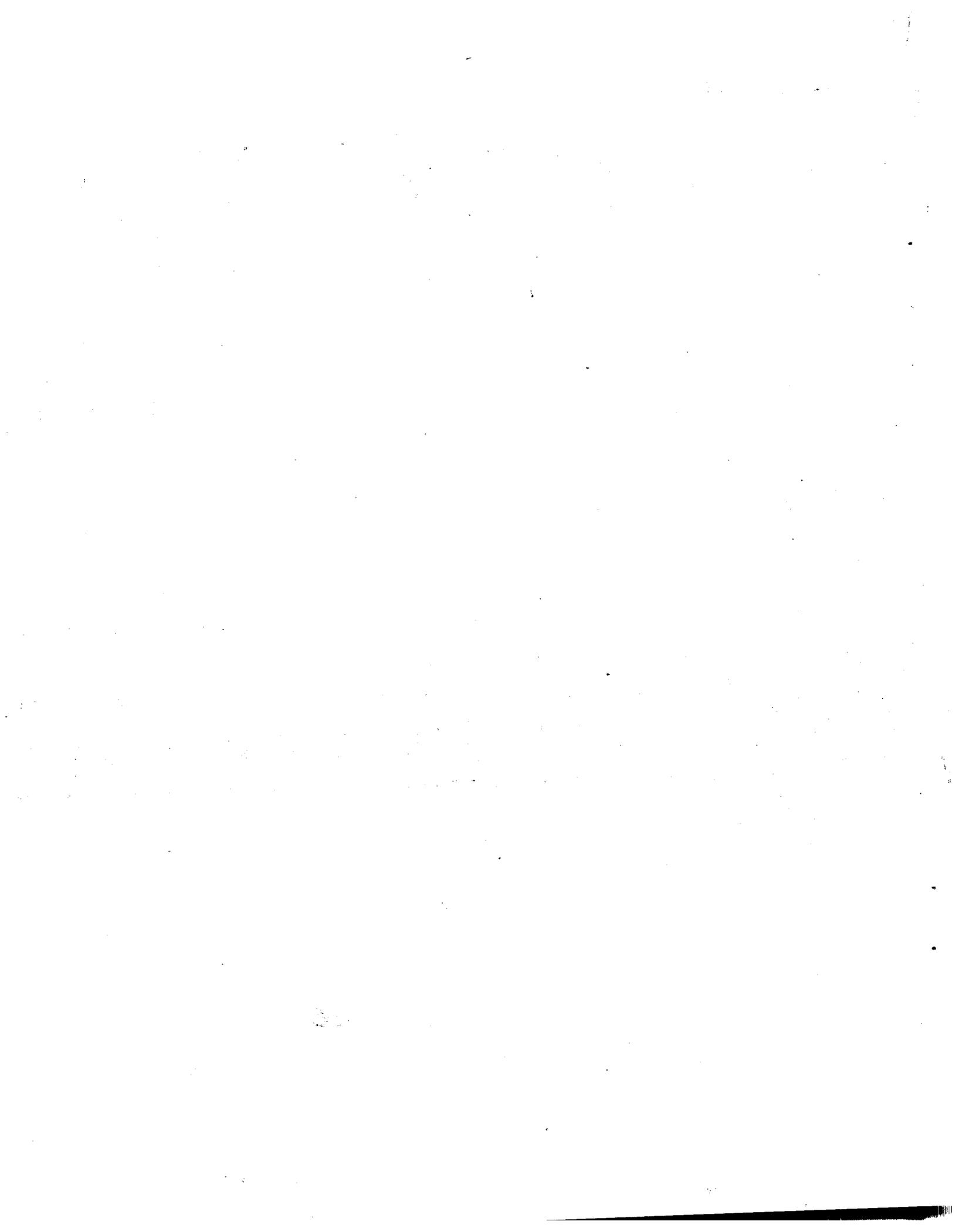
Established by Defense Directive 5105.46.
Under the Assistant Secretary of Defense (Health Affairs).

Office of Economic Adjustment

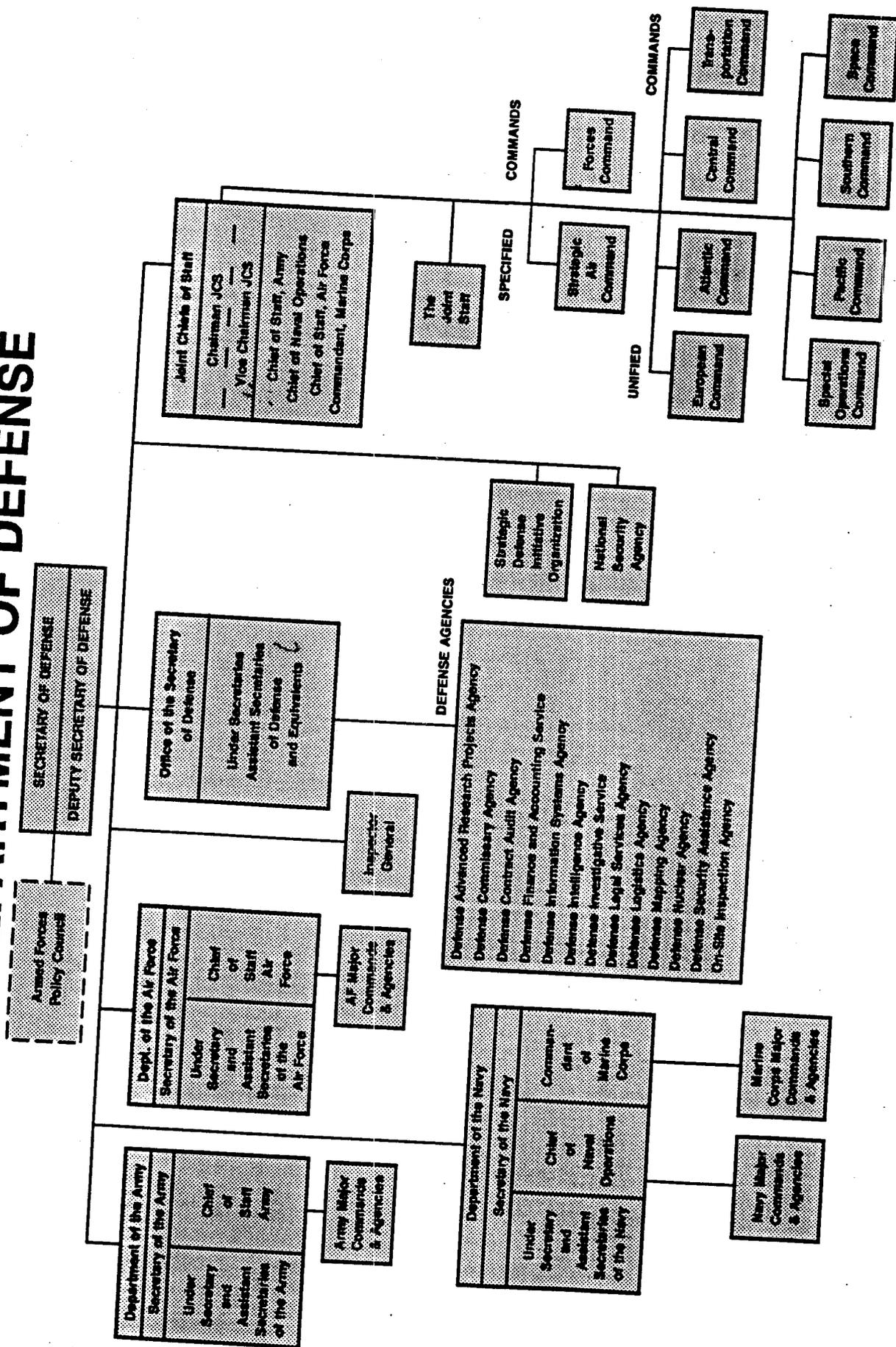
Established by Defense Directive 3030.1.
Under the Assistant Secretary of Defense (Force Management and Personnel)
Director of OEA serves as Executive Director of the Economic Adjustment Committee.

Washington Headquarters Services

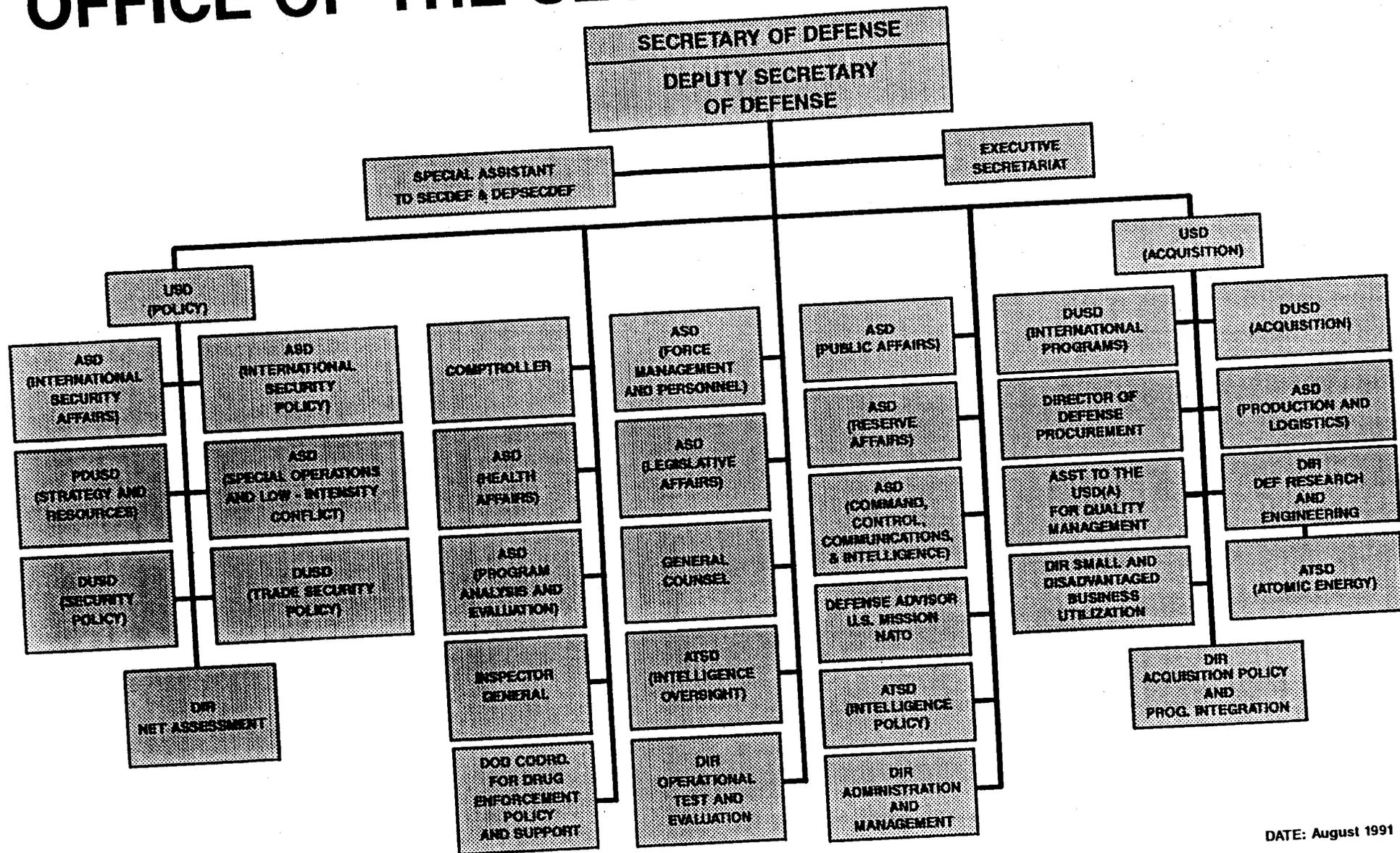
Established by Defense Directive 5110.4.
The Director, Administration and Management, serves as Director, WHS.



DEPARTMENT OF DEFENSE

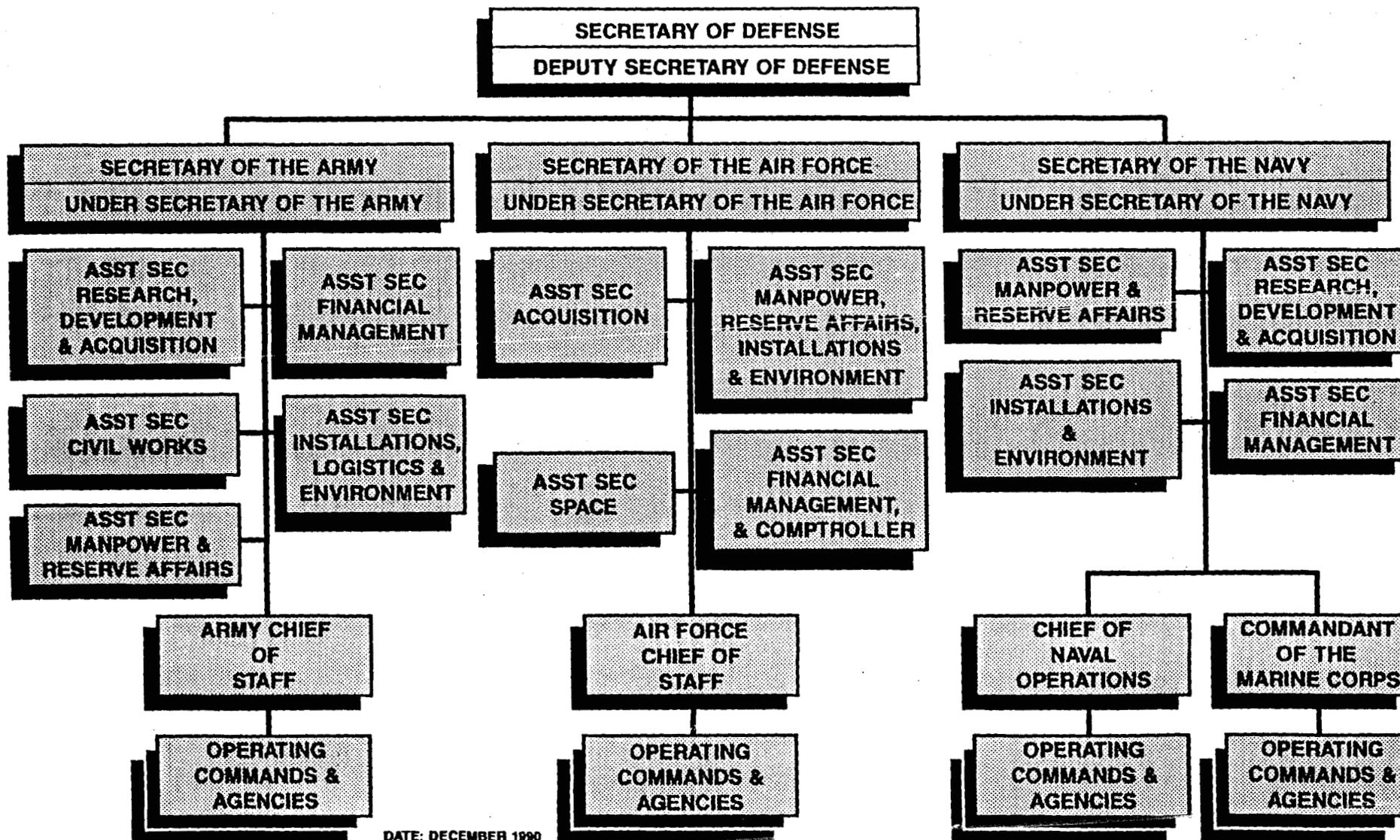


OFFICE OF THE SECRETARY OF DEFENSE 70



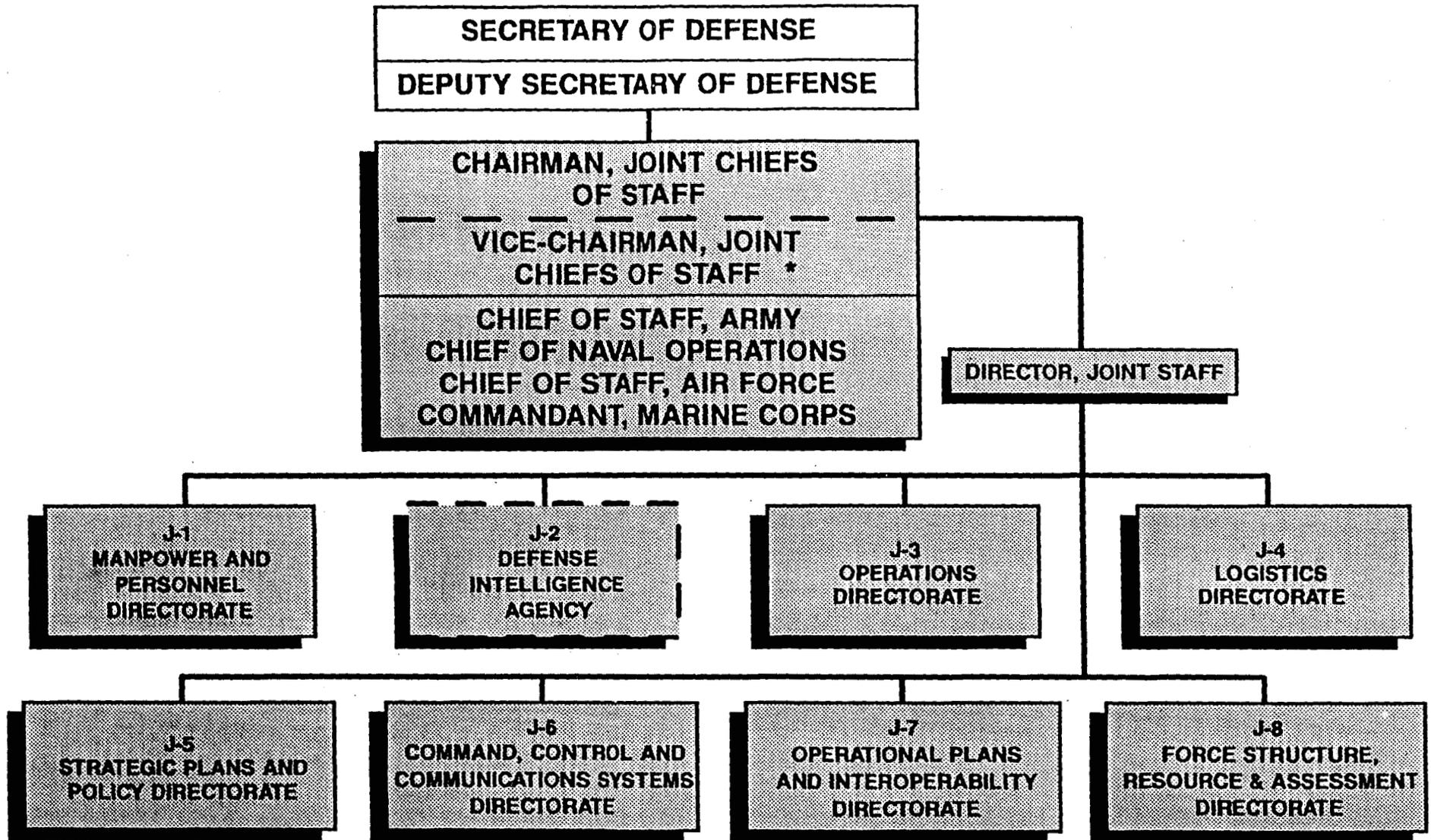
DATE: August 1991

MILITARY DEPARTMENTS



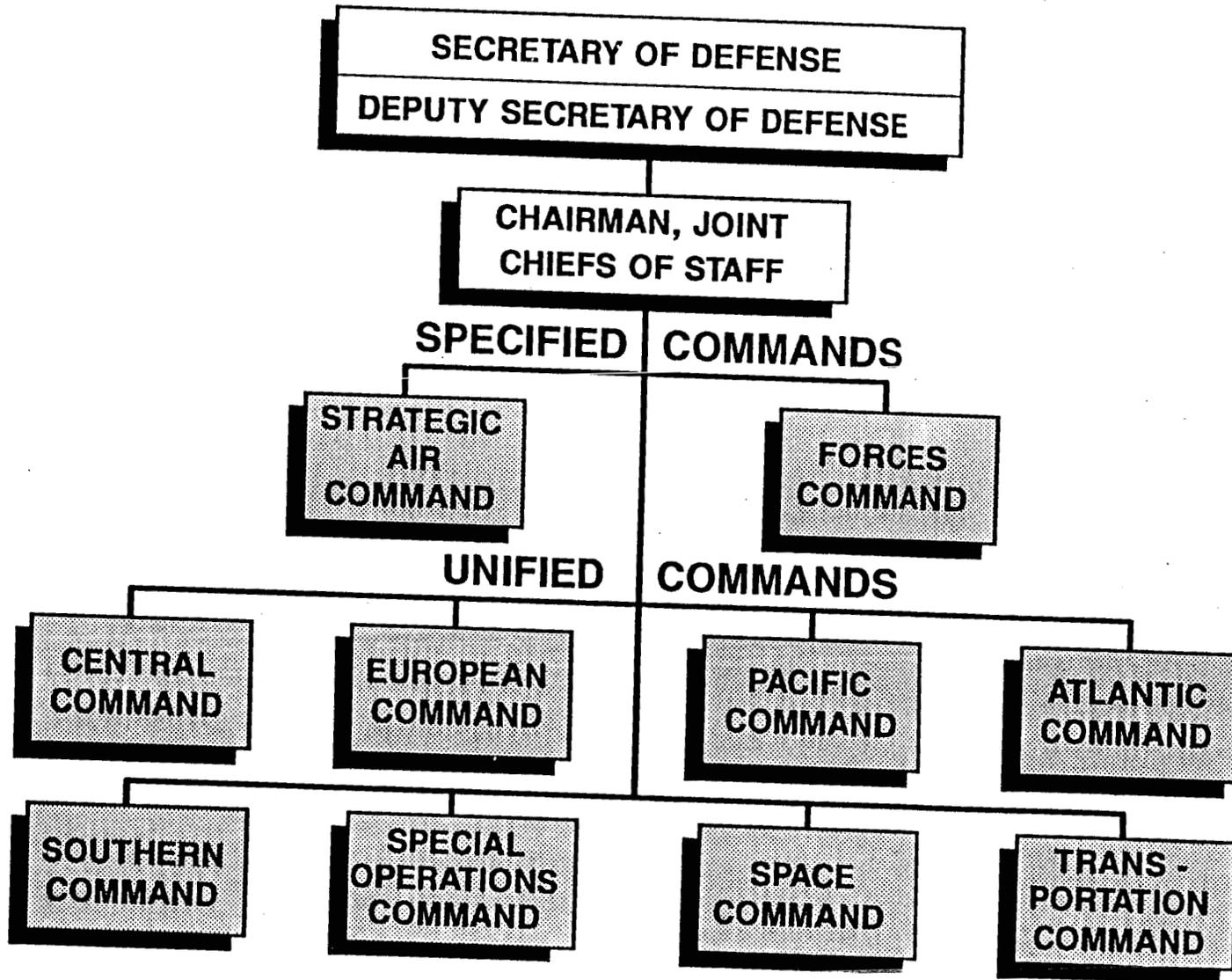
DATE: DECEMBER 1990

JOINT CHIEFS OF STAFF AND JOINT STAFF



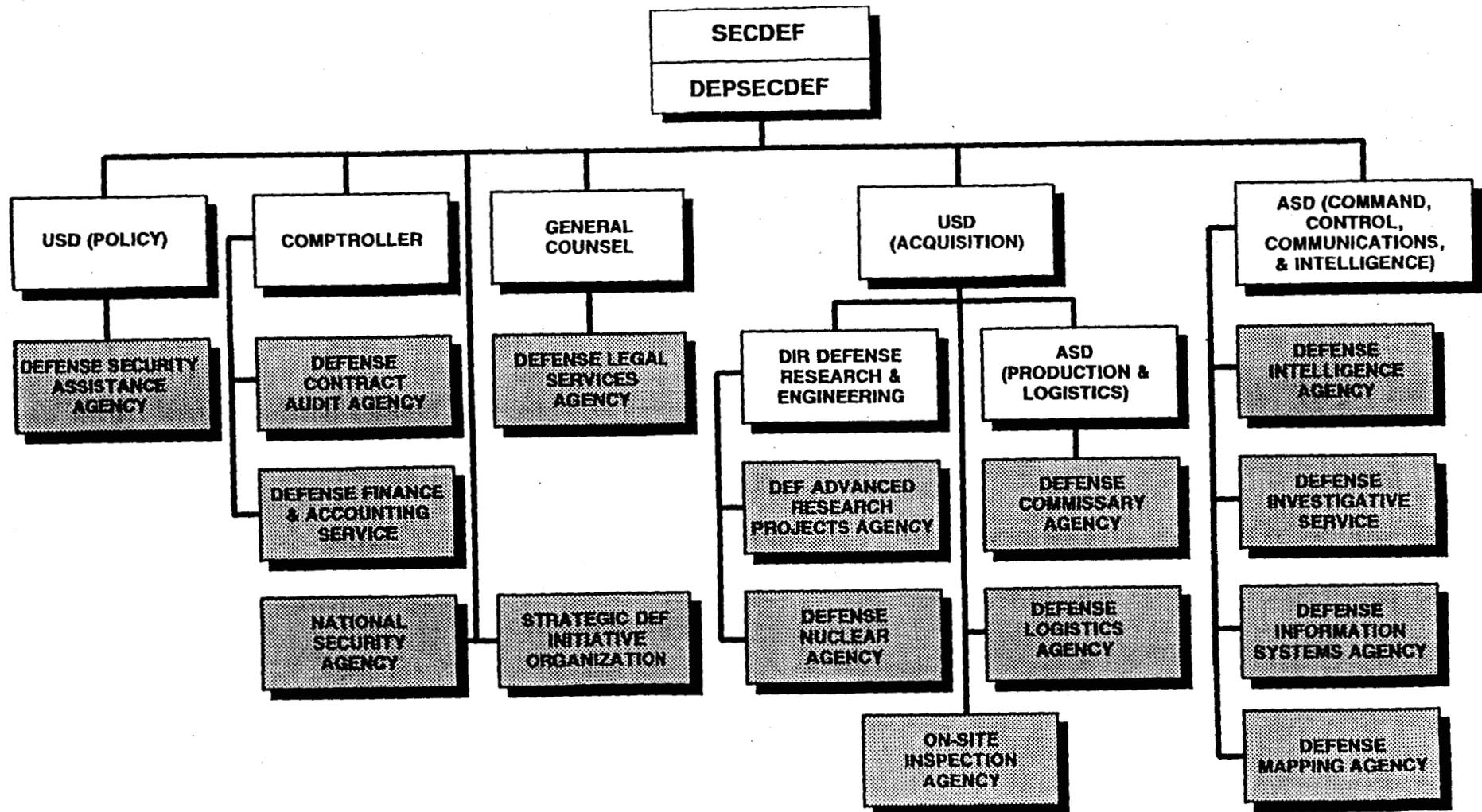
*JCS MEMBER IN ABSENCE OF CHAIRMAN

UNIFIED AND SPECIFIED COMMANDS



DATE: FEB 1988

DEFENSE AGENCIES



DATE: AUGUST 1991

TABLE I

FEDERAL OUTLAYS, FY 1945-1993

(\$Millions)

Fiscal Year	FEDERAL UNIFIED BUDGET					UNDIST. OFFSET. RECEIPTS	TOTAL
	National Defense	Veterans, Space, Internat'l	Net Interest	Social & Economic	AGENCY TOTAL		
1945	82,965	2,023	3,112	6,001	94,101	- 1,389	92,712
1946	42,681	4,400	4,111	5,508	56,700	- 1,468	55,232
1947	12,808	12,135	4,204	6,901	36,048	- 1,552	34,496
1948	9,105	11,023	4,341	6,938	31,407	- 1,643	29,764
1949	13,150	12,651	4,523	10,290	40,614	- 1,779	38,835
1950	13,724	13,507	4,812	12,336	44,379	- 1,817	42,562
1951	23,566	9,173	4,665	10,442	47,846	- 2,332	45,514
1952	46,089	8,032	4,701	12,241	71,063	- 3,377	67,686
1953	52,802	6,638	5,156	15,076	79,672	- 3,571	76,101
1954	49,266	6,209	4,811	13,966	74,252	- 3,397	70,855
1955	42,729	6,898	4,850	17,460	71,937	- 3,493	68,444
1956	42,523	7,355	5,079	19,272	74,229	- 3,589	70,640
1957	45,430	8,207	5,354	21,733	80,724	- 4,146	76,578
1958	46,815	8,791	5,604	25,580	86,790	- 4,385	82,405
1959	49,015	8,849	5,762	33,085	96,711	- 4,613	92,098
1960	48,130	8,798	6,947	33,136	97,011	- 4,820	92,191
1961	49,601	9,666	6,716	36,547	102,530	- 4,807	97,723
1962	52,345	12,493	6,889	40,368	112,095	- 5,274	106,821
1963	53,400	13,345	7,740	42,628	117,113	- 5,797	111,316
1964	54,757	14,758	8,199	46,522	124,236	- 5,708	118,528
1965	50,620	16,030	8,591	48,895	124,136	- 5,908	118,228
1966	58,111	17,361	9,386	56,216	141,074	- 6,542	134,532
1967	71,417	17,645	10,268	65,428	164,758	- 7,294	157,464
1968	81,926	16,637	11,090	76,526	186,179	- 8,045	178,134

TABLE I
(continued)

FEDERAL OUTLAYS, FY 1945-1993

(\$Millions)

Fiscal Year	FEDERAL UNIFIED BUDGET					UNDIST. OFFSET. RECEIPTS	TOTAL
	National Defense	Veterans, Space, Internat'l	Net Interest	Social & Economic	AGENCY TOTAL		
1969	82,497	16,324	12,699	80,106	191,626	- 7,986	183,640
1970	81,692	16,573	14,380	91,636	204,281	- 8,632	195,649
1971	78,872	17,109	14,841	109,457	220,279	- 10,107	210,172
1972	79,174	18,709	15,478	126,903	240,264	- 9,583	230,681
1973	76,681	19,235	17,349	145,851	259,116	- 13,409	245,707
1974	79,347	22,061	21,449	163,251	286,108	- 16,749	269,359
1975	86,509	26,649	23,244	209,532	345,934	- 13,602	332,332
1976	89,619	28,204	26,727	241,628	386,178	- 14,386	371,792
1977	97,241	28,048	29,901	268,907	424,097	- 14,879	409,218
1978	104,495	30,226	35,458	304,287	474,466	- 15,720	458,746
1979	116,342	31,327	42,636	330,656	520,961	- 17,476	503,485
1980	133,995	38,350	52,538	386,006	610,889	- 19,942	590,947
1981	157,513	41,087	68,774	438,916	706,290	- 28,041	678,249
1982	185,309	41,851	85,044	459,650	771,854	- 26,099	745,755
1983	209,903	42,984	89,828	499,641	842,356	- 33,976	808,380
1984	227,413	47,959	111,123	497,308	883,803	- 31,957	851,846
1985	252,748	49,075	129,504	547,762	979,089	- 32,698	946,391
1986	273,375	47,264	136,047	566,657	1,023,343	- 33,007	990,336
1987	281,999	48,388	168,652	541,327	1,040,366	- 36,455	1,003,911
1988	290,361	48,312	151,838	610,596	1,101,107	- 36,967	1,064,140
1989	303,559	49,835	169,266	658,721	1,181,381	- 37,212	1,144,169
1990	299,331	54,485	184,221	750,356	1,288,393	- 36,615	1,251,778
1991	273,292	61,291	194,541	833,243	1,362,367	- 39,356	1,323,011
1992	307,304	63,573	198,820	944,503	1,514,200	- 38,761	1,475,439
1993	291,353	64,870	213,740	986,972	1,556,935	- 41,628	1,515,307

TABLE 2

U.S. PUBLIC SPENDING--FEDERAL, STATE, AND LOCAL

(\$Millions)

Fiscal Year	TOTAL FEDERAL BUDGET	STATE & LOCAL GOVERNMENTS	LESS GRANTS IN-AID	NET TOTAL U.S. PUBLIC SPENDING
1945	92,712	9,200	- 859	101,053
1946	55,232	11,028	- 819	65,441
1947	34,496	14,000	- 1,603	46,893
1948	29,764	17,684	- 1,612	45,836
1949	38,835	20,200	- 1,876	57,159
1950	42,562	22,787	- 2,253	63,096
1951	45,514	24,400	- 2,287	67,627
1952	67,686	26,098	- 2,433	91,351
1953	76,101	27,910	- 2,835	101,176
1954	70,855	30,701	- 3,056	98,500
1955	68,444	33,724	- 3,207	98,961
1956	70,640	36,711	- 3,561	103,790
1957	76,578	40,375	- 3,974	112,979
1958	82,405	44,851	- 4,905	122,351
1959	92,098	48,887	- 6,463	134,522
1960	92,191	51,876	- 7,019	137,048
1961	97,723	56,201	- 7,126	146,798
1962	106,821	60,206	- 7,926	159,101
1963	111,316	63,977	- 8,602	166,691
1964	118,528	69,302	- 10,164	177,666
1965	118,228	74,678	- 10,910	181,996
1966	134,532	82,843	- 12,887	204,488
1967	157,464	93,350	- 15,233	235,581
1968	178,134	102,411	- 18,551	261,994

TABLE 2
(continued)

U.S. PUBLIC SPENDING--FEDERAL, STATE, AND LOCAL
(\$Millions)

Fiscal Year	TOTAL FEDERAL BUDGET	STATE & LOCAL GOVERNMENTS	LESS GRANTS IN-AID	NET TOTAL U.S. PUBLIC SPENDING
1969	183,640	116,728	- 20,164	280,204
1970	195,649	131,332	- 24,065	302,916
1971	210,172	150,674	- 28,099	332,747
1972	230,681	168,550	- 34,375	364,856
1973	245,707	181,357	- 41,847	385,217
1974	269,359	198,959	- 43,357	424,961
1975	332,332	230,721	- 49,791	513,262
1976	371,792	256,731	- 59,094	569,429
1977	409,218	274,215	- 68,415	615,018
1978	458,746	296,983	- 77,889	677,840
1979	503,485	327,517	- 82,858	748,144
1980	590,947	369,086	- 91,451	868,582
1981	678,249	407,449	- 94,762	990,936
1982	745,755	436,733	- 88,195	1,094,293
1983	808,380	466,516	- 92,495	1,182,401
1984	851,846	505,008	- 97,577	1,259,277
1985	946,391	553,899	-105,897	1,394,393
1986	990,336	605,623	-112,379	1,483,580
1987	1,003,911	655,623	-108,446	1,551,088
1988	1,064,140	657,134	-115,382	1,605,892
1989	1,144,169	704,921	-121,976	1,727,114
1990	1,251,778	762,360	-135,377	1,878,761
1991	1,323,011	834,786	-152,017	2,005,780
1992	1,475,439	880,000	-182,210	2,173,229
1993	1,515,307	940,000	-199,116	2,256,191

TABLE 3

DEPARTMENT OF DEFENSE TOA BY SERVICE

(\$Millions)

	FY 55	FY 56	FY 57	FY 58	FY 59	FY 60	FY 61	FY 62	FY 63	FY 64	FY 65	FY 66	FY 67
CURRENT DOLLARS													
ARMY	10,813	9,901	9,919	9,757	9,555	9,867	10,528	12,467	11,826	12,275	12,219	18,510	22,369
NAVY	9,993	10,615	10,805	11,550	12,148	11,727	12,820	14,592	14,657	14,450	14,856	19,185	21,190
AIR FORCE	12,469	16,997	18,449	19,158	19,599	17,662	20,098	19,730	20,427	19,958	19,428	23,309	24,270
DEFENSE AGENCIES/OSD	13	13	14	36	182	234	250	289	682	1,007	1,060	1,280	1,453
DEFENSE-WIDE	501	539	537	623	710	767	947	1,377	1,629	1,857	1,997	2,246	2,307
TOTAL, CURRENT \$	33,790	38,065	39,724	41,124	42,193	40,257	44,643	48,434	49,420	49,547	49,560	64,531	71,590
CONSTANT FY 93 DOLLARS													
ARMY	77,267	67,681	66,459	62,161	58,655	59,183	61,045	71,071	66,929	66,656	64,474	88,231	102,731
NAVY	71,811	73,454	73,256	75,110	76,073	71,538	77,382	85,894	84,453	79,469	78,599	93,595	99,381
AIR FORCE	82,427	104,379	109,272	110,384	109,310	98,813	109,939	108,263	110,099	104,753	99,140	111,990	112,428
DEFENSE AGENCIES/OSD	107	104	99	192	834	1,063	1,127	1,209	4,121	4,653	4,785	5,670	6,270
DEFENSE-WIDE	3,163	3,226	3,136	3,554	3,796	4,140	5,033	7,130	8,394	9,341	9,958	10,777	10,846
TOTAL, CONSTANT \$	234,775	248,844	252,221	251,399	248,668	234,737	254,525	273,568	273,995	264,873	256,955	310,262	331,655
% REAL GROWTH													
ARMY	0.4	-12.4	-1.8	-6.5	-5.6	0.9	3.1	16.4	-5.8	-0.4	-3.3	36.8	16.4
NAVY	13.2	2.3	-0.3	2.5	1.3	-6.0	8.2	11.0	-1.7	-5.9	-1.1	19.1	6.2
AIR FORCE	-1.0	26.6	4.7	1.0	-1.0	-9.6	11.3	-1.5	1.7	-4.9	-5.4	13.0	0.4
DEFENSE AGENCIES/OSD	-1.1	-2.4	-5.4	94.2	335.2	27.5	6.1	7.2	240.9	12.9	2.8	18.5	10.6
DEFENSE-WIDE	11.4	2.0	-2.9	13.4	6.8	9.1	21.5	41.7	17.7	11.3	6.6	8.2	0.6
TOTAL	3.6	6.0	1.4	-0.3	-1.1	-5.6	8.4	7.5	0.2	-3.3	-3.0	20.7	6.9

TABLE 3
(continued)

DEPARTMENT OF DEFENSE TOA BY SERVICE

(\$Millions)

	FY 68	FY 69	FY 70	FY 71	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79	FY 80
CURRENT DOLLARS													
ARMY	24,962	25,769	23,963	22,280	22,094	21,480	21,548	21,644	23,759	26,703	28,950	31,497	34,572
NAVY	20,781	21,552	22,462	21,691	24,041	25,324	26,934	27,982	31,360	36,353	39,504	41,694	46,984
AIR FORCE	24,974	25,857	23,875	23,018	23,799	24,696	24,772	26,024	28,395	31,145	32,877	34,873	41,556
DEFENSE AGENCIES/OSD	1,498	1,570	1,721	1,691	1,745	2,007	2,133	3,102	3,487	3,772	4,152	4,624	5,268
DEFENSE-WIDE	2,749	3,005	3,492	4,168	4,788	5,418	6,306	7,399	8,857	9,596	10,645	12,033	13,603
TOTAL, CURRENT \$	74,965	77,752	75,512	72,846	76,467	78,925	81,693	86,132	95,658	107,567	116,128	124,721	141,983
CONSTANT FY 93 DOLLARS													
ARMY	110,254	109,064	94,790	83,340	75,856	67,595	62,598	58,261	59,032	62,355	62,559	63,190	63,496
NAVY	92,842	91,525	88,907	80,234	81,137	78,814	77,587	73,784	77,143	81,745	82,011	79,774	80,674
AIR FORCE	111,206	109,676	94,948	86,554	82,123	78,183	71,678	68,724	70,213	70,877	69,040	67,103	70,166
DEFENSE AGENCIES/OSD	6,265	6,268	6,383	5,901	5,730	6,229	6,076	8,018	8,379	8,333	8,498	8,738	9,157
DEFENSE-WIDE	12,422	13,045	14,150	15,383	16,629	17,784	18,966	19,535	20,685	21,570	22,266	23,227	23,363
TOTAL, CONSTANT \$	332,989	329,578	299,177	271,411	261,275	246,606	236,924	226,322	236,352	244,880	244,374	242,033	246,857
% REAL GROWTH													
ARMY	7.3	-1.1	-13.1	-12.1	-9.2	-10.7	-7.4	-6.9	2.9	4.0	0.3	1.0	0.5
NAVY	-6.6	-1.4	-2.9	-9.8	1.1	-2.9	-1.6	-4.9	4.6	6.0	0.3	-2.7	1.1
AIR FORCE	-1.1	-1.4	-13.4	-8.9	-5.1	-4.8	-8.3	-4.1	2.2	0.9	-2.6	-2.8	4.6
DEFENSE AGENCIES/OSD	-0.1	0.0	1.8	-7.6	-2.9	8.7	-2.5	32.0	4.5	-0.6	2.0	2.8	4.8
DEFENSE-WIDE	14.5	5.0	8.5	6.7	8.1	7.0	6.8	2.9	5.9	4.3	3.2	4.3	0.6
TOTAL	0.4	-1.0	-9.2	-9.3	-3.7	-4.9	-4.7	-3.6	3.5	3.6	-0.2	-1.0	2.0

TABLE 3
(continued)

DEPARTMENT OF DEFENSE TOA BY SERVICE

(\$Millions)

	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93
CURRENT DOLLARS													
ARMY	43,176	52,089	57,359	61,516	72,792	73,793	75,313	76,767	78,950	79,255	92,359	72,110	63,587
NAVY	57,050	68,034	78,951	80,549	92,967	93,168	94,608	102,362	97,847	100,817	100,379	89,290	84,753
AIR FORCE	52,370	65,017	73,440	85,304	98,499	93,938	93,869	90,538	95,286	93,371	90,908	83,746	84,162
DEFENSE AGENCIES/OSD	6,758	7,887	9,295	10,712	12,971	15,555	17,553	17,058	18,216	16,009	21,325	29,424	22,212
DEFENSE-WIDE	16,194	17,630	16,448	17,184	817	1,709	1,165	1,872	1,891	2,363	4,150	11,483	16,632
TOTAL, CURRENT \$	175,548	210,667	235,493	255,265	276,045	278,164	282,506	288,598	292,190	293,815	309,121	286,053	271,347
CONSTANT FY 93 DOLLARS													
ARMY	71,203	79,097	83,172	85,972	95,955	94,574	93,599	91,644	90,587	88,382	98,739	74,941	63,587
NAVY	88,941	99,051	111,070	109,966	121,814	118,939	116,870	121,962	112,235	112,259	106,516	92,602	84,753
AIR FORCE	79,920	92,133	101,351	114,906	125,222	119,037	115,438	107,845	109,253	104,090	95,712	86,806	84,162
DEFENSE AGENCIES/OSD	10,738	11,938	13,445	14,906	17,443	20,313	22,081	20,625	21,044	19,981	22,809	30,418	22,212
DEFENSE-WIDE	25,037	25,553	22,832	22,871	1,071	2,174	1,432	2,219	2,157	2,604	4,425	11,861	16,632
TOTAL, CONSTANT \$	275,839	307,772	331,670	348,622	361,505	355,037	349,421	344,296	335,276	327,316	328,202	296,628	271,347
% REAL GROWTH													
ARMY	12.1	11.1	5.2	3.4	11.6	-1.4	-1.0	-2.1	-1.2	-2.4	11.7	-24.1	-15.2
NAVY	10.2	11.4	12.1	-1.0	10.8	-2.4	-1.7	4.4	-8.0	0.0	-5.1	-13.1	-8.5
AIR FORCE	13.9	15.3	10.0	13.4	9.0	-4.9	-3.0	-6.6	1.3	-4.7	-8.1	-9.3	-3.1
DEFENSE AGENCIES/OSD	17.3	11.2	12.6	10.9	17.0	16.5	8.7	-6.6	2.0	-5.1	14.2	33.4	-27.0
DEFENSE-WIDE	7.2	2.1	-11.4	1.1	-95.3	103.0	-34.1	55.0	-2.8	20.7	69.9	168.0	40.2
TOTAL	11.7	11.6	7.8	5.1	3.7	-1.8	-1.6	-1.5	-2.6	-2.4	0.3	-9.6	-8.5

TABLE 4

DEPARTMENT OF DEFENSE
ACTIVE DUTY MILITARY PERSONNEL--1939 THROUGH 1990a/

YEAR	TOTAL	ARMY <u>b/</u>	NAVY	MARINE CORPS	AIR FORCE <u>b/ c/</u>
1939	334,473	189,839	125,202	19,432	
1940	458,365	269,023	160,997	28,345	
1941	1,801,101	1,462,315	284,427	54,359	
1942	3,858,791	3,075,608	640,570	142,613	
1943	9,044,745	6,994,472	1,741,750	308,523	
1944	11,451,719	7,994,750	2,981,365	475,604	
1945	12,055,884	8,266,373	3,319,586	469,925	
1946	3,024,893	1,435,496	978,203	155,679	455,515
1947	1,582,111	685,458	497,773	93,053	305,827
1948	1,444,283	554,030	417,535	84,988	387,730
1949	1,613,686	660,473	447,901	85,965	419,347
1950	1,459,462	593,167	380,739	74,279	411,277
1951	3,249,371	1,531,774	736,596	192,620	788,381
1952	3,635,912	1,596,419	824,265	231,967	983,261
1953	3,555,067	1,533,815	794,440	249,219	977,593
1954	3,302,104	1,404,598	725,720	223,868	947,918
1955	2,935,107	1,109,296	660,695	205,170	959,946
1956	2,806,441	1,025,778	669,925	200,780	909,958
1957	2,794,761	997,994	676,071	200,861	919,835
1958	2,599,518	898,925	639,942	189,495	871,156
1959	2,503,631	861,964	625,661	175,571	840,435
1960	2,475,438	873,078	616,987	170,621	814,752
1961	2,482,905	858,622	626,223	176,909	821,151
1962	2,805,603	1,066,404	664,212	190,962	884,025
1963	2,698,927	975,916	663,897	189,683	869,431

Prepared By: Washington Headquarters Services
Directorate for Information
Operations and Reports

TABLE 4
(continued)

DEPARTMENT OF DEFENSE
ACTIVE DUTY MILITARY PERSONNEL--1939 THROUGH 1990^{a/}

YEAR	TOTAL	ARMY ^{b/}	NAVY	MARINE CORPS	AIR FORCE ^{b/ c/}
1964	2,685,782	973,238	665,969	189,777	856,798
1965	2,653,926	969,066	669,985	190,213	824,662
1966	3,092,175	1,199,784	743,322	261,716	887,353
1967	3,375,485	1,442,498	750,224	285,269	897,494
1968	3,546,071	1,570,343	763,626	307,252	904,850
1969	3,458,072	1,512,169	773,779	309,771	862,353
1970	3,064,760	1,322,548	691,126	259,737	791,349
1971	2,713,044	1,123,810	621,565	212,369	755,300
1972	2,321,959	810,960	586,923	198,238	725,838
1973	2,251,936	800,973	563,683	196,098	691,182
1974	2,162,005	783,330	545,903	188,802	643,970
1975	2,128,120	784,333	535,085	195,951	612,751
1976	2,081,910	779,417	524,678	192,399	585,416
1977	2,074,543	782,246	529,895	191,707	570,695
1978	2,061,708	771,624	529,557	190,815	569,712
1979	2,026,892	758,852	523,335	185,250	559,455
1980	2,050,627	777,036	527,153	188,469	557,989
1981	2,082,560	781,419	540,219	190,620	570,302
1982	2,108,612	780,391	552,996	192,380	582,845
1983	2,123,349	779,643	557,573	194,089	592,044
1984	2,138,157	780,180	564,638	196,214	597,125
1985	2,151,032	780,787	570,705	198,025	601,515
1986	2,169,112	780,980	581,119	198,814	608,199
1987	2,174,217	780,815	586,842	199,525	607,035
1988	2,138,213	771,847	592,570	197,350	576,446
1989	2,130,229	769,741	592,652	196,956	570,880
1990	2,043,705	732,403	579,417	196,652	535,233

^{a/} Military personnel on extended or continuous active duty.

Excludes reserves on active duty for training.

Prior year totals have been corrected.

^{b/} Represents "command strength" prior to June 30, 1956.

^{c/} Army Air Forces and its predecessors for period prior to September 18, 1947.

TABLE 5

DEPARTMENT OF DEFENSE CIVILIAN PERSONNEL

BY MILITARY DEPARTMENTS AND OTHER DOD ORGANIZATIONS
1971 THROUGH 1990

DATE	TOTAL DoD			ARMY			
	TOT CIVIL	DIR HIRE	INDIR HIRE	TOT CIVIL	MIL FUNC	CIV FUNC	INDIR HIRE
1971	1,223,456	1,127,237	96,219	486,359	388,023	33,024	65,312
1972	1,192,596	1,082,657	109,939	479,529	367,335	33,167	79,027
1973	1,132,914	1,030,965	101,949	438,459	333,235	32,928	72,298
1974	1,164,554	1,070,074	94,480	448,847	348,089	34,299	66,459
1975	1,130,706	1,041,829	88,877	442,014	343,150	35,787	63,077
1976	1,082,531	997,473	85,058	419,808	326,564	33,652	59,590
1977	1,065,289	981,894	83,395	407,224	316,664	34,032	56,528
1978	1,061,361	980,313	81,048	408,494	318,643	34,560	55,291
1979	1,035,603	960,286	75,317	396,340	312,337	34,357	49,646
1980	1,034,686	960,116	74,570	397,247	315,012	33,522	48,713
1981	1,063,707	984,183	79,524	408,193	321,599	32,761	53,833
1982	1,072,426	989,633	82,793	413,874	324,363	32,252	57,259
1983	1,110,641	1,026,461	84,180	427,853	335,722	33,507	58,624
1984	1,128,844	1,043,747	85,097	436,851	347,219	29,742	59,890
1985	1,171,054	1,084,549	86,505	455,493	363,280	31,320	60,893
1986	1,153,009	1,067,974	85,035	449,391	357,788	32,172	59,431
1987	1,174,826	1,090,018	84,808	453,982	362,441	31,362	60,179
1988	1,129,792	1,049,619	80,173	428,936	340,379	32,240	56,317
1989	1,155,254	1,075,437	79,817	437,851	350,818	31,196	55,837
1990	1,110,182	1,034,152	76,030	415,064	332,508	29,186	53,370

TABLE 5
(continued)

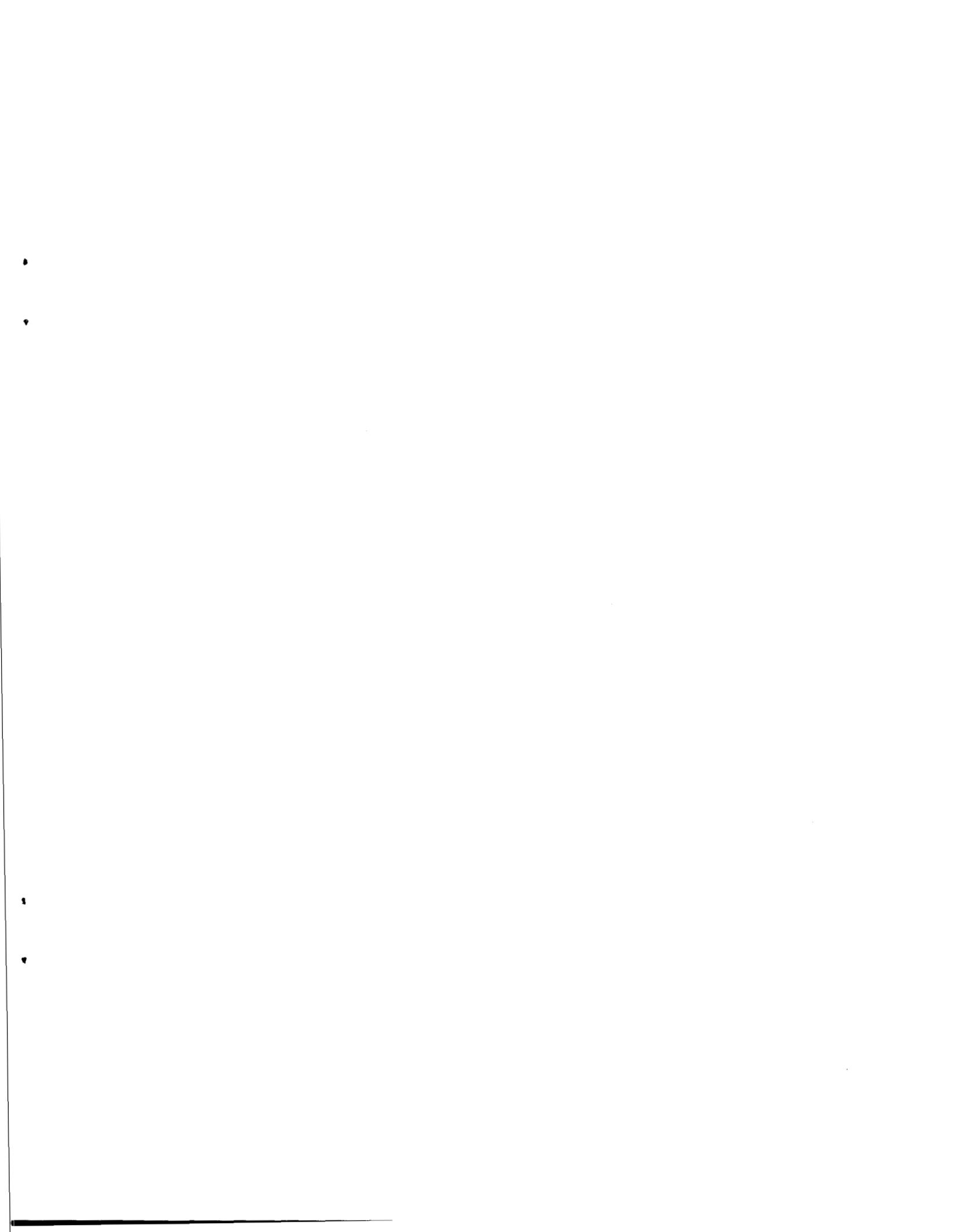
DEPARTMENT OF DEFENSE CIVILIAN PERSONNEL

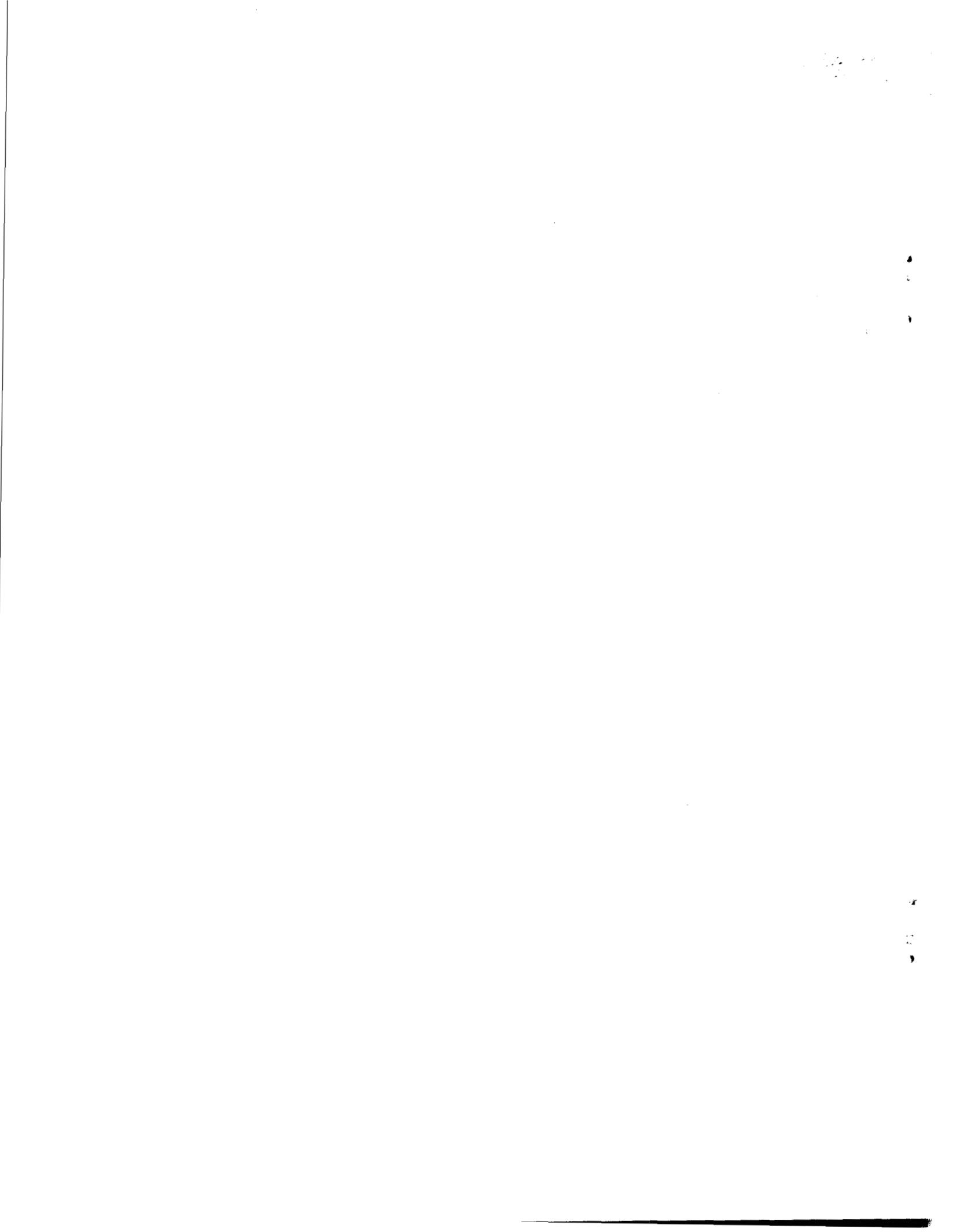
BY MILITARY DEPARTMENTS AND OTHER DOD ORGANIZATIONS
1971 THROUGH 1990

DATE	NAVY			AIR FORCE			OTHER DOD ORGANIZATIONS		
	TOT CIVIL	DIR HIRE	INDIR HIRE	TOT CIVIL	DIR HIRE	INDIR HIRE	TOT	DIR HIRE	INDIR HIRE
1971	361,506	350,198	11,308	312,575	293,141	19,434	63,016	62,851	165
1972	352,704	341,543	11,161	299,552	279,897	19,655	60,811	60,715	96
1973	333,963	321,765	12,218	287,540	270,488	17,052	72,932	72,549	383
1974	340,969	329,378	11,591	296,628	280,812	15,816	78,110	77,496	614
1975	330,640	319,719	10,921	282,726	268,466	14,260	75,326	74,707	619
1976	321,827	311,314	10,513	261,784	248,225	13,559	79,114	77,718	1,396
1977	321,063	310,119	10,944	258,312	243,810	14,502	78,690	77,269	1,421
1978	320,256	309,880	10,376	254,249	240,182	14,067	78,362	77,048	1,314
1979	314,199	303,472	10,727	247,493	234,249	13,244	77,571	75,871	1,700
1980	313,229	302,498	10,731	246,538	233,132	13,404	77,674	75,952	1,722
1981	326,025	315,290	10,735	248,246	235,014	13,232	81,243	79,519	1,724
1982	324,913	314,244	10,669	250,048	236,996	13,052	83,591	81,778	1,813
1983	344,401	333,756	10,645	253,840	240,977	12,863	84,447	82,499	1,948
1984	347,596	337,213	10,383	255,603	242,622	12,981	88,794	86,951	1,843
1985	358,171	347,731	10,440	266,801	253,333	13,468	90,589	88,885	1,704
1986	348,015	335,651	10,364	265,771	252,127	13,644	91,832	90,236	1,596
1987	358,405	347,915	10,490	267,005	254,446	12,559	95,434	93,854	1,580
1988	351,858	341,855	10,001	255,151	243,116	12,041	93,849	92,235	1,614
1989	357,962	347,456	10,506	262,748	250,840	11,909	96,692	95,127	1,565
1990	344,390	334,271	10,119	250,851	239,820	11,031	99,877	98,367	1,510

NOTE: Direct hire civilians are total employment (including noncelling) as reported officially to OPM on SF 113-A. Indirect hire civilians are foreign nationals rendering personal services to the Military Departments under contracts or agreements with foreign governments.







AIR FORCE 70MM

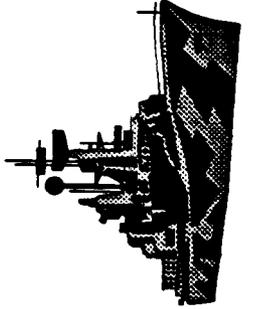


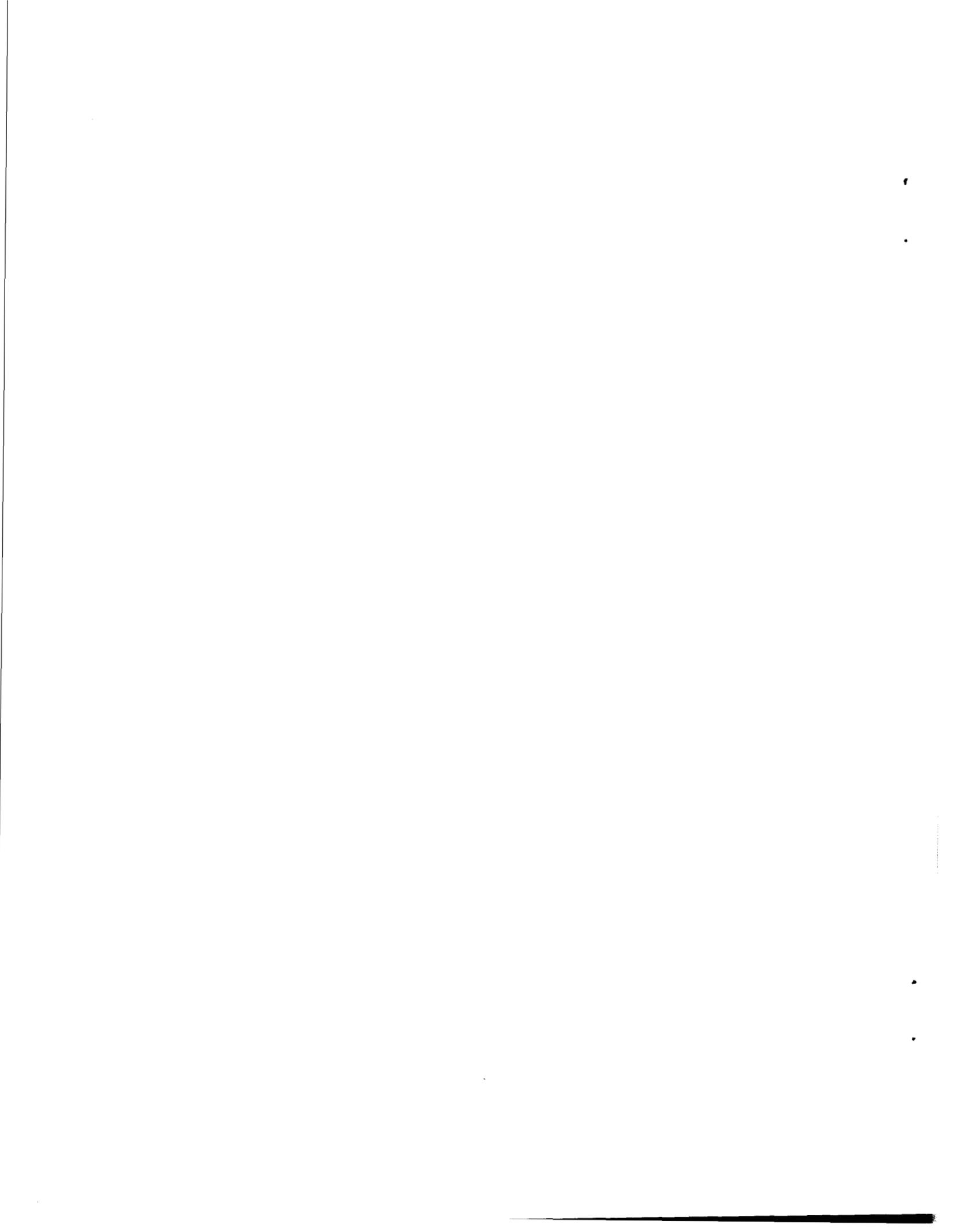
DEPARTMENT OF DEFENSE

WORLDWIDE

**LIST OF MILITARY INSTALLATIONS
(MAJOR, MINOR & SUPPORT)**

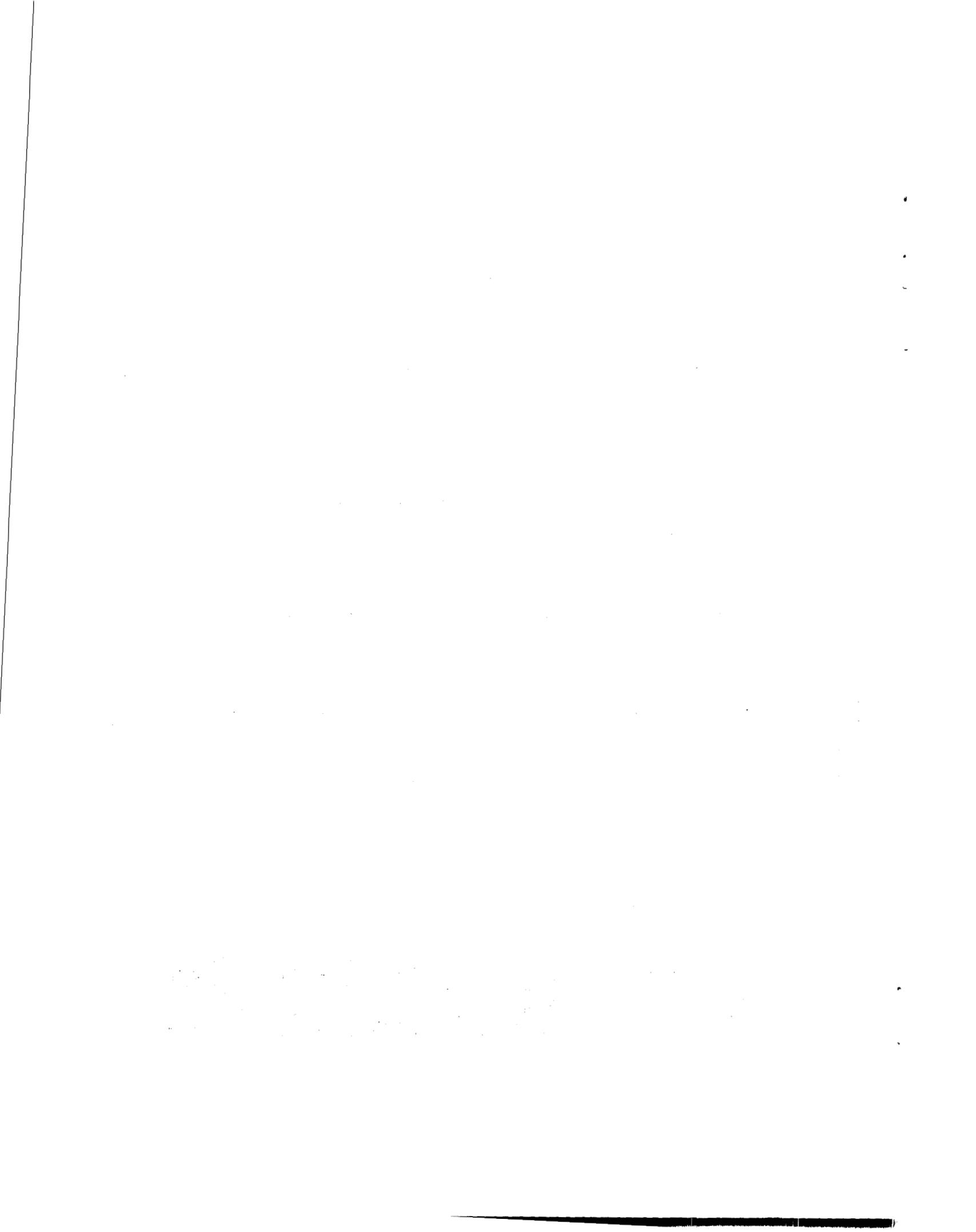
1992





DEPARTMENT OF DEFENSE
 Military Installations and Properties
 United States
 September 1991

	Army	Navy	Air Force	Marines	Total
ALABAMA	4	1	5	0	10
ALASKA	3	1	7	0	11
ARIZONA	2	0	6	1	9
ARKANSAS	2	0	3	0	5
CALIFORNIA	10	34	16	7	67
COLORADO	3	0	6	0	9
CONNECTICUT	0	1	2	0	3
DELAWARE	0	0	2	0	2
DIST OF COLUMBIA	2	4	1	1	8
FLORIDA	0	14	10	0	24
GEORGIA	6	3	5	1	15
HAWAII	4	6	2	2	14
IDAHO	0	0	2	0	2
ILLINOIS	4	2	2	0	8
INDIANA	3	2	5	0	10
INDIANA	3	2	3	0	8
IOWA	0	0	2	0	2
KANSAS	2	0	2	0	4
KENTUCKY	3	0	2	0	5
LOUISIANA	1	1	1	0	3
MAINE	0	1	3	0	4
MARYLAND	7	2	3	0	12
MASSACHUSETTS	3	8	2	0	13
MICHIGAN	2	1	7	0	10
MINNESOTA	0	0	4	0	4
MISSISSIPPI	0	0	2	0	2
MISSOURI	2	4	5	0	11
MONTANA	0	0	6	0	6
NEBRASKA	0	0	2	0	2
NEVADA	0	0	2	0	2
NEW HAMPSHIRE	0	1	3	0	4
NEW JERSEY	4	1	2	0	7
NEW MEXICO	4	3	2	0	9
NEW YORK	1	0	3	0	4
NORTH CAROLINA	6	1	8	1	16
NORTH CAROLINA	2	2	4	3	11
NORTH DAKOTA	0	0	4	0	4
OHIO	1	1	9	0	11
OKLAHOMA	2	0	5	0	7
OREGON	0	0	2	0	2
PENNSYLVANIA	7	7	3	0	17
RHODE ISLAND	0	2	3	0	5
SOUTH CAROLINA	1	4	4	2	11
SOUTH DAKOTA	0	0	2	0	2
TENNESSEE	1	2	4	0	7
TEXAS	6	5	15	0	26
UTAH	4	0	2	0	6
VERMONT	0	0	1	0	1
VIRGINIA	12	12	2	3	29
WASHINGTON	1	6	4	0	11
WEST VIRGINIA	0	0	2	0	2
WISCONSIN	1	0	2	0	3
WYOMING	0	0	2	0	2
TOTAL	112	132	204	22	470



DEPARTMENT OF DEFENSE
 LIST OF MILITARY INSTALLATIONS
 United States
 September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
ALABAMA									
Army									
ANNISTON ARMY DEPOT	ANNISTON	36201	2	47	4293	4340	15279		LOGISTICS DEPOT
MCCLELLAN, FORT	ANNISTON	36205	1	6377	1423	7800	45679		MIL POLICE SCHOOL & TNG CTR
RUCKER, FORT	DALEVILLE	36362	1	6532	3825	10357	60078		AVIATION CENTER & SCHOOL
REDSTONE ARSENAL	HUNTSVILLE	35898	1	3299	17919	21218	38235	91 R	ROCKET&GUIDED MSL, R&D, SCH&C
Navy									
NAVAL STATION MOBILE	MOBILE	36601	2	295	90	385	100		HOMEPORT
Air Force									
ABSTON AGS	ABSTON	36112	2	1	15	16	31		280 COMM SQ (ANG)
BIRMINGHAM MAP AGS	BIRMINGHAM	35217	2	4	337	341	86		117 RECON WING (ANG)
HALL AGS	DOTHAN	36301	2	1	46	47	18		115 TAC CONTROL SQ
DANNELLY FIELD AGS	MONTGOMERY	36105	2	4	315	319	51		187 FIGHTER GROUP (ANG)
MAXWELL AFB	MONTGOMERY	36112	1	2355	2070	4425	3528		AIR UNIVERSITY
ALASKA									
Army									
RICHARDSON, FORT	ANCHORAGE	99505	1	4047	1429	5476	61329		172ND INFANTRY BRIGADE
GREELY, FORT	DELTA JUNCTION	98733	3	426	334	760	639086		R&D TEST CENTER (ARTIC TNG C
WAINWRIGHT, FORT	FAIRBANKS	99703	1	5423	1217	6640	656232		172ND INFANTRY BRIGADE
Navy									
NAVAL AIR STATION, ADAK	ADAK	98791	2	2055	204	2259	61000		PATROL AIRCRAFT
Air Force									
SHEMYA AFB	ALEUTIANS	98736	1	587	146	733	3520		5073 AJR BASE GROUP
ELMENDORF AFB	ANCHORAGE	99506	1	7056	2134	9190	13130		21 FIGHTER WING
KULIS AGB	ANCHORAGE	99502	2	4	424	428	129		176 COMPOSITE GROUP (ANG)
CLEAR AFS	ANDERSON	99704	2	113	279	392	11438		MISSILE WARNING
EIELSON AFB	FAIRBANKS	99702	1	3534	837	4371	19940		343 FIGHTER WING
GALENA AIRPORT AFS	GALENA	99741	2	310	65	375	182		FORWARD OPERATING LOCATION
KING SALMON AIRPORT	NAKNEK	99613	2	277	69	346	86		FORWARD OPERATING LOCATION

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
United States
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
ARIZONA									
Army									
HUACHUCA, FORT	SIERRA VISTA	85613	1	6591	5721	12312	121449	88 R	COMM CMD&INTELLIGENCE SCH
YUMA PROVING GROUND	YUMA	85365	2	296	1794	2090	1009736		R & D TEST CENTER
Air Force									
WILLIAMS AFB	CHANDLER	85224	1	1217	1410	2627	4762	91 C	82 FTW
GILA BEND AFS	GILA BEND	85337	2	151	177	328	1886		AUXILIARY FIELD
LUKE AFB	LITCHFIELD PARK	85321	1	4275	1377	5652	4258		58 FIGHTER WING
PHOENIX SKY HARBOR IAP AGS	PHOENIX	85034	2	3	339	342	51		161 AIR REF GROUP (ANG)
DAVIS MONTHAN AFB	TUCSON	85707	1	4627	1592	6219	10982		355 FIGHTER AIR WING
TUCSON IAP AGS	TUCSON	85706	2	27	852	879	86		162 FIGHTER GROUP (ANG)
Marine Corps									
MCAS, YUMA	YUMA	85364	1	5031	581	5612	2930		JET TNG&TAC AVIATION (3DAW)
ARKANSAS									
Army									
CHAFFEE, FORT	FORT SMITH	72905	2	326	784	1110	71773	91 R	RC & ACTIVE ARMY TNG
PINE BLUFF ARSENAL	PINE BLUFF	71611	2	97	1576	1673	14949		SM AVIATION/RC SUPPORT
Air Force									
EAKER AFB	BLYTHEVILLE	72315	1	1112	445	1557	3936	91 C	97 AIR REF WG
FORT SMITH MAP AGS	FORT SMITH	72901	2	3	289	292	98		188 FIGHTER GROUP (ANG)
LITTLE ROCK AFB	JACKSONVILLE	72076	1	5692	1268	6960	11552		314 AIRLIFT WING
CALIFORNIA									
Army									
IRWIN, FORT	BARSTOW	92310	1	4210	2044	6254	636308		NATIONAL TRAINING CENTER
SIERRA ARMY DEPOT	HERLONG	96113	2	380	690	1070	96430		LOGISTICS DEPOT
HUNTER LIGGETT, FORT	JOLON	93928	3	581	299	880	164762		DIV TNG-CDEC
MONTEREY, PRESIDIO OF	MONTEREY	93940	2	3628	1239	4867	392		DEFENSE LANGUAGE SCHOOL
OAKLAND ARMY BASE	OAKLAND	94626	2	213	2332	2545	561		HARBOR & PORT
SACRAMENTO ARMY DEPOT	SACRAMENTO	95813	2	623	2864	3487	485	91 C	LOGISTICS DEPOT
SAN FRANCISCO, PRESIDIO OF	SAN FRANCISCO	94129	2	1585	2891	4476	1280	88 C	HQ&ADMIN/LETTERMN MED CTR
ORD, FORT	SEASIDE	93941	1	14306	2864	17170	28057	91 C	7TH INFANTRY DIVISION (MECH)
SHARPE ARMY DEPOT	STOCKTON	95331	1	75	1381	1456	724		LOGISTICS DEPOT (DLA)
DEFENSE DEPOT, TRACY	TRACY	95376	2	14	2819	2833	448		LOGISTICS DEPOT (DLA)

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
United States
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
Navy									
NAS, ALAMEDA	ALAMEDA	94501	1	18597	4216	22813	2616		SUPPORT AIRCRAFT, NARF
NAVAL AVIATION DEPOT ALAMEDA	ALAMEDA		2	30	3881	3911	10		AIRCRAFT MAINTENANCE
NAVAL HOSP, CAMP PENDELTON	CAMP PENDELTON	92055	2	840	532	1372	187		HEALTH CARE
NAVAL WEAPONS CTR, CHINA LAKE	CHINA LAKE	93555	3	1138	8317	9455	1127266	91 R	AIR WARFARE&MISSILE SYSTEMS
NAVAL WEAPONS STA, CONCORD	CONCORD	94520	3	2557	1616	4173	13023		WEAPONS PRODUCTION
NAVAL AIR FAC, EL CENTRO	EL CENTRO	92243	2	379	338	717	63137		FLEET AIR TRAINING SUPPORT
NAS, LEMOORE	LEMOORE	93245	1	5030	1766	6796	39173		ATTACK AIRCRAFT
LONG BEACH NAVAL SHIPYARD	LONG BEACH	90822	1	2336	4289	6625	350		SHIP ALTERATION&REPAIR
NAVSTA, LONG BEACH	LONG BEACH	90822	1	14016	1664	15680	1351	91 C	FLEET & SHORE SUPPORT
NAS, MOFFETT FIELD	MOFFETT FIELD	94035	1	4683	935	5618	3919	91 C	AREA COORDINATOR
NAVAL POSTGRADUATE SCHOOL	MONTEREY	93943	2	2440	1380	3820	619		PROFESSIONAL DEVELOPMENT TN
NAVAL AVIATION DEPOT NO. ISL.	NORTH ISLAND		2	30	4335	4365	10		AIRCRAFT MAINTENANCE
NAVAL HOSPITAL, OAKLAND	OAKLAND	94627	2	1864	819	2683	183		HEALTH CARE
NAVAL SUPPLY CTR, OAKLAND	OAKLAND	94625	3	1978	4815	6793	1133		SUPPLY SUPPORT
NAV CONST BN CTR, PT HUENEME	PORT HUENEME	93043	3	4205	5020	9225	2407		CONSTRUCTION FORCE SUPPORT
PACIFIC MISSILE TEST CENTER	PT MUGU	93042	1	2953	8189	11142	27093	91 R	RDT&E AIR LAUNCHED WEAPONS
FLEET ASW TRAINING CTR, PAC	SAN DIEGO	92147	2	2187	98	2285	37		ASW TRAINING
FLEET COMBAT TNG CTR, PAC	SAN DIEGO	92147	2	770	510	1280	91		SPECIALIZED TRAINING
NAS, MIRAMAR	SAN DIEGO	92145	1	11908	1371	13279	23420		FIGHTER & ATTACK AIRCRAFT
NAS, NORTH ISLAND	SAN DIEGO	92135	1	26112	2794	28906	47864		EARLY WARNING&ASW AIRCFT, NA
NAV ELECTRONIC SYS ENG CTR	SAN DIEGO	92138	2	33	840	873	3	91 C	R&D-ELECTRONICS
NAV SUB BASE, SAN DIEGO	SAN DIEGO	92106	1	6258	519	6777	314		SUBMARINE FORCE SUPPORT
NAVAL AMPHIB BASE, CORONADO	SAN DIEGO	92155	2	5042	483	5525	1095		AMPHIBIOUS WARFARE TRAINING
NAVAL COMM STA, SAN DIEGO	SAN DIEGO	92132	3	465	109	574	622		COMMUNICATIONS
NAVAL HOSPITAL, SAN DIEGO	SAN DIEGO	92134	2	3921	1386	5307	121		HEALTH CARE
NAVAL OCEAN SYSTEMS CENTER	SAN DIEGO	92152	2	351	4444	4795	3890		OCEAN SYS R & D
NAVAL STATION, SAN DIEGO	SAN DIEGO	92136	1	29119	6259	35378	1510		OPERATING BASE
NAVAL SUPPLY CTR, SAN DIEGO	SAN DIEGO	92132	3	450	1512	1962	849		SUPPLY DEPOT
NAVAL TNG CTR, SAN DIEGO	SAN DIEGO	92133	2	10378	862	11240	546		RECRUIT & SKILL TRAINING
NAVAL STATION TREASURE ISL.	SAN FRANCISCO	94130	2	2557	869	3426	1931		FLT&SHORE ESTABLISHMENT SPT
NAV WEAPONS STA, SEAL BEACH	SEAL BEACH	90740	3	401	5588	5989	13980		ORDNANCE SUPPORT
NAVAL COMM STA, STOCKTON	STOCKTON	95203	3	220	853	1073	2788		COMMUNICATIONS
MARE ISLAND NAVAL SHIPYARD	VALLEJO	94592	2	3509	7455	10964	5621		SHIP ALTERATION&REPAIR
NAVAL STATION, MARE ISLAND	VALLEJO	94592	2	4090	415	4505	500		LOGISTIC SUPPORT
Air Force									
GEORGE AFB	ADELANTO	92392	1	2746	438	3184	53889	88 C	35 FIGHTER WING
LOS ANGELES AFB	EL SEGUNDO	90009	1	1794	1976	3770	102		SPACE SYSTEMS CENTER
TRAVIS AFB	FAIRFIELD	94535	1	8272	2528	10800	7545		60 AIRLIFT WING
FRESNO AIR TERMINAL AGS	FRESNO	93727	2	3	386	389	127		144 FIW (ANG)
VANDENBERG AFB	LOMPOC	93437	1	3345	4387	7732	98949		SPACE LAUNCH / MSL TEST CTR
BEALE AFB	MARYSVILLE	95903	1	3348	804	4152	22944		9 WING
CASTLE AFB	MERCED	95342	1	4542	695	5237	3257	91 C	93 WING
NORTH HIGHLANDS AGS	NORTH HIGHLANDS	95813	2	4	38	42	9		162 COMM GP (ANG)

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
United States
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
ONTARIO IAP AGS	ONTARIO	91761	2	1	25	26	39		148 COMM SQN (ANG)
CHANNEL ISLAND AGS	OXNARD		2	4	364	368	50		146 AIRLIFT WING (ANG)
MATHER AFB	RANCHO CORDOVA	95655	1	1856	1387	3243	5845	88 C	323 FLYING TRAINING WG
EDWARDS AFB	ROSAMOND	93523	1	4294	4548	8842	300667		AF FLIGHT TEST CENTER
MCCLELLAN AFB	SACRAMENTO	95652	1	3121	12797	15918	3137		AIR LOGISTICS CENTER
NORTON AFB	SAN BERNARDINO	92409	1	4716	2629	7345	2339	88 C	63 AIRLIFT WG
MARCH AFB	SUNNYMEAD	92508	1	3181	1743	4924	6854	91 R	22 AIR REF WG
ONIZUKA AFB	SUNNYVALE	94088	1	756	744	1500	23		SATELLITE CONTROL OPS
Marine Corps									
MC LOGISTICS BASE	BARSTOW	92311	1	622	2172	2794	5688		DEPOT MAINT/SUPPLY & STORAG
MCAS, EL TORO	IRVINE	92709	1	6447	1067	7514	5220		HQ 3RD MAW/JET TNG/OPER SPT
MC BASE, CAMP PENDLETON	OCEANSIDE	92055	1	42875	1607	44482	186139		FMF GRND UNITS/TRP TNG/OPER
MCAS CAMP PENDLETON	OCEANSIDE	92055	1	3344	20	3364	343		HELO TNG/OPERATIONS
MC AIR GD CBT CTR 29 PALMS	PALM SPRINGS	92278	1	12420	651	13071	595589		COMBINED ARMS TNG, MCCES
MC RECRUIT DEPOT, SAN DIEGO	SAN DIEGO	92140	1	7428	283	7711	503		RECRUIT TRAINING
MCAS, TUSTIN	TUSTIN	92710	1	4721	39	4760	1709	91 C	MAG-16/HELO TRAINING/OPER
COLORADO									
Army									
FITZSIMONS ARMY MEDICAL CTR	AURORA	80045	2	1694	2020	3714	577		HEALTH CARE
CARSON, FORT	COLORADO SPGS	80913	1	15868	2740	18608	137391		4TH INFANTRY DIVISION (MECH
PUEBLO ARMY DEPOT ACTIVITY	PUEBLO	81001	2	5	713	718	23124	88 R	LOGISTICS DEPOT
Air Force									
BUCKLEY AGB	AURORA	80011	1	618	739	1357	7007		140 FIGHTER WING (ANG)
CHEYENNE MOUNTAIN AFB	COLORADO SPGS	80914	1	1046	300	1346	519		AIR DEFENSE CMD/CONTROL
PETERSON AFB	COLORADO SPGS	80914	1	3100	3626	6726	1155		USSPACECOM & AFSPACECOM HQS
US AIR FORCE ACADEMY	COLORADO SPGS	80840	1	2365	2631	4996	53633		OFFICER ACQUISITION TRAININ
LOWRY AFB	DENVER	80230	1	2949	2121	5070	1934	91 C	TECH TRAINING CENTER
FALCON AFB	ELLICOTT	80912	1	1870	669	2539	2163		2 SPACE WING
CONNECTICUT									
Navy									
NAVAL SUB BASE, NEW LONDON	GROTON	06349	1	10860	1784	12644	1394		SUBMARINE FORCES SUPPORT
Air Force									
ORANGE AGS	NEW HAVEN	06477	2	1	45	46	29		ACFT CONTROL/WARNING (ANG)
BRADLEY IAP AGS	WINDSOR LOCKS	06096	2	1	299	300	125		103 FIGHTER GROUP (ANG)

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DELAWARE									
Air Force									
DOVER AFB	DOVER	19901	1	4234	1501	5735	3760		436 AIRLIFT WING
NEW CASTLE COUNTY APT AGS	NEWPORT	19720	2	5	255	260	57		166 AIRLIFT GROUP (ANG)
DIST OF COLUMBIA									
Army									
MCNAIR, FORT LESLIE J.	WASHINGTON	20319	2	841	1689	2530	98		NATIONAL DEFENSE UNIVERSITY
WALTER REED ARMY MEDICAL CTR	WASHINGTON	20012	1	3208	4348	7556	113		HEALTH CARE
Navy									
HQ NAV DISTRICT WASHINGTON	WASHINGTON	20374	3	1813	3996	5809	573		ADMINISTRATIVE/LOGISTICS
NAV SECURITY STA, WASHINGTON	WASHINGTON	20390	3	654	840	1494	38		COMMUNICATIONS
NAVAL OBSERVATORY	WASHINGTON	20390	2	12	2037	2049	364		NAVAL OBSERVATORY
NAVAL RESEARCH LABORATORY	WASHINGTON	20375	3	158	5337	5495	1161		PHYSICAL SCIENCES RESEARCH
Air Force									
BOLLING AFB	WASHINGTON	20332	1	3231	1365	4596	604		AIR FORCE DISTRICT WASH
Marine Corps									
MARINE BARRACKS 8TH & I ST	WASHINGTON	20390	2	1068	44	1112	5		CEREMONIES/SECURITY
FLORIDA									
Navy									
NAS, CECIL FIELD	CECIL FIELD	32215	1	8247	1302	9549	20194		ATTACK & ASW AIRCRAFT
NAVAL SECURITY GP HOMESTEAD	HOMESTEAD	33039	3	360	52	412	815		SECURITY GROUP
NAS, JACKSONVILLE	JACKSONVILLE	32212	1	14714	2467	17181	12376		PATROL & ASW AIRCRAFT, NARF
NAVAL AVIATION DEPOT JAX	JACKSONVILLE		2	30	3598	3628	10		AIRCRAFT MAINTENANCE
NAS, KEY WEST	KEY WEST	33040	2	3229	1005	4234	18615		RECONNAISSANCE AIRCRAFT
NAVAL STATION, MAYPORT	MAYPORT	32228	1	15998	1112	17110	818		OPERATING BASE
NAS, WHITING FIELD	MILTON	32570	2	1294	1098	2392	11326		FLIGHT TRAINING
NAVAL TRAINING CENTER	ORLANDO	32813	2	14153	1272	15425	2057		RECRUIT & SKILL TRAINING
NAV COASTAL SYSTEMS CENTER	PANAMA CITY	32407	3	595	1508	2103	1112	91 R	COASTAL REGION WARFARE
NAS, PENSACOLA	PENSACOLA	32508	1	7742	5082	12824	7512		FLIGHT TRAINING, NARF
NAV ED&TNG PRO MGMT SUP ACT	PENSACOLA	32509	2	283	947	1230	983		TRAINING PROGRAM DEVELOPMEN

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NAV TECH TNG CTR, CORRY STA	PENSACOLA	32511	2	2872	320	3192	431		TECHNICAL TRAINING
NAVAL AVIATION DEPOT PENSACOL	PENSACOLA		2	30	3768	3798	10		AIRCRAFT MAINTENANCE
NAVAL OLF SAUFLEY	PENSACOLA	32506	3	260	1400	1660	3541		OUTLYING LANDING FIELD
Air Force									
AVON PARK AFS	AVON PARK	33825	2	61	83	144	5181		AUXILARY AIRFIELD
JACKSONVILLE IAP AGS	CALLAHAN	32229	2	3	392	395	332		125 FIG (ANG)
PATRICK AFB	COCOA BEACH	32925	1	3475	3146	6621	2341		AF EASTERN TEST RANGE
EGLIN AAF 3 (DUKE FIELD)	CRESTVIEW	32536	2	244	373	617	1348		919 SPECIAL OPS GROUP (AFR)
HOMESTEAD AFB	HOMESTEAD	33030	1	4520	1151	5671	3347		31 FIGHTER WING
EGLIN AAF 9 (HURLBURT FIELD)	MARY ESTHER	32544	1	8420	776	9196	6634		AF SPECIAL OPERATIONS CMD
TYNDALL AFB	PANAMA CITY	32401	1	4571	1430	6001	28824		AIR DEFENSE WEAPONS CENTER
CAPE CANAVERAL AFS	PORT CANAVERAL	32925	2	303	3184	3487	15435		SPACE LAUNCH OPERATIONS
MACDILL AFB	TAMPA	33608	1	6040	1026	7066	5767	91 R	56 FIGHTER WG
EGLIN AFB	VALPARISO	32542	1	8430	5705	14135	454214		DEVEL TEST CENTER
GEORGIA									
Army									
MCPHERSON, FORT	ATLANTA	30330	2	1350	2778	4128	488		FORSKOM HQ
GORDON, FORT	AUGUSTA	30905	1	11167	3120	14287	56498		SIGNAL CENTER & SCHOOL
BENNING, FORT	COLUMBUS	31905	1	23781	7581	31362	12138		THE INFANTRY CENTER & SCHOO
GILLEM, FORT	FOREST PARK	30050	2	1075	2735	3810	1427		SECOND ARMY HQ
STEWART, FORT	HINESVILLE	31314	1	14508	4112	18620	284381		24TH INFANTRY DIV (MECH)
HUNTER ARMY AIRFIELD	SAVANNAH	31409	2	3936	677	4613	5655		24TH INFANTRY DIVISION TNG
Navy									
NAVY SUPPLY CORPS SCHOOL	ATHENS	30606	2	276	50	326	58		SKILL TRAINING
NAVAL SUB BASE, KINGS BAY	KINGS BAY	31547	1	5668	3687	9355	16273		SUBMARINE BASE
NAS, ATLANTA	MARIETTA	30060	2	924	175	1099	165		RESERVE AIR TRAINING
Air Force									
MCCOLLUM AGS	KENNESAW	30144	2	1	47	48	13		ACFT CONTROL/WARNING (ANG)
DOBBINS ARB	MARIETTA	30060	1	83	1631	1714	1903		94 AIRLIFT WG (AFR/ANG)
SAVANNAH IAP AGS	SAVANNAH	31402	2	3	264	267	232		165 AIRLIFT GROUP (ANG)
MOODY AFB	VALDOSTA	31601	1	2955	594	3549	5931		347 FIGHTER WING
ROBINS AFB	WARNER ROBINS	31098	1	3814	21377	25191	8790		AIR LOGISTICS CENTER
Marine Corps									
MC LOGISTICS BASE ICP	ALBANY	31704	2	1060	2782	3842	3327		DEPOT MAINT/SUPPLY & STORAG

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HAWAII									
Army									
DERUSSY, FORT	HONOLULU	96815	2	105	633	738	74		ARMY RESERVE HQ
SHAFTER, FORT	HONOLULU	96858	2	1185	2809	3994	590		HEADQUARTERS & ADMIN
TRIPLER ARMY MEDICAL CENTER	HONOLULU	96859	2	1393	1092	2485	368		HEALTH CARE
SCHOFIELD BARRACKS MIL RES	WAHIAWA	96857	1	14206	1311	15517	14506		25TH INF DIV/WHEELER AAF
Navy									
NAS, BARBERS POINT	BARBERS POINT	96862	1	4341	565	4906	4076		PATROL AIRCRAFT
NAVAL MAGAZINE LUALUALEI	LUALUALEI	96792	3	653	582	1235	12142		ORDNANCE SUPPORT
NAVAL STATION, PEARL HARBOR	PEARL HARBOR	96860	1	12964	3007	15971	5916		OPERATING BASE
NAVAL SUB BASE, PEARL HARBOR	PEARL HARBOR	96860	1	4823	369	5192	105		SUBMARINE FORCES SUPPORT
PEARL HARBOR NAVAL SHIPYARD	PEARL HARBOR	96860	2	155	5753	5908	160		SHIP ALTERATION & REPAIR
NAV COMM AREA MSTR STA, EPAC	WAHIAWA, HI	96786	3	850	240	1090	2422		COMMUNICATIONS
Air Force									
HICKAM AFB	HONOLULU	96853	1	4376	2081	6457	2912		HQ PACAF
KOKEE AFS	KEKAHA	96752	2	0	37	37	11		ACFT CONTROL & WARNING
Marine Corps									
CAMP H. M. SMITH	HONOLULU	96861	1	1897	73	1970	420		HQ FMF PAC/HQ CINPAC/HQ IPA
MCAS, KANEOHE BAY	KAILUA	96863	1	9782	472	10254	39392		1ST MAB/JET & HELO TNG OPNS
IDAHO									
Air Force									
BOISE AIR TERMINAL AGS	BOISE	83701	2	0	526	526	1994		124 RECON GROUP (ANG)
MOUNTAIN HOME AFB	MOUNTAIN HOME	83648	1	1749	764	2513	9113	91 R	366 WING
ILLINOIS									
Army									
CHAS M. PRICE SUPPORT CTR	GRANITE CITY	62040	3	61	460	521	752		COMMUNITY SUPPORT
SHERIDAN, FORT	HIGHLAND PARK	60037	2	1140	1447	2587	694	88 C	RECRUITING COMMAND HQ
ROCK ISLAND ARSENAL	ROCK ISLAND	61299	1	479	7418	7897	913	91 R	R&D, PRODUCTION-TANK COMPONE
SAVANNA ARMY DEPOT ACTIVITY	SAVANNA	61074	2	20	586	606	13064		LOGISTICS DEPOT

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Navy									
NAS, GLENVIEW	GLENVIEW	60026	2	1648	1013	2661	1407		RESERVE AIR TRAINING
NAVAL TNG CTR, GREAT LAKES	GREAT LAKES	60088	2	37522	3581	41103	1012		RECRUIT & SKILL TRAINING
Air Force									
GREATER PEORIA APT AGS	BARTONVILLE	61607	2	4	257	261	386		182 TAC AIR SUPPORT GP (ANG)
SCOTT AFB	BELLEVILLE	62225	1	6760	9781	16541	3172		HQ AIR MOBILITY CMD
O HARE IAP ARS	CHICAGO	60666	2	13	799	812	389		928 AIRLIFT GROUP (AFR/ANG)
CHANUTE AFB	RANTOUL	61868	1	1894	1545	3439	2174	88 C	TECH TRAINING CENTER
CAPITAL MAP AGS	SPRINGFIELD	62705	2	3	327	330	91		183 FIGHTER GROUP (ANG)
INDIANA									
Army									
CRANE ARMY AMMO ACT	CRANE		2	4	704	708	96430		NV WPS SUP PROD/RENOVATION
HARRISON, FT BENJAMIN	INDIANAPOLIS	46216	1	3803	7157	10960	25014	91 C	US ARMY INST OF PERS&RES MG
JEFFERSON PROVING GROUND	MADISON	47250	3	14	411	425	55273	88 C	R&D AMMO TEST CENTER
Navy									
NAV WEAPONS SUPPORT CTR	CRANE	47522	2	59	5388	5447	62509	91 R	WEAPONS SYSTEM & ORDNANCE S
NAVAL AVIONICS CENTER	INDIANAPOLIS	46218	2	31	3460	3491	185	91 R	AVIONICS REPAIR
Air Force									
GRISSOM AFB	BUNKER HILL	16970	1	2298	929	3227	3180	91 C	305 AIR REF WG
FT WAYNE MAP AGS	FORT WAYNE	46809	2	5	345	350	138		122 FIGHTER WING (ANG)
HULMAN REGIONAL APT AGS	TERRE HAUTE	47803	2	5	299	304	279		181 FIGHTER GROUP (ANG)
IOWA									
Air Force									
DES MOINES IAP AGS	DES MOINES	50321	2	1	332	333	113		132 FIGHTER WING (ANG)
SIOUX CITY MAP AGS	SERGEANT BLUFF	51054	2	3	280	283	106		185 FIGHTER GROUP (ANG)
KANSAS									
Army									
RILEY, FORT	JUNCTION CITY	66442	1	15807	2804	18611	100695		1ST INFANTRY DIV (MECH)

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LEAVENWORTH, FORT	LEAVENWORTH	66027	1	4510	3012	7522	6995		CMD & GENERAL STAFF COLLEGE
Air Force									
FORBES FIELD AGS	PAULINE	66620	2	3	379	382	200		190 AIR REF GROUP (ANG)
MCCONNELL AFB	WICHITA	67221	1	3022	1403	4425	7686		384 WING
KENTUCKY									
Army									
CAMPBELL, FORT	CLARKSVILLE	42223	1	23183	2954	26137	36594		101ST AIRBORNE DIVISION
LEXINGTON BLUEGRASS DEPOT	LEXINGTON	40511	2	119	2095	2214	780	88 C	LOGISTICS DEPOT
KNOX, FORT	LOUISVILLE	40121	1	14900	4301	19201	109225		US ARMY TRAINING CENTER
Navy									
NAV ORDNANCE STA, LOUISVILLE	LOUISVILLE	40214	3	11	2771	2782	150	91 R	ORDNANCE SUPPORT
Air Force									
STANDIFORD FIELD AGS	LOUISVILLE	40213	2	5	309	314	65		123 RECON WING (ANG)
LOUISIANA									
Army									
POLK, FORT	LEESVILLE	71459	1	15572	4157	19729	198259	91 R	5TH INFANTRY DIV (MECH)
Navy									
NAS, NEW ORLEANS	NEW ORLEANS	70143	2	1274	691	1965	4921		RESERVE AIR TRAINING
Air Force									
ENGLAND AFB	ALEXANDRIA	71301	1	1112	376	1488	2642	91 C	23 FIGHTER WING
BARKSDALE AFB	BOSSIER CITY	71110	1	5476	1605	7081	22382		2 WING
HAMMOND AGS	HAMMOND	70401	2	0	28	28	22		236 COMM SQ (ANG)
MAINE									
Navy									
NAS, BRUNSWICK	BRUNSWICK	04011	1	3114	548	3662	8742		PATROL AIRCRAFT
NAV SECURITY GROUP ACT	WINTER HARBOR	04693	3	333	73	406	603		COMMUNICATIONS

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Air Force									
BANGOR AGS	BANGOR	04401	2	4	371	375	302		101 AIR REFUELING WING (ANG)
LORING AFB	LIMESTONE	04750	1	2861	651	3512	9791	91 C	42 WING
SOUTH PORTLAND AGS	SOUTH PORTLAND	04106	2	2	39	41	12		265 COMM SQ (ANG)
MARYLAND									
Army									
ABERDEEN PROVING GROUND	ABERDEEN	21005	1	5472	11151	16623	72518		R&D TEST/ORDNANCE SCH&CTR
HARRY DIAMOND LABS	ADELPHI	20783	2	55	1606	1661	1600	91 R	TEST SITE
HOLABIRD, FORT	BALTIMORE		2	20	608	628	94	88 R	CRIME RECORD/DEF INV SERVIC
DMA HYDRO/TOPOGRAPHIC CTR	BROOKMONT	20315	2	29	2582	2611	40		PROD OF MAPS/CHARTS (DMA)
RITCHIE, FORT	CASCADE	21719	2	1122	1160	2282	642		COMMUNICATIONS
DETRICK, FORT	FREDERICK	21701	2	891	3319	4210	1153		R&D ACTIVITIES
MEADE GEORGE G, FORT	ODENTON	20755	1	7116	25790	32906	13751	88 R	HEADQUARTERS & ADMIN, NSA
Navy									
US NAVAL ACADEMY	ANNAPOLIS	21402	2	5340	3883	9223	1747		OFFICER ACQUISITION TRAININ
D W TAYLOR NAV SHIP R&D CTR	BETHESDA	20084	2	71	2879	2950	327		R&D-SHIP TECHNOLOGY
NAVAL MEDICAL COMMAND-NCR	BETHESDA	20814	2	3398	2649	6047	242		HEALTH CARE
NAVAL COMM UNIT, WASHINGTON	CHELTENHAM	20390	3	130	356	486	240		COMMUNICATIONS
NAV ORDNANCE STA, INDIAN HEAD	INDIAN HEAD	20640	3	490	3699	4189	3410	91 R	SOLID PROPELLENTS
NAV AIR TEST CTR, PAX RIVER	PATUXANT RIVER	20670	2	3428	5945	9373	7127		T&E AIRCRAFT SYSTEMS
NAV SURFACE WEAPONS CTR	SILVER SPRING	20910	3	14	1939	1953	733	91 R	R&D-NAVAL WEAPONS
NAV ELECTRONIC SYS ENGR ACT	ST INIGOES	20684	3	69	1058	1127	969		T&E ELECTRONICS SYSTEMS
Air Force									
MARTIN STATE AGS	BALTIMORE	21220	2	7	483	490	175		135 ALFT GP/75 FTR GP (ANG)
ANDREWS AFB	CAMP SPRINGS	20331	1	10061	3162	13223	4971		89 AIRLIFT WING
MASSACHUSETTS									
Army									
DEVENS, FORT	AYER	01433	1	4822	2156	6978	11576	91 C	INTELLIGENCE TRAINING
USA NATICK RSCH & DEV CTR	NATICK	01760	2	153	1090	1243	81		R&D ACTIVITIES
USA MAT & MECH RESEARCH CTR	WATERTOWN	02172	2	8	558	566	48		R&D ACTIVITIES
Navy									
NAS, SOUTH WEYMOUTH	SOUTH WEYMOUTH	02190	2	907	204	1111	2250		RESERVE AIR TRAINING

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Air Force									
HANSCOM AFB	BEDFORD	01731	1	3192	2590	5782	967		ELECTRONIC SYSTEMS DIVISION
CAPE COD AFS	BOURNE	02523	2	101	101	202	101		PAVE PAWS
WESTOVER ARB	CHICOPEE	01022	1	9	1000	1009	2592		439 AIRLIFT WING (AFR)
OTIS AGB	FALMOUTH	02542	1	3	734	737	3880		102 FIW (ANG)
WELLESLEY AGS	WELLESLEY	02181	2	3	41	44	8		253 COMM GP (ANG)
BARNES MAP AGS	WESTFIELD	01085	2	2	302	304	134		104 FIGHTER GROUP (ANG)
WORCHESTER AGS	WORCHESTER	01605	2	2	63	65	8		101 TAC CONTROL SQ (ANG)
MICHIGAN									
Army									
US ARMY GARRISON, SELFRIDGE	SELEFRIDGE		2	763	478	1241	520		TACOM SUPPORT ACT
DETROIT ARSENAL	WARREN	48090	1	314	5547	5861	388		R&D, PRODUCTION-TANKS
Air Force									
W K KELLOGG REGIONAL APT AGS	BATTLE CREEK	49016	2	4	246	250	315		110 FIGHTER GROUP (ANG)
K. I. SAWYER AFB	GWINN	49843	1	3151	521	3672	5214		410 BOMB WING
SELEFRIDGE AGB	MT CLEMENS	48045	1	111	1354	1465	3081		127 FIGHTER WING (ANG/AFR)
WURTSMITH AFB	OSCODA	48753	1	2868	408	3276	5298	91 C	379 WING
MINNESOTA									
Air Force									
DULUTH IAP AGS	DULUTH	55811	2	4	403	407	409		148 FIG (ANG)
MINNEAPOLIS/ST PAUL IAP ARS	MINNEAPOLIS	55450	2	18	643	661	302		934 AIRLIFT GROUP (AFR/ANG)
MISSISSIPPI									
Navy									
NAVAL OCEANOGRAPHIC OFFICE	BAY ST LOUIS	39522	2	87	1789	1876	1		NAVAL OCEANOGRAPHIC ACTIVIT
NAV CONST BN CTR, GULFPORT	GULFPORT	39501	3	3814	666	4480	4502		CONSTRUCTION FORCE SUPPORT
NAS, MERIDIAN	MERIDIAN	39309	2	2483	997	3480	13507		FLIGHT TRAINING
NAVAL STATION PASCAGULA, MS	PASCAGULA	39309	2	390	70	460	100		NAVAL STATION
Air Force									
KEESLER AFB	BILOXI	39534	1	5305	2689	7994	3489		TECH TRAINING CENTER
COLUMBUS AFB	COLUMBUS	39701	1	1182	1124	2306	6015		14 FLYING TRAINING WING

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ALLEN C THOMPSON FIELD AGS	FLOWOOD	39205	2	4	305	309	116		172 AIRLIFT GROUP (ANG)
GULFPORT/BILOXI MAP AGS	GULFPORT	39501	2	1	113	114	219		READINESS TRNG SITE (ANG)
KEY FIELD AGS	MERIDIAN	39301	2	3	365	368	117		186 RECON GROUP (ANG)
MISSOURI									
Army									
WOOD, FORT LEONARD	JEFFERSON CITY	65473	1	15594	5102	20696	62911		US ARMY TRAINING CENTER
ST LOUIS ARMY AMMO PLT	ST LOUIS	63120	2	8	521	529	26		PRODUCTION-PROJECTILES
Air Force									
RICHARDS GEBEUR ARS	BELTON	64030	2	6	649	655	433	91 C	442 FIGHTER WG (AFR)
ROSECRANS MEMORIAL APT AGS	ELWOOD	64503	2	6	273	279	302		139 AIRLIFT GROUP (ANG)
WHITEMAN AFB	KNOB NOSTER	65301	1	3430	575	4005	25060		351 MISSILE WING
LAMBERT ST LOUIS IAP AGS	ST ANN	63145	2	20	431	451	354		131 FIGHTER WING (ANG)
DMA AEROSPACE CTR	ST LOUIS	63118	2	50	3288	3338	64		DEFENSE MAP AGENCY
JEFFERSON BARRACKS AGS	ST LOUIS	63121	2	2	60	62	135		ACFT CONTROL/WARNING (ANG)
Marine Corps									
MARINE CORPS SUPPORT ACTY	KANSAS CITY	64197	2	623	450	1073	98		LOG/ADMIN INCLUDES DFAS
MONTANA									
Air Force									
GREAT FALLS IAP AGS	GREAT FALLS	59401	2	3	376	379	139		120 FIG (ANG)
MALMSTROM AFB	GREAT FALLS	59402	1	4296	736	5032	29198		341 MISSILE WING
NEBRASKA									
Air Force									
OFFUTT AFB	BELLEVUE	68113	1	11384	3094	14478	3507		HQS USSTRATCOM
LINCOLN MUNICIPAL AIRPORT AGS	LINCOLN	68502	2	3	328	331	175		155 RECON GROUP (ANG)
NEVADA									
Navy									
NAS, FALLON	FALLON	89406	2	987	1019	2006	141059		ATTACK AIRCRAFT TRAINING

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Air Force									
NELLIS AFB	LAS VEGAS	89110	1	6142	2191	8333	22115		FIGHTER WEAPONS CNTR
RENO CANNON IAP AGS	RENO	89504	2	4	322	326	123		152 RECON GROUP (ANG)
TONOPAH AFS	TONOPAH	89049	2	0	0	0	43		R&D ACTIVITIES
NEW HAMPSHIRE									
Navy									
PORTSMOUTH NAVAL SHIPYARD	PORTSMOUTH	03801	1	879	7388	8267	297		SHIP CONSTRUCTION & REPAIR
Air Force									
NEW BOSTON AFS	MT VERNON	03057	2	25	179	204	2873		ELECTRONICS SITE
PEASE AGS	NEWINGTON	03801	2	4	358	362	229	88 C	133 AIR REFUELING SQ (ANG)
NEW JERSEY									
Army									
MIL OCEAN TERMINAL-BAYONNE	BAYONNE	07002	2	179	2057	2236	679		HARBOR & PORT
PICATINNY ARSENAL	DOVER	07801	1	173	5148	5321	6491	91 R	R&D HEADQUARTERS
MONMOUTH, FORT	RED BANK	07703	1	2661	7897	10558	2105		R&D HEADQUARTERS
DIX, FORT	TRENTON	08640	2	2958	1958	4916	31066	91 R	RES COMP TRAINING CTR
Navy									
NAVAL WEAPONS STA, EARLE	COLTS NECK	07722	1	2836	989	3825	11158		ORDNANCE SUPPORT
NAVAL AIR ENG CTR, LAKEHURST	LAKEHURST	08733	2	473	2824	3297	7412	91 R	AIRCRAFT LAUNCH/RECOVERY SY
NAVAL AIR PROPULSION CENTER	TRENTON	08628	2	8	734	742	72	91 R	ENGINE T&E ACTIVITIES
Air Force									
ATLANTIC CITY MAP AGS	PLEASANTVILLE	08232	2	3	368	371	286		177 FIG (ANG)
MCGUIRE AFB	WRIGHTSTOWN	08641	1	4730	2038	6768	3820		438 AIRLIFT WING
NEW MEXICO									
Army									
WHITE SANDS MISSILE RANGE	WHITE SANDS	88002	1	1047	5907	6954	1746720		R&D WEAPONS TEST CENTER

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Air Force									
HOLLOMAN AFB	ALAMOGORDO	88330	1	3250	1543	4793	58498		49 FIGHTER WING
KIRTLAND AFB	ALBUQUERQUE	87117	1	4961	3389	8350	44025		542 CREW TRG WG/AFOTEC
CANNON AFB	CLOVIS	88101	1	6002	682	6684	4571		27 FIGHTER WING
NEW YORK									
Army									
HAMILTON, FORT	BROOKLYN	11252	2	538	316	854	177		ADMIN & LOGISTICAL SUPPORT
STEWART ANNEX	NEWBURGH	12550	2	991	216	1207	403		HOUSING
SENECA ARMY DEPOT	ROMULUS	14541	2	637	1019	1656	10830		LOGISTICS DEPOT
DRUM, FORT	WATERTOWN	13602	1	10538	2396	12934	107665		RC & ACTIVE ARMY TNG
WATERVLIET ARSENAL	WATERVLIET	12189	2	12	2396	2408	142		R&D, PROD-ARTILLERY COMPONEN
WEST POINT MILITARY RES	WEST POINT	10996	1	5421	3199	8620	14930		USMA-OFF ACQUISITION TNG
Navy									
NAVAL STATION NEW YORK	STAT IS/BKLYN	11251	2	964	1300	2264	141 88 C		NAVAL STATION/BKLYN TO CLOS
Air Force									
STEWART IAP AGS	NEW WINDSOR	12550	2	4	667	671	304		105 AIRLIFT GROUP (ANG)
NIAGARA FALLS IAP ARS	NIAGARA FALLS	14304	2	5	744	749	985		914 AIRLIFT GROUP (AFR)
PLATTSBURGH AFB	PLATTSBURGH	12903	1	2116	461	2577	4818		380 WING
GRIFFISS AFB	ROME	13440	1	3988	2687	6675	4025		416 WING
ROSLYN AGS	ROSLYN	11576	2	2	48	50	50		273 COMM SQ (ANG/AFR)
SCHENECTADY AIRPORT AGS	SCHENECTADY	12301	2	7	246	253	106		109 AIRLIFT GROUP (ANG)
HANCOCK FIELD AGS	SYRACUSE	13225	2	5	367	372	371		174 FIGHTER WING (ANG)
SUFFOLK COUNTY AIRPORT AGS	WESTHAMPTON BCH	11978	2	3	263	266	71		106 AIR RESCUE GROUP (ANG)
Marine Corps									
GARDEN CITY (1ST DISTRICT)	NEW YORK	11530	2	236	963	1199	7		RECRUITING
NORTH CAROLINA									
Army									
BRAGG, FORT	FAYETTEVILLE	28307	1	42857	7300	50157	142081		82ND AIRBORNE DIVISION
MIL OCEAN TERMINAL-SUNNY PT	SOUTHPORT	28461	3	13	301	314	16324		HARBOR & PORT
Navy									

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NAVAL AVIATION DEPOT CHERRY P	CHERRY POINT		2	30	3970	4000	10		AIRCRAFT MAINTENANCE
CAMP LEJEUNE NAVAL HOSPITAL	JACKSONVILLE		2	846	516	1362	10		HEALTH CARE
Air Force									
BADIN AGS	BADIN	28009	2	1	28	29	21		263 COMM SQ (ANG)
CHARLOTTE/DOUGLAS IAP AGS	CHARLOTTE	28208	2	4	322	326	69		145 AIRLIFT GROUP (ANG)
POPE AFB	FAYETTEVILLE	28308	1	4484	603	5087	1890		317 AIRLIFT WING
SEYMOUR JOHNSON AFB	GOLDSBORO	27530	1	4716	920	5636	4118		4 FIGHTER WING
Marine Corps									
MCAS, CHERRY POINT	HAVELOCK	28533	1	9839	1728	11567	26683		HQ 2ND MAW/JET TNG & OPNS/N
MC BASE, CAMP LEJEUNE	JACKSONVILLE	28542	1	32409	1933	34342	88432		FMF GRND UNITS/TRP TNG/OPN
MCAS, NEW RIVER	JACKSONVILLE		1	5212	315	5527	2773		MAG 26/HELO TNG/OPER SUPPOR
NORTH DAKOTA									
Air Force									
GRAND FORKS AFB	EMERADO	58201	1	4903	738	5641	23857		319 WING
HECTOR FIELD IAP AGS	FARGO	58102	2	6	382	388	133		119 FIG (ANG)
MINOT AFB	MINOT	58701	1	5005	867	5872	24498		5 WING
CAVALIER AFS	MOUNTAIN	58221	2	23	134	157	650		MISSILE WARNING
OHIO									
Army									
DEF CONSTRUCTION SUPPLY CTR	COLUMBUS	43215	2	30	2177	2207	566		ICP & LOGISTICS DEPOT (DLA)
Navy									
DEFENSE FIN + ACCT CTR	CLEVELAND	44199	3	114	1537	1651	36		ADMIN SUPPORT-FINANCE
Air Force									
GENTILE AFS	DAYTON	45444	2	31	2213	2244	165		DEF ELEC SUP CTR (DLA)
WRIGHT-PATTERSON AFB	FAIRBORN	45433	1	4699	10834	15533	8245		AF MATERIEL COMMAND HQ
NEWARK AFB	HEATH	43055	1	78	2070	2148	72		LOGISTICS/AGMC
RICKENBACKER AGB	LOCKBOURNE	43217	1	0	1806	1806	2597	91 C	121 AIR REF WG (ANG/AFR)
MANSFIELD LAHM MAP AGS	MANSFIELD	44901	2	4	234	238	224		179 AIRLIFT GROUP (ANG)
CAMP PERRY AGS	PORT CLINTON	43452	2	0	31	31	32		200 CIVIL ENGINEER SQN (ANG)
SPRINGFIELD BECKLEY MAP AGS	SPRINGFIELD	45501	2	5	330	335	114		178 FIGHTER GROUP (ANG)
TOLEDO EXPRESS APT AGS	SWANTON	43558	2	4	289	293	84		180 FIGHTER GROUP (ANG)
YOUNGSTOWN MAP ARS	VIENNA	44473	2	5	365	370	740		910 AIRLIFT GROUP (AFR)

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OKLAHOMA									
Army									
SILL, FORT	LAWTON	73503	1	16671	2783	19454	94222		FLD ARTILLERY CTR&SCH
MCALESTER ARMY AMMO PLT	MCALESTER	74501	2	19	1023	1042	44964		STORAGE-AMMO
Air Force									
ALTUS AFB	ALTUS	73521	1	3138	958	4096	4240		443 AIRLIFT WING
VANCE AFB	ENID	73701	1	754	1610	2364	3109		71 FLYING TRAINING WING
TINKER AFB	MIDWEST CITY	73145	1	7175	19752	26927	4668		AIR LOGISTICS CENTER
WILL ROGERS WORLD APT AGS	OKLAHOMA CITY	73159	2	5	262	267	133		137 AIRLIFT WING (ANG)
TULSA IAP AGS	TULSA	74115	2	2	298	300	82		138 FIGHTER GROUP (ANG)
OREGON									
Air Force									
KINGSLEY FIELD AGS	KLAMATH FALLS	97601	2	3	373	376	425		114 FIGHTER TRG SQ (ANG)
PORTLAND IAP AGS	PORTLAND	97218	2	8	752	760	314		142 FIG (ANG)
PENNSYLVANIA									
Army									
INDIANTOWN GAP, FORT	ANNVILLE	17003	2	593	746	1339	13		RC & ACTIVE ARMY TNG
CARLISLE BARRACKS	CARLISLE	17013	2	576	923	1499	403		US ARMY WAR COLLEGE
LETTERKENNY ARMY DEPOT	CHAMBERSBURG	17201	1	352	4649	5001	19243	91 R	LOGISTICS DEPOT
NEW CUMBERLAND DEPOT	NEW CUMBERLAND	17070	2	257	3537	3794	832		LOGISTICS DEPOT (DLA)
DEFENSE PERSONNEL SUPPORT CTR	PHILADELPHIA	19101	2	119	4066	4185	86		PROC CLOTH/MED/SUPS (DLA)
CHARLES E. KELLY SPT FAC	PITTSBURG		3	168	288	456	208		RESERVE COMPONENT SUPPORT
TOBYHANNA ARMY DEPOT	TOBYHANNA	18466	2	47	3716	3763	1294		LOGISTICS DEPOT
Navy									
NAVY SHIPS PARTS CONTROL CTR	MECHANICSBURG	17055	3	164	6751	6915	857		INVENTORY CONTROL POINT
NAVAL HOSPITAL, PHILADELPHIA	PHILADELPHIA	19145	2	420	425	845	48	88 C	HEALTH CARE
NAVAL STATION PHILADELPHIA	PHILADELPHIA	19112	2	1040	1714	2754	522	91 C	SHIP SUPPORT
NAVY AVIATION SUPPLY OFFICE	PHILADELPHIA	19111	3	115	5561	5676	135		NAVAL AVIATION SUPPLY&DLA I
PHILADELPHIA NAVAL SHIPYARD	PHILADELPHIA	19112	1	7812	10353	18165	904	91 C	SHIP BLDG & REPAIR
NAVAL AIR DEVELOPMENT CENTER	WARMINSTER	18974	3	256	3061	3317	921	91 R	AIRCRAFT TECHNOLOGY
NAS, WILLOW GROVE	WILLOW GROVE	19090	2	1501	840	2341	967		RESERVE AIR TRAINING

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Air Force									
GREATER PITTSBURGH IAP AGS	CORAOPOLIS	15232	2	23	921	944	596		171 AIR REF WG (ANG/AFR)
WILLOW GROVE ARS	HATBORO	19090	2	0	609	609	162		913 AIRLIFT GROUP (AFR/ANG)
HARRISBURG OLMSTED IAP AGS	MIDDLETOWN	17057	2	0	314	314	64		193 SPECIAL OPS GROUP (ANG)
RHODE ISLAND									
Navy									
NAV EDUCATION & TRAINING CTR	NEWPORT	02841	2	6655	1592	8247	1199		OFF INDOCTRIN & SKILL TNG
NAVAL UNDER WATER SYS CTR	NEWPORT	02841	2	174	7476	7650	371		UNDERSEA WARFARE R&D
Air Force									
COVENTRY AGS	COVENTRY	02816	2	0	40	40	17		281 COMM GROUP (ANG)
QUONSET STATE AIRPORT AGS	N KINGSTON	02852	2	6	268	274	60		143 AIRLIFT GROUP (ANG)
NORTH SMITHFIELD AGS	SLATERSVILLE	02876	2	0	47	47	10		ACFT CONTROL/WARNING (ANG)
SOUTH CAROLINA									
Army									
JACKSON, FORT	COLUMBIA	29207	1	15522	2215	17737	52246		US ARMY TRAINING CENTER
Navy									
BEAUFORT NAVAL HOSPITAL	BEAUFORT		2	413	221	634	10		HEALTH CARE
CHARLESTON NAVAL SHIPYARD	CHARLESTON	29408	1	58	7721	7779	1923		SHIP/SUB REPAIR
NAV WEAPONS STA, CHARLESTON	CHARLESTON	29408	3	5351	2541	7892	17480		WEAPONS SYSTEMS SUPPORT
NAVAL STATION CHARLESTON	CHARLESTON	29408	1	22080	4491	26571	899		OPERATING BASE
Air Force									
CHARLESTON AFB	CHARLESTON	29404	1	4653	1437	6090	3733		437 AIRLIFT WING
MCENTIRE AGB	EASTOVER	29044	1	5	377	382	2473		169 FIGHTER GROUP (ANG)
MYRTLE BEACH AFB	MYRTLE BEACH	29577	1	1428	352	1780	3976	91 C	354 FIGHTER WING
SHAW AFB	SUMTER	29152	1	5472	951	6423	3416		363 FIGHTER WING
Marine Corps									
MCAS, BEAUFORT	BEAUFORT	29902	1	3208	489	3697	6676		MAG-31/JET TNG/OPN SUPPORT
MC RECRUIT DEPOT	PARRIS ISLAND	29905	1	7443	334	7777	8081		RECRUIT TRAINING

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SOUTH DAKOTA									
Air Force									
ELLSWORTH AFB	BOX ELDER	57706	1	6416	775	7191	28106		28 WING
JOE FOSS FIELD AGS	SIoux FALLS	57104	2	4	294	298	163		114 FIGHTER GROUP (ANG)
TENNESSEE									
Army									
DEFENSE DEPOT, MEMPHIS	MEMPHIS	38114	2	12	1699	1711	642		LOGISTICS DEPOT (DLA)
Navy									
NAS, MEMPHIS	MILLINGTON	38054	2	8339	1656	9995	3499		SKILL TRAINING
NAVAL HOSPITAL, MILLINGTON	MILLINGTON	38054	2	525	202	727	38		HEALTH CARE
Air Force									
MCGHEE TYSON AIRPORT AGS	ALCOA	37901	2	67	397	464	271		134 AIR REF GROUP (ANG)
ARNOLD AFB	MANCHESTER	37389	1	130	1743	1873	39081		R&D ACTIVITY
NASHVILLE METROPOLITAN APT AG	NASHVILLE	37217	2	5	371	376	85		118 AIRLIFT WING (ANG)
MEMPHIS IAP AGS	OAKVILLE	38118	2	11	259	270	85		164 AIRLIFT GROUP (ANG)
TEXAS									
Army									
CORPUS CHRISTI ARMY DEPOT	CORPUS CHRISTI	78419	2	40	3747	3787	5		HELICOPTER MAINTENANCE
BLISS, FORT	EL PASO	79916	1	16055	4623	20678	125300		AIR DEFENSE CENTER & SCHOOL
HOOD, FORT	KILLEEN	76544	1	30877	3474	34351	217345		1ST CAVALRY/2ND ARMORED DIV
BULLIS, CAMP	SAN ANTONIO	78234	3	1250	38	1288	27880		RESERVE COMPONENT TNG
SAM HOUSTON, FORT	SAN ANTONIO	78234	1	9560	6772	16332	3150		MEDICAL TRAINING HQ
RED RIVER ARMY DEPOT	TEXARKANA	75507	2	53	4812	4865	19084		LOGISTICS DEPOT
Navy									
NAS, CHASE FIELD	BEEVILLE	78103	2	835	847	1682	9633	91 C	FLIGHT TRAINING
NAS, CORPUS CHRISTI	CORPUS CHRISTI	78419	2	2348	5476	7824	4400		FLIGHT TRAINING
NAS, DALLAS	DALLAS	75211	2	3934	542	4476	799		RESERVE AIR TRAINING
NS, INGLESIDE, TX	INGLESIDE	78419	2	1570	100	1670	100		NAVAL STATION
NAS, KINGSVILLE	KINGSVILLE	78363	2	853	935	1788	5582		FLIGHT TRAINING

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Air Force									
DYESS AFB	ABILENE	79607	1	5147	683	5830	6412		96 WING
BERGSTROM AFB	AUSTIN	78743	1	2496	891	3387	4170	91 C	67 RECON WING
LAUGHLIN AFB	DEL RIO	78840	1	1165	1178	2343	4745		47 FLYING TRAINING WING
ELDORADO AFS	ELDORADO	76936	2	94	92	186	129		PAVE PAWS
CARSWELL AFB	FORT WORTH	76127	1	4569	981	5550	3269	91 C	7 WING
GARLAND AGS	GARLAND	75041	2	3	35	38	6		254 COMM SQ (ANG)
ELLINGTON FIELD AGS	HOUSTON	77029	2	3	410	413	215		147 FIG (ANG)
LA PORTE AGS	LA PORTE	77571	2	1	16	17	12		272 ENG INSTAL SQ (ANG)
REESE AFB	LUBBOCK	79489	1	1067	1282	2349	3293		64 FLYING TRAINING WING
GOODFELLOW AFB	SAN ANGELO	76903	1	2258	419	2677	1136	91 R	TECH TRAINING CTR
BROOKS AFB	SAN ANTONIO	78235	1	1490	1553	3043	1310		HUMAN SYSTEMS CENTER
KELLY AFB	SAN ANTONIO	78241	1	4232	20812	25044	4704		AIR LOGISTICS CENTER
LACKLAND AFB	SAN ANTONIO	78236	1	6065	3667	9732	6726		BASIC MILITARY TRG
RANDOLPH AFB	UNIVERSAL CITY	78148	1	4468	3085	7553	3183	91 R	AIR TRAINING CMD HQ
SHEPPARD AFB	WICHITA FALLS	76311	1	3158	2760	5918	5477		TECH TRAINING CENTER
UTAH									
Army									
DUGWAY PROVING GROUND	DUGWAY	84022	2	315	1332	1647	802724		R&D TEST CENTER
DEFENSE DEPOT, OGDEN	OGDEN	84407	2	10	1458	1468	1326		LOGISTICS DEPOT (DLA)
STEVEN A. DOUGLAS, AFRC	SALT LAKE CITY		3	180	206	386	120		RES. COMP SUPPORT
TOOELE ARMY DEPOT	TOOELE	84074	2	79	3325	3404	24735		LOGISTICS DEPOT
Air Force									
HILL AFB	CLEARFIELD	84406	1	4878	17028	21906	946002		(AIR LOGISTICS CENTER
SALT LAKE CITY IAP AGS	SALT LAKE CITY	84116	2	7	387	394	132		151 AIR REF GROUP (ANG)
VERMONT									
Air Force									
BURLINGTON IAP AGS	SO. BURLINGTON	05401	2	4	390	394	241		158 FIGHTER GROUP (ANG)
VIRGINIA									
Army									
BELVOIR, FORT CAMERON STATION	ALEXANDRIA	22060	1	4832	7007	11839	8655		ENGINEER CENTER & SCH
	ALEXANDRIA	22314	2	326	3660	3986	168	88 C	HQ DEFENSE LOGISTICS AGENCY

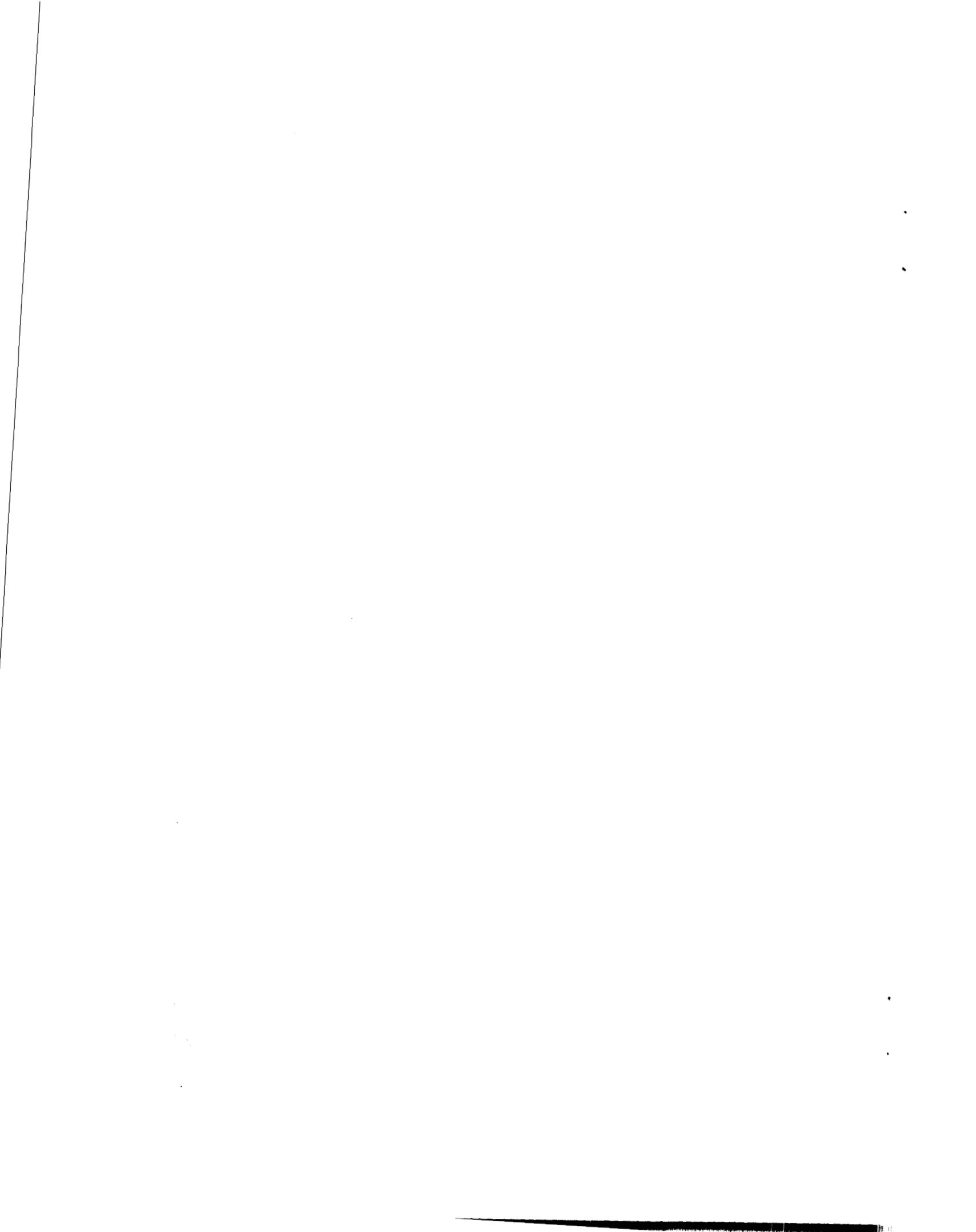
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MYER, FORT	ARLINGTON	22211	2	2805	188	2993	256		ADMIN & LOGISTICAL SUPPORT
PENTAGON RESERVATION	ARLINGTON		1	14020	17786	31806	285		PENT, FOB2, H/A, SWG (DOD)
PICKETT, FORT	BLACKSTONE	23824	2	79	497	576	45160		RC & ACTIVE ARMY TNG
A.P. HILL, FORT	BOWLING GREEN	22427	3	112	228	340	76055		RC & ACTIVE ARMY TNG
MONROE, FORT	HAMPTON	23651	2	1033	2941	3974	570		TRADOC HEADQUARTERS
EUSTIS, FORT	NEWPORT NEWS	23604	1	7540	2706	10246	8229		TRANSPORTATION CTR & SCHOOL
LEE, FORT	PETERSBURG	23801	1	7594	4922	12516	5575		QUARTERMASTER CTR&SCH
DEF GENERAL SUPPLY CTR	RICHMOND	23297	2	35	2794	2829	647		ICP & LOGISTICS DEPOT (DLA)
STORY, FORT	VIRGINIA BEACH	23459	2	1763	117	1880	1451		AMPHIB & RC TRAINING
VINT HILL FARMS STATION	WARRENTON	22186	2	821	1132	1953	701		COMM & INTELLIGENCE ACT
Navy									
NAV SECURITY GRP ACT	CHESAPEAKE	23322	3	1303	183	1486	4118		COMMUNICATIONS
NAVAL SURFACE WEAPONS CTR	DAHLGREN	22448	2	672	3959	4631	4320		RDT&E-ORDNANCE TECHNOLOGY
NAVAL AVIATION DEPOT NOFOLK	NOFOLK		2	270	4128	4398	4398		AIRCRAFT MAINTENANCE
NAS, NORFOLK	NORFOLK	23511	1	9145	6998	16143	1386		EARLY WARN/ASW AIRCFT, NARF
NAV AMPHIB BASE LITTLE CREEK	NORFOLK	23521	1	11747	1546	13293	11808		AMPHIBIOUS WARFARE SUPPORT
NAVAL STATION, NORFOLK	NORFOLK	23511	1	54251	11367	65618	181		OPERATING BASE
NAVCOMM AREA MASTER STA LANT	NORFOLK	23511	3	351	109	460	1474		COMMUNICATIONS
NAVAL HOSPITAL, PORTSMOUTH	PORTSMOUTH	23708	2	2338	2004	4342	110		HEALTH CARE
NORFOLK NAVAL SHIPYARD	PORTSMOUTH	23709	2	720	15182	15902	1340		SHIP ALTERATIONS & REPAIR
FLEET COMBAT TNG CTR, LANT	VIRGINIA BEACH	23461	2	4817	760	5577	1038		SPECIALIZED TRAINING
NAS, OCEANA	VIRGINIA BEACH	23460	1	9748	1167	10915	15180		FIGHTER & ATTACK AIRCRAFT
NAVAL WEAPONS STA, YORKTOWN	YORKTOWN	23691	3	1056	2497	3553	10624		ORDNANCE SUPPORT
Air Force									
LANGLEY AFB	HAMPTON	23665	1	8123	1963	10086	5382		AIR COMBAT CMD HQ / 1 FW
RICHMOND IAP AGS	SANDSTON	23150	2	4	334	338	143		192 FIGHTER GROUP (ANG)
Marine Corps									
CAMP ELMORE	NORFOLK	23511	2	851	5	856	22		HQ FMF LANT
MC CBT DEV CMD	QUANTICO	22134	2	8870	1538	10408	60647		OFF PROF TNG/SKILL TNG/MC I
HQMC, HENDERSON HALL	WASHINGTON DC	22214	2	1784	194	1978	21		HQ USMC
WASHINGTON									
Army									
LEWIS, FORT	TACOMA	98433	1	14721	4659	19380	86190		9TH INFANTRY DIVISION
Navy									
NAVAL SUBMARINE BASE, BANGOR	BANGOR	98315	1	5845	3122	8967	6691		SUBMARINE BASE
NAV STRATEGIC WEAPON FAC PAC	BREMERTON	98315	3	115	655	770	0		ORDNANCE SUPPORT

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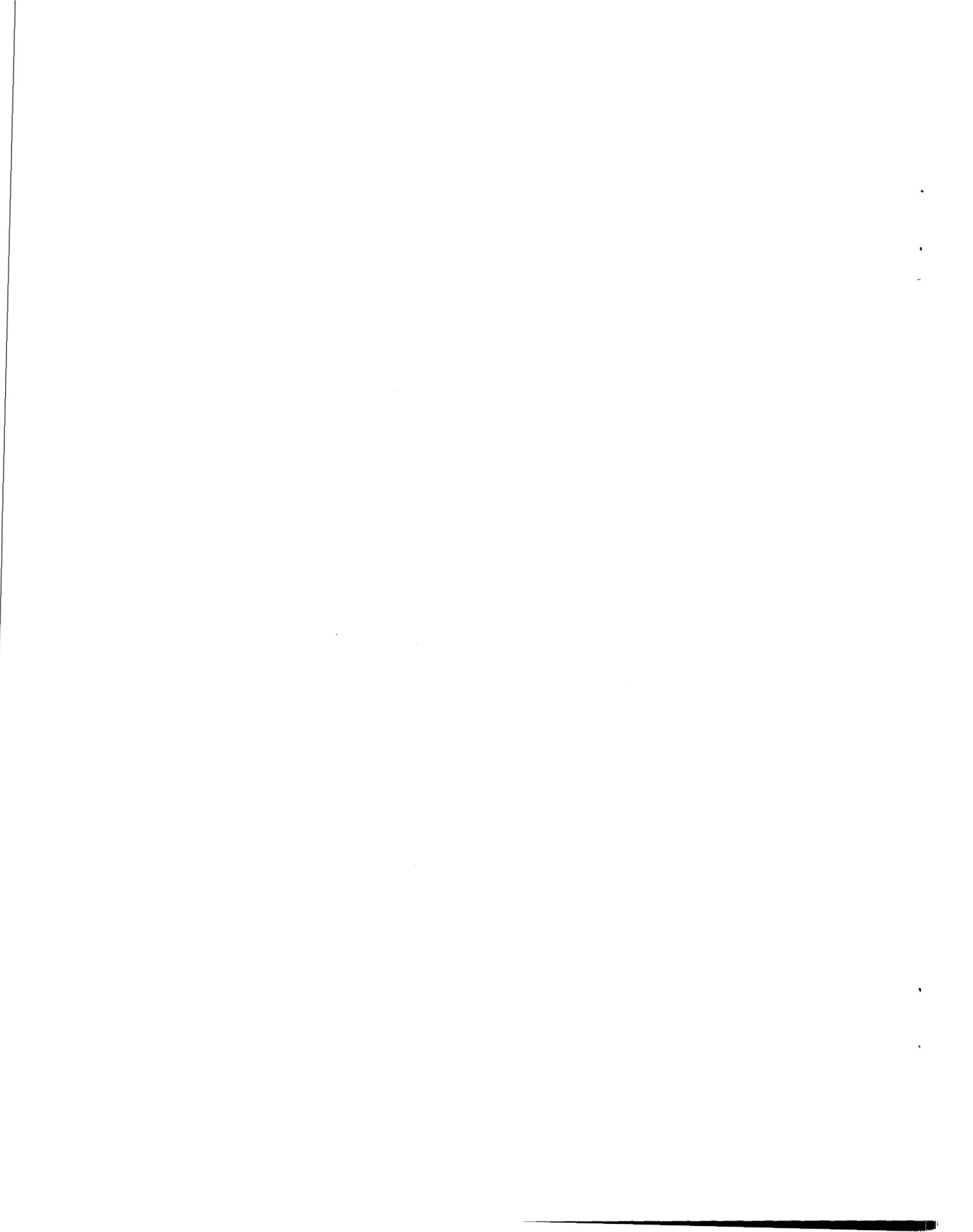
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PUGET SOUND NAVAL SHIPYARD	BREMERTON	98314	1	5316	24978	30294	1392		SHIP ALTERATION & REPAIR
NAV UNDERSEA WARFARE ENG STA	KEYPORT	98345	3	313	5217	5530	4939	91 R	UNDERWATER WEAPONS SUPPORT
NAS, WHIDBEY ISLAND	OAK HARBOR	98278	1	8431	1438	9869	70998		ATTACK&ELEC WARFARE AIRCRAF
NAVAL STATION, PUGET SOUND	SEATTLE/EVERETT	98115	2	1401	1808	3209	271	91 C	FLT SPT\SEATTLE TO CLOSE
Air Force									
FAIRCHILD AFB	AIRWAY HEIGHTS	99011	1	4079	943	5022	6060		92 WING
FOUR LAKES AGS	CHENEY	99004	2	1	41	42	156		ACFT CONTROL/WARNING (ANG)
SPOKANE IAP AGS	SPOKANE	99219	2	2	41	43	79		242 COMM SQ (ANG)
MCCHORD AFB	TACOMA	98438	1	4220	1424	5644	5745		62 AIRLIFT WING
WEST VIRGINIA									
Air Force									
YEAGER AIRPORT AGS	CHARLESTON	25311	2	4	240	244	236		130 AIRLIFT GROUP (ANG)
SHEPHERD FIELD AGS (EWWRA)	MARTINSBURG	25401	2	0	288	288	349		167 AIRLIFT GROUP (ANG)
WISCONSIN									
Army									
MCCOY, FORT	SPARTA	54656	2	673	1601	2274	62689		RC & ACTIVE ARMY TNG
Air Force									
TRUAX FIELD AGS	MADISON	53707	2	4	291	295	155		128 FIGHTER WING (ANG)
GEN MITCHELL IAP ARS	MILWAUKEE	53207	2	10	696	706	214		440 AIRLIFT WING (AFR/ANG)
WYOMING									
Air Force									
CHEYENNE MAP AGS	CHEYENNE	82003	2	5	256	261	67		153 AIRLIFT GROUP (ANG)
FRANCIS E. WARREN AFB	CHEYENNE	82001	1	3573	722	4295	19916		90 MISSILE WING



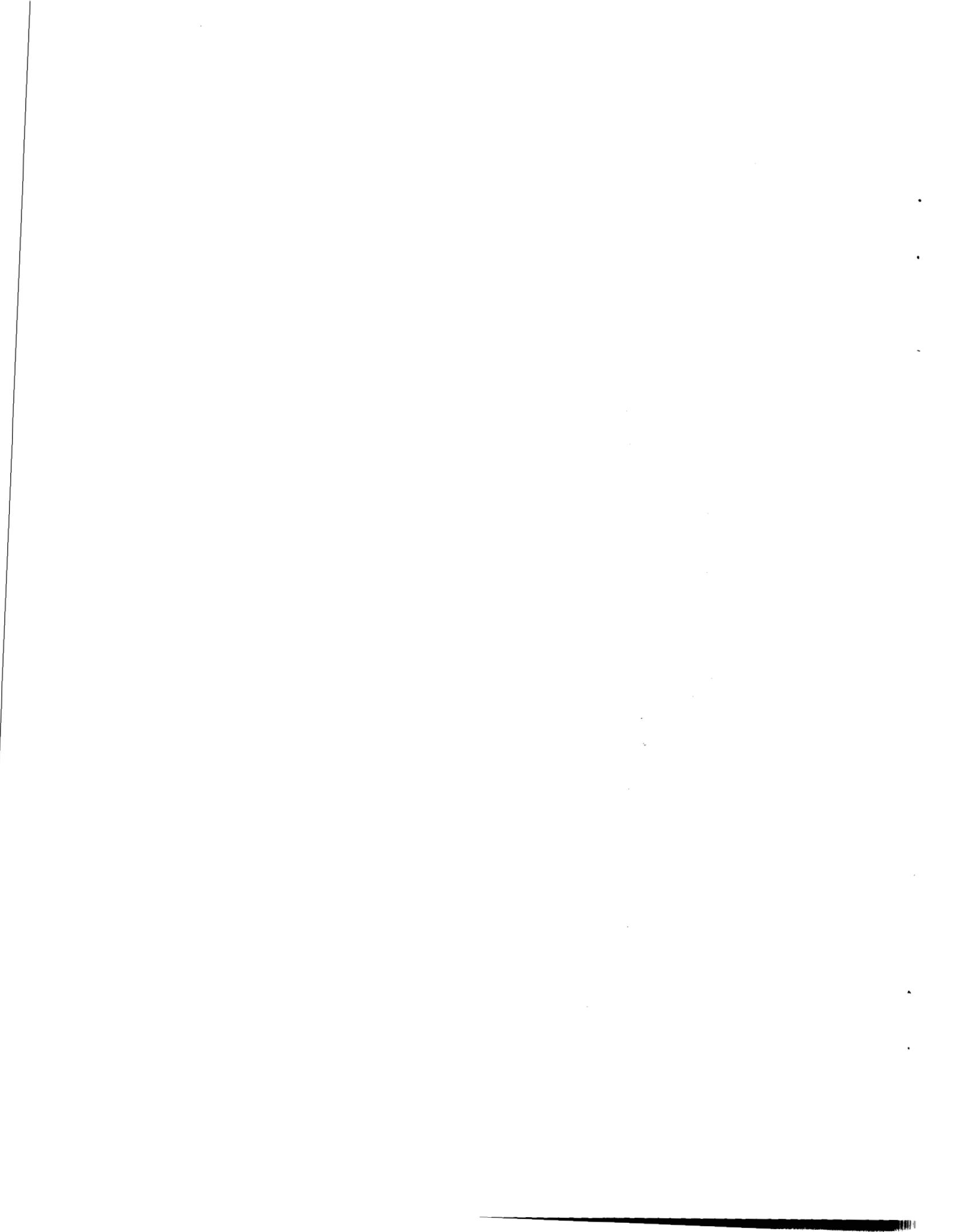
DEPARTMENT OF DEFENSE
TERRITORIES & POSSESSIONS
LIST OF MILITARY INSTALLATIONS
(MAJOR, MINOR & SUPPORT)

1992



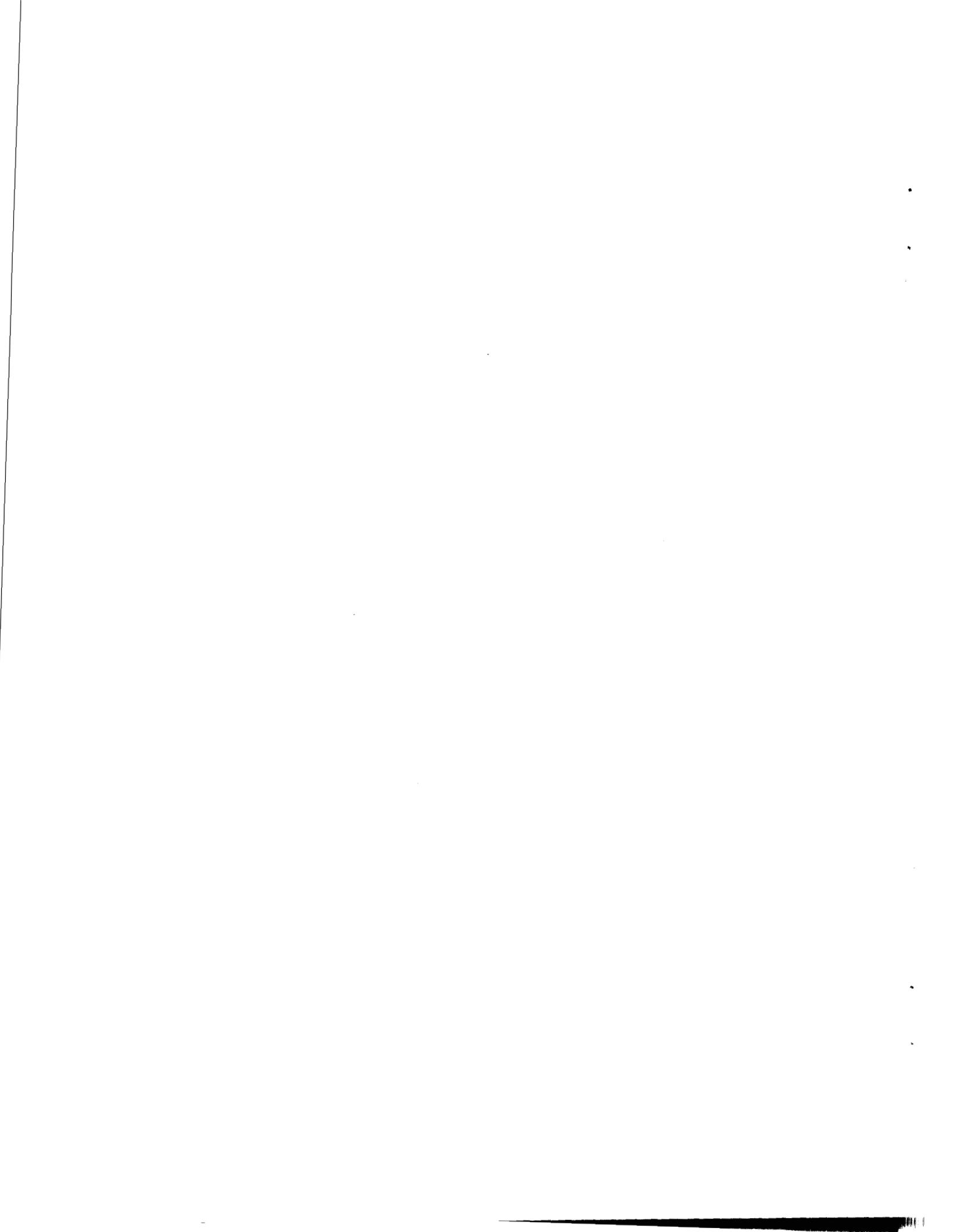
DEPARTMENT OF DEFENSE
Military Installations and Properties
United States Territories and Possessions
September 1991

	Army	Navy	Air Force	Marines	Total
GUAM	0	3	1	0	4
PUERTO RICO	1	2	1	0	4
TOTAL	1	5	2	0	8



DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
United States Territories and Possessions
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
GUAM									
Navy									
NAS, AGANA	AGANA, GUAM	96637	2	2920	391	3311	16080		PATROL ELEC WARFARE AIRCRAF
NAVAL SHIP REPAIR FAC, GUAM	AGANA, GUAM	96630	1	133	950	1083	183		FLEET MAINTENANCE
NAVAL STATION, GUAM	AGANA, GUAM	96630	2	70221	4894	75115	0		FLEET SUPPORT
Air Force									
ANDERSEN AFB	AGANA, GUAM	96910	1	2503	584	3087	20740		633 AIR BASE WING
PUERTO RICO									
Army									
BUCHANAN, FORT	SAN JUAN	00934	2	331	1661	1992	726		RESERVE COMPONENT TRAINING
Navy									
NAVAL STA, ROOSEVELT ROADS	ROOSEVELT RDS	34051	2	3409	1865	5274	32161		OPERATING BASE
SECURITY GROUP PUERTO RICO	SABANA SECA	34053	3	368	97	465	2618		SECURITY GROUP
Air Force									
PUERTO RICO IAP AGS	SAN JUAN	00914	2	3	289	292	120		156 FIGHTER GROUP (ANG)

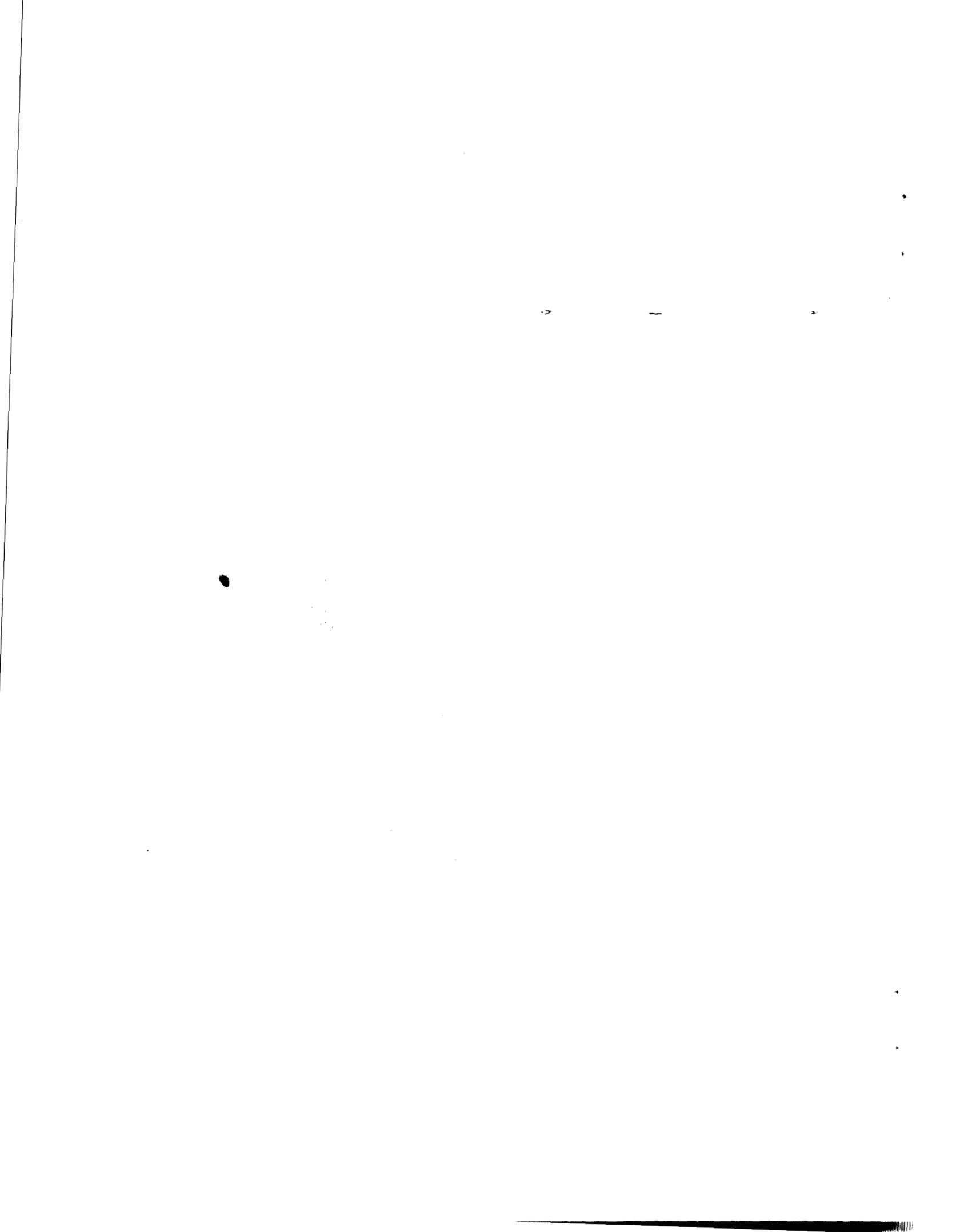


DEPARTMENT OF DEFENSE

FOREIGN AREAS

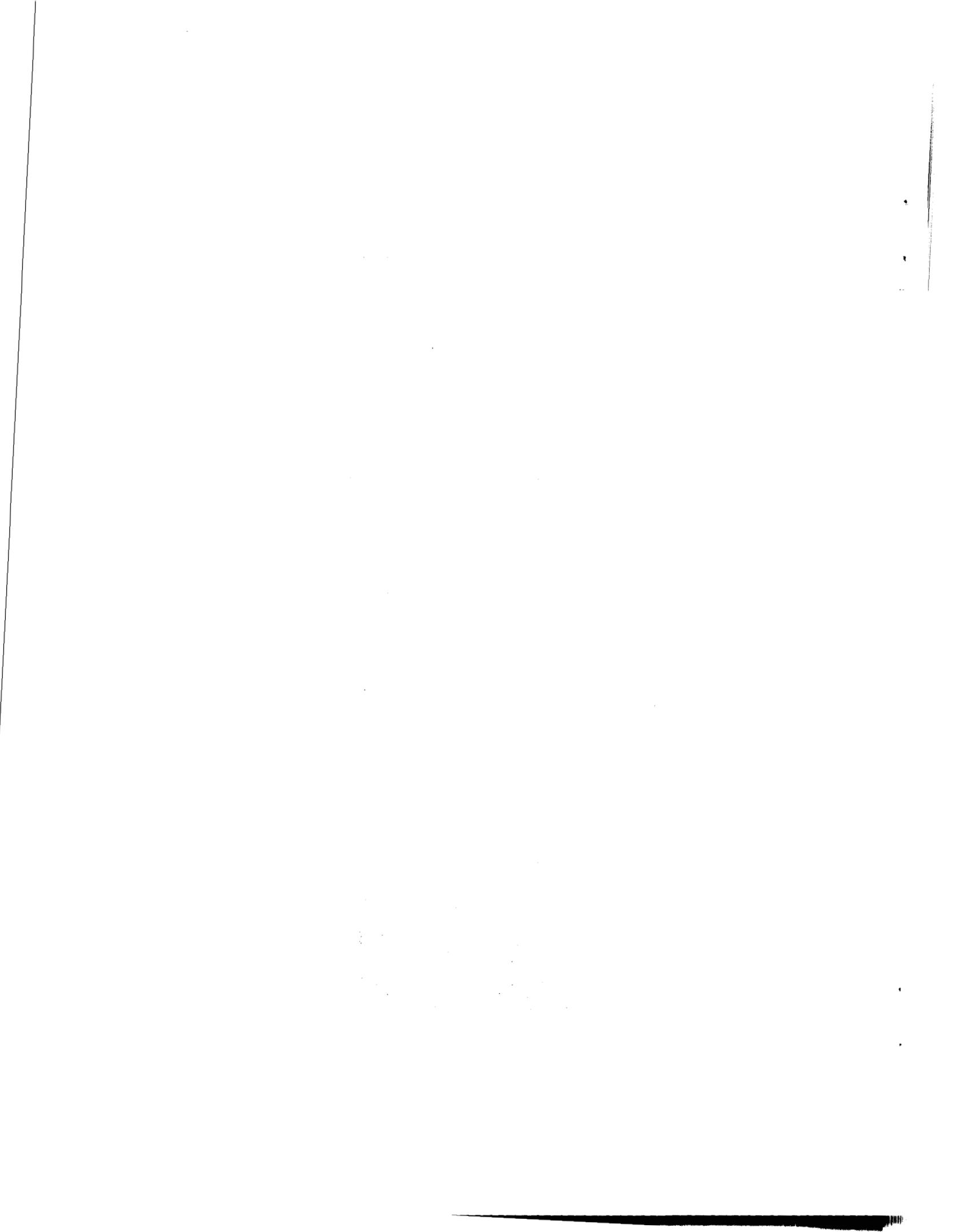
**LIST OF MILITARY INSTALLATIONS
(MAJOR, MINOR & SUPPORT)**

1992



DEPARTMENT OF DEFENSE
 Military Installations and Properties
 Used by U.S. Forces in Foreign Areas
 September 1991

	Army	Navy	Air Force	Marines	Total
AUSTRALIA	0	1	1	0	2
BELGIUM	1	0	0	0	1
BERMUDA	0	1	0	0	1
CANADA	0	1	0	0	1
CUBA	0	1	0	0	1
DIEGO GARCIA	0	1	0	0	1
GERMANY, FEDERAL REP OF	15	0	0	0	1
GREECE	0	0	8	0	23
GREENLAND	0	0	1	0	1
ICELAND	0	0	1	0	1
ITALY	0	1	0	0	1
JAPAN	2	2	2	0	6
KOREA, REPUBLIC OF	2	6	3	3	14
NETHERLANDS	4	0	2	0	6
PANAMA	1	0	1	0	2
PHILIPPINES	1	2	1	0	4
PORTUGAL	0	3	0	0	3
SPAIN	0	0	1	0	1
TURKEY	0	1	1	0	2
UNITED KINGDOM	2	0	4	0	6
TOTAL	1	3	10	0	14
	29	23	36	3	91



DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
Used by U.S. Forces in Foreign Areas
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
AUSTRALIA									
Navy									
NAV COMMSTA, HAROLD E HOLT	EXMOUTH		3	364	170	534	18155		COMMUNICATIONS/END OPS
Air Force									
WOOMERA AIR STATION	WOOMERA		2	201	73	274	33		ELECTRONICS SITE
BERMUDA									
Navy									
NAVAL AIR STATION, BERMUDA	BERMUDA		2	1156	412	1568	1453		PATROL AIRCFT/REDUCE OPS
BELGIUM									
Army									
80TH ASG	MONS		2	2079	1974	4053	1235		HQ/ADMIN
CANADA									
Navy									
NAVAL FACILITY, ARGENTIA	ARGENTIA, N' LAND		3	474	247	721	9066		OCEAN RESEARCH/REDUCE OPS
CUBA									
Navy									
NAV STATION, GUANTANAMO BAY	GUANTANAMO BAY		2	2484	1299	3783	28817		OPERATING BASE
DIEGO GARCIA									
Navy									
NAVAL SUPPORT FACILITY	DIEGO GARCIA		3	1492	1845	3337	7000		SUPPORT ACTIVITIES

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
Used by U.S. Forces in Foreign Areas
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
GERMANY, FEDERAL REP OF									
Army									
SETAF	ARGYROUPOLIS		3	80	153	233	8		HQ/ADMIN
53RD ASG	BAD KREUZNACH		1	13340	9378	22718	4764		HQ/ADMIN
BERLIN	BERLIN		1	3271	3283	6554	2078		HQ/ADMIN
543RD ASG	BREMERHAVEN		2	4194	3246	7440	906		HQ/ADMIN
54TH ASG	BRUNSSUM, NE		2	428	1131	1559	1524		HQ/ADMIN
103RD ASG	FRANKFURT		1	13607	11991	25598	4783		HQ/ADMIN
100TH ASG	GRAFENWOEHR		1	13512	6878	20390	114223		HQ/ADMIN
ARMED FORCES REC CENTER	GRAMISCH		3	93	368	461	239		RECREATION
104TH ASG	HANAU		1	22998	7245	30243	21781		HQ/ADMIN
26TH ASG	HEIDELBERG		1	18802	17203	36005	18312		HQ/ADMIN
29TH ASG	KAISERSLAUTERN		1	11470	15886	27356	12898		HQ/ADMIN
MUNICH	MUNICH		2	828	2254	3082	378		HQ/ADMIN
99TH ASG	NUERNBERG		1	18104	8496	26600	22403		HQ/ADMIN
6TH ASG	STUTTART		1	7671	5289	12960	4442		HQ/ADMIN
98TH ASG	WUERZBURG		1	14980	5227	20207	23520		HQ/ADMIN
Air Force									
TEMPELHOF CENTRAL AIRPORT AS	BERLIN		2	599	784	1383	923		7350 AIR BASE GROUP
BITBURG AIR BASE	BITBURG		1	4077	809	4886	1661		36 FIGHTER WING
RHEIN MAIN AIR BASE	FRANKFURT		1	4527	989	5516	908		435 AIRLIFT WING
RAMSTEIN AIR BASE	LANDSTUHL		1	7985	3111	11096	5235		USAFE HQ/86 FIGHTER WING
HAHN AIR BASE	LAUTZENHAUSEN		1	1564	430	1994	1828		50 COMM SQ
SEMBACH AIR BASE	SEMBACH		1	1791	542	2333	1143		66 ELECTRONIC COMBAT WING
SPANGDAHLEM AIR BASE	SPANGDAHLEM		1	3898	579	4477	1350		52 FIGHTER WING
LINDSEY AIR BASE	WIESBADEN		2	1623	333	1956	107		7100 COMBAT SUPPORT WING
GREENLAND									
Air Force									
THULE AIR BASE	THULE		2	137	1234	1371	274862		MIS WARN/SATELITE TRK
GREECE									
Air Force									
IRAKLION AIR BASE	GOJRNES		2	802	467	1269	233		7276 AIR BASE GROUP

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
Used by U.S. Forces in Foreign Areas
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
ICELAND									
Navy									
NAVAL STATION, KEFLAVIK	KEFLAVIK		1	3452	1020	4472	23339		FLT SUPPORT/PATROL AIRCRAFT
ITALY									
Army									
8TH ASG	LIVORNO		2	1066	855	1921	2872		HQ/ADMIN
22ND ASG	VICENZA		2	2879	1553	4432	270		HQ/ADMIN
Navy									
NAVAL SUPPORT ACTIVITY	NAPLES		3	4079	1053	5132	177		FLEET SUPPORT/HOSP
NAVAL AIR STATION, SIGONELLA	SIGONELLA		1	2934	1129	4063	651		PATROL/FLEET AIRCRAFT
Air Force									
SAN VITO AIR BASE	BRINDISI		2	1479	250	1729	321		7275 AIR BASE GROUP
AVIANO AIR BASE	PORDENONE		1	1840	490	2330	1150		40 TAC SUPPORT WING
JAPAN									
Army									
17TH ASG	CAMP ZAMA		2	913	3373	4286	2272		HQ/ADMIN
10TH ASG	TORII STATION		2	594	736	1330	1030		HQ/ADMIN
Navy									
NAVAL AIR FACILITY, ATSUGI	ATSUGI		2	2845	870	3715	1771		RECONNAISSANCE AIRCRAFT
NAVAL HOSPITAL OKINAWA	CHATAN		2	643	108	751	0		HEALTH CARE
NAV FLEET ACTIVITIES, SASEBO	SASEBO		2	2771	3989	6760	8386		ORDNANCE SUPPORT
NAV COMM STA, JAPAN	YOKOSUKA		3	597	237	834	1167		COMMUNICATIONS
NAV FLEET ACTIVITY, YOKOSUKA	YOKOSUKA		1	9381	340	9721	3400		FLEET SUPPORT
NAV SHIP REPAIR FAC, YOKOSUKA	YOKOSUKA		1	29	1819	1848	0		FLEET MAINTENANCE
Air Force									
KADENA AIR BASE	KOZA CITY		1	8336	2813	11149	12561		18 WING
MISAWA AIR BASE	MISAWA		1	5472	1043	6515	3879		432 FIGHTER WING
YOKOTA AIR BASE	TOKYO		1	4989	2080	7069	4013		475 AIR BASE WING

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
Used by U.S. Forces in Foreign Areas
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
Marine Corps									
MARINE CORPS AIR STA, FUTENMA	FUTENMA, OKINAWA		1	3763	51	3814	1188		HELO TRNG/OPER SUPPORT
MARINE CORPS BASE, CAMP BUTLE	FUTENMA, OKINAWA		1	23821	2292	26113	45120		TRAINING/OPER SUPPORT
MARINE CORPS AIR STA, IWAKUNI	IWAKUNI		1	3300	847	4147	6590		JET TRAINER/OPER SUPPORT
KOREA, REPUBLIC OF									
Army									
20TH ASG/AREA IV	CAMP HENRY		1	3374	6162	9536	3603		HQ/ADMIN
23RD ASG/AREA III	CAMP HUMPHREYS		1	4413	1995	6408	1424		HQ/ADMIN
501ST CSG/AREA I	CAMP RED CLOUD		1	19500	6043	25543	48260		HQ/ADMIN
34TH ASG/AREA II	YONGSAN		1	8090	10249	18339	1719		HQ/ADMIN
Air Force									
KUNSAN AIR BASE	KUNSAN		1	2793	477	3270	2577		8 FIGHTER WING
OSAN AIR BASE	SONGTAN		1	9189	1054	10243	8514		51 FIGHTER WING
NETHERLANDS									
Army									
54TH ASG	BRUNSSUM		3	1230	717	1947	26		HQ/ADMIN
Air Force									
SOESTERBERG AIR BASE	SOESTERBERG		1	1446	205	1651	693		32 FIGHTER GROUP
PANAMA									
Army									
U.S. ARMY GARRISON, PANAMA	FORT CLAYTON		1	8595	6406	15001	63443		HQ/ADMIN
Navy									
NAV SECURITY GP ACT, GALETA	GALETA ISLAND		3	343	38	381	707		COMMUNICATIONS
NAVAL STATION, PANAMA CANAL	RODMAN		3	992	492	1484	3166		OPERATING BASE
Air Force									
HOWARD AIR FORCE BASE	BALBOA		1	2190	728	2918	13553		AIR FORCES PANANMA

DEPARTMENT OF DEFENSE
 LIST OF MILITARY INSTALLATIONS
 Used by U.S. Forces in Foreign Areas
 September 30, 1991

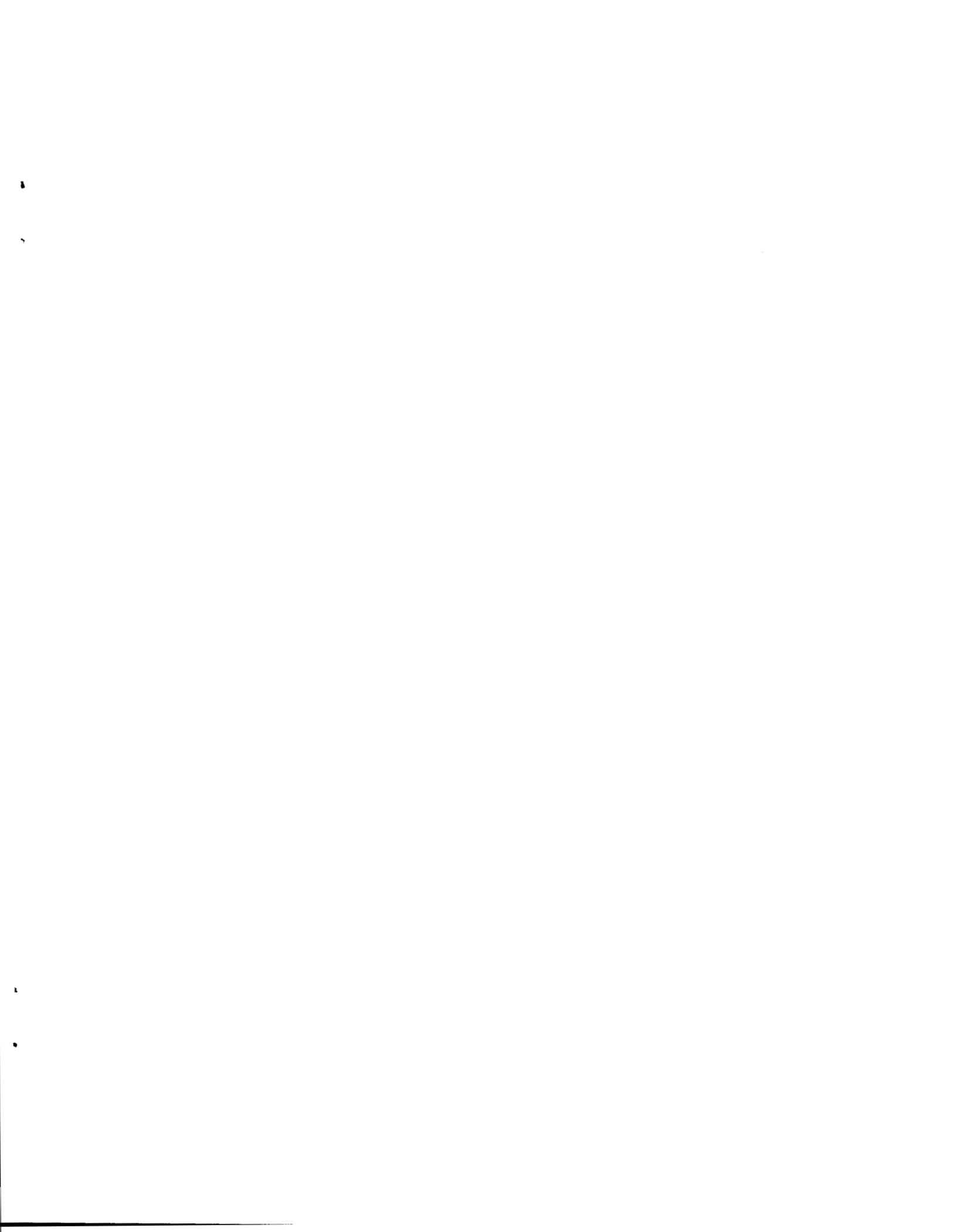
Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
PORTUGAL									
Air Force									
LAJES FIELD AIR BASE	LAJES		1	2876	1035	3911	1171		1605 SUPPORT WING
PHILIPPINES									
Navy									
NAV SHIP REPAIR FAC, SUBIC BA	SUBIC BAY		1	122	4576	4698		0	FLEET MAINTENANCE
NAVAL SHIP REPAIR FAC, CUBI P	SUBIC BAY		2	2972	860	3832		0	ATTACK/ASW AIRCRAFT
NAVAL SHIP REPAIR FAC, SUBIC	SUBIC BAY		1	3496	1653	5149	15000		NAVAL STATION/TO CLOSE 92
SPAIN									
Navy									
NAVAL STATION, ROTA	ROTA		2	3435	1342	4777	6776		OPS/AIR BASE/REDUCE OPS
Air Force									
TORREJON AIR BASE	MADRID		1	1172	595	1767	3707		401 FIGHTER WING
TURKEY									
Army									
SETAF	CAKMAKLI		3	342	331	673		83	HQ/ADMIN
U.S. ARMY FIELD STATION	SINOP		3	25	1	26		382	COMMO
Air Force									
INCIRLIK AIR BASE	ADANA		1	2636	1342	3978	3476		39 TACTICAL GROUP
ANKARA AIR STATION	ANKARA		2	522	648	1170		155	SUPPORT STATION
PIRINCLIK AIR STATION	DIYARBAKIR		2	115	474	589		176	ELECTRONICS STATION
IZMIR AIR STATION	IZMIR		2	466	544	1010		21	SUPPORT STATION

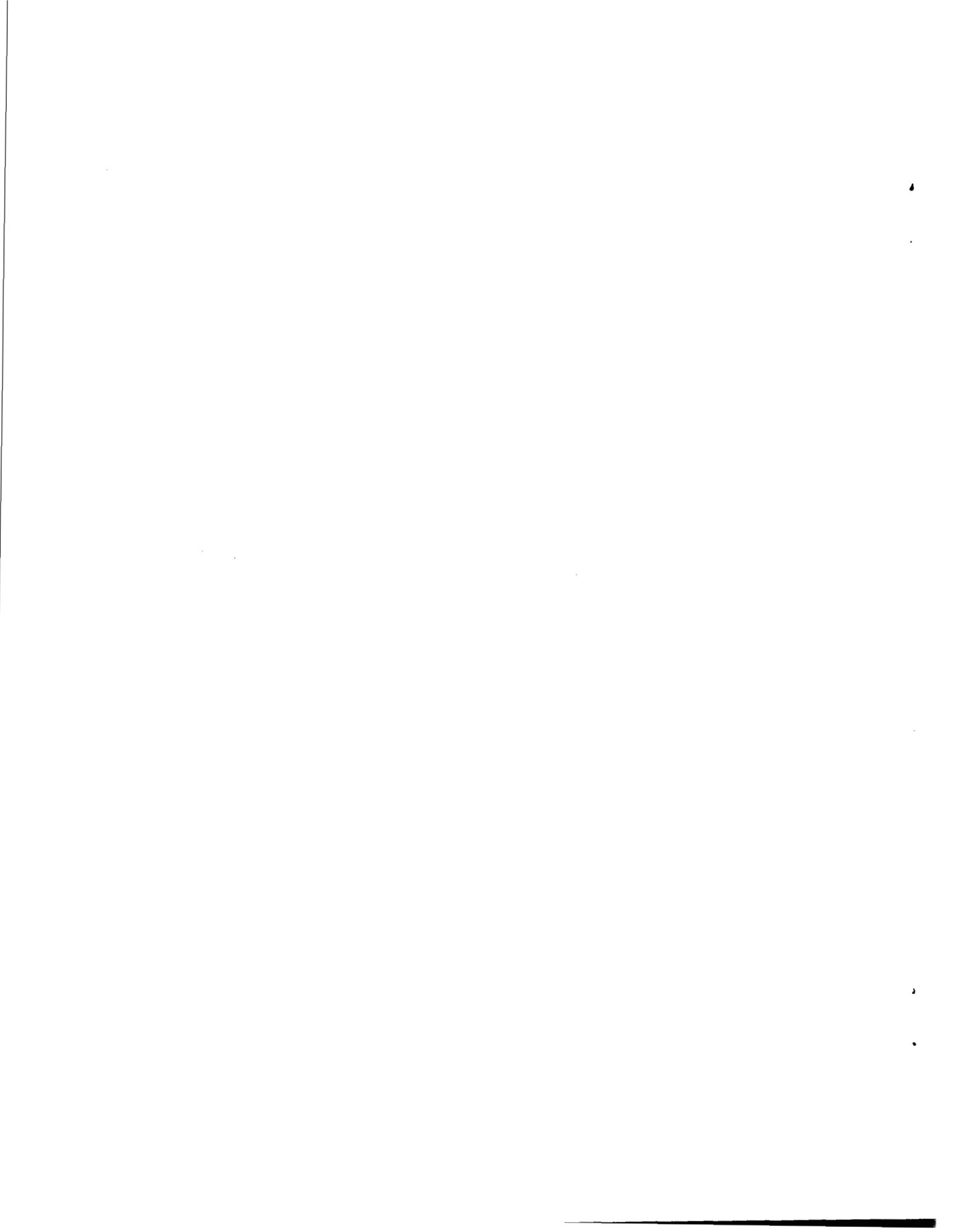
UNITED KINGDOM

Army

DEPARTMENT OF DEFENSE
LIST OF MILITARY INSTALLATIONS
Used by U.S. Forces in Foreign Areas
September 30, 1991

Installation Name	City	Zip	Cat Code	Mil	Civ	Tot	Size	BRAC	Major Function
47TH ASG	BURTONWOOD		3	39	819	858	1735		OTHER
Navy									
NAVAL SECURITY GP ACT, EDZELL	EDZELL, SCOTLAND		3	833	234	1067	457		COMMUNICATIONS
NAVAL SUPPORT ACT, SCOTLAND	HOLY LOCH		3	1970	73	2043	70		FLEET SUPPORT/END OPS
NAVAL ACTIVITIES, U.K.	LONDON		3	1266	332	1598	38		FLEET, SHORE ESTAB. SUPPORT
Air Force									
RAF ALCONBURY	ALCONBURY		1	2180	476	2656	1465		39 SPECIAL OPS WING
RAF CROUGHTON	CROUGHTON		2	310	52	362	694		2130 COMMUNICATIONS GP
RAF BENTWATERS	EYKE		1	3148	504	3652	1089		81 FIGHTER WING
RAF FAIRFORD	FAIRFORD		2	88	119	207	1785		STANDBY BASE
HIGH WYCOMBE AIR STATION	HIGH WYCOMBE		2	221	75	296	109		SUPPORT ACTIVITIES
RAF LAKENHEATH	LAKENHEATH		1	3281	743	4024	2376		48 FIGHTER WING
RAF MILDENHALL	MILDENHALL		1	3166	715	3881	1144		100 AIR REFULING WG
RAF CHICKSANDS	SHEFFORD		2	1267	162	1429	411		7274 AIR BASE GROUP
RAF UPPER HEYFORD	UPPER HEYFORD		1	3903	647	4550	2126		20 FIGHTER WING
RAF WOODBRIDGE	WOODBRIDGE		2	165	0	165	994		78/91 FIGHTER SQS







BRAC '95:

Holding the Line



Governor Pete Wilson

San Diego, California

December 8, 1994





GOVERNOR'S OFFICE

December 8, 1994

Dear Seminar Participant:

Welcome to the California strategy seminar on Holding the Line against base closures and realignments in 1995. The highly qualified speakers and panelists should aid California communities with the development of winning strategies to avert the economic and social losses brought about by major base closures and realignments.

California has been more severely impacted by previous rounds of base closures than any other state. Our combined net military and civilian job loss from closures announced in 1988, 1991, and 1993 has equaled 69% of the total job loss in the nation. This is a trend that I do not want repeated when the final round of closures authorized under federal law occurs in 1995.

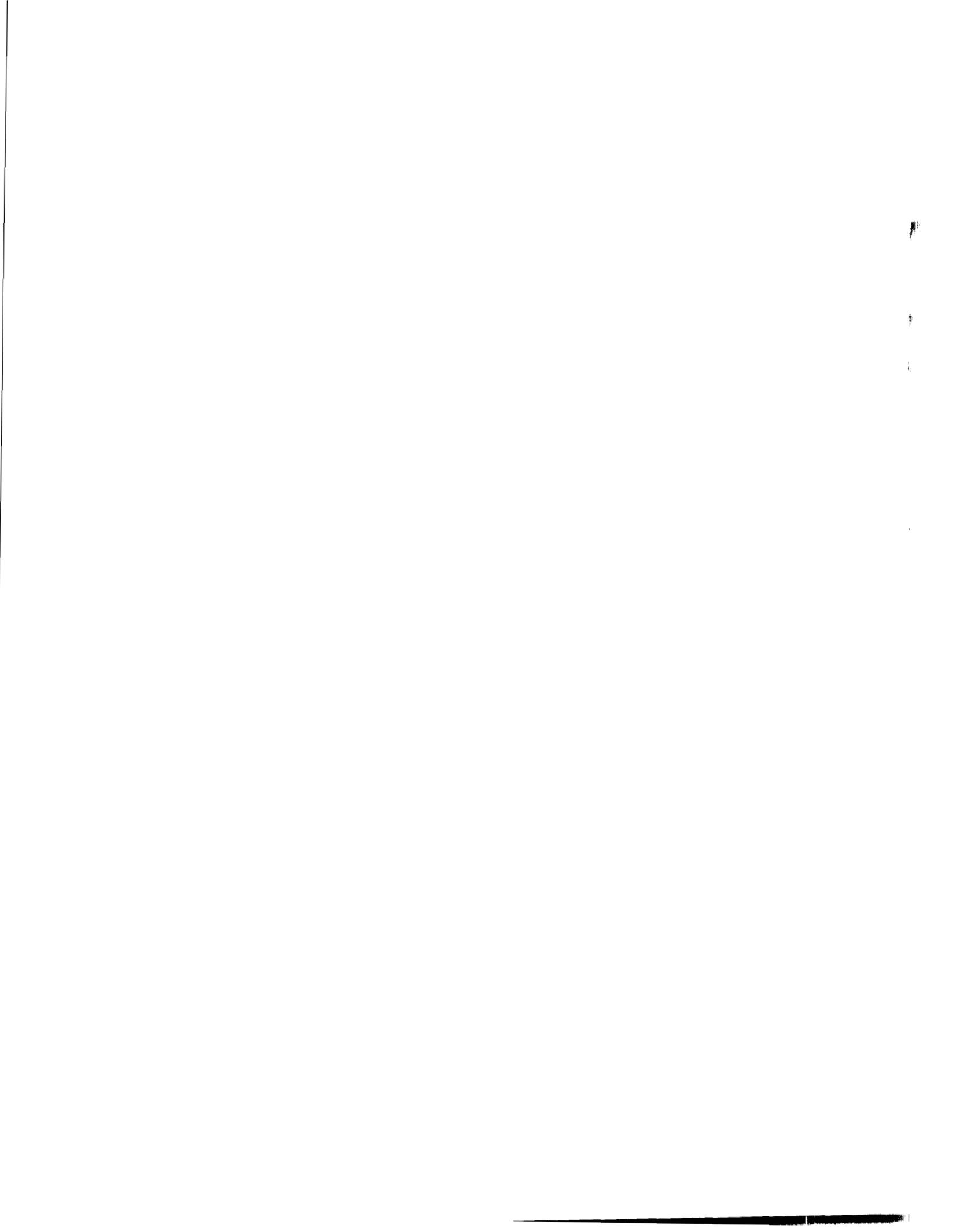
This seminar is an important step in my support of local community initiatives to retain critical military facilities. It will complement the ongoing efforts of my newly appointed Military Advisory Council, chaired by General Michael P.C. Carns (USAF, ret.), and Judy Ann Miller, Director of Military Base Retention in my Office of Planning and Research.

I look forward to working with you in the coming months to protect the military interests of California and the nation.

Sincerely,

A handwritten signature in cursive script that reads "Pete Wilson".

PETE WILSON



Speaker

Biographies



LEE A. GRISSOM

*The Governor's Senior Advisor For Economic Development
and Director of the Office of Planning and Research*

EDUCATION

B.A. Public Administration, San Diego State University (1969)
Master of City Planning, San Diego State University (1971)

PROFESSIONAL EXPERIENCE

*July 1992 - Present Governor Pete Wilson's Senior Advisor for Economic Development
and Director of the Office of Planning And Research*

A member of the Governor's Cabinet, his responsibilities include:

- Advise the Governor on significant economic and international issues facing California's diverse business community.
- Identify and promote programs to expand California's economy.
- Represent the Governor as his principal liaison to the California Business Community.
- Serves as Executive Director of the Governor's Council of Economic Advisors (Chaired by Dr. George Shultz).
- Is the lead State official for the redevelopment of military bases.
- Serves on California Council on Defense Industry Conversion.
- Serves as a Member of the California Housing Finance Agency.

*December 1991 - June 1992 Executive Director
Council on California Competitiveness*

Appointed by Governor Wilson as Executive Director of the Council on California Competitiveness. Working with Council Chairman Peter Ueberroth, coordinated an in-depth study of California's economic problems with specific recommendations for corrective actions. The final report, *California's Jobs and Future*, was presented to the State legislature on April 23, 1992, and became the cornerstone of the Governor's strategy to achieve the "California Comeback."

PROFESSIONAL EXPERIENCE:

(continued)

September 1975 - July 1992 *President & Chief Operating Officer,
Greater San Diego Chamber of Commerce*

Selected milestones during tenure include:

- Establishing the Chamber as an articulate, informed, tenacious advocate that was the focal point of business leadership for the region.
- Expanding facilities from a 6,200 square-foot downtown office to a 12,750 square-foot main office and a 4,000 square-foot satellite office in the northern part of the county.
- Organized and led Leadership/Trade Missions to more than fifty countries.
- Initiated the Border Forum to assure continuing dialogue and joint action programs with Tijuana and Baja California business leadership.
- Created Motion Picture and Television Bureau in 1976, to encourage the development of this industry in San Diego. Bureau ranked second finest in U.S. (behind State of Florida), and #1 among city bureaus.
- Created Small Business Development Center which Senator Roberti and Assemblyman Katz used as prototype for SB 1255, signed by Governor Deukmejian in 1989, which created 27 similar centers throughout California. In 1991, the Federal Small Business Administration joined the State Department of Commerce in funding the Center, allowing for a substantial expansion of its activities.
- Organized 67 campaign committees on local ballot issues. Personally chaired successful campaigns for new Convention Center (opened 1989); \$340 million expansion of U.S. Naval Hospital in Balboa Park (opened 1987); complete reorganization of County Government with appropriate Charter Amendments (1984); and the banning of public employee strikes (1979), among others.

August 1974 to Sept. 1975: *General Manager,
San Diego Chamber of Commerce*

June 1973 to August 1974: *Manager, Planning Division,
San Diego Chamber of Commerce*

Sept. 1965 to June 1973: *Senior Research Associate
Western Behavioral Sciences Institute, La Jolla, California*

Directed several projects studying urban problems, published fifty articles and papers on the research conclusions; and Consultant to San Diego Police Department in development of community-oriented policing techniques.

RELATED EXPERIENCE

January 1972 to Sept. 1975 *KPBS-TV, San Diego*

Produced, wrote and served as host of more than 150 television programs, including the CITY GAME series, focusing on major city planning issues facing the San Diego region.

COMMUNITY INVOLVEMENT HAS INCLUDED :

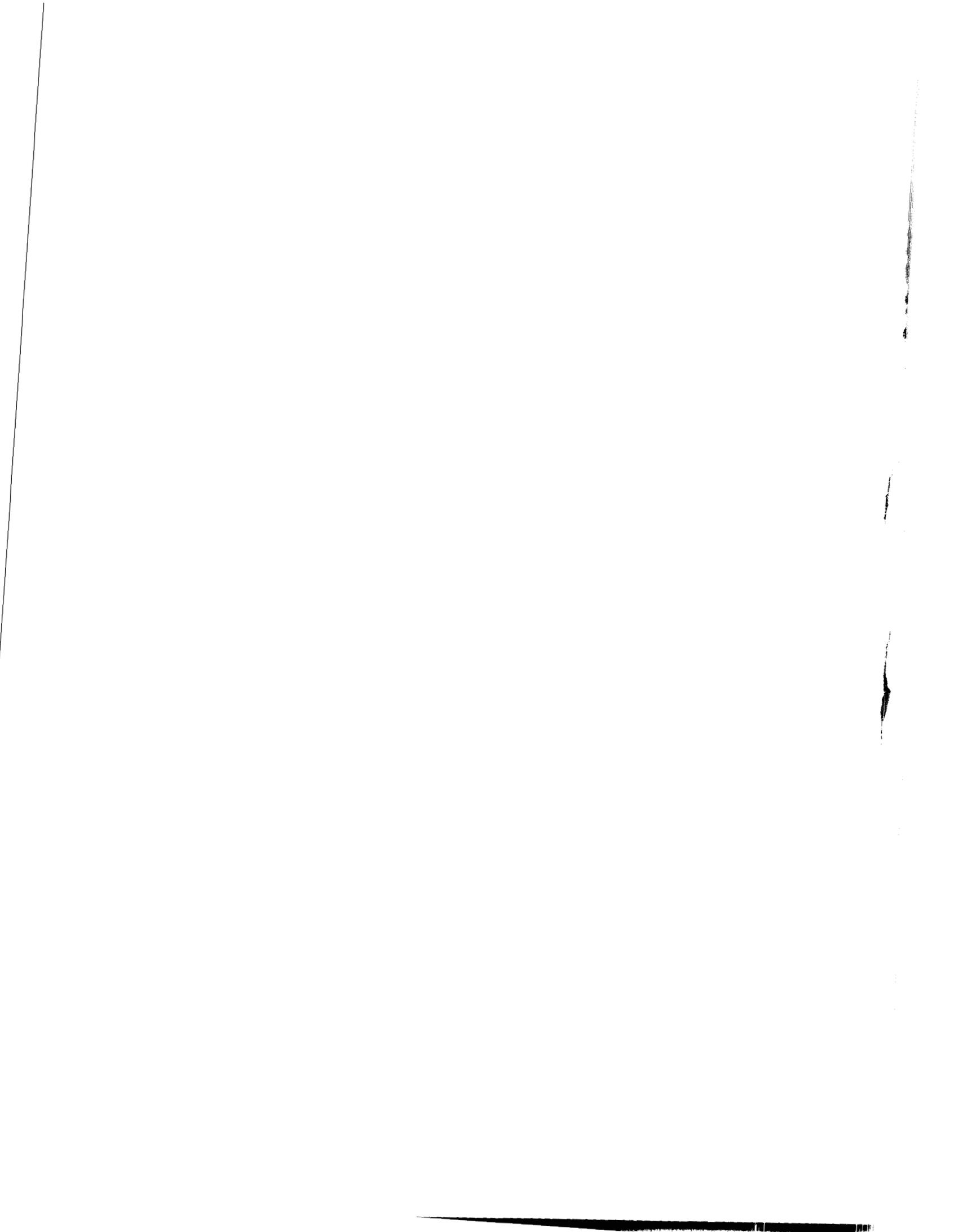
- Member, Board of Trustees, California State University System, 1984-1991
 - Chaired Legislative Committee (3 years);
 - Chaired Committee on Collective Bargaining;
 - Chaired Committee on Honorary Doctorates;
 - Chaired Presidential Selection Committee for CSU Long Beach;
 - Vice Chair of Finance Committee, among others
- Member, America's Cup Organizing Committee, 1987-1992
- Member, Board of Directors, San Diego Economic Development Corporation, 1975-1992
- Member, Executive Committee, 1988 Super Bowl Task Force
- Chair, City of San Diego Housing Commission, 1983-1986; Member 1982 (appointed by Mayor Pete Wilson)
- Member, Superior Court-appointed "Quality of Education Task Force," San Diego City Schools
- Founding Member, San Diego County International Trade Commission
- Member, Board of Directors, California Maritime Academy

HONORS AND AWARDS

- 1987 Alumnus of the Year, San Diego State University
- Mayor's Award for Civic Leadership, presented with the State of the City Message 1990
- One of "Ten Outstanding Young Men in America" – U.S. Jaycees 1978
- One of "Five Outstanding Young Men in California" – California Jaycees 1977
- San Diego's "Outstanding Young Citizen of 1976" – San Diego Jaycees
- "Headliner of the Year" Award – San Diego Press Club – 1977
- Greater San Diego Industry-Education Council Chairman's Award for "Outstanding Contributions Ensuring Excellence in Education" – 1985
- St. Vincent de Paul Center honoree for outstanding contributions to the homeless in San Diego
- Sales & Marketing Executives of San Diego Award for Leadership and Professionalism – 1987
- CSU award for outstanding leadership and contributions to the establishment of the CSU San Marcos
- Founders Award from Central City Association for leadership in redevelopment of downtown San Diego – 1992

RELATED INFORMATION

During tenure as Chamber President, the regional economy was substantially diversified and grew from \$8.8 billion in 1975, to \$62.7 billion in 1992. A Chamber objective of revitalizing downtown was accomplished. A program to expand international trade resulted in an increase from 290 to 1700, the number of local firms involved in foreign commerce.



DAVID S. LYLES
Staff Director
Defense Base Closure and Realignment Commission

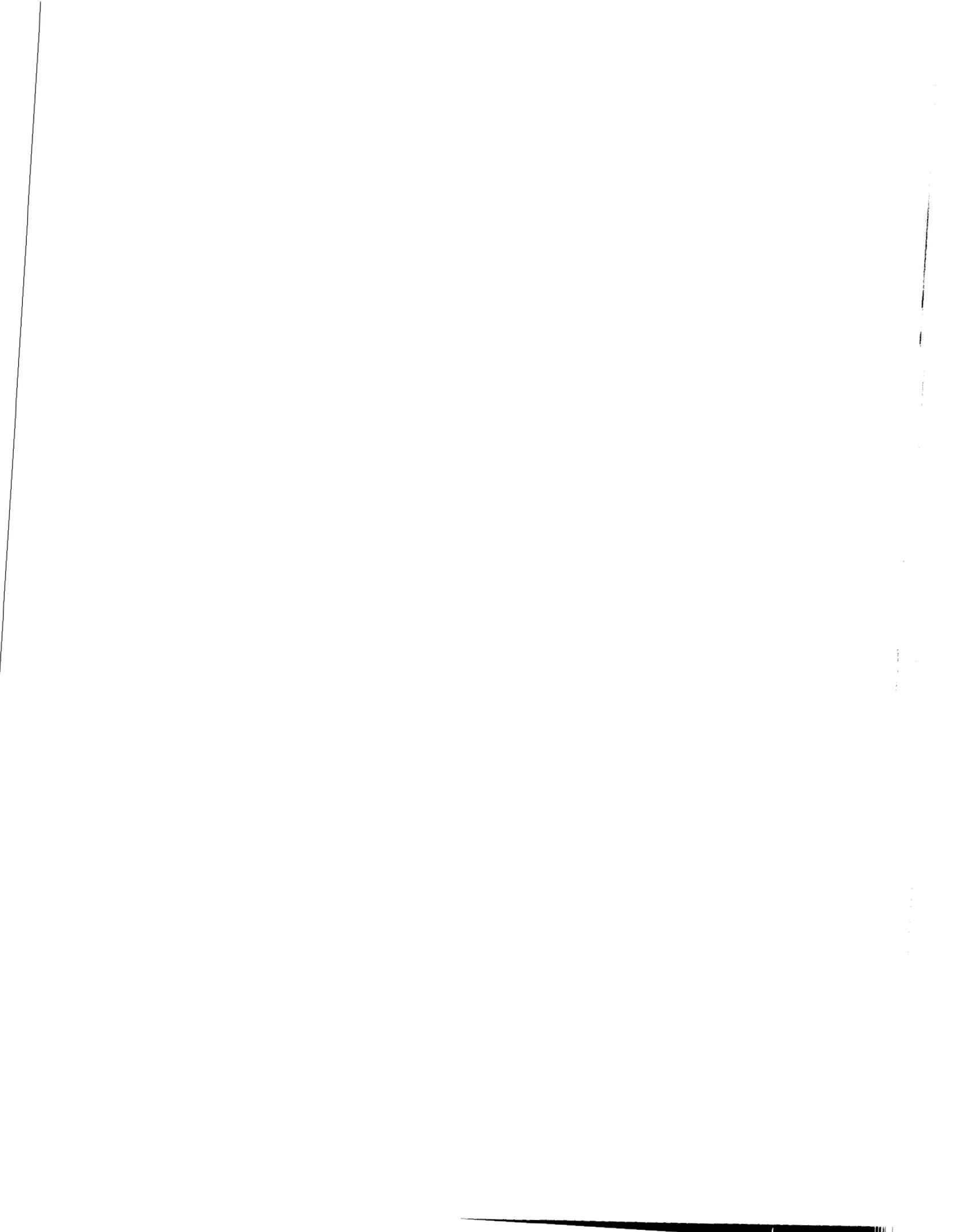
David Lyles is the Staff Director of the Defense Base Closure and Realignment Commission, the independent eight-member panel established by law to review military base closure and realignment recommendations of the Secretary of Defense and make independent recommendations to the President. As Staff Director, Mr. Lyles oversees all Commission activities.

Congress established the Commission in 1990 to ensure that the process of closing and realigning military installations within the United States would be fair, timely and open to the public. The Defense Base Closure and Realignment Act of 1990 (Public Law 101-510) calls for base closure rounds in 1991, 1993, and 1995. The Commission since 1991 has recommended the closure of 164 U.S. military installations and the realignment of 93 others.

Mr. Lyles was named Staff Director of the Commission on November 1, 1994.

Prior to his service with the Commission, Mr. Lyles was the Deputy Staff Director of the Committee on Armed Services of the United States Senate. Mr. Lyles has also served in the Office of the Secretary of Defense; on the staff of the Committee on Appropriations of the United States Senate; and in the budget office of the U.S. Air Force.

Mr. Lyles received a Bachelor of Arts degree in history from Oberlin College and an Master of Arts degree in history from the University of Wisconsin, Madison.



CECE CARMAN
DIRECTOR OF CONGRESSIONAL AND INTERGOVERNMENTAL AFFAIRS
DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Cece Carman is the Director of Congressional and Intergovernmental Affairs for the Defense Base Closure and Realignment Commission. She directs the liaison between the Commission, Members of Congress, community representatives, and state and local officials. Prior to joining the Commission staff, Ms. Carman worked for Senator Sam Nunn on his personal staff as his military legislative assistant.

Ms. Carman received her Bachelor of Arts degree in Political Science from the University of Georgia in August, 1987 and joined Senator Nunn's staff in October, 1987. Ms. Carman held several positions in Senator Nunn's office, including case worker, projects director, and legislative assistant. She has been with the Commission since July, 1994.



Biography

Douglas B. Hansen

Principal Director, Installations
Office of the Secretary of Defense

Doug Hansen is the Principal Director for Installations within the Office of the Deputy Assistant Secretary of Defense (Installations). Installations is responsible for stewardship of the Department of Defense's worldwide military installations and for ensuring that DoD's infrastructure is properly sized for the reduced force structure it supports. Installations is focused on achieving three objectives: to support military readiness and quality of life with efficient, high-quality facilities at lowest life-cycle cost; to use the domestic base closure and overseas base return processes to properly size the Department's base structure; and, to improve installation management in the face of changing requirements while meeting energy and environmental mandates.

Doug was the Director for Base Closure and Utilization within the Office of the Secretary of Defense before assuming his current position. Previous to that, he was the Executive Secretary and Director of Research for the 1988 Defense Secretary's Commission on Base Realignment and Closure.

Doug's other government service includes four years as Director for Installation Services in the Office of the Deputy Assistant Secretary of Defense for Installations where he was responsible for quality service contracting and for the Department of Defense's implementation of OMB Circular A-76 (The Commercial Activities Program). Before joining the Office of the Secretary of Defense, Doug was the Marine Corps' Commercial Activities Program Manager for over three years.

Doug has also served as a statistician with the Military Sealift Command (MSC), Department of the Navy and as the Director, Payment Certification Division, also with the Military Sealift Command. While employed as a statistician with MSC, Doug was the program manager for the Command's Management by Objectives Program.

Doug has a Bachelor of Science Degree from Montana State University, Bozeman, Montana, in Statistics and a Masters Degree from the American University, Washington, D.C., in Public Financial Management. Doug has also completed the Senior Managers in Government Program at Harvard University.

Doug is a member of the American Society of Military Comptrollers and the Federal Executive Institute Alumni Association.



Military Assistance

Council

and

Director of Office of Military

Base Retention



EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA



EXECUTIVE ORDER W-87-94

WHEREAS, Congress passed the Base Realignment and Closure Act to reduce the cost of military bases; and

WHEREAS, California has already been targeted for closure of 22 military bases by three proceedings the Base Realignment and Closure Commission; and

WHEREAS, these closures will eliminate 200,000 direct and indirect California jobs; and

WHEREAS, these closures will remove \$7 billion in economic activity from the State; and

WHEREAS, the fourth and final round of base closures and realignment is currently being inaugurated; and

WHEREAS, the Governor's Office of Planning and Research successfully assisted California communities in removing seven bases from the 1993 closure list, saving 50,000 jobs;

NOW, THEREFORE, I, PETE WILSON, Governor of the State of California, direct the Governor's Office of Planning and Research to coordinate the State effort to assist local communities in developing strategies to protect California bases from further closings.

IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this 4th day of May 1994.


Governor of California

ATTEST:


Acting Secretary of State





Biography

United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330-1000

GENERAL MICHAEL P.C. CARNS

General Michael P.C. Carns is vice chief of staff, Headquarters U.S. Air Force, Washington, D.C.

General Carns was born June 23, 1937, in Junction City, Kan., and graduated from St. John's High School, Washington, D.C., in 1955. He earned a bachelor of science degree from the U.S. Air Force Academy in 1959 and a master's degree in business administration from Harvard University in 1967. The general completed Squadron Officer School in 1963 and the Royal College of Defence Studies, London, in 1977.

He was commissioned as a second lieutenant upon graduation from the academy. He completed primary pilot training in March 1960 at Graham Air Base, Fla., and basic pilot training at Laredo Air Force Base, Texas, in September 1960. After pilot instructor training at Randolph Air Force Base, Texas, General Carns returned to Laredo, where he served as a flight instructor. From December 1961 until June 1962 he was aide to the commander, Air Reserve Records Center, Denver. He then served as aide to the commander, 4th Air Force Reserve Region, Randolph, until July 1963, when he began a two-year tour of duty as an air operations officer there.



After graduation from Harvard University in 1967, General Carns was assigned to the 476th Tactical Fighter Squadron, George Air Force Base, Calif., flying F-4s. In January 1968 he transferred to the 40th Tactical Fighter Squadron, Eglin Air Force Base, Fla., again flying F-4s. From August 1968 to September 1969 he was assigned to the 469th Tactical Fighter Squadron, Korat Royal Thai Air Force Base, Thailand, where he flew 200 combat missions in the F-4E.

Upon his return to the United States in September 1969, he was assigned as a plans and programs officer with the Air Staff, Air Force headquarters. He later was aide to the Air Force chief of staff.

From September 1973 to May 1975 General Carns commanded the 613th Tactical Fighter Squadron, 401st Tactical Fighter Wing, Torrejon Air Base, Spain. He then was assigned for almost two years as special assistant to the chief of staff, Supreme Allied Commander Europe, Supreme Headquarters Allied Powers Europe, Mons, Belgium. After completing the Royal College of Defence Studies, the general was assigned to the 81st Tactical Fighter Wing, Royal Air Force Station Bentwaters, England, as deputy commander for operations.

He returned to the United States in March 1979 and took command of the 354th Tactical Fighter Wing, Myrtle Beach Air Force Base, S.C. The general moved to Nellis Air Force Base, Nev., in October 1980 as commander of the 57th Fighter Weapons Wing. In June 1982 he became director of operations, J-3, Rapid Deployment Joint Task Force, later redesignated U.S. Central Command, MacDill Air Force Base, Fla. He became deputy chief of staff for plans, Headquarters Pacific Air Forces, Hickam Air Force Base, Hawaii, in July 1984, and deputy chief of staff for operations and intelligence in June 1985. In July 1986 he assumed command of 13th Air Force, Clark Air Base, Philippines. In June 1987 he was assigned as deputy commander in chief and chief of staff, U.S. Pacific

Command, Camp H.M. Smith, Hawaii. He became director, the Joint Staff, Washington, D.C., in September 1989. He assumed his present position in May 1991.

The general is a command pilot with more than ^{7,000}~~6,400~~ flying hours. His military awards and decorations include the Defense Distinguished Service Medal with oak leaf cluster, Distinguished Service Medal, Silver Star, Defense Superior Service Medal, Legion of Merit with three oak leaf clusters, Distinguished Flying Cross, Air Medal with 10 oak leaf clusters, Air Force Commendation Medal and the Government of the Philippines Outstanding Achievement Medal.

He was promoted to general May 16, 1991, with same date of rank.

General Carns is married to the former Victoria Greco of Washington, D.C. They have two children, Michelle and Marc.

PERSONAL FACT SHEET - GENERAL MICHAEL P.C. CARNS

A. PERSONAL DATA

1. Born - June 23, 1937, Junction City, Kan.
2. Wife - Victoria
3. Children - Michelle and Mark

B. EDUCATION

Graduated - U.S. Air Force Academy, bachelor of science degree, 1959; Harvard University, master of business administration degree, 1967; Royal College of Defence Studies, London, 1977.

C. SERVICE

1. June 1959 - March 1960 - student, primary pilot training, Graham Air Base, Fla.
2. March 1960 - September 1960, student, basic pilot training, Laredo Air Force Base, Texas.
3. September 1960 - December 1961, flight instructor, Laredo Air Force Base, Texas.
4. December 1961 - June 1962, aide to the commander, Air Reserve Records Center, Denver.
5. June 1962 - July 1963, aide to the commander, 4th Air Force Reserve Region, Randolph Air Force Base, Texas.
6. July 1963 - September 1965, air operations officer, 4th Air Force Reserve Region, Randolph Air Force Base, Texas.
7. June 1967 - January 1968, F-4 pilot, 476th Tactical Fighter Squadron, George Air Force Base, Calif.
8. January 1968 - August 1968, F-4 pilot, 40th Tactical Fighter Squadron, Eglin Air Force Base, Fla.
9. August 1968 - September 1969, F-4 pilot, 469th Tactical Fighter Squadron, Korat Royal Thai Air Force Base, Thailand.
10. September 1969 - October 1970, plans and programs officer, Headquarters U.S. Air Force, Washington, D.C.
11. November 1970 - August 1973, aide to the Air Force chief of staff, Headquarters U.S. Air Force, Washington, D.C.
12. September 1973 - May 1975, commander, 613th Tactical Fighter Squadron, 401st Tactical Fighter Wing, Torrejon Air Base, Spain.
13. May 1975 - December 1976, special assistant to the chief of staff, Supreme Allied Commander Europe, Supreme Headquarters Allied Powers Europe, Mons, Belgium.
14. January 1978 - March 1979, deputy commander for operations, 81st Tactical Fighter Wing, Royal Air Force Station Bentwaters, England.
15. March 1979 - October 1980, commander, 354th Tactical Fighter Wing, Myrtle Beach Air Force Base, S.C.
16. October 1980 - June 1982, commander, 57th Fighter Weapons Wing, Nellis Air Force Base, Nev.
17. June 1982 - July 1984, director of operations, J-3, Rapid Deployment Joint Task Force, later redesignated U.S. Central Command, MacDill Air Force Base, Fla.
18. July 1984 - June 1985, deputy chief of staff for plans, Headquarters Pacific Air Forces, Hickam Air Force Base, Hawaii.
19. June 1985 - July 1986, deputy chief of staff for operations and intelligence, Headquarters Pacific Air Forces, Hickam Air Force Base, Hawaii.
20. July 1986 - June 1987, commander, 13th Air Force, Clark Air Base, Philippines.
21. June 1987 - September 1989, deputy commander in chief and chief of staff, U.S. Pacific Command, Camp H.M. Smith, Hawaii.
22. September 1989 - May 1991, director, Joint Staff, Washington, D.C.
23. May 1991 - present, vice chief of staff, Headquarters U.S. Air Force, Washington, D.C.

D. DECORATIONS AND SERVICE AWARDS

Defense Distinguished Service Medal with oak leaf cluster
Distinguished Service Medal
Silver Star
Defense Superior Service Medal
Legion of Merit with three oak leaf clusters
Distinguished Flying Cross
Air Medal with 10 oak leaf clusters
Air Force Commendation Medal
Joint Meritorious Unit Award
Air Force Outstanding Unit Award with "V" device and two oak leaf clusters
Air Force Organizational Excellence Award
Combat Readiness Medal with three oak leaf clusters
Air Force Recognition Ribbon
National Defense Service Medal with service star
Armed Forces Expeditionary Medal
Vietnam Service Medal with four service stars
Air Force Overseas Ribbon - Short
Air Force Overseas Ribbon - Long, with four oak leaf clusters
Air Force Longevity Service Award Ribbon with seven oak leaf clusters
Small Arms Expert Marksmanship Ribbon
Air Force Training Ribbon
Republic of Korea Order of National Security Merit, Gudeon Medal
Government of the Philippines Outstanding Achievement Medal
Most Noble Order of the Crown of Thailand (First Class) Medal
Republic of Vietnam Gallantry Cross with Palm
Republic of Vietnam Campaign Medal

E. EFFECTIVE DATE OF PROMOTION

<u>GRADE</u>	<u>DATE</u>
Second Lieutenant	Jun 3, 1959
First Lieutenant	Dec 3, 1960
Captain	Dec 3, 1963
Major	Dec 1, 1969
Lieutenant Colonel	May 1, 1973
Colonel	Dec 1, 1975
Brigadier General	Jan 1, 1982
Major General	May 1, 1985
Lieutenant General	Jun 22, 1987
General	May 16, 1991

ADMIRAL LEE BAGGETT, Jr.**U.S. NAVY (Retired)**

Admiral Lee Baggett, Jr., was born in Oxford, Mississippi. He attended the University of Mississippi for two years prior to entering the United States Naval Academy in 1946. He was commissioned an Ensign in June 1950. In 1958, he received a Master's Degree in physics after completing studies at the Naval Postgraduate School and the University of California at Berkeley.

In July 1950, he began his service in destroyers aboard the radar picket destroyer USS FRANK KNOX (DDR 742). In September 1951, he was assigned to duty in the destroyer USS CHARLES J. BAGGER (DD 657). He served as Commanding Officer of the coastal minesweeper USS COURLAN (MSC(O) 44) from 1953 until 1955. He returned to sea duty as Executive Officer of the destroyer escort USS BRIDGET (DE 1024) in October 1958. In March 1960 he assumed command of the ocean minesweeper USS FIRM (MSO 444).

After attending the Naval War College, he was assigned as Nuclear Test Plans Officer in the Headquarters, Defense Atomic Support Agency, Washington, D.C., from June 1962 until July 1964, when he joined the staff of Commander, Operational Test and Evaluation Force. In October 1966, he was ordered as prospective Commanding Officer of the guided missile destroyer USS DECATUR (DDG 31), and upon its recommissioning he continued in command until September 1968. From October 1968 to June 1970, he served on the staff of Commander, Carrier Division SEVEN.

From August 1970 until March 1972, he was assigned to the Naval Ordnance Systems Command Headquarters, Washington, serving as Director of the Guided Missile Division. In May 1972 he returned to sea as Commanding Officer of the guided missile frigate USS REEVES (DLG 24), and from January 1974 to July 1975 he served as Chief of Staff to Commander, U.S. SIXTH Fleet, in the Mediterranean Sea.

In August 1975 he was ordered to duty in Washington as Commander, Anti-submarine Systems Project in the Naval Material Command, with additional duty as Director of the Anti-submarine Warfare Division, Office of the Chief of Naval Operations. From November 1977 until May 1979 he was Commander, Naval Surface Group Middle Pacific, with headquarters in Pearl Harbor, Hawaii.

On 31 May 1979 he became Commander, Naval Surface Force, U.S. Pacific Fleet, with headquarters at the Amphibious Base, Coronado, California. In this assignment as a Vice Admiral he was Senior Officer Present in San Diego. He served as Director, Naval Warfare, in the Office of the Chief of Naval Operations from August 1982 to April 1985. Admiral Baggett became Commander-in-Chief, Allied Forces Southern Europe and Commander-in-Chief, U.S. Naval Forces Europe on 30 May 1985. His residence and NATO headquarters were in Naples, Italy. His U.S. headquarters and U.S. Naval Forces Europe staff were located in London. He assumed duties as Supreme Allied Commander Atlantic (NATO) and Commander-in-Chief, U.S. Atlantic Command on 27 November 1985. He retired from this position on 1 December 1988.

Admiral Baggett and Mrs. Baggett make their home in La Jolla, California.

Lee Baggett, Jr., Admiral USN (Retired)

Education

U.S. Naval Academy
U.S. Naval Postgraduate School
University of California, Berkeley
U.S. Naval War College

Background

Served forty-two years in U.S. Navy. Commanded four ships; including minesweepers, guided missile destroyers, and guided missile cruiser types, in grades of Lieutenant junior grade through Captain. Served ashore in engineering and acquisition assignments, including nuclear test plans officer, as engineering director for U.S. Navy guided missiles, and on staff of Commander, Operational Test and Evaluation Force. At sea, has served on staff of attack carrier group commander and as Chief of Staff of Commander, U.S. Sixth Fleet.

As Flag Officer, served as Commander of Surface Forces in U.S. Pacific Fleet and, in Washington, D.C., as Director of Anti-Submarine Warfare for Chief of Naval Operations and, later, as Director of Naval Warfare. Also, served as Commander-in-Chief, Allied Forces Southern Europe and Commander-in-Chief, U.S. Naval Forces Europe. Subsequently, was Supreme Allied Commander Atlantic and Commander-in-Chief, U.S. Atlantic Command, retiring from these assignments in December 1988.

Admiral and Mrs. Baggett live in La Jolla, California.



Biography

United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330-1000

LIEUTENANT GENERAL TREVOR A. HAMMOND

Lieutenant General Trevor A. Hammond is deputy chief of staff for logistics, Headquarters U.S. Air Force, Washington, D.C.

General Hammond was born July 6, 1937. A native of Hartford, Conn., he graduated from East Hartford (Conn.) High School. He earned a bachelor of science degree in business administration from St. Mary's University in 1968 and a master's degree in business administration from the University of Utah in 1973. He completed Squadron Officer School in 1964, National War College in 1978, the Management Program for Executives at the University of Pittsburgh in 1981 and the program for senior managers in government at the John F. Kennedy School of Government, Harvard University, in 1990.



Enlisting in the Air Force in October 1955, the general attained the rank of staff sergeant while serving as an air traffic controller. He subsequently attended Officer Candidate School and was commissioned as a second lieutenant in 1961. After completing pilot training at Vance Air Force Base, Okla., he was presented the Orville and Wilbur Wright Flying Achievement Award by the Order of Daedalians. He served as an instructor with Air Training Command at Mather Air Force Base, Calif., until 1965, when he was assigned to the Instrument Pilot Instructor School, Randolph Air Force Base, Texas. While there he served as a member of the Instrument Standardization Branch, and authored and co-authored numerous manuals on instrument flying, including the Air Force Manual of Instrument Flying.

The general began RF-4 training at Mountain Home Air Force Base, Idaho, in June 1969. In January 1970 he was assigned to the 14th Tactical Reconnaissance Squadron, Udorn Royal Thai Air Force Base, Thailand, where he flew 172 combat missions and served as a member of the initial "Fast FAC" forward air controller cadre.

In December 1970 he transferred to the 32nd Tactical Reconnaissance Squadron, Royal Air Force Station Alconbury, England, where he served as an instructor pilot, flight commander and operations officer. Transferring to Headquarters 3rd Air Force at Royal Air Force Station Mildenhall, England, General Hammond served as director of air traffic operations from August 1973 to October 1974. He then was assigned to Air Force headquarters as a member of the Europe-North Atlantic Treaty Organization Plans and Policy Division within the Directorate of Plans. While there he was extensively involved in Greek, Turkish and Spanish base right negotiations, and mutual balanced force reduction negotiations. In May 1976 he became executive officer to the director of plans.

After graduation from the National War College in July 1978, the general took command of the 380th Combat Support Group, Plattsburgh Air Force Base, N.Y. In October 1979 he was assigned as deputy commander for operations with the 380th Bombardment Wing at Plattsburgh.

General Hammond transferred to Pease Air Force Base, N.H., in July 1981, as vice commander of the 509th Bombardment Wing and assumed command of the wing in December 1981. Under his command, the 509th won both the Fairchild Bombing Trophy and the Saunders Tanker Trophy.

He was awarded the Moller Award as the 1982 Outstanding Wing Commander for Strategic Air Command. In May 1983 he was appointed vice commander of the Sacramento Air Logistics Center, McClellan Air Force Base, Calif. The general became deputy chief of staff for information systems, Headquarters Air Force Logistics Command, Wright-Patterson Air Force Base, Ohio, and commander, Logistics Management Systems Center, also at Wright-Patterson, in August 1985. In July 1987 he was assigned as chief of staff at Air Force Logistics Command headquarters. He returned to McClellan Air Force Base in September 1988 as commander of the Sacramento Air Logistics Center. During his tenure, the center won the federal Quality Institute's prestigious Quality Improvement Prototype Award, one of only two organizations in the entire federal government selected for the award in 1990. The general returned to Air Force Logistics Command as vice commander in December 1990. He assumed his present position in May 1991.

The general is a command pilot with more than 5,000 flying hours in T-33, T-37, T-38 and T-39. His military awards and decorations include the Distinguished Service Medal, Legion of Merit, Distinguished Flying Cross, Meritorious Service Medal with two oak leaf clusters, Air Medal with 12 oak leaf clusters, and Air Force Commendation Medal with two oak leaf clusters.

He was promoted to lieutenant general January 1, 1991, with same date of rank.

General Hammond is married to the former Mary Clemento of East Hartford, Conn. They have two daughters, Susan Mary and Jennifer Lynn.

BIOGRAPHY
MAJOR GENERAL KENNETH J. HOUGHTON, USMC

General Houghton was born October 17, 1920, in San Francisco, California. He graduated from Polytechnic High School there in 1938, and from the University of San Francisco with a B.S. degree in Political Science and Economics in 1942. He received a M.A. in Political Science from George Washington University, Washington, D.C., in 1962.

He enlisted in the U.S. Marine Corps April 15, 1942, and was commissioned a Marine Corps second lieutenant September 26, 1942.

During World War II, Lieutenant Houghton saw action at Tarawa, in the Marshall Islands and on Saipan. He was promoted to first lieutenant June 22, 1943, and to captain December 31, 1944.

Following the war, he saw a tour of sea duty as Commanding Officer of the Marine Detachment aboard the USS Atlanta, 1947-1949. He then served as a rifle company commander and division reconnaissance company commander with the 1st Marine Division, Fleet Marine Force, Camp Pendleton, California, until June 1950.

During the Korean conflict, he was Brigade Reconnaissance Detachment Commander, 1st Provisional Marine Brigade, and Reconnaissance Company Commander, 1st Marine Division. It was during this period that he won his first Silver Star and Bronze Star Medal with Combat "V" and gold star in lieu of a second Bronze Star Medal. Wounded in action in October 1950, he was evacuated to U.S. Naval Hospital where he remained until January 1951. He was promoted to major January 1, 1951.

In February 1951, he was assigned duty as Assistant Operations Officer and Aide-de-Camp to the Commanding General, Headquarters, Department of the Pacific, San Francisco, California, until the following May.

From June 1951 until July 1953, he was Staff Secretary and Aide-de-Camp to the Commanding General, General Graves B. Erskine, USMC, Headquarters, Fleet Marine Force, Atlantic, Norfolk, Virginia.

In March 1954, he completed the Infantry Officer's Advanced Course, Infantry School, Fort Benning, Georgia. He then became Officer in Charge, Tactics Group, The Basic School, Marine Corps Schools, Quantico, Virginia, serving in the capacity until August 1956. After completion of Senior School at Quantico in June 1957, he served a two-year tour of duty as G-3 Training Officer, Fleet Marine Force, Pacific, at Camp H.M. Smith in Hawaii. He was promoted to lieutenant colonel January 1, 1956.

Colonel Houghton served from June 1959 until February 1961, as Commanding Officer, 3d Battalion, 5th Marines, 1st and 3d Marine Division (transplacement Battalion), (Reinforced), Fleet Marine Force, San Francisco. He then attended the Army War College, Carlisle Barracks, Pennsylvania, completing the course in June 1962

Transferred to Headquarters Marine Corps, he served as Joint Action Officer, G-4 Division, until April 1964, then was assigned as Action Officer, J-3 Division, Joint Chiefs of Staff, serving in the latter capacity until February 1967. For his service as J-3 Action Officer, he was awarded the Legion of Merit. He was promoted to Colonel July 1, 1964.

In February of 1967 Colonel Houghton took command of the 5th Marine Regiment in the Republic of Vietnam. During the six month period he commanded the 5th Marines, he was awarded the Navy Cross, a gold star in lieu of a second Silver Star Medal and two gold stars in lieu of a second and third Purple Heart Medal.

He was subsequently assigned as Assistant Chief of Staff G-2, III Marine Amphibious Force, and held that billet until February of 1968. For this service he was awarded a gold star in lieu of a second Legion of Merit.

Upon his return to the United States, Colonel Houghton was assigned duty as Executive Officer, G-1 Division, Headquarters Marine Corps, in April 1968.

After advancement to the rank of brigadier general on August 21, 1968, he assumed duties as Deputy Assistant Chief of Staff, G-1, Headquarters Marine Corps until February 1970.

In March 1970, General Houghton was assigned as Chief of Staff, Fleet Marine Force, Pacific. During May 1972 he assumed duties as Deputy Commander, Fleet Marine Force, Pacific while serving concurrently as Chief of Staff, Fleet Marine Force, Pacific.

In October 1972, General Houghton was assigned as Commanding General, Force Troops, Fleet Marine Force, Pacific and Marine Corps Base, Twentynine Palms, California. He was promoted to major general on April 2, 1973.

Major General Houghton assumed command of the First Marine Division on May 1, 1973, and shortly thereafter concurrently assumed command of 1st Marine Amphibious Force. On August 23, 1974, he assumed command of the 3rd Marine Division, and in June 1975 concurrently assumed command of the 3rd Marine Amphibious Force.

On August 20, 1975, Major General Houghton assumed command of the Marine Corps Recruit Depot, San Diego, California. He retired from that command on November 1, 1977, and was awarded the Distinguished Service Medal. The

Commandant General Louis H. Wilson was in attendance at Major General Houghton's retirement.

As one of the Marine Corps most highly decorated officers his medals include the; Navy Cross, Distinguished Service Medal, Silver Star Medal w/1 gold*, Legion of Merit w/Combat "V" & 2 gold*, Bronze Star Medal w/Combat "V" & 1", Navy Commendation Medal, Purple Heart w/2*, Combat Action Ribbon, Presidential Unit Citation w/3 bronze*, Navy Unit Commendation Medal, American Campaign Medal, Asiatic-Pacific Campaign Medal w/3 bronze *, China Service Medal; WWII Victory Medal, Naval Occupational Service Medal, National Defense Medal w/ bronze*, Korean Service Medal w/2 bronze *, Vietnamese Service Medal w/3 bronze stars, Vietnamese National Order 5th Class, Vietnamese Army Distinguished Service Order 2nd Class, Vietnamese Cross of Gallantry w/2 palms & bronze star, Vietnamese Armed Forces Meritorious Unit Citation, Philippine Independence Ribbon, United Nations Medal, Vietnamese Campaign Medal.

Since his retirement General Houghton has been employed in the private sector. From 1977 to 1988, General Houghton was employed by the Cubic Corporation as the Director of Engineering. Since 1988, General Houghton has been employed by the Applied Data Technology Corporation as the Special Assistant to the President.



BIOGRAPHY

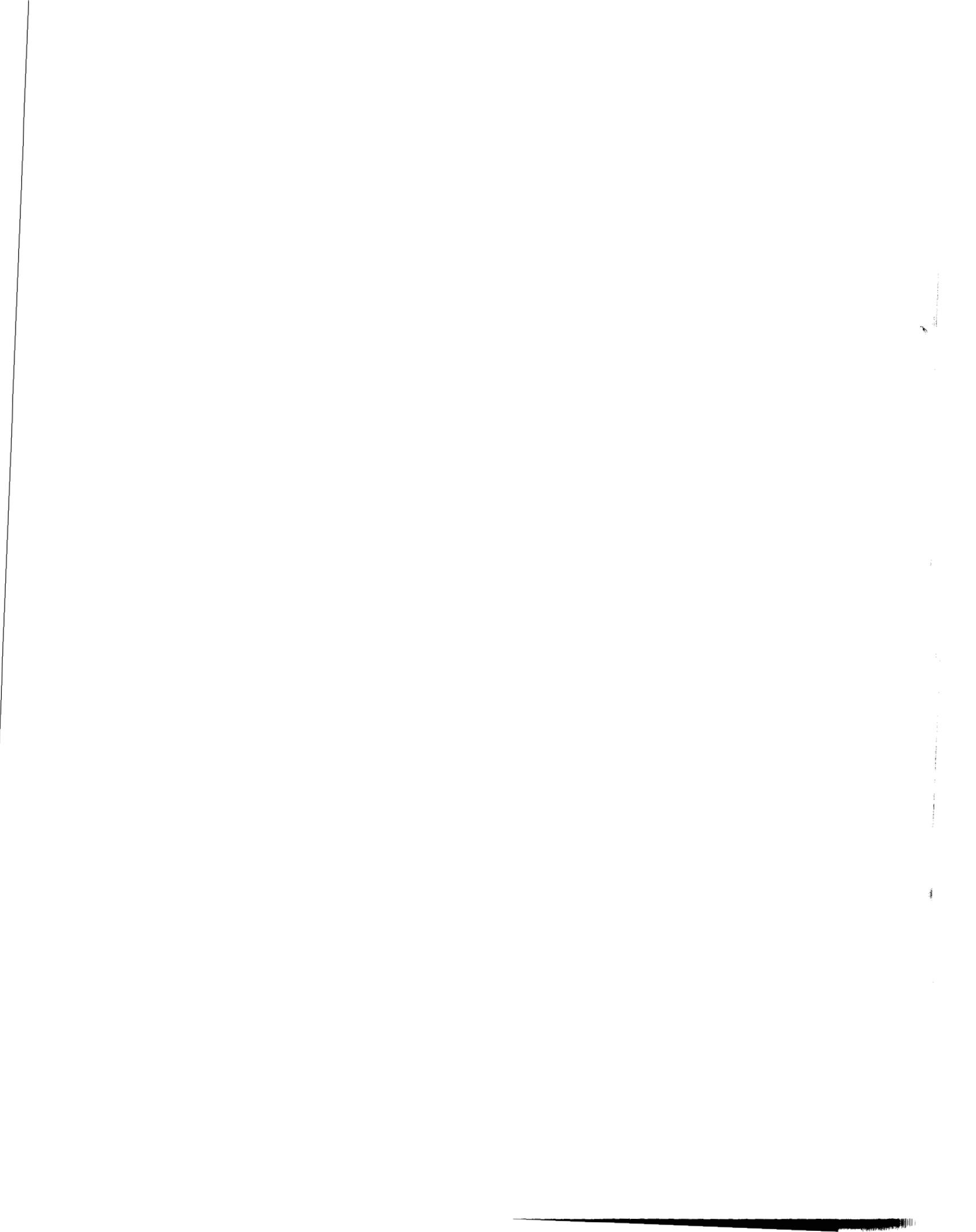
PETER J. OFFRINGA

PETER J. OFFRINGA is Executive Vice President for Technical Operations of ICF Kaiser International, one of the nation's largest consulting, engineering and construction services companies.

He is responsible for providing design, project control, construction management, quality, environmental health and safety, procurement, and project management services to the entire corporation. His Service Operations group provides guidance to corporate management in these functional areas and supports the company's environmental, infrastructure, industrial and energy projects.

Prior to joining ICF Kaiser International in June 1993, Offringa was Deputy Commander and Deputy Chief of Engineers, US Army Corps of Engineers. In this capacity, he helped manage all aspects of a twelve billion dollar military, civil and environmental program supporting national, defense department and other federal agencies. A retired Major General, Offringa held numerous critical positions within the Corps including director of the Corps' eight billion dollar military construction program; head of its Army Staff Agency responsible for all engineer, environmental and topographical matters within the Army; and deputy director of the Corps Civil Works Program. He commanded the Corps' Ohio River Division and the 130th Engineer Brigade in Hanau, Germany.

Offringa was born on January 30, 1939. He was awarded a Bachelor of Science degree from the US Military Academy in 1961 and a Masters Degree in Applied Science from the University of California in 1965. Offringa is a registered professional engineer and a member of numerous technical organizations.



A94:5155

WILSON APPOINTS JUDY ANN F. MILLER AS THE
DIRECTOR OF MILITARY BASE RETENTION

FOR IMMEDIATE RELEASE
Monday, August 29, 1994

CONTACT: Kerry R. McGagin
Ron Low
916/445-4571

SACRAMENTO -- Governor Pete Wilson today announced the appointment of Judy Ann F. Miller as Assistant to the Governor and Director of Military Base Retention for the Governor's Office of Planning and Research.

"I'm very pleased that Judy Ann is joining the team in our on-going California military base retention effort. Our bases will be a major focus of the federal Base Realignment and Closure (BRAC) '95 process and with so many California jobs at stake, we must be prepared to vigorously support the continuation of our vital military installations," said Wilson.

Miller, 53, of Alexandria, Virginia, has most recently served as acting assistant secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment, a position she held from January, 1993 to April, 1994. She has served in several other capacities for the United States Air Force and the Army over eleven years, including; principal deputy assistant secretary for the Air Force, from 1990 to 1994, and deputy assistant secretary of the Army, from 1983 to 1990.

In addition, she worked for Contra Costa County for sixteen and a half years, including director of the Department of Manpower Programs Director and director of the Community Service Administration.

A Republican, Miller is a member of the National Association of Counties and Phi Chi Theta (National Businesswomen's Fraternity). She was a member of the California Association for Local Economic Development and the Vocational Counselors of California, Contra Costa County Development Association.

Miller earned a bachelor's degree in public administration from the University of Arizona.

This appointment is a key component of Governor Wilson's strategy to protect California during the 1995 round of the federal Base Closure and Reuse Commission. Ms. Miller will work with local community officials, state agencies and other interested parties to coordinate a statewide effort which will avert, to the greatest extent possible, the number of California base closures.

-MORE-

Page 2
A94:5155

Miller will assist in the development of local strategies for individual bases, convene conferences to share technical information, meet and confer with officials of the Department of Defense (and individual military services) regarding the status of California bases and disseminate this information to the public.

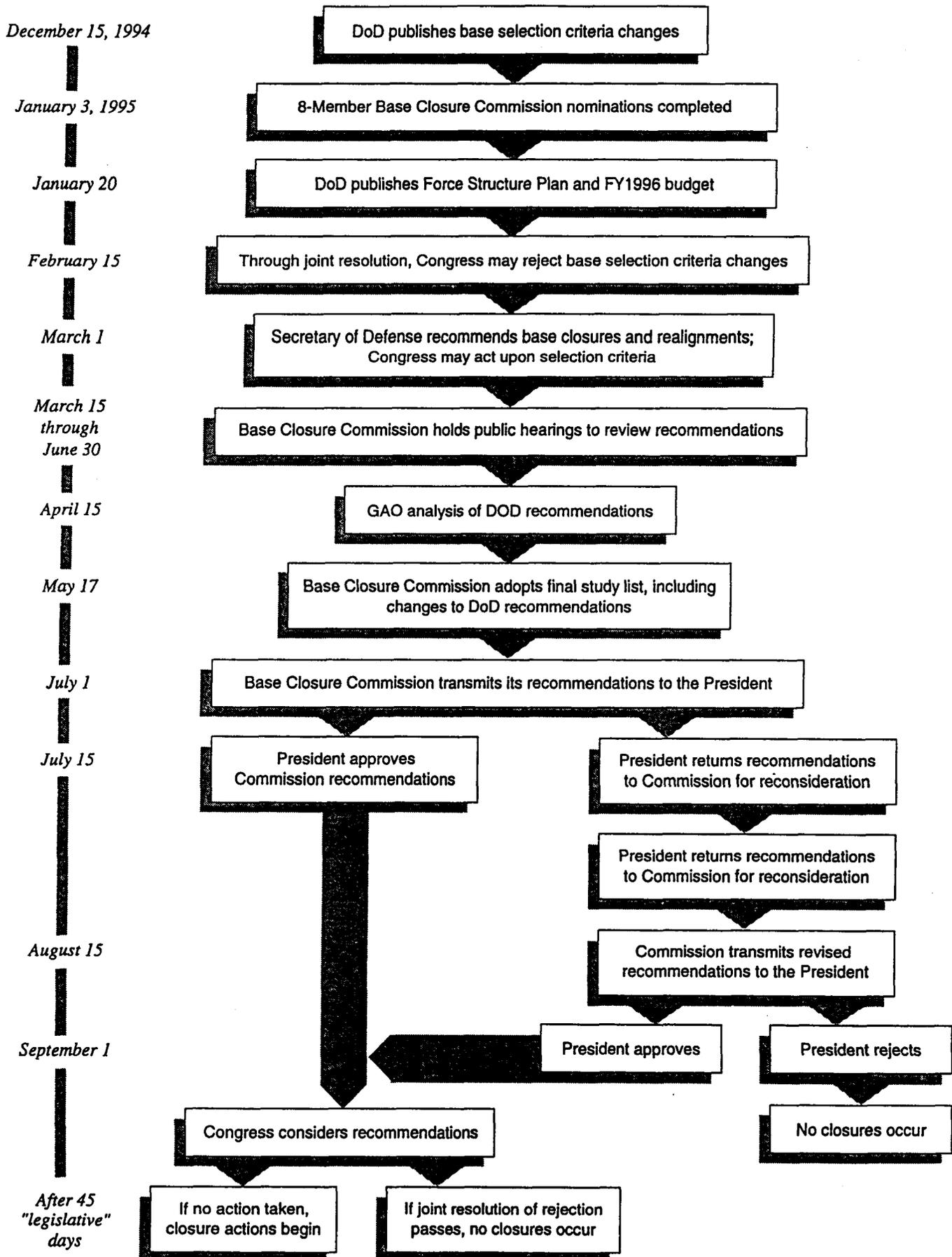
She will receive an annual salary of \$79,956 reflecting a five percent reduction, as directed by the Governor, from the established salary level. This appointment does not require Senate confirmation.

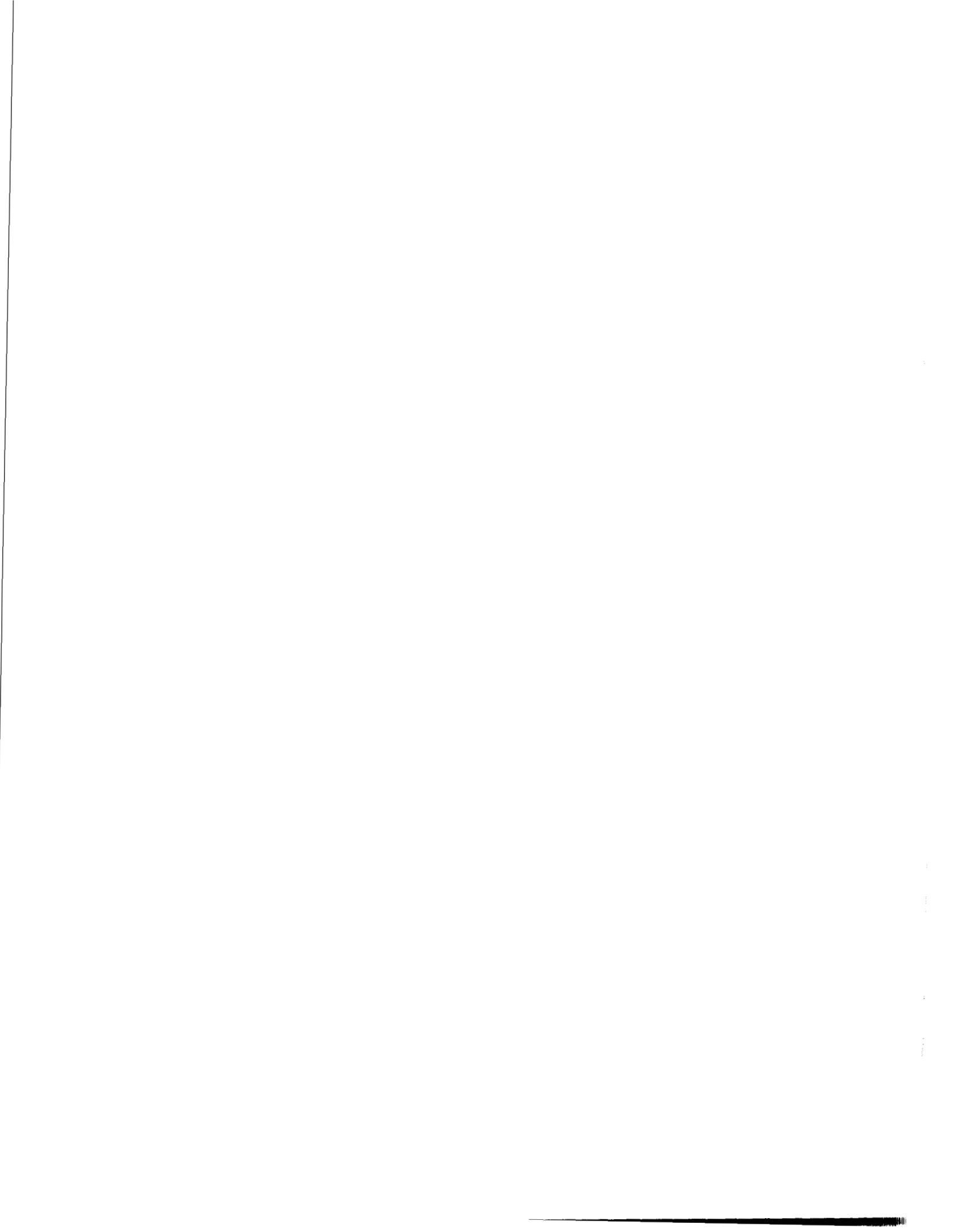
California Military Bases
and
Base Closure Process Graphic



1995 Military Base Closure Process

BASE CLOSURE AND REALIGNMENT ACT





**DoD Policy, Procedures, Authorities,
and Responsibilities for BRAC 95**





THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

7 JAN 1994

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

SUBJECT: 1995 Base Realignment and Closures (BRAC 95)

Reducing the Department's unneeded infrastructure through base closures and realignments is a top Defense priority. We have made good progress so far, but there are more reductions we can and must accomplish. The 1995 round of base realignments and closures (BRAC 95) is the last round of closures authorized under Public Law 101-510. Hence, our efforts to balance the DoD base and force structures, and preserve readiness through the elimination of unnecessary infrastructure, are critical. Consequently, we must begin the BRAC 95 process now.

I look to you, individually and collectively, to recommend further infrastructure reductions consistent with the Defense Guidance and DoD's planned force reductions. The Defense Guidance BRAC 95 goal of an overall 15% reduction in plant replacement value should be considered a minimum DoD-wide goal.

Significant reductions in infrastructure and overhead costs can only be achieved after careful studies address not only structural changes to the base structure, but also operational and organizational changes, with a strong emphasis on cross-service utilization of common support assets.

The attached guidance establishes policy, procedures, authorities and responsibilities for selecting bases for realignment or closure under Public Law 101-510, as amended by Public Law 102-190 and Public Law 103-160. This guidance supersedes Deputy Secretary of Defense memoranda of May 5, 1992, and all other Office of the Secretary of Defense guidance issued regarding making recommendations for the 1993 round of base realignments and closures.

Attachment

00178

o The studies must have as their basis the Force Structure Plan required by Section 2903 of Public Law 101-510;

o The studies must be based on the final criteria for selecting bases for closure and realignment required by Section 2903; and

o The studies must be based on analyses of the base structure by like categories of bases using: objective measures for the selection criteria, where possible; the force structure plan; programmed workload over the FYDP; and military judgement in selecting bases for closure and realignment.

o The studies must consider all military installations inside the United States (as defined in the law) on an equal footing, including bases recommended for partial closure, realignment, or designated to receive units or functions by the 1988, 1991 or 1993 Commissions.

Cross-Service Opportunities

DoD Components and BRAC 95 Joint Cross-Service Groups should, where operationally and cost effective, strive to: retain in only one Service militarily unique capabilities used by two or more Services; consolidate workload across the Services to reduce capacity; and assign operational units from more than one Service to a single base.

Changes to Previous Recommendations

DoD components may propose changes to previously approved designated receiving base recommendations of the 1988, 1991 and 1993 Commissions provided such changes are necessitated by revisions to force structure, mission or organization, or significant revisions to cost effectiveness that have occurred

Military

Applicability

This guidance applies to those base realignment and closure recommendations which must, by law, be submitted to the 1995 Defense Base Closure and Realignment Commission (the 1995 Commission) for review. This guidance also applies to recommendations which are forwarded to the 1995 Commission for review, though not required to be forwarded under the law.

since the relevant commission recommendation was made. Documentation for such changes must involve clear military value or significant savings, and be based on the final criteria, the force structure plan and the policy guidance for the BRAC 95 process.

Authorities

The BRAC 95 process must enhance opportunities for consideration of cross-service tradeoffs and multi-service use of the remaining infrastructure. Since BRAC 95 is the last round of closures authorized under Public Law 101-510, these efforts are critical to balancing the DoD base and force structures and to preserving readiness through the elimination of unnecessary infrastructure. Sharing authority among the Military Departments, Defense Agencies and the Office of the Secretary of Defense is essential to sound decision making and taking advantage of available cross-service asset sharing opportunities. The authorities of the DoD Components and the joint groups established by this policy guidance follow and are depicted in Appendix A.

BRAC 95 Review Group

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)) will chair a senior level BRAC 95 Review Group to oversee the entire BRAC 95 process. The members of the BRAC 95 Review Group will be: a senior level representative from each Military Department; the chairperson of the BRAC 95 Steering Group; the chairperson(s) of each BRAC 95 Joint Cross-Service Group; senior representatives from the Joint Staff, DoD Comptroller (COMP), Program Analysis and Evaluation (PA&E), Reserve Affairs (RA), General Counsel (GC), Environmental Security and the Defense Logistics Agency (DLA); and such other members as the USD(A&T) considers appropriate. The BRAC 95 Review Group authorities include, but are not limited to: ~~making BRAC 95 analysis policies and procedures, reviewing excess capacity analyses, establishing closure or realignment alternatives, and numerical excess capacity reduction targets~~ for consideration by the DoD Components; reviewing BRAC 95 work products of the DoD Components and BRAC 95 Joint Cross-Service Groups; and making recommendations to the Secretary of Defense, including cross-service tradeoff recommendations and recommendations on submission of below-threshold actions to the 1995 Commission.

BRAC 95 Steering Group

The Assistant Secretary of Defense for Economic Security (ASD(ES)) will chair a BRAC 95 Steering Group of study team leaders from: the Military Departments; DLA; each Joint Cross-Service Group; representatives from the Joint Staff, COMP, PA&E, RA, CC and Environmental Security; and such other members as the ASD(ES) considers appropriate. The purpose of the BRAC 95 Steering Group is to ~~assist the BRAC 95 Review Group in~~ exercising its authorities and to review DoD Component ~~supplementary BRAC 95 guidance.~~

BRAC 95 Joint Cross-Service Groups

BRAC 95 Joint Cross-Service Groups are hereby established in six areas with significant potential for cross-service impacts in BRAC 95.

The purpose of the five functional area joint cross-service groups is: to ~~determine the common support functions and bases to be addressed by each cross-service group;~~ to establish the ~~guidelines, standards, assumptions, measures of merit, data elements and milestone~~ schedules for DoD Component conduct of cross-service analyses of common support functions; to ~~oversee DoD Component cross-service analyses of these common support functions;~~ to identify necessary outsourcing policies and make recommendations regarding those policies; to ~~review excess capacity analyses;~~ to develop closure or realignment alternatives and numerical excess capacity reduction targets for consideration in such analyses; and to analyze cross-service tradeoffs.

The purpose of the ~~economic impact joint cross-service group~~ is: to ~~establish the guidelines for measuring economic impact~~ and, if practicable, cumulative economic impact; to analyze DoD Component recommendations under those guidelines; and to develop a process for analyzing alternative closures or realignments necessitated by cumulative economic impact considerations, if necessary.

BRAC 95 Joint Cross-Service Groups shall complete the analytical design tasks above and ~~issue guidance to the DoD Components,~~ after review by the BRAC 95 Review Group, ~~no later than March 31, 1994.~~ The six BRAC 95 Joint Cross-Service Groups are:

o Depot Maintenance: The group will be chaired by the Deputy Under Secretary Defense for Logistics (DUSD(L)) with members from each Military Department, the Joint Staff and DLA, and other offices as considered appropriate by the DUSD(L). The DASD(ER&BRAC) and the Deputy Assistant Secretary of Defense for Production Resources will also serve as members.

o Test and Evaluation: The group will be jointly chaired by the Director, Test and Evaluation (D,T&E) and the Director, Operational Test and Evaluation (D,OT&E) with members from each Military Department, Defense Research and Engineering (DR&E), and other offices as considered appropriate by the chairpersons. The DASD(ER&BRAC) will also serve as a member.

o Laboratories: The group will be chaired by the Director, Defense Research and Engineering (D,DR&E) with members from each Military Department, T&E, OT&E and other offices as considered appropriate by the D,DR&E. The DASD(ER&BRAC) will also serve as a member.

o Military Treatment Facilities including Graduate Medical Education: The group will be chaired by the Assistant Secretary of Defense for Health Affairs (ASD(HA)) with members from each Military Department and other offices as considered appropriate by ASD(HA). The DASD(ER&BRAC) will also serve as a member.

o Undergraduate Pilot Training: The group will be chaired by the Assistant Secretary of Defense for Personnel and Readiness (ASD(P&R)) with members from each Military Department and others as considered appropriate by the ASD(P&R). The DASD(ER&BRAC) will also serve as a member.

o Economic Impact: The group will be chaired by Deputy Assistant Secretary of Defense for Economic Reinvestment and BRAC (DASD(ER&BRAC)) with members from each Military Department, the Office of Economic Adjustment (OEA) and other offices as considered appropriate by the DASD(ER&BRAC).

DoD Components

The Secretaries of the Military Departments, the Directors of the Defense Agencies, and the Heads of other DoD Components shall (without delegation) submit their recommendations for base realignments or closures under Public Law 101-510, as amended, to the Secretary of Defense. Recommendations and supporting documentation shall be delivered to the Assistant Secretary of Defense for Economic Security for appropriate processing and forwarding to the Secretary of Defense.

Heads of DoD Components will designate the individuals to serve on the joint groups as described above.

Coordination

The joint groups and DoD Components, in pursuing their BRAC 95 work, should coordinate with each other and should take into account other analyses or studies external to the BRAC process which may impact their deliberations. For example, the Test and Evaluation joint group should consider input from the Test and Evaluation Executive Agent Board of Directors.

USD(A&T) -- Additional Guidance

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)) may issue such instructions as may be necessary: to implement these policies, procedures, authorities and responsibilities; to ensure timely submission of work products to the BRAC 95 Review Group and Joint Cross-Service Groups, the Secretary of Defense and the 1995 Commission; and, to ensure consistency in application of selection criteria, methodology and reports to the Secretary of Defense, the 1995 Commission and the Congress. The authority and duty of the Secretary of Defense to issue regulations under Title XXIX of Public Law 101-510, as amended, is hereby delegated to the USD(A&T). The USD(A&T) should exercise this authority in coordination with other DoD officials as appropriate.

Responsibilities

Selection Criteria

The BRAC 95 Review Group, chaired by the USD(A&T), will make a recommendation to the Secretary of Defense on whether an ~~amendment to the selection criteria is appropriate~~ ~~to be made~~ ~~by~~ ~~January 31, 1994~~. If the recommendation is to amend the criteria, the recommendation will include the proposed amendment.

If the Secretary of Defense approves amending the criteria, USD(A&T) will ~~publish the proposed amendment in the~~ ~~Register by February 25, 1994~~, for a 30 day public comment period. The BRAC 95 Review Group will review the public comments received, incorporate appropriate comments and make a recommendation to the Secretary of Defense on the final criteria no later than March 31, 1994.

Force Structure Plan

The Chairman of the Joint Chiefs of Staff, in coordination with the Under Secretary of Defense for Policy (USD(P)), the Under Secretary of Defense for Acquisition and Technology (USD(A&T)), the Assistant Secretary of Defense for Reserve Affairs, General Counsel, DoD Comptroller, Director Program

Analysis and Evaluation, and such other officials as may be appropriate, shall develop the force structure plan in accordance with Public Law 101-510, as amended, and submit it to the Secretary of Defense for approval. Pending issuance of the final force structure plan by the Secretary of Defense, DoD Components shall use an interim force structure plan to be developed and issued in accordance with the above coordination procedures by the Chairman of the Joint Chiefs of Staff. The interim force structure guidance shall be issued no later than January 31, 1994. Additional force structure guidance shall be issued as soon as practicable after the FY96-FY01 Program Review is completed in the Summer of 1994. The final force structure plan shall be issued as soon as possible after final force decisions are made during the preparation of the FY96 budget, but no later than December 15, 1994. The interim and final force structure plans must include guidance on overseas deployed forces.

Nominations

Public Law 101-510, as amended, requires that commissioners be nominated by the President no later than January 3, 1995, or the 1995 base closure process will be terminated. The Counselor to the Secretary of Defense and Deputy Secretary of Defense will coordinate all matters relating to the Secretary's recommendations to the President for appointments to the 1995 Commission. All inquiries from individuals interested in serving on the Commission should be referred to the Counselor.

Commission Support

The Under Secretary of Defense for Acquisition and Technology (USD(A&T)), assisted by the Director of Administration and Management (D,A&M), will provide the Department's support to the 1995 Commission.

Primary Point of Contact

The USD(A&T) shall be the primary point of contact for the Department of Defense with the 1995 Commission and the General Accounting Office (GAO). Each DoD component shall designate to USD(A&T) one or more points of contact with the 1995 Commission and the GAO. The USD(A&T) shall establish procedures for interaction with the 1995 Commission and the GAO.

Internal Controls

The DoD Inspector General shall be available to assist the DoD Components in developing, implementing and evaluating internal control plans.

Depot Maintenance Outsourcing and Industrial Base Considerations

USD (A&T) is currently analyzing depot maintenance outsourcing considerations and is assessing public and private industrial base capabilities. Key policy decisions resulting from this review should be promulgated, if practicable, by March 1, 1994, in order to maximize possible efficiencies in maintenance depot infrastructure.

Procedures

Record Keeping

DoD Components and joint groups empowered by this memorandum to participate in the BRAC 95 analysis process shall, from the date of receipt of this memorandum, develop and keep:

- o Descriptions of how base realignment and closure policies, analyses and recommendations were made, including minutes of all deliberative meetings;
- o All policy, data, information and analyses considered in making base realignment and closure recommendations;
- o Descriptions of how DoD Component recommendations met the final selection criteria and were based on the final force structure plan; and
- o Documentation for each recommendation to the Secretary of Defense to realign or close a military installation under the law.

Internal Controls

DoD Components and joint groups empowered by this memorandum to participate in the BRAC 95 analysis process must develop and implement an internal control plan for base realignment, closure or consolidation studies to ensure the accuracy of data collection and analyses.

At a minimum, these internal control plans should include:

- o Uniform guidance defining data requirements and sources;
- o Systems for verifying the accuracy of data at all levels of command;

- o Documentation justifying changes made to data received from subordinate commands;
- o Procedures to check the accuracy of the analyses made from the data; and
- o An assessment by auditors of the adequacy of each internal control plan.

Data Certification

Public Law 101-510, as amended, requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the Secretary of Defense or the 1995 Commission concerning the closure or realignment of a military installation is accurate and complete.

DoD components shall establish procedures and designate appropriate personnel to certify that data and information collected for use in BRAC 95 analyses are accurate and complete to the best of that person's knowledge and belief. DoD Components' certification procedures should be incorporated with the required internal control plan. Both are subject to audit by the General Accounting Office.

Finally, Secretaries of the Military Departments, Directors of Defense Agencies, and heads of other DoD Components must certify to the Secretary of Defense that data and information used in making BRAC 95 recommendations to the Secretary are accurate and complete to the best of their knowledge and belief.

Criteria Measures/Factors

DoD Components and BRAC 95 Joint Cross-Service Groups must develop one or more measures/factors for applying each of the final criteria to base structure analyses. While objective measures/factors are desirable, they will not always be possible to develop. Measures/factors may also vary for different categories of bases. DoD Components and BRAC 95 Joint Cross-Service groups must document the measures/factors used for each of the final criteria.

Categories of Bases

One of the first steps in evaluating the base structure for potential closures or realignments must involve grouping installations with like missions, capabilities, or attributes into categories, and when appropriate, subcategories. Categorizing bases is the necessary link between the forces described in the Force Structure Plan, programmed workload, and the base structure. Determining categories of bases is a DoD

Component and BRAC 95 Joint Cross-Service Group responsibility. DoD Components and BRAC 95 Joint Cross-Service Groups should avoid over-categorization in order to maximize opportunities for cross-service or intra-service tradeoffs.

Reserve Component Impacts

Considerable overall DoD savings can be realized through maximizing the use of Reserve component enclaves and through joint use of facilities by the Reserve components. However, these overall DoD savings may not be identified during the BRAC 95 process. Consequently, DoD Components should look for opportunities to consolidate or relocate Reserve components onto active bases to be retained in the base structure and onto closing or realigning bases.

DoD Components must complete Reserve component recruiting demographic studies required by DoD Directive 1225.7 to ensure that the impact on the Reserve components of specific closures and realignments are considered.

Cost of Base Realignment Actions (COBRA) Cost Model

DoD Components must use the COBRA cost model to calculate the costs, savings and return on investment of proposed closures and realignments. The Army is executive agent for COBRA and model improvements are underway.

Community Preference

DoD Components must document the receipt of valid requests received from communities expressing a preference for the closure of a military installation under Section 2924 of Public Law 101-510. DoD components will also document the steps taken to give these requests special consideration. Such documentation is subject to review by the General Accounting Office, the Commission and the Congress.

Release of Information

Data and analyses used by the DoD Components to evaluate military installations for closure and realignment will not be released until the Secretary's recommendations have been forwarded to the 1995 Commission on March 1, 1995, unless specifically required by law. The 1995 Commission is required to hold public hearings on the recommendations.

The General Accounting Office (GAO), however, has a special role in assisting the Commission in its review and analysis of the Secretary's recommendations and must also prepare a report detailing the Department of Defense's selection process. As

such, the GAO will be provided, upon request, with as much information as possible without compromising the deliberative process. The DoD Components must keep records of all data provided to the GAO.

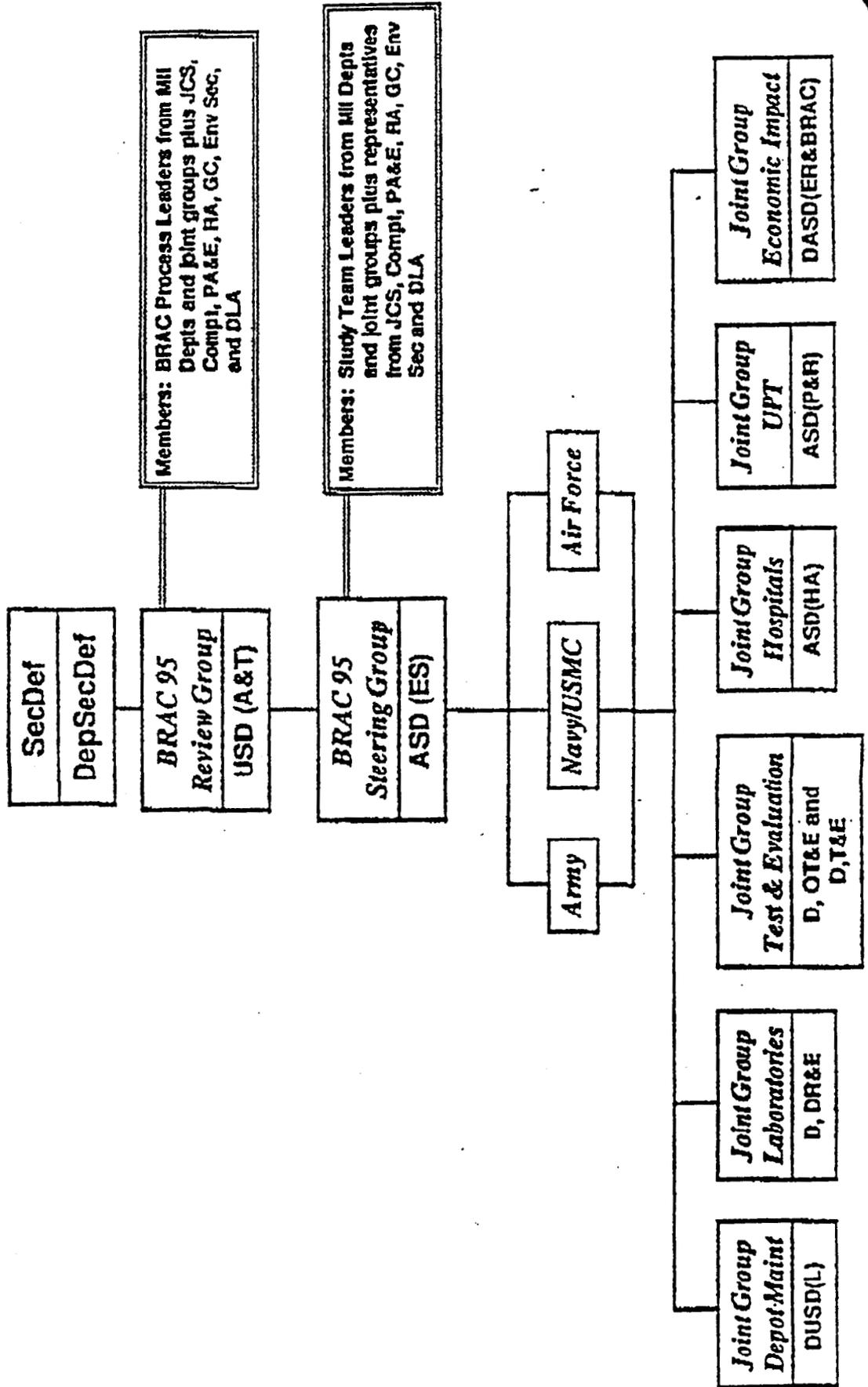
Dissemination of Guidance

DoD Components shall disseminate this guidance and subsequent policy memoranda as widely as possible throughout their organizations. The BRAC 95 Steering Group will review DoD Component supplementary guidance.

Timelines

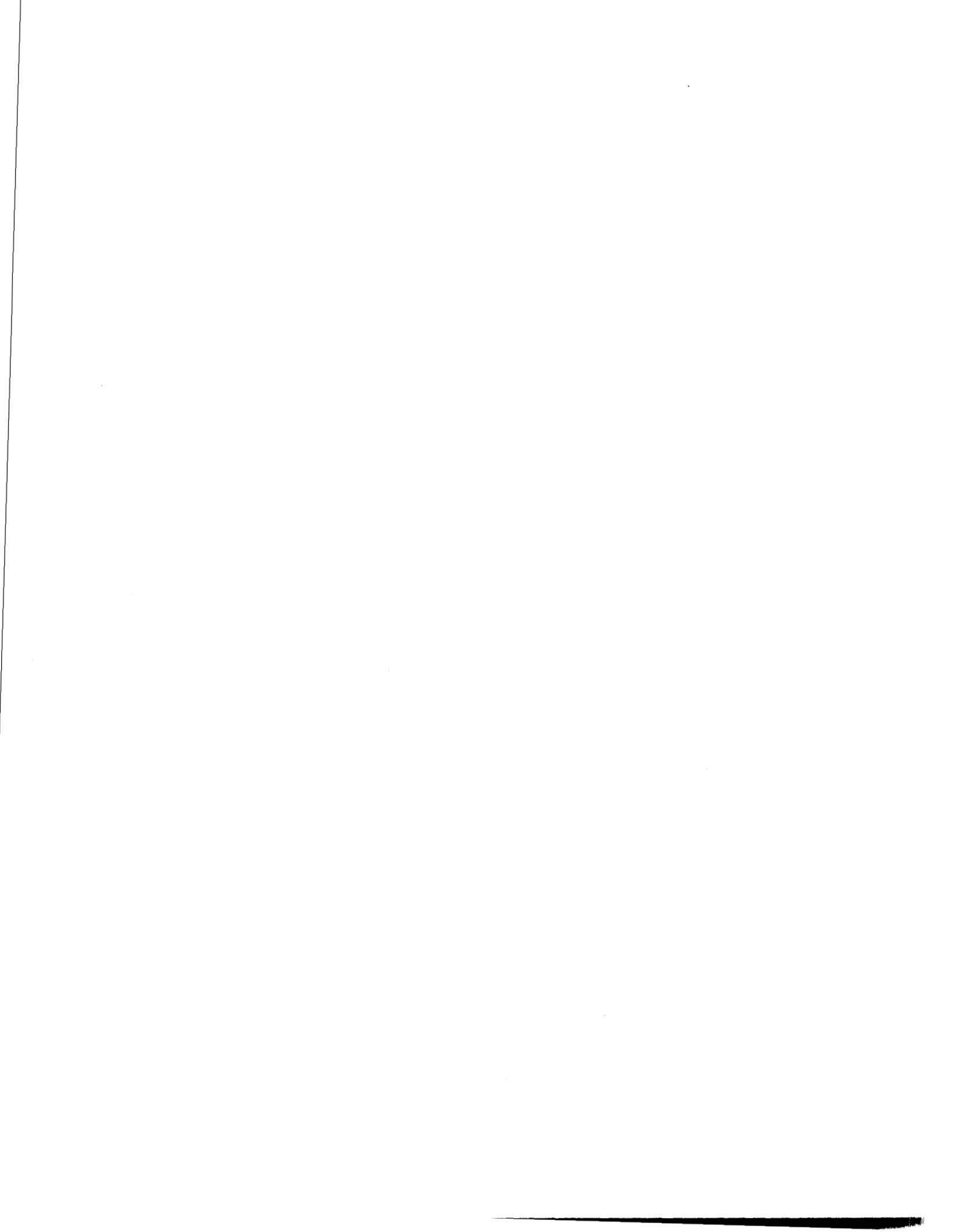
The timelines described in this memorandum are depicted at Appendix B.

BRAC 95 Organization for Analysis





**Profiles of Selected
Major California
Military Installations**





PETE WILSON
GOVERNOR

State of California

GOVERNOR'S OFFICE OF PLANNING AND RESEARCH

1400 TENTH STREET
SACRAMENTO 95814



LEE GRISSOM
DIRECTOR

BRIEF DESCRIPTIVE PROFILES OF SELECTED MAJOR CALIFORNIA MILITARY INSTALLATIONS

December 1, 1994

Note: This information is subject to revision and may not be current in all cases. The best source of accurate, detailed information is the base public affairs office.

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SAN DIEGO MARINE CORPS RECRUIT DEPOT.....page 49

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SHARPE DEFENSE DISTRIBUTION CENTER.....page 53

SIERRA ARMY DEPOT.....page 55

TRACY DEFENSE DISTRIBUTION CENTER.....page 57

TWENTY-NINE PALMS, MARINE CORPS COMBAT CENTER.....page 59

BARSTOW MARINE CORPS LOGISTICS BASE

1. ECONOMICS

- A. \$96.4 MILLION ANNUAL PAYROLL
- B. EMPLOYMENT
 - 1. UNIFORMED MILITARY: 520
 - 2. CIVILIAN: 1,800
- C. ANNUAL VALUE OF CIVILIAN CONTRACTS: \$34.3 MILLION
- D. THE BASE IS FAR AND AWAY THE LARGEST EMPLOYER OF CIVILIANS IN THE AREA, EMPLOYING OVER TWO AND A HALF TIMES AS MANY CIVILIANS AS THE NEXT LARGEST EMPLOYER. IN ALL, IT CONTRIBUTES OVER ONE-THIRD OF THE BARSTOW AREA'S ANNUAL INCOME OF ROUGHLY \$250 MILLION.

2. MISSION

THE MISSION OF THE BARSTOW MARINE CORPS LOGISTICS BASE (MCLB) IS TO PROCURE, MAINTAIN, REPAIR, REBUILD, STORE, AND DISTRIBUTE SUPPLIES IN SUPPORT OF U.S. MARINE CORPS UNITS AND OTHER DEPARTMENT OF DEFENSE INSTALLATIONS WEST OF THE MISSISSIPPI AND IN THE PACIFIC.

3. MCLB BARSTOW STRONG POINTS

A. SUPERB LOCATION

LOCATED AT A RAILROAD HUB, MCLB BARSTOW IS IDEALLY SITUATED TO ACCOMPLISH ITS MISSION OF SUPPORTING U.S. MARINE CORPS UNITS ALONG THE WEST COAST AND IN THE PACIFIC. BARSTOW FUNCTIONS AS THE WESTERN DIVISION POINT FOR SANTA FE'S TRANSCONTINENTAL MAINLINE AND IS ALSO SERVED BY THE UNION PACIFIC'S MAINLINE TO LOS ANGELES. THE \$55 MILLION RAIL CLASSIFICATION CENTER IN BARSTOW IS THE LARGEST RAIL RECLASSIFICATION OPERATION IN THE WORLD. MOREOVER, BARSTOW IS LOCATED AT A CROSSROADS OF THE NATIONAL INTERSTATE HIGHWAY SYSTEM -- AT THE INTERSECTION OF INTERSTATE ROUTES 15 AND 40 -- AND OF THE CALIFORNIA STATE HIGHWAY SYSTEM AS WELL. AND MCLB BARSTOW ITSELF POSSESSES THE LARGEST DEPARTMENT OF DEFENSE RAILHEAD IN THE WORLD. THE OUTSTANDING RAIL AND HIGHWAY TRANSPORTATION NETWORK AVAILABLE TO MCLB BARSTOW MEANS THAT IT IS LOCATED WITHIN ONE DAY'S TRAVEL TIME BY ROAD OR RAIL OF VIRTUALLY ALL OF THE MARINE CORPS UNITS WHICH IT SERVES.

...SIVE FLOODING IN GA, AREA WAS RECENTLY SUBJECTED
SITE BY PRESIDENT CLINTON. IN LATE SPRING 1994 OVER
A DOZEN PEOPLE DIED WHEN THE NEARBY CHATTAHOOCHEE
RIVER FLOODED ITS BANKS FOLLOWING A MASSIVE RAINFALL.
WITH ITS DESIGNATION AS A FEDERAL DISASTER SITE, THE
ALBANY AREA IMMEDIATELY BECAME ELIGIBLE TO RECEIVE
MILLIONS OF DOLLARS IN FEDERAL EMERGENCY ASSISTANCE.
DOES IT MAKE SENSE TO CONTINUE TO LOCATE A CRITICAL
MARINE CORPS LOGISTICS STORAGE SITE IN A NATIONAL
FLOODING DISASTER AREA?

3. PRECISELY BECAUSE OF THE IDEAL CLIMATIC CONDITIONS AT MCLB BARSTOW, THE DEFENSE LOGISTICS AGENCY (DLA), WHICH IN 1992 TOOK OVER MUCH OF THE MATERIAL STORAGE FUNCTION AT MCLB BARSTOW FROM THE MARINE CORPS, IS CONSIDERING FURTHER ENHANCING AND EXPANDING THE MATERIAL STORAGE FUNCTION OF THE BARSTOW FACILITY.

C. HIGH-TECH CAPABILITIES

MCLB BARSTOW IS A STATE-OF-THE-ART FACILITY WHICH IS WELL SUITED FOR REPAIRING AND MAINTAINING THE "SMART" WEAPONS CURRENTLY UNDER DEVELOPMENT FOR FUTURE USE BY THE MARINE CORPS AND OTHER SERVICES. THIS CAPABILITY WAS RECENTLY RECOGNIZED BY THE DEPARTMENT OF DEFENSE WHEN IT SELECTED MCLB BARSTOW AS ONE OF ONLY SEVEN REPAIR DEPOTS IN THE ENTIRE U.S. TO PIONEER A NEW, HIGH-TECH PROCESS CALLED FLEXIBLE COMPUTER INTEGRATED MANUFACTURING (FCIM), WHICH WILL ALLOW THE INEXPENSIVE MANUFACTURE OF PARTS TO ORDER FOR DELIVERY IN LESS THAN THIRTY DAYS.

D. COST EFFECTIVENESS

1. THE BARSTOW INSTALLATION IS SOLVENT, WHILE MANY OF THE REPAIR DEPOTS OF THE OTHER SERVICES HAVE RECENTLY OPERATED IN THE RED. IN FACT, MCLB BARSTOW AND MCLB ALBANY HAVE BEEN SO SUCCESSFUL IN RECENT YEARS AT OPERATING IN THE BLACK THAT THEY WERE DETERMINED BY THE DEFENSE DEPARTMENT TO HAVE MADE "TOO MUCH" MONEY AND DELIBERATELY PROGRAMMED TO OPERATE AT A DEFICIT

5. GENERAL JOHN M. LOH, COMMANDER OF THE U.S. AIR COMBAT
COMMAND, HAS GONE ON RECORD AS RECOMMENDING THE
SELECTION OF BEALE AFB FOR THE SPECIAL OPERATIONS
UNIT.

B. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF
ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE
BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED
WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND
THE INITIAL ESTIMATES.

5. LOCAL BASE SUPPORT ORGANIZATIONS

CONTACT: JAMES G. CHANGARIS, CHAIRMAN
BEALE MILITARY LIASON COMMITTEE
P.O. BOX 1808
YUBA CITY, CA 95992
(916) 674-1841 (916) 673-3946 (FAX)

6. BASE PUBLIC AFFAIRS OFFICE: (916) 634-8890

7. REPRESENTATION

U.S. HOUSE: DISTRICT 2 -- WALLY HERGER (R)

STATE SENATE: DISTRICT 1 -- TIM LESLIE (R)

STATE ASSEMBLY: DISTRICT 3 -- BERNIE RICHTER (R)

A. SUPERB LOCATION.

CHINA LAKE NAVAL AIR WEAPONS STATION

1. **ECONOMICS**

- A. \$228 MILLION ANNUAL PAYROLL
- B. ANNUAL BUDGET OF ROUGHLY \$3 BILLION
- C. EMPLOYMENT
 - 1. UNIFORMED MILITARY: 1,100
 - 2. CIVILIAN: 4,600 CURRENTLY. THIS FIGURE IS SLATED TO DECLINE TO 4,300 BY 30 SEPTEMBER 1995.
 - 3. CONTRACTOR SUPPORT PERSONNEL: 2,000
- D. THE NAVAL WEAPONS CENTER IS THE CITY'S ONLY MAJOR EMPLOYER, COMPRISING ROUGHLY 90% OF CITY EMPLOYMENT.

2. **MISSION**

THE CHINA LAKE NAVAL WEAPONS CENTER IS THE U.S. NAVY'S PREMIER RESEARCH, DEVELOPMENT, TEST, AND EVALUATION (RDT&E) FACILITY FOR AIR-LAUNCHED WEAPONS SYSTEMS.

3. **CHINA LAKE STRONG POINTS**

- A. SUPERB LOCATION
 - 1. OVER 250 DAYS OF CLEAR FLYING WEATHER ANNUALLY
 - 2. ITS ISOLATED LOCATION 100 MILES FROM NEAREST CITY ENSURES THE ABSENCE OF ANY ENCROACHMENT PROBLEMS
 - 3. THE FACILITY INCLUDES WITHIN ITS BOUNDARIES OVER ONE MILLION ACRES OF LAND AND 17,000 SQUARE MILES OF R-2508 RESTRICTED AIRSPACE (12% OF CALIFORNIA'S TOTAL AIRSPACE) WITH WHICH TO CONDUCT OPERATIONS
- B. OPENED IN 1943, MAJOR ACCOMPLISHMENTS DURING ITS 5-DECADE EXISTENCE INCLUDE:
 - 1. SIDEWINDER AIR-TO-AIR MISSILE
 - 2. HARM HIGH SPEED ANTI-RADIATION MISSILE
 - 3. CRUISE MISSILE ENGINEERING
 - 4. F/A-18 HORNET WEAPONS SYSTEMS ENGINEERING

5. AV-8B HARRIER WEAPONS SYSTEMS ENGINEERING
 6. ENGINEERED 70% OF ALL WEAPONS EMPLOYED IN OPERATION DESERT SHIELD/DESERT STORM
- C. THE CHINA LAKE FACILITY IS HOME TO THE COSO GEOTHERMAL PLANT -- THE U.S. NAVY'S LARGEST GEOTHERMAL DEVELOPMENT, WITH A PRODUCTION CAPACITY OF 240 MEGAWATTS. BECAUSE OF A SPECIAL AGREEMENT BETWEEN THE NAVY AND THE CALIFORNIA ENERGY CO. WHICH OPERATES THE PLANT, THE NAVY ENJOYS LOW ELECTRICAL BILLS.
4. **OTHER CONSIDERATIONS**
- A. EGLIN AFB (FLORIDA) PERFORMS SIMILAR AIR WEAPONS SYSTEM RDT&E FUNCTIONS FOR THE U.S. AIR FORCE AND IS UNDER CONSIDERATION AS A POSSIBLE SITE FOR CONSOLIDATING ALL DEFENSE DEPARTMENT AIR WEAPONS RDT&E ACTIVITY. PARTICULAR ADVANTAGES OF CHINA LAKE OVER EGLIN INCLUDE:
1. PROXIMITY TO EDWARDS AFB (LANCASTER, CA) AND THE UNMATCHED TECHNOLOGICAL CAPABILITIES OF THE ENTIRE SOUTHERN CALIFORNIA TECHNOLOGICAL/RESEARCH COMPLEX.
 2. COST CONSIDERATIONS
 3. COMPLETE ABSENCE OF CIVILIAN AIRSPACE ENCROACHMENT
 4. SIZE
- B. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.
5. **LOCAL ORGANIZATIONS**

THE RIDGECREST-BASED IWV-2000 PARTNERSHIP FOR PROGRESS ORGANIZATION IS PUSHING FOR THE ESTABLISHMENT OF A SOUTHWEST COMPLEX OF INSTALLATIONS AT WHICH WOULD BE CONSOLIDATED ALL DEFENSE-RELATED RDT&E ACTIVITY. IN ADDITION TO THE CHINA LAKE FACILITY, THE SOUTHWEST AIR SYSTEMS RDT&E COMPLEX WOULD INCLUDE EDWARDS AIR FORCE BASE, FORT IRWIN ARMY TRAINING CENTER, AND POINT MUGU NAVAL TEST CENTER. TO DATE, THE AIR FORCE HAS EXPRESSED GREATER INTEREST IN THE IWV-2000 PROPOSAL THAN THE NAVY.

CONTACT: JACK P. CONNELL, EXECUTIVE DIRECTOR
IWV 2000 PARTNERSHIP FOR PROGRESS
P.O. BOX 2000
RIDGECREST, CA 93556

(619) 371-BRAC
(619) 371-2724 (FAX)

6. **BASE PUBLIC AFFAIRS OFFICE:** (619) 939-3511 (CATHY PARTUSCH)

7. **REPRESENTATION**

U.S. HOUSE: DISTRICT 21 -- BILL THOMAS (R)

STATE SENATE: DISTRICT 17 -- DON ROGERS (R)

STATE ASSEMBLY: DISTRICT 34 -- KEITH OLBERG (R)

CONCORD NAVAL WEAPONS STATION

1. ECONOMICS

A. \$60 MILLION FY 1994 PAYROLL (NOT INCLUDING ANOTHER \$100 MILLION IN SALARIES FOR MILITARY RESERVISTS AND PERSONNEL STATIONED ONBOARD 5 CONCORD-HOMEPORTED U.S. NAVY AMMUNITION SHIPS). THE BASE PAYROLL IS PROJECTED TO DECLINE TO \$47 MILLION IN FY 1995.

B. EMPLOYMENT

1. U.S. NAVY WEAPONS STATION

A. UNIFORMED MILITARY: 300 AS OF 1-1-94
PROJECTED TO DECLINE TO 15 BY OCTOBER 1995

B. CIVILIAN: 908 AS OF 1-1-94
WILL DECLINE TO 600 BY 1-1-95

2. U.S. NAVY SHIPS AND ASSIGNED TENANTS

A. UNIFORMED MILITARY: 2,289 AS OF 1-1-94
WILL FALL TO ZERO BY 1998 WITH THE TRANSFER OF
THE FIVE NAVY AMMUNITION AE SHIPS TO THE MILITARY
SEALIFT COMMAND (MSC)

B. CIVILIAN: 172 AS OF 1-1-94
THIS FIGURE SHOULD REMAIN RELATIVELY STABLE OVER
THE NEAR TERM

C. ANNUAL VALUE OF CIVILIAN CONTRACTS AND PURCHASES IS
ESTIMATED AT ROUGHLY \$40 MILLION

D. IN ALL, THE BASE CONTRIBUTES ROUGHLY \$100 MILLION
ANNUALLY
TO THE LOCAL COMMUNITY

2. MISSION

THE MISSION OF THE CONCORD NAVAL WEAPONS STATION IS TO PROVIDE ORDNANCE LOADING AND TRANSSHIPMENT SERVICES FOR U.S. DEPARTMENT OF DEFENSE ACTIVITIES. ALTHOUGH THE FACILITY IS OPERATED BY THE U.S. NAVY, IT PROVIDES ORDNANCE SERVICES NOT ONLY TO NAVY COMBATANT VESSELS BUT ALSO TO DEFENSE DEPARTMENT AMMUNITION RESUPPLY SHIPS, MILITARY SEALIFT COMMAND (MSC) AND MILITARY TRAFFIC MANAGEMENT COMMAND (MTMC) VESSELS, AND COMMERCIAL EXPLOSIVES SHIPS. IN ADDITION, THE FACILITY SUPPORTS ARMY AND AIR FORCE PREPOSITION AFLOAT AMMUNITION

PROGRAMS.

3. **CONCORD NWS STRONG POINTS**

A. **SUPERB FACILITIES**

1. THE CONCORD NAVAL WEAPONS STATION IS THE DEFENSE DEPARTMENT'S ONLY WEST COAST DEEP-WATER MILITARY PORT FOR THE SHIPMENT OF BULK QUANTITIES OF ORDNANCE.
2. THE STATION HAS THREE QUARTER-MILE LONG PIERS WITH FULL TRUCK AND RAIL ACCESS. LOCATED IN THE BASE'S SEVEN THOUSAND-PLUS ACRE TIDAL AREA, THE PIERS PROVIDE A SUFFICIENT SAFETY EXPLOSIVE ARC TO ACCOMMODATE UP TO 24 MILLION LBS OF NET EXPLOSIVE WEIGHT (NEW) ON THE PIERS AND IN ADJACENT SHIPS AT ANY ONE TIME.
3. A FIVE THOUSAND-PLUS ACRE INLAND AREA PERMITS THE STORAGE AND MAINTENANCE OF NAVY AND OTHER DEFENSE DEPARTMENT ORDNANCE WITHIN ADDITIONAL SAFETY EXPLOSIVE ARCS.

B. **SUPERB LOCATION**

THREE RAILROADS -- THE UNION PACIFIC, THE SOUTHERN PACIFIC, AND THE ATCHISON, TOPEKA, & SANTA FE -- SERVE THE CONCORD WEAPONS STATION. THE BASE MAINTAINS OVER 100 MILES OF RAIL TRACK ON-SITE TO FACILITATE THE MOVEMENT OF ORDNANCE WITHIN THE STATION AND TO THE THREE PIERS.

C. **NEVER RECOMMENDED FOR CLOSURE**

IN NONE OF THE THREE PREVIOUS BRAC ROUNDS HAS EITHER THE NAVY OR THE DEFENSE DEPARTMENT EVER RECOMMENDED THE FACILITY FOR CLOSURE.

4. **OTHER CONSIDERATIONS**

A. THE DEFENSE DEPARTMENT HAS PROGRAMMED \$57 MILLION IN IMPROVEMENTS FOR THE CONCORD WEAPONS STATION TO ENABLE IT TO PERFORM AS THE WEST COAST CONTAINERIZED AMMUNITION TRANSSHIPMENT FACILITY BY THE YEAR 2000.

B. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.

5. **LOCAL BASE SUPPORT ORGANIZATIONS**

APOLLO 11 MOON LANDING CREW (ARMSTRONG, ALDRIN, AND COLLINS) WERE EDWARDS AFB ALUMNI.

3. ITS TEST PILOTS HAVE LAID MANY OF THE SCIENTIFIC FOUNDATIONS FOR THE U.S. SPACE PROGRAM.

C. THE IMMENSE NATURAL RUNWAY FORMED BY THE BASE'S ROGERS DRY LAKE SERVES AS THE PRIMARY LANDING SITE FOR THE U.S. SPACE SHUTTLE.

4. OTHER CONSIDERATIONS

A. THUS FAR THE BASE HAS ACTUALLY BENEFITTED FROM THE DEFENSE BUILD-DOWN AS OTHER INSTALLATIONS ARE CLOSED OR REALIGNED AND THEIR AIRCRAFT-TESTING FUNCTIONS ARE SHIFTED TO EDWARDS.

1. AS NOTED EARLIER, THE EDWARDS AFB BUDGET HAS INCREASED FROM \$363 MILLION IN FY 1992 TO \$457 MILLION IN FY 1994 -- A BOOST OF 25% OVER TWO YEARS.

2. IN SPRING 1994 THE 4950TH TEST WING WITH ITS 950 PERSONNEL AND 26 AIRCRAFT WAS TRANSFERRED TO EDWARDS FROM WRIGHT-PATTERSON AFB IN OHIO. THE ARRIVAL OF THE 4950TH MARKED THE LARGEST SINGLE ADDITION TO THE BASE IN DECADES. IT TOOK PLACE DESPITE STRENUOUS OPPOSITION FROM THE OHIO CONGRESSIONAL DELEGATION, INCLUDING FORMER ASTRONAUT AND NOW-SENATOR JOHN GLENN.

3. ON-BASE EMPLOYMENT IS EXPECTED TO RISE FURTHER IN 1997 OR 1998 WHEN THE F-22 ADVANCED TACTICAL FIGHTER (ATF) UNDERGOES SHAKEDOWN FLIGHTS.

4. THE BASE'S MASSIVE, STATE-OF-THE-ART CHAMBER IN WHICH AIRCRAFT ELECTRONIC WARFARE SYSTEMS ARE TESTED WITHOUT FEARS OF SATELLITE DETECTION OR OUTSIDE ELECTRICAL INTERFERENCE IS EXPECTED TO RECEIVE SOME

\$50 MILLION FOR UPGRADING AND COMPUTERIZATION. A SIMILAR CHAMBER EXISTS AT THE PATUXENT RIVER NAVY BASE, BUT THE EDWARDS FACILITY IS THE WORLD'S LARGEST.

B. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. THE EDWARDS SITE SUFFERS FROM EXTENSIVE ON-BASE TOXICS CONTAMINATION, WITH CLEAN-UP COSTS ESTIMATED TO RUN AS HIGH AS \$400 MILLION. MOREOVER, EXPERIENCE WITH THE BASE CLOSURE PROCESS THUS FAR HAS SHOWN THAT, IF ANYTHING, CLEAN-UP COSTS INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.

5. **LOCAL BASE SUPPORT ORGANIZATIONS**

NO ORGANIZATION DEDICATED SOLELY TO PROTECTING EDWARDS AFB HAS BEEN FORMED TO DATE. THE CHINA LAKE-BASED IWV-2000 ORGANIZATION HAS, HOWEVER, BEEN IN CONTACT WITH EDWARDS IN CONNECTION WITH ITS EFFORTS TO OBTAIN SUPPORT FOR A SOUTHWEST AIR SYSTEMS COMPLEX OF RDT&E INSTALLATIONS.

CONTACT: JACK P. CONNELL, EXECUTIVE DIRECTOR
IWV 2000 PARTNERSHIP FOR PROGRESS
P.O. BOX 2000
RIDGECREST, CA 93556
(619) 371-BRAC
(619) 371-2724 (FAX)

6. **BASE PUBLIC AFFAIRS OFFICE:** (805) 277-3510

7. **REPRESENTATION**

U.S. HOUSE: DISTRICT 21 -- BILL THOMAS (R)

STATE SENATE: DISTRICT 17 -- DON ROGERS (R)

STATE ASSEMBLY: DISTRICT 34 -- KEITH OLBERG (R)

FORT IRWIN

1. ECONOMICS

A. \$240 MILLION ANNUAL PAYROLL

B. EMPLOYMENT (AS OF JANUARY 1994)

1. UNIFORMED MILITARY: 4,611

2. CIVILIAN: 3,003

C. THE FORT IRWIN FACILITY IS THE PRIMARY EMPLOYER IN THE BARSTOW COMMUNITY.

2. MISSION

THE FORT IRWIN BASE HOUSES THE NATIONAL TRAINING CENTER -- THE U.S. ARMY'S NUMBER-ONE TRAINING FACILITY WORLDWIDE.

3. FORT IRWIN STRONG POINTS

A. LOCATION

FORT IRWIN IS SUPERBLY LOCATED TO ACCOMPLISH ITS MISSION AS THE PRIMARY TRAINING FACILITY OF THE U.S. ARMY. IN 1980 THE BASE PREVAILED OVER TEN OTHER POSSIBLE SITES IN THE COMPETITION FOR A PROPOSED U.S. ARMY NATIONAL TRAINING CENTER. THE FACILITY IS LOCATED IN THE MOJAVE DESERT OF SOUTHEAST CALIFORNIA, FAR REMOVED FROM ANY MAJOR POPULATION CENTERS. ITS AIRSPACE IS FREE FROM CIVILIAN ENCROACHMENT. WEATHER CONDITIONS ARE OPTIMAL FOR YEAR-ROUND TRAINING, WITH PRECIPITATION AVERAGING LESS THAN FIVE INCHES ANNUALLY.

B. SIZE

FORT IRWIN'S MASSIVE SIZE MAKES IT IDEAL FOR THE CONDUCT OF REALISTIC, LARGE-SCALE U.S. ARMY TRAINING OPERATIONS. THE BASE ENCOMPASSES SOME 630,000 ACRES OF LAND -- ROUGHLY THE SIZE OF THE ENTIRE STATE OF RHODE ISLAND. OF THIS LAND AREA, ABOUT 430,000 ACRES ARE SUITABLE FOR MANEUVER AREAS AND RANGES.

C. ESTABLISHED RECORD OF PROVEN PERFORMANCE

BETWEEN ITS INCEPTION IN OCTOBER 1980 AND JANUARY 1993, THE NATIONAL TRAINING CENTER AT FORT IRWIN HAS TRAINED 524,187 SOLDIERS, 153,924 NONCOMMISSIONED OFFICERS, AND 39,228 OFFICERS. THIS OFFICER TOTAL INCLUDES 4,216

PANY COMMANDERS AND 724 BATTALLION COMMANDERS AND
AIR STAFFS.

CONSIDERATIONS

FORT IRWIN PERFORMS A CRITICAL U.S. ARMY MISSION. IT HAS BEEN RECOMMENDED FOR CLOSURE IN ANY PREVIOUS BASE CLOSURE ROUND. IN A RECENT VISIT TO FORT IRWIN, GENERAL DON SULLIVAN, THE U.S. ARMY CHIEF OF STAFF, WAS QUOTED AS SAYING THAT THE BASE WOULD BE CLOSED "SOMETIME AFTER WE CLOSE THE PENTAGON".

FORT IRWIN IS ONE OF FOUR MAJOR SOUTHERN CALIFORNIA INSTALLATIONS INCLUDED IN THE RIDGECREST-BASED IWV 2000 "PARTNERSHIP FOR PROGRESS" ORGANIZATION'S PROPOSAL FOR A SOUTHWEST COMPLEX OF RDT&E INSTALLATIONS. (THE OTHER THREE INSTALLATIONS ARE CHINA LAKE, POINT MUGU, AND EDWARDS AFB.) FORT IRWIN'S CONTRIBUTION TO THE SOUTHWEST AIR SYSTEMS RDT&E COMPLEX WOULD CONSIST PRIMARILY OF U.S. ARMY INTEROPERABILITY TESTING.

- C. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. THE COST OF DUPLICATING EXISTING FACILITIES AND RELOCATING PERSONNEL IN THE EVENT OF A MOVE HAS BEEN ESTIMATED AT BETWEEN THREE AND FIVE BILLION DOLLARS. MOREOVER, IF ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.

5. LOCAL ORGANIZATIONS

CONTACT: PATRICIA MOSER
ASSISTANT TO CITY MANAGER
CITY OF BARSTOW
220 EAST MOUNTAIN VIEW STREET
BARSTOW, CA 92311
(619) 256-3531
(619) 256-1750 (FAX)

6. BASE PUBLIC AFFAIRS OFFICE: (619) 577-6449

7. REPRESENTATION

U.S. HOUSE: DISTRICT 40 -- JERRY LEWIS (R)
STATE SENATE: DISTRICT 17 -- DON ROGERS (R)
STATE ASSEMBLY: DISTRICT 34 -- KEITH OLBERG (R)

LEMOORE NAVAL AIR STATION

1. ECONOMICS

- A. \$107 MILLION PAYROLL IN FY 94, OF WHICH \$82 MIL WENT TO MILITARY PERSONNEL AND \$25 MILLION WENT CIVILIAN EMPLOYEES.
- B. EMPLOYMENT
 - 1. UNIFORMED MILITARY : 4700
 - 2. CIVILIAN: 1400
- C. THE TOTAL ECONOMIC IMPACT, BOTH DIRECT AND INDIRECT, OF NAS LEMOORE ON THE REGION OF INFLUENCE (ROI) WHICH INCLUDES KINGS, TULARE, AND FRESNO COUNTIES IS ESTIMATED AT \$285 MILLION ANNUALLY.

2. MISSION

THE OFFICIAL MISSION OF LEMOORE NAVAL AIR STATION IS TO MAINTAIN AND OPERATE FACILITIES AND PROVIDE SERVICES AND MATERIAL TO SUPPORT OPERATIONS OF AVIATION ACTIVITIES AND UNITS AS DESIGNATED BY THE CHIEF OF NAVAL OPERATIONS. SPECIFICALLY, NAS LEMOORE IS THE HOME OF TEN F/A-18 STRIKE FIGHTER CARRIERS BASED "HORNETS" AND ONE FLEET REPLACEMENT SQUADRON, FOR A TOTAL OF APPROXIMATELY 170 AIRCRAFT. ADDITIONALLY, MANY TENANT ACTIVITIES INCLUDING THE NAVAL HOSPITAL AND AVIATION PHYSIOLOGY ARE HOSTED ON THE AIR STATION.

3. NAS LEMOORE ASSETS

- A. LOCATION
 - 1. LOCATED IN THE MIDDLE OF THE CENTRAL SAN JOAQUIN VALLEY, NAS LEMOORE ENJOYS CLOSE PROXIMITY TO THE CHINA LAKE/EDWARDS RANGE TO THE EAST AND THE FAST OVER WATER PACIFIC WARNING AREAS TO THE WEST. ADDITIONALLY, THE FALLON RANGES, USED MOSTLY FOR AIR TO GROUND WEAPONRY, ARE LOCATED TO THE NORTH. THE LOCATION AND FAVORABLE YEAR ROUND WEATHER CONDITIONS MAKE NAS LEMOORE IDEALLY SUITED FOR THE HOMEPORTING AND TRAINING OF MILITARY TACTICAL AVIATION.
 - 2. THE AIR STATION IS ALSO CENTRALLY LOCATED BETWEEN CARRIER HOMEPORTS OF NORTH ISLAND, ALAMEDA AND BREMERTON, WITH THE CLOSURE OF ALAMEDA, THE CARRIERS HOMEPORTED AT ALAMEDA WILL BE RELOCATED

6. REPRESENTATION
U.S. HOUSE DISTRICT 20
STATE SENATE DISTRICT 16
STATE ASSEMBLY DISTRICT 30
CAL DOOLEY (D)
JIM COSTA (D)
CHARLES CALDERON (D)

5. NAS LEMORE CONTACT:
DENNIS MCGRAH
NAVAL AIR STATION LEMORE, CA 93245
(209) 998-3394 (FAX)
PUBLIC AFFAIRS OFFICE
NAVAL AIR STATION LEMORE, CA 93245
(209) 998-3394 (FAX)
AL COMMITTEE FOR THE ADVANCEMENT OF LEMORE
AL GORTY
NAVAL AIR STATION LEMORE, CA 93245
(209) 998-3394 (FAX)
KINGS COUNTY GOVERNMENT CENTER
1400 WEST LACEY BOULEVARD
HANFORD, CALIFORNIA 93230
(209) 582-3211 EXT. 4410
585-1036 (FAX)

OF THE "GREEN BELT" SURROUNDS STATION
 VAST "GREEN BELT" SURROUNDS STATION
 USE CONCENTRATED BY ENVIRONMENTAL AND LAND
 IS SUBSTANTIALLY UNENCUMBERED BY ENVIRONMENTAL AND LAND
 AND REALIGNMENT REPORT TO THE COMMISSION.
 THIS FACT WAS ACKNOWLEDGED IN THE 1993 DOD BASE CLOSURE
 ENVIRONMENTAL CONCERNS.
 FREE OF LAND AND AIRSPACE ENCROACHMENT AND
 OPERATIONAL CONCERNS.
 TO NORTH ISLAND AND EVERETT, WASHINGTON
 THE STRIKE FIGHTER COMMUNITY IS FINANCIALLY AND
 ITS CARRIER HOMERORTS IS FINANCIALLY AND
 OPERATIONAL CONCERNS.
 WASHINGTON, WASHINGTON, WASHINGTON
 LOCAL BETWEEN

LONG BEACH NAVAL SHIPYARD

1. ECONOMICS

- A. \$118 MILLION ANNUAL PAYROLL
- B. EMPLOYMENT
 - 1. UNIFORMED MILITARY: 33
 - 2. CIVILIAN: 4196
 - 3. SLATED TO DECLINE TO 3,047 BY 25 JULY 1995
- C. ANNUAL SHIPYARD EXPENDITURES OF \$310 MILLION
- D. ESTIMATED INDIRECT IMPACT ON THE LOCAL ECONOMY OF \$580 MILLION ANNUALLY AND 6,085 JOBS

2. MISSION

THE PRIMARY WEST COAST FACILITY FOR THE PERFORMANCE OF REPAIR, OVERHAUL, AND MODERNIZATION FOR PACFLEET (U.S. PACIFIC FLEET) SURFACE SHIPS.

3. SHIPYARD STRONG POINTS

- A. BUILT IN 1943, IT IS THE NEWEST AND MOST MODERN OF ALL DEFENSE DEPARTMENT SHIPYARDS
- B. ONLY WEST COAST SHIPYARD WITH DIRECT, UNIMPEDED ACCESS TO THE PACIFIC OCEAN. FROM THE OTHER WEST COAST SHIPYARD, THE PUGET SOUND NSY IN BREMERTON, WASHINGTON, U.S. NAVY SHIPS MUST NEGOTIATE A WINDING, EIGHT-HOUR PASSAGE TO REACH THE PACIFIC.
- C. ONLY DOD SHIPYARD FACILITY LOCATED IN CALIFORNIA, A STATE IN WHICH ALMOST ONE-THIRD OF ALL U.S. NAVY SURFACE SHIPS ARE HOMEPORTED. OF ALL WEST COAST-BASED SURFACE SHIPS, ROUGHLY TWO-THIRDS ARE HOMEPORTED IN SOUTHERN CALIFORNIA. MOREOVER, LBNSY IS THE ONLY CALIFORNIA SHIPYARD, PUBLIC OR PRIVATE, AND ONE OF ONLY TWO ON THE WEST COAST CAPABLE OF ACCOMMODATING ALL CLASSES OF U.S. NAVY VESSELS.
- D. IT HAS THE DEEPEST DRAFT OF ANY PUBLIC SHIPYARD
- E. LBNSY IS HOME TO THE U.S. NAVY'S ONLY GYROCOMPASS SHOP ON THE WEST COAST, AND IS THE ONLY WEST COAST FACILITY CAPABLE OF REPAIRING OR REFITTING SPLIT SLEEVE RUDDER

POSTS AND PROPELLER SHAFTS. IT ALSO CONTAINS THE ONLY SONAR DOME MANUFACTURING FACILITY LOCATED IN THE U.S.

- F. THE SHIPYARD HAS PROVEN ITSELF AS THE U.S. NAVY'S MOST COST-EFFECTIVE SHIPYARD. IT HAS OPERATED UNDER BUDGET FOR THE LAST FOUR YEARS RUNNING AND HOLDS THE DISTINCTION AS THE ONLY ONE OF THE EIGHT U.S. NAVY SHIPYARDS TO ACCUMULATE AN ANNUAL PROFIT. IN FY 1989, FOR EXAMPLE, THE SHIPYARD TURNED A PROFIT OF \$36 MILLION. AND STARTING IN 1987, LBNSY BEGAN A VOLUNTARY COST-REDUCTION PROGRAM WHICH HAS SINCE BECOME A MODEL FOR SHIPYARDS THROUGHOUT THE NATION.
- G. A 1987 U.S. NAVY STUDY CONCLUDED THAT LBNSY REMAINED VITAL FOR THE "CONTINUED SUPPORT OF SURFACE SHIP COMPLEX COMBAT SYSTEMS"
- H. IN A 1991 EVALUATION OF BASE FACILITIES, THE U.S. NAVY RANKED THE LBNSY FACILITY AS THIRD BEST IN MILITARY VALUE AMONG ALL NAVY BASES WORLDWIDE
- I. COMMISSIONER STUART, A MEMBER OF BOTH THE 1991 AND 1993 COMMISSIONS, STATED AT THE END OF THE 1991 BRAC DELIBERATIONS "WE NEED TO BE THOUGHTFUL ABOUT OVERRIDING THE ALMOST UNANIMOUS NAVY VIEW THAT LONG BEACH (NAVAL SHIPYARD) IS ESSENTIAL FOR THEIR MISSION"
- J. AT THE CLOSE OF BRAC 93 DELIBERATIONS, THEN-JCS CHAIRMAN GENERAL COLIN POWELL EXPRESSED PARTICULAR SUPPORT FOR RETENTION OF LBNSY.
- K. IN 1991 LBNSY RECEIVED A MERITORIOUS UNIT COMMENDATION (MUC) FROM THE SECRETARY OF THE NAVY -- ONE OF ONLY THREE SHIPYARDS EVER TO RECEIVE THE HONOR
- L. TO DATE, THE LONG BEACH FACILITY HAS NEVER BEEN RECOMMENDED FOR CLOSURE BY EITHER THE NAVY OR THE DEFENSE DEPARTMENT

4. OTHER CONSIDERATIONS

- A. ALTHOUGH THE NAVY HAS NEVER RECOMMENDED LBNSY FOR CLOSURE, THE BASE CLOSURE COMMISSION HAS TWICE ADDED IT TO ITS LIST FOR CLOSURE CONSIDERATION. IN 1993 THE SEVEN-MEMBER COMMISSION VOTED AGAINST RECOMMENDING LBNSY FOR CLOSURE BY FOUR VOTES TO THREE -- A MARGIN OF BUT A SINGLE VOTE. FOR COMPARISON'S SAKE, THE 1991 COMMISSION VOTE AGAINST CLOSING THE SHIPYARD WAS SIX VOTES TO ONE.
- B. SAVINGS FROM BASE CLOSURE WOULD LIKELY TO BE MINIMAL. A STUDY CONDUCTED BY THE U.S. NAVY INDICATED THAT THE EXPENSES ASSOCIATED WITH CLOSING LBNSY COULD EXCEED \$750

MILLION AND MIGHT EVEN APPROACH \$1 BILLION. THE STUDY CONCLUDED THAT IT WOULD TAKE ON THE ORDER OF 79 YEARS TO FULLY RECOUP THE COSTS INCURRED IN CLOSING THE SHIPYARD.

C. THE SHIPYARD IS ABSORBING THE LONG BEACH NAVAL STATION'S MAIN FACILITY, A 1991 BRAC CLOSURE. THESE ADDITIONAL FACILITIES MAY MAKE THE SHIPYARD LESS COMPETITIVE IN THE 1995 BRAC PROCESS.

5. LOCAL BASE SUPPORT ORGANIZATIONS

CONTACT: WILLIAM R. GURZI, CHAIRMAN
SOUTHERN CALIFORNIA COMMITTEE TO SAVE OUR SHIPYARD
200 PINE AVENUE, SUITE 400
LONG BEACH, CA 90802
(800) 947-5222
(310) 570-3851

6. BASE PUBLIC AFFAIRS OFFICE: (310) 547-7219

7. REPRESENTATION

U.S. HOUSE: DISTRICT 38 -- STEVE HORN (R)

STATE SENATE: DISTRICT 27 -- ROBERT G. BEVERLY (R)

STATE ASSEMBLY: DISTRICT 54 -- STEVEN T. KUYENDALL (R)

LOS ANGELES AIR FORCE BASE

1. ECONOMICS

- A. LAAFB HOUSES THE SPACE SYSTEMS DIVISION (SSD) OF THE U.S. AIR FORCE SPACE SYSTEMS COMMAND. IN FY 1991 SSD WAS BUDGETED \$7.8 BILLION, OF WHICH \$3.5 BILLION WAS SPENT IN SOUTHERN CALIFORNIA.
- B. THE BASE ITSELF HAS AN ANNUAL OPERATING BUDGET OF \$312 MILLION AND AN ANNUAL PAYROLL OF \$150 MILLION. THIS DOES NOT INCLUDE AN ADDITIONAL \$395 MILLION BUDGETED FOR THE SERVICES OF THE AEROSPACE CORPORATION, A NON-PROFIT FEDERALLY-FUNDED RESEARCH AND DEVELOPMENT CENTER (FFRDC).
- C. EMPLOYMENT
 - 1. UNIFORMED MILITARY: 1,872
 - 2. GOVERNMENT CIVILIAN AND CONTRACTOR PERSONNEL: 1,373
 - 3. AEROSPACE CORPORATION EMPLOYEES: 4,000
- D. INCLUDING SECONDARY EMPLOYMENT, THE BASE IS RESPONSIBLE FOR AN ESTIMATED \$1.3 BILLION AND 18,000 JOBS IN THE IMMEDIATE SOUTHERN CALIFORNIA AREA.
- E. THERE ARE ALSO THE ECONOMIC MULTIPLIER EFFECTS ASSOCIATED WITH LAAFB CLOSURE. OF THE \$7.8 BILLION (FY 1991) SSD ANNUAL BUDGET, SOME \$3.5 BILLION FINANCES THE ACQUISITION OF MILITARY SPACE SYSTEMS. WERE SSD TO LEAVE THE SOUTHERN CALIFORNIA AREA, ITS SUPPLIERS WOULD HAVE TO FOLLOW SUIT. EVENTUALLY AT LEAST ONE-THIRD OF THE AREA'S 70,000-STRONG MISSILE AND SPACE SYSTEMS WORKFORCE WOULD EITHER HAVE TO LEAVE OR FACE UNEMPLOYMENT. AND SINCE EACH JOB IN THIS INDUSTRY INDIRECTLY SUPPORTS ANOTHER TWO JOBS IN THE LOCAL COMMUNITY, THE AGGREGATE JOB LOSS RESULTING FROM CLOSING LAAFB WOULD RUN UPWARDS OF 90,000. THIS WOULD ADD OVER ONE-HALF PERCENT TO CALIFORNIA'S UNEMPLOYMENT RATE -- ALREADY AMONG THE NATION'S HIGHEST.

2. MISSION

A. SPACE SYSTEMS DIVISION (SSD)

THE BASE SERVES AS THE HEADQUARTERS FOR THE SPACE SYSTEMS DIVISION (SSD) OF THE U.S. AIR FORCE SPACE SYSTEMS COMMAND. SSD IS THE FOCAL POINT IN THE DEPARTMENT OF DEFENSE FOR ALL DOD SPACE ACTIVITIES. IT IS RESPONSIBLE FOR RESEARCH, DEVELOPMENT, ACQUISITION, LAUNCH, AND ON-

ORBIT COMMAND AND CONTROL OF MILITARY SPACE SYSTEMS. IT PROVIDES FOR CONSTRUCTION, ALTERATION, AND MAINTENANCE OF LAUNCH SUPPORT FACILITIES. IT ALSO SERVES AS THE LINK BETWEEN THE DEFENSE DEPARTMENT AND THE NASA SPACE SHUTTLE PROGRAM.

B. AEROSPACE CORPORATION

IN ADDITION TO THE SSD HEADQUARTERS, THE BASE ALSO HOUSES THE AEROSPACE CORPORATION, A NON-PROFIT CORPORATION FOUNDED IN 1960 FOR THE EXPRESS PURPOSE OF SUPPORTING SSD. THE AEROSPACE CORPORATION IS UNDER ANNUAL CONTRACT WITH THE SSD TO PROVIDE THE ARCHITECTURE AND ENGINEERING SERVICES IN SUPPORT OF MILITARY SPACE SYSTEMS. IT HAS BEEN DESIGNATED A FEDERALLY-FUNDED RESEARCH AND DEVELOPMENT CENTER (FFRDC).

3. LOS ANGELES AFB STRONG POINTS

A. SUPERB LOCATION -- PROXIMITY TO PRIMARY CUSTOMERS

1. THE SOUTH BAY AND LONG BEACH AREAS ARE POPULATED WITH A VERITABLE "WHO'S WHO" OF PRIME MILITARY CONTRACTORS INCLUDING HUGHES AIRCRAFT, MCDONNELL DOUGLAS, ROCKWELL, AND TRW. IN STRICT EFFICIENCY TERMS, THE VALUE OF LOCATING A BUSINESS CLOSE TO ITS PRIMARY CUSTOMER CANNOT BE OVERSTATED.
2. ALSO NOT TO BE OVERLOOKED IS THE TECHNOLOGICAL SYNERGY BETWEEN LAAFB AND THE ENTIRE HIGH-TECH SOUTHERN CALIFORNIA COMPLEX.

B. DISADVANTAGES OF MOVING LAAFB TO NEW MEXICO OR ELSEWHERE

1. THE LOS ANGELES AREA BOASTS ONE OF THE HIGHEST CONCENTRATIONS OF SCIENTIFIC AND ENGINEERING TALENT IN THE WORLD. THIS INTELLECTUAL INFRASTRUCTURE REPRESENTS A NATIONAL STRATEGIC ASSET AND A VITAL COG IN THE NATION'S DEFENSE. THE STATE OF NEW MEXICO, IN CONTRAST, HAS NO WORLD-CLASS RESEARCH UNIVERSITIES AND NONE OF THE INTELLECTUAL INFRASTRUCTURE OF THE SOUTHERN CALIFORNIA AREA.
2. IN ECONOMIC TERMS, DISPERSING THE U.S. HIGH-TECH INDUSTRIAL CLUSTER WOULD HAMPER EFFORTS OF U.S. INDUSTRY TO COMPETE IN THE GLOBAL MARKETPLACE.
3. COST CONSIDERATIONS -- MOVING SSD AND THE AEROSPACE CORPORATION TO KIRTLAND AFB (NM) WOULD COST THE U.S. AIR FORCE AN ESTIMATED \$470 MILLION.

4. OTHER CONSIDERATIONS

A. SAVINGS FROM BASE CLOSURE WOULD LIKELY BE MINIMAL. IT IS ESTIMATED THAT IT WOULD TAKE A QUARTER-CENTURY TO RECOUP THE COSTS ASSOCIATED WITH CLOSING LAAFB AND TRANSFERRING SSD ELSEWHERE. MOREOVER, PAST EXPERIENCE WITH BASE CLOSURES SUGGESTS THAT BASE CLOSURE AND CLEAN-UP EXPENSES ARE INVARIABLY UNDERSTATED.

B. THE PRINCIPAL REASON CITED BY THE U.S. AIR FORCE FOR CONSIDERING RELOCATION OF SSD IS THE IMMEDIATE AREA'S LACK OF AFFORDABLE HOUSING FOR ON-BASE PERSONNEL. THE AIR FORCE HAS ESTIMATED THE HOUSING SHORTFALL AT ROUGHLY 250 UNITS. HOWEVER, RECENT ACTIONS TAKEN BY THE STATE OF CALIFORNIA HAVE LARGELY ASSUAGED THE AIR FORCE'S HOUSING CONCERNS. IN DECEMBER 1992 THE STATE PRESENTED THE AIR FORCE WITH A PROPOSED NOMINAL-RATE LEASE FOR 20 ACRES LOCATED AT UPPER FORT MACARTHUR, A FORMER U.S. ARMY FACILITY WHICH WAS DECLARED SURPLUS AND DEEDED TO THE LOS ANGELES UNIFIED SCHOOL DISTRICT (LAUSD). THE UPPER FORT MACARTHUR SITE IS A HIGHLY DESIRABLE ONE, OVERLOOKING THE PACIFIC OCEAN AND CONVENIENTLY LOCATED NEAR EXISTING AIR FORCE HOUSING AT LOWER FORT MACARTHUR AND WHITE POINT. DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE (INSTALLATIONS) JAMES BOATWRIGHT HAS EXPRESSED ENTHUSIASTIC SUPPORT FOR THE SITE. THE SITE HAS ALSO BEEN DESCRIBED BY FORMER SECRETARY OF THE AIR FORCE DONALD RICE AS IDEAL.

IN ADDITION, GOVERNOR WILSON HAS DIRECTED THE CALIFORNIA NATIONAL GUARD TO VACATE A THREE-ACRE SITE AT LOWER FORT MACARTHUR FOR THE PURPOSE OF CREATING FURTHER HOUSING SPACE. AVAILABILITY OF THE UPPER AND LOWER FORT MACARTHUR SITES WOULD ENSURE THAT THE AIR FORCE WOULD BE ABLE TO CONSTRUCT AN AMPLE NUMBER HOUSING UNITS TO SATISFY THE HOUSING NEEDS OF ON-BASE PERSONNEL.

5. LOCAL BASE SUPPORT ORGANIZATIONS

CONTACT: JERRY SAUNDERS, VICE PRESIDENT
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EL SEGUNDO, CA 90245-0916
(310) 640-1520
(310) 414-9279 (FAX)

6. BASE PUBLIC AFFAIRS OFFICE: (310) 363-0030

7. REPRESENTATION

U.S. HOUSE: DISTRICT 36 -- JANE HARMAN (D)

STATE SENATE: DISTRICT 28 -- RALPH C. DILLS (D)

STATE ASSEMBLY: DISTRICT 53 -- DEBRA BOWEN (D)

MCCLELLAN AIR FORCE BASE

1. ECONOMICS

- A. \$583 MILLION ANNUAL PAYROLL
- B. TOTAL BASE EMPLOYMENT OF ROUGHLY 14,100
 - 1. UNIFORMED MILITARY: 3,000
 - 2. CIVILIAN: 11,100
 - 3. DOD-IMPOSED MANPOWER CEILING MANDATES THAT SALC EMPLOYMENT DECLINE TO 8,055 BY 01 OCTOBER 1995
- C. AWARDED OVER \$350 MILLION IN CONTRACTS TO CALIFORNIA BUSINESSES IN 1993
- D. LARGEST INDUSTRIAL EMPLOYER IN NORTHERN CALIFORNIA

2. AIRCRAFT REPAIR CAPABILITIES

- A. PRIMARY REPAIR FACILITY FOR A-10 AND F-111
- B. PERFORM SECOND-SOURCE REPAIR FOR F-15 AND KC-135
- C. LOGISTICS SUPPORT MANAGER FOR F-117 AND F-22

3. ADDITIONAL CAPABILITIES

- A. PRIMARY DOD SPACE LOGISTICS SUPPORT FACILITY. PROVIDE LOGISTICS MANAGEMENT SUPPORT FOR PROGRAMS SUCH AS MILSTAR, GPS (GLOBAL POSITIONING SYSTEM), AND DSP (DEFENSE SUPPORT PROGRAM).
- B. RED FORCE RANGE CENTER MANAGES AND MAINTAINS SYSTEMS EMULATING ENEMY RADAR AND ELECTRONIC WARFARE SIGNALS.

4. "CENTERS OF EXCELLENCE"

- A. DESIGNATED AS THE AIR FORCE TECHNOLOGY REPAIR CENTER FOR COMMUNICATIONS-ELECTRONICS
- B. MANUFACTURING
 - 1. MICROELECTRONICS
 - A. THE ON-BASE MICROELECTRONICS CENTER CAN MANUFACTURE, REPAIR, AND TEST EVERY TYPE OF CIRCUIT BOARD FOUND IN INDUSTRY. UTILIZING THE LOCAL CAD/CAM

SYSTEM, THE CENTER IS ALSO CAPABLE OF REVERSE ENGINEERING CIRCUIT BOARDS -- A FREQUENT REQUIREMENT IN THE MANUFACTURING PROCESS.

B. CREATED IN 1985, THE MICROELECTRONIC FACILITY HAS INVESTED HEAVILY IN CAPITAL EQUIPMENT AND IS PRESENTLY CAPITALIZED AT OVER \$100 MILLION

C. IN THE EVENT OF BASE CLOSURE, THE PHYSICAL FACILITY ITSELF COULD BE RELOCATED BUT THE HIGHLY TRAINED WORKFORCE WOULD LIKELY FIND NEW EMPLOYMENT ELSEWHERE IN THE IMMEDIATE AREA RATHER THAN RELOCATE WITH THE FACILITY. THE IMMEDIATE AREA IS HOME TO A LARGE NUMBER OF MICROELECTRONIC FIRMS AT WHICH THE CENTER'S ENGINEERS COULD EASILY OBTAIN WELL-PAYING EMPLOYMENT IN LIEU OF RELOCATING WITH THE FACILITY.

2. COMPOSITE MATERIALS

A. DESIGNATED AS THE AIR FORCE CENTER FOR THE DESIGN, REPAIR, AND PRODUCTION OF ADVANCED COMPOSITE COMPONENTS.

B. THE ON-BASE COMPOSITE MATERIALS CENTER RECENTLY REDESIGNED THE TRAILING EDGE FOR THE AIR FORCE'S F-117 STEALTH FIGHTER. THE NEW DESIGN SIMPLIFIED THE ORIGINAL, MAINTAINED LOW OBSERVATION REQUIREMENTS, AND CUT MANUFACTURING COSTS IN HALF.

3. OVERALL, THE FACILITY BOASTS OVER 400,000 SQUARE FEET OF SPACE DEDICATED TO ITS MISSION AS A ONE-STOP, FULL-SERVICE MANUFACTURING CENTER.

C. NONDESTRUCTIVE INSPECTION (NDI)

THE MCCLELLAN NUCLEAR RADIATION CENTER (MNRC) IS THE WORLD'S LARGEST NEUTRON RADIOGRAPHY FACILITY DEDICATED TO COMPONENT INSPECTION. IT IS THE ONLY SUCH FACILITY IN THE DEFENSE DEPARTMENT. THE FACILITY IS USED TO PROVIDE STRUCTURAL ENGINEERS WITH DATA CONCERNING MOISTURE AND CORROSION INTRUSION NEVER BEFORE AVAILABLE. THE FACILITY ALSO INCLUDES THE ONLY OPERATIONAL NUCLEAR REACTOR IN THE ENTIRE U.S. AIR FORCE.

D. HYDRAULICS AND PNEUDRALICS

MCCLELLAN POSSESSES THE MOST EXTENSIVE AIRCRAFT-RELATED HYDRAULIC AND PNEUDRALIC OVERHAUL AND REPAIR CAPABILITY WITHIN DOD.

"DUAL-USE" INITIATIVES

A. MILITARY

1. WON 75% OF THE DOLLAR VALUE OF THE CONTRACTS AWARDED IN NINE SEPARATE COMPETITIONS BETWEEN SALC AND THE ARMY FOR THE WORKLOAD OF THE SACRAMENTO ARMY DEPOT. ONLY NON-ARMY PARTICIPANT IN THE COMPETITION. AWARDED CONTRACTS INCLUDED WORK ON THE BRADLEY FIGHTING VEHICLE GUIDANCE SYSTEM, ADVANCED GYROS, AND NIGHT VISION ELECTROOPTICS REPAIR/MODIFICATION.
2. EMPLOYED NONDESTRUCTIVE INSPECTION (NDI) FACILITY FOR WORK ON NAVY F-14 FIGHTER AIRCRAFT AND ARMY APACHE HELICOPTER.
3. COMPOSITE MATERIALS FACILITY WAS REQUESTED BY NASA TO REDESIGN ITS T-38 RADOME. NASA APPROVED THE PROTOTYPE AND HAS SINCE REQUESTED THAT SALC PRODUCE THE COMPOSITE RADOMES FOR ITS ENTIRE T-38 FLEET.

B. COMMERCIAL

1. ENVIRONMENTAL PROCESS IMPROVEMENT CENTER (EPIC) -- A PARTNERSHIP BETWEEN MCCLELLAN, THE STATE OF CALIFORNIA, AND THE U.S. EPA. UNDER THIS ARRANGEMENT, MCCLELLAN SERVES AS A TEST SITE FOR DEMONSTRATING ENVIRONMENTAL TECHNOLOGY AND MANAGEMENT INNOVATIONS. EXAMPLES OF SUCH ENVIRONMENTAL TECHNOLOGIES INCLUDE:

A. SOIL VAPOR EXTRACTION SYSTEM

B. DEVELOPMENT OF ZERO-POLLUTION ELECTRIC VEHICLES IN COOPERATION WITH SMUD

2. RESEARCH INTO NEUTRON BOMBARDMENT THERAPY FOR TREATING INOPERABLE BRAIN TUMORS

3. COOPERATIVE RESEARCH AGREEMENT WITH USCAR TO DEVELOP AN ENVIRONMENTALLY COMPLIANT CASING FACILITY FOR THE DOMESTIC AUTOMOBILE INDUSTRY AND DOD. LEGISLATION APPROPRIATING THE FIRST \$11.5 MILLION OF THIS 5-YEAR \$40 MILLION PROJECT WAS SIGNED BY PRESIDENT CLINTON ON VETERAN'S DAY 1993.

6. OTHER CONSIDERATIONS

- A. EXTENSIVE ON-SITE TOXICS CONTAMINATION. CLEAN-UP COSTS HAVE BEEN ESTIMATED AT WELL IN EXCESS OF \$1 BILLION. MOREOVER, THESE ESTIMATES ARE ONLY PRELIMINARY AND ARE PROBABLY UNDERSTATED.

B. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL.
ECONOMIC ANALYSES HAVE CONCLUDED THAT IT WILL TAKE IN
EXCESS OF ONE HUNDRED YEARS TO FULLY RECOUP THE COSTS
INCURRED IN CLOSING THE BASE.

7. LOCAL BASE SUPPORT ORGANIZATIONS

CONTACT: TOM ERES, ATTORNEY AT LAW
NOSSAMAN, GUTHNER, KNOX, AND ELLIOTT
915 L STREET, SUITE 1000
SACRAMENTO, CA 95814-3701
(916) 442-8888
(916) 442-0382 (FAX)

8. BASE PUBLIC AFFAIRS OFFICE: (916) 643-4920 (COL. PRIBYLA)

9. REPRESENTATION

U.S. HOUSE: DISTRICT 5 -- ROBERT T. MATSUI (D)

STATE SENATE: DISTRICT 6 -- LEROY GREENE (D)

STATE ASSEMBLY: DISTRICT 5 -- BARBARA ALBY (R)

MIRAMAR NAVAL AIR STATION

1. ECONOMICS

- A. \$285.3 MILLION PAYROLL IN FY 1992, OF WHICH \$271.7 MILLION WENT TO MILITARY PERSONNEL AND \$14.6 MILLION WENT TO CIVILIANS
- B. EMPLOYMENT
 - 1. UNIFORMED MILITARY: 13,000
 - 2. CIVILIAN: 2,000
- C. THE TOTAL ECONOMIC IMPACT, BOTH DIRECT AND INDIRECT, OF NAS MIRAMAR ON THE IMMEDIATE SAN DIEGO AREA IS ESTIMATED AT ROUGHLY \$750 MILLION ANNUALLY.

2. MISSION

THE MISSION OF NAS MIRAMAR -- A U.S. NAVY MASTER JET STATION -- IS TO SERVICE AND MAINTAIN A VARIETY OF U.S. NAVY CARRIER-BORNE AIRCRAFT, INCLUDING THE E-2C HAWKEYE EARLY WARNING AIRCRAFT AS WELL AS THE F-14A AND F-14D MODELS OF THE FAMED TOMCAT FIGHTER. IN ALL, THE AIR STATION IS HOME TO THIRTEEN FIGHTER SQUADRONS, SIX EARLY WARNING SQUADRONS, THREE RESERVE SQUADRONS, TWO FLEET REPLACEMENT SQUADRONS, AND TWO ADVERSARY SQUADRONS, FOR A GRAND TOTAL OF ALMOST 200 AIRCRAFT. NAS MIRAMAR ALSO SERVES AS HOST TO OVER FORTY TENANT ACTIVITIES, INCLUDING "TOP GUN" -- THE U.S. NAVY FIGHTER WEAPONS SCHOOL.

3. NAS MIRAMAR STRONG POINTS

- A. SUPERB LOCATION.
 - 1. LOCATED FIVE MILES INLAND FROM THE PACIFIC OCEAN, THE BASE ENJOYS CLOSE PROXIMITY TO PACIFIC OCEAN TRAINING AREAS AS WELL AS THE VAST DESERT TRAINING RANGES IMMEDIATELY TO THE EAST. ITS LOCATION AND FAVORABLE YEAR-ROUND WEATHER MAKE NAS MIRAMAR IDEALLY SUITED FOR TRAINING U.S. NAVY FIGHTER PILOTS.
 - 2. THE BASE IS ALSO LOCATED NEARBY THE AIRCRAFT CARRIER HOMEPORT AT NORTH ISLAND NAS. WITH THE CLOSURE OF NAS ALAMEDA AND ITS CARRIER HOMEPORT, THE IMPORTANCE OF THE HOMEPORT AT NORTH ISLAND HAS INCREASED GREATLY. IT IS LIKELY THAT AIRCRAFT CARRIERS WILL CONTINUE TO BE STATIONED THERE WELL INTO THE FUTURE. IN THE AFTERMATH OF THE NAS ALAMEDA CLOSURE, THE NAVY

IN JULY 1994 ANNOUNCED THAT THE NUMBER OF CARRIERS STATIONED AT NORTH ISLAND WILL INCREASE FROM THE CURRENT LEVEL OF ONE TO TWO IN 1998 AND THREE BY 2005. CURRENTLY THE USS KITTY HAWK IS HOMEPORTED AT NORTH ISLAND. JOINING THE KITTY HAWK IN 1998 WILL BE THE USS JOHN C. STENNIS AND IN 2005 WILL BE THE AS-YET-UNNAMED CVN-76. THIS DECISION TO CONTINUE BASING CARRIERS AT NORTH ISLAND HAS STRONG IMPLICATIONS FOR NAS MIRAMAR. SIMPLY PUT, IT MAKES SENSE BOTH FINANCIALLY AND MILITARILY FOR THE NAVY TO LOCATE ITS CARRIER-BASED AIRCRAFT NEARBY THE CARRIERS WITH WHICH THE AIRCRAFT TRAIN AND DEPLOY.

B. FREEDOM FROM CIVILIAN AIRSPACE ENCROACHMENT.

THIS ADVANTAGE WAS ACKNOWLEDGED IN THE BRAC 1993 FINAL REPORT WHICH RECOMMENDED CLOSURE OF ENCROACHMENT-PLAGUED MCAS EL TORO AND RELOCATION OF ITS PERSONNEL AND EQUIPMENT TO RELATIVELY ENCROACHMENT-FREE NAS MIRAMAR.

C. VAST INFRASTRUCTURE

NAS MIRAMAR ENCOMPASSES 24,000 ACRES OF LAND WITH 450 OPERATIONAL AND SUPPORT BUILDINGS AND 175 MILES OF ROADS. THE AGGREGATE VALUE OF THE BASE PHYSICAL PLANT AND REAL ESTATE IS ESTIMATED AT BETWEEN \$4.8 AND \$10.0 BILLION.

D. CAPACITY FOR FUTURE EXPANSION

WITH ITS 24,000 ACRES OF LAND AND AMPLE FACILITIES FOR AIRCRAFT MAINTENANCE AND REPAIR, NAS MIRAMAR CAN ACCOMMODATE ADDITIONAL MISSIONS WITH VERY LITTLE, IF ANYTHING, IN THE WAY OF MILITARY CONSTRUCTION COSTS. THIS CAPABILITY COULD PROVE CRITICAL IN THE EVENT OF A FUTURE MILITARY BUILDUP OR NATIONAL EMERGENCY.

4. OTHER CONSIDERATIONS

A. SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF A SINGLE LESSON CAN BE DRAWN FROM EXPERIENCE WITH THE BASE CLOSURE PROCESS THUS FAR IT IS THAT, IF ANYTHING, COSTS ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.

B. IN EARLY JUNE 1994 SAN DIEGO VOTERS APPROVED BY A NARROW MARGIN A PROPOSITION TO RELOCATE LINDBERGH INTERNATIONAL AIRPORT TO NAS MIRAMAR IN THE EVENT OF MIRAMAR CLOSURE. THE MEASURE, WHICH INCLUDED A STRONG STATEMENT OF SUPPORT FOR THE CONTINUED PRESENCE OF THE NAVY IN SAN DIEGO, WAS PASSED DESPITE THE OPPOSITION OF SAN DIEGO MAYOR SUSAN GELDING.

C. IN A LETTER TO THE SAN DIEGO BOARD OF SUPERVISORS DATED 28 JULY 1994, PRESIDENT CLINTON STATED THAT HE DOES NOT SUPPORT CLOSING NAS MIRAMAR AND REPLACING THE FACILITY WITH A COMMERCIAL AIRPORT.

5. **LOCAL BASE SUPPORT ORGANIZATIONS**

CONTACT: JACK KOERPER
SAN DIEGO ASSOCIATION OF GOVERNMENTS
FIRST INTERSTATE PLAZA
401 B STREET, SUITE 800
SAN DIEGO, CA 92101
(619) 595-5300
(619) 595-5605 (FAX)

6. **BASE PUBLIC AFFAIRS OFFICE:** (619) 537-4087

7. **REPRESENTATION**

U.S. HOUSE: DISTRICT 51 -- RANDY (DUKE) CUNNINGHAM (R)

STATE SENATE: DISTRICT 39 -- LUCY KILLEA (I)

STATE ASSEMBLY: DISTRICT 76 -- SUSAN A. DAVIS (D)

MONTEREY PRESIDIO

MICS

NAVAL POSTGRADUATE SCHOOL (NPGS)

1. \$152.1 MILLION ANNUAL PAYROLL

2. EMPLOYMENT

A. UNIFORMED MILITARY: 2,225

B. CIVILIAN: 1,309

B. DEFENSE LANGUAGE INSTITUTE (DLI)

1. \$93.9 MILLION ANNUAL PAYROLL

2. EMPLOYMENT

A. UNIFORMED MILITARY: 3,850

B. CIVILIAN: 1,450

2. MISSION

A. NPGS

AS THE "GRADUATE SCHOOL" FOR THE U.S. NAVY, THE NPGS PROVIDES ADVANCED TRAINING IN A VARIETY OF SUBJECTS RELATING TO U.S. NATIONAL SECURITY AND MILITARY OPERATIONS FOR CAREER U.S. MILITARY OFFICERS AND PERSONNEL FROM THE MILITARIES OF FOREIGN NATIONS.

B. DLI

TO PROVIDE FOREIGN LANGUAGE INSTRUCTION IN SUPPORT OF NATIONAL SECURITY REQUIREMENTS, TO CONDUCT ACADEMIC RESEARCH INTO THE LANGUAGE LEARNING PROCESS, TO ADMINISTER A WORLDWIDE STANDARD TEST AND EVALUATION SYSTEM, AND TO SUPPORT AND EVALUATE COMMAND LANGUAGE PROGRAMS WORLDWIDE.

3. PRESIDIO STRONG POINTS

A. NPGS

1. AN INSTITUTION WHICH IS INTERNATIONALLY RECOGNIZED FOR THE CALIBER OF ITS FACULTY AND THE QUALITY OF ITS RESEARCH PROGRAMS. NPGS HAS PAVED THE WAY FOR IMPORTANT ADVANCES IN MILITARY TECHNOLOGY AND SHAPED THE

DEVELOPMENT OF CIVILIAN FIELDS SUCH AS AERONAUTICAL
COMPUTER SCIENCE, ELECTRICAL ENGINEERING, MECHANICAL
ENGINEERING, METEOROLOGY, AND OCEANOGRAPHY.

2. IN THE YEARS AHEAD NPGS STANDS TO BENEFIT FROM
PROXIMITY TO THE MONTEREY BAY CAMPUS OF THE CALIFORNIA
STATE UNIVERSITY -- THE NEWEST ADDITION TO THE CALIFORNIA
STATE UNIVERSITY SYSTEM.

B. DLI

1. THE INSTITUTE IS A NATIONAL RESOURCE WHICH PROVIDES
OVER 10% OF ALL POST-SECONDARY LANGUAGE INSTRUCTION IN
THE NATION. IN CERTAIN LANGUAGE SPECIALTIES, THAT
PERCENTAGE IS CONSIDERABLY HIGHER. FOR EXAMPLE, DLI
PROVIDES 55% OF ALL POST-SECONDARY INSTRUCTION IN
RUSSIAN, 85% OF INSTRUCTION IN KOREAN, 86% OF INSTRUCTION
IN ARABIC, AND 95% OF ALL POST-SECONDARY INSTRUCTION IN
CZECH.

2. THE DLI FACILITY IS A SUPERB ONE WHICH IS CAPABLE OF
FULFILLING ITS INSTRUCTIONAL MISSION FOR WELL INTO THE
FORESEEABLE FUTURE. IT IS PRESENTLY CAPABLE OF
ACCOMMODATING A TEACHING LOAD SOME 38% LARGER THAN THAT
WHICH HAS BEEN PROGRAMMED FOR THE YEARS AHEAD. MOREOVER,
THE PAST DECADE HAS WITNESSED THE EXPENDITURE OF MORE
THAN \$100 MILLION ON UPGRADING CAMPUS FACILITIES.

3. THE MONTEREY AREA OFFERS A SYNERGY OF FOREIGN
LANGUAGE CAPABILITY WHICH SIMPLY COULD NOT BE DUPLICATED
ELSEWHERE. IN THE WORDS OF JEFF MUNKS, THE
FOUNDER/PRESIDENT OF THE AT&T LANGUAGE LINE, "WE COULD
SAVE BILLIONS BY MOVING, BUT WE ARE IN MONTEREY BECAUSE
OF AN ABSOLUTE BRAINTRUST OF FOREIGN LANGUAGE EXPERTISE".
DLI ALSO STANDS TO BENEFIT FROM ITS PROXIMITY TO THE
MONTEREY BAY CAMPUS OF THE CALIFORNIA STATE UNIVERSITY --
THE NEWEST ADDITION TO THE CALIFORNIA STATE UNIVERSITY
SYSTEM.

4. CONTRACTING OUT FOR LANGUAGE INSTRUCTION IS SIMPLY
NOT AN ACCEPTABLE OPTION.

A. PAST EFFORTS AT LARGE-SCALE CONTRACTING OF
LANGUAGE TRAINING HAVE RESULTED IN FAILURE. DURING
THE 1960S AND 1970S LARGE-SCALE CONTRACTING OF DOD
LANGUAGE INSTRUCTION TO CIVILIAN UNIVERSITIES WAS
ATTEMPTED AT SYRACUSE, CORNELL, INDIANA, AND YALE
UNIVERSITIES. IN ALL CASES THE PROGRAMS WERE
EVENTUALLY TERMINATED BECAUSE UNIVERSITY INSTRUCTION
WAS NOT SATISFYING DOD REQUIREMENTS AND BECAUSE IT
WAS FOUND TO BE MORE EXPENSIVE THAN BETTER QUALITY
GOVERNMENT INSTRUCTION. IT IS UNLIKELY THAT THE

UNIVERSITY OF ARIZONA -- NOT NOTED FOR ITS LANGUAGE PROGRAM -- WOULD BE ABLE TO DO BETTER.

B. THERE IS ALSO THE NEED TO CONSIDER THE POTENTIAL DISRUPTION TO DLI'S INTELLIGENCE MISSION IN THE EVENT THAT DLI WERE TO BE CONTRACTED OUT. SUCH CONCERNS HAVE BEEN EXPRESSED BY THE U.S. INTELLIGENCE COMMUNITY.

5. TRANSFERRING DLI ELSEWHERE IS ALSO AN INFERIOR OPTION.

A. ARIZONA (FORT HUACHUCA)

1. NO LANGUAGE TRAINING FACILITIES CURRENTLY EXIST IN THE FORT HUACHUCA SITE.

2. FORT HUACHUCA ALSO LACKS ADEQUATE HOUSING TO ACCOMMODATE THE DLI STUDENT BODY.

3. THE SIERRA VISTA/FORT HUACHUCA WATER SUPPLY IS SUBJECT TO ONGOING LITIGATION. RESOLUTION OF THE MYRIAD ISSUES INVOLVED COULD TAKE AS MANY AS 20 OR 30 YEARS. IN THE WORDS OF ARIZONA DEPARTMENT OF RESOURCES SPOKESMAN STEVE OLSON, "WE ARE TALKING ABOUT THE ADJUDICATION OF THE LARGEST JUDICIAL PROCEEDING IN THE HISTORY OF THE STATE".

B. NORTH CAROLINA (RESEARCH TRIANGLE)

1. THE NORTH CAROLINA CENTER FOR WORLD LANGUAGES AND CULTURES -- THE STRONGEST CASE WHICH CAN BE MADE FOR TRANSFERRING DLI TO NORTH CAROLINA -- HAS BEEN IN EXISTENCE FOR LESS THAN ONE YEAR.

2. NO NEARBY MILITARY BASE AND HENCE NO BASE HOUSING FACILITIES TO ACCOMMODATE DLI STUDENTS.

C. UTAH (CAMP WILLIAMS OR HILL AFB)

1. NO LANGUAGE TRAINING FACILITIES CURRENTLY EXIST AT EITHER SITE.

2. NEITHER SITE CAN LAY CLAIM TO THE SYNERGY OF LANGUAGE AND EDUCATIONAL FACILITIES WHICH EXIST IN THE IMMEDIATE MONTEREY AREA.

6. DEFENSE SECRETARY ASPIN IN 1993 OVERRODE THE U.S. ARMY'S RECOMMENDATION TO REALIGN DLI TO FORT HUACHUCA WHILE CONTRACTING OUT LANGUAGE TRAINING. IN DOING SO, ASPIN CITED THE POSSIBLE ADVERSE IMPACT ON U.S.

INTELLIGENCE CAPABILITIES THAT COULD RESULT FROM RELYING ON PRIVATE CONTRACTORS RATHER THAN DLI FOR SPECIALIZED LANGUAGE TRAINING. AS THE SECRETARY TESTIFIED ON MARCH 15, 1993 BEFORE THE COMMISSION: "RELOCATION AND CONTRACTING OF DLI'S MISSION COULD HURT OUR INTELLIGENCE CAPABILITIES".

4. OTHER CONSIDERATIONS

THE CITY OF MONTEREY IS WORKING ON A "LEASE-BACK" PROPOSAL UNDER WHICH THE CITY WOULD LEASE THE PRESIDIO FROM THE ARMY AND THEN LEASE BACK TO THE ARMY THE FACILITIES NEEDED FOR THE DLI. IN LIEU OF LEASE PAYMENTS THE CITY OF MONTEREY WOULD PROVIDE MAINTENANCE AND OTHER MUNICIPAL SERVICES SUCH AS SEWAGE AND FIRE PROTECTION FREE OF CHARGE. THE CITY WOULD THEN RECOVER ITS COSTS THROUGH THE LEASING OF PRESIDIO FACILITIES BACK TO THE ARMY AND OTHER GOVERNMENTAL ENTITIES, AS WELL AS PRIVATE ORGANIZATIONS.

5. LOCAL BASE SUPPORT ORGANIZATIONS

FRED MEURER/FRED COHN
CITY MANAGER/DEPUTY CITY MANAGER
CITY OF MONTEREY
CITY HALL
MONTEREY, CA 93940
(408) 646-3760
(408) 646-3793 (FAX)

GORDON PAUL SMITH
CHAIRMAN, COALITION FOR RESEARCH AND EDUCATION (CORE)
C/O CITY HALL
MONTEREY, CA 93940
(408) 646-3760
(408) 646-3793 (FAX)

6. BASE PUBLIC AFFAIRS OFFICE: (408) 647-5104/5184

7. REPRESENTATION

U.S. HOUSE: DISTRICT 17 -- SAM FARR (D)

STATE SENATE: DISTRICT 15 -- HENRY MELLO (D)

STATE ASSEMBLY: DISTRICT 27 -- BRUCE MCPHERSON (R)

NORTH ISLAND NAVAL AVIATION DEPOT

1. **ECONOMICS**

- A. ANNUAL BUDGET OF \$303 MILLION
- B. \$156 MILLION ANNUAL PAYROLL
- C. ANNUAL VALUE OF CIVILIAN CONTRACTS WITH THE IMMEDIATE SAN DIEGO COMMUNITY IS ON THE ORDER OF \$14 MILLION. IN ALL, THE BASE CONTRIBUTES ALMOST \$400 MILLION ANNUALLY TO THE LOCAL ECONOMY.
- D. EMPLOYMENT
 - 1. 3,718 TOTAL PERSONNEL AS OF JANUARY 1994. THIS FIGURE CONSISTS OF 3,684 CIVILIANS AND 34 ACTIVE-DUTY MILITARY PERSONNEL.
 - 2. CIVILIAN EMPLOYMENT IS SLATED TO DECLINE BY 650 AS OF JANUARY 1995.
 - 3. THESE JOBS ARE HIGH-PAYING, WITH AN AVERAGE SALARY OF \$34,000 ANNUALLY
- E. NUMBER-ONE AEROSPACE EMPLOYER IN SAN DIEGO COUNTY.

2. **MISSION**

THE PRIMARY MISSION OF THE NAVAL AVIATION DEPOT (NADEP) NORTH ISLAND IS THE REPAIR AND MODIFICATION OF U.S. NAVY AIRCRAFT, ENGINES, AND COMPONENTS. AIRCRAFT SERVICED BY THE DEPOT INCLUDE THE F/A-18 HORNET, F-14 TOMCAT, E-2C HAWKEYE, C-2 GREYHOUND, AND THE F-16, T-38, AND F-5 ADVERSARY AIRCRAFT. IN ACCOMPLISHING ITS REPAIR MISSION, THE NORTH ISLAND FACILITY PROVIDES A NUMBER OF SPECIALIZED SERVICES NOT AVAILABLE ELSEWHERE IN THE U.S. NAVY. FOR EXAMPLE, IT IS THE NAVY'S SOLE REPAIR FACILITY FOR AVIONICS, INSTRUMENTS, AND AVIATION ELECTRICAL COMPONENTS, AS WELL AS THE NAVY'S ONLY BEARING REFURBISHMENT FACILITY. IN ADDITION TO THE U.S. NAVY, THE DEPOT'S CUSTOMERS INCLUDE ELEMENTS OF THE OTHER THREE U.S. MILITARY SERVICES AS WELL AS THE ARMED FORCES OF SEVERAL FOREIGN COUNTRIES, INCLUDING CANADA, AUSTRALIA, SPAIN, EGYPT, ISRAEL, PAKISTAN, KOREA, SINGAPORE, KUWAIT, AND SWITZERLAND.

3. **NADEP NORTH ISLAND STRONG POINTS**

- A. PROXIMITY TO THE ENORMOUS SAN DIEGO NAVAL COMPLEX

- B. COMPARES FAVORABLY WITH THE OTHER U.S. NAVY AVIATION DEPOTS. THE 1993 BASE CLOSURE ROUND WITNESSED THE CLOSURE OF THREE OF THE NAVY'S SIX AVIATION DEPOTS. OF THE THREE REMAINING NAVY AVIATION DEPOTS, THE NORTH ISLAND FACILITY IS THE LARGEST, MOST DIVERSIFIED, AND MOST EXPERIENCED IN TERMS OF SERVICE -- WITH OVER THREE-QUARTERS OF A CENTURY OF CONTINUOUS SERVICE TO THE FLEET.
- C. THE DEPOT'S AWARD-WINNING MANUFACTURING/MOBILE FACILITIES PROGRAM PROVIDES NEEDED SPECIAL PARTS AND MANUFACTURES MOBILE FACILITIES TO MEET THE REQUIREMENTS OF MAINTENANCE AND REPAIR IN THE FIELD. IT CUSTOM-DESIGNED FACILITIES FOR USE IN OPERATIONS DESERT SHIELD AND DESERT STORM, AS WELL AS OPERATION RESTORE HOPE. THIS PROGRAM WON THE 1993 ROCHESTER INSTITUTE OF TECHNOLOGY/USA TODAY QUALITY CUP AWARD FOR EXCELLENCE IN MANUFACTURING.
- D. ALSO LOCATED ON BASE IS THE NAVY PRIMARY STANDARDS LABORATORY, WHICH SETS THE PRIMARY CALIBRATION STANDARDS FOR THE ENTIRE U.S. NAVY. CONSTRUCTED IN 1989, THIS \$7 MILLION STATE-OF-THE-ART FACILITY FEATURES SEVERAL UNIQUE CAPABILITIES. FOR EXAMPLE, IT IS THE NATION'S ONLY CALIBRATION FACILITY SANCTIONED BY THE NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST) IN THE FIELD OF MAGNETICS. IT IS ONE OF THE NATION'S ONLY LABS WITH A JOSEPHSON JUNCTION ARRAY FOR MAINTAINING A DC VOLTAGE STANDARD. IT IS ALSO THE NAVY'S ONLY TYPE I LABORATORY.
- E. NADEP NORTH ISLAND BOASTS MORE THAN A QUARTER-CENTURY OF EXPERIENCE IN THE REPAIR AND CALIBRATION OF INERTIAL NAVIGATION SYSTEMS (INS). BECAUSE OF THE CRITICAL ACCURACIES INVOLVED IN INS REPAIR/CALIBRATION, NADEP BENEFITS FROM THE CO-LOCATION ON BASE OF THE NAVY PRIMARY STANDARDS LABORATORY.
- F. IN ADDITION, THE DEPOT'S 25,000-SQUARE FOOT MATERIALS ENGINEERING LABORATORY PROVIDES PROFESSIONAL MATERIALS AND CHEMICAL ENGINEERING SERVICES IN SUPPORT OF U.S. NAVY AVIATION. THE FACILITY PROVIDES ENGINEERING SERVICES IN ALL METALS, PLASTICS, ELASTOMERS, ADVANCED COMPOSITES, ADHESIVES, PAINTS, AND LUBRICANTS. IT IS THE ONLY NAVAL LAB WITH AIRCRAFT TIRE ENGINEERING AND LASER TIRE ENGINEERING CAPABILITY. IT IS ALSO THE LEAD MAINTENANCE TECHNOLOGY CENTER FOR ADVANCED COMPOSITE REPAIR, HEAT DAMAGE EVALUATION, WELDING, WINDSCREEN, AND BEARINGS.

4. OTHER CONSIDERATIONS

SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL

ESTIMATES.

5. **LOCAL BASE SUPPORT ORGANIZATIONS**

CONTACT: JACK KOERPER
SAN DIEGO ASSOCIATION OF GOVERNMENTS
FIRST INTERSTATE PLAZA
401 B STREET, SUITE 800
SAN DIEGO, CA 92101
(619) 595-5300
(619) 595-5305 (FAX)

6. **BASE PUBLIC AFFAIRS OFFICE:** (619) 545-2443 (BRUCE HELSING)

7. **REPRESENTATION**

U.S. HOUSE: DISTRICT 49 -- BRIAN BILBRAY (R)

STATE SENATE: DISTRICT 39 -- LUCY KILLEA (I)

STATE ASSEMBLY: DISTRICT 78 -- DEIRDRE ALPERT (D)

OAKLAND ARMY BASE

1. ECONOMICS

A. \$67.4 MILLION ANNUAL PAYROLL. AN ADDITIONAL \$84.9 MILLION IS SPENT IN THE LOCAL COMMUNITY ON CONTRACTUAL SERVICES AND SUPPLIES. IN ALL, THE BASE CONTRIBUTES OVER \$150 MILLION TO THE LOCAL ECONOMY ON AN ANNUAL BASIS.

B. EMPLOYMENT (AS OF SEPTEMBER 1993)

1. UNIFORMED MILITARY: 119

2. CIVILIAN: 2,376

2. MISSION

THE OAKLAND ARMY BASE HOUSES THE WESTERN AREA HEADQUARTERS OF THE U.S. MILITARY TRAFFIC MANAGEMENT COMMAND (MIMC). THE WESTERN AREA COMMAND IS RESPONSIBLE FOR THE MOVEMENT OF CARGO BY SEALIFT ACROSS THE PACIFIC, AS WELL AS THE MANAGEMENT OF DOMESTIC FREIGHT SHIPMENTS IN THE 20 WESTERN STATES. IN ADDITION TO HOUSING THE COMMAND HEADQUARTERS, THE BASE ALSO HOUSES THE SUBORDINATE ACTIVITIES OF THE 1302ND MAJOR PORT COMMAND AND U.S. ARMY GARRISON, AND THE U.S. NAVAL TRANSPORTATION MANAGEMENT SCHOOL.

3. OAKLAND ARMY BASE STRONG POINTS

CRITICAL MISSION OF MIMC WESTERN AREA. THE OLD MILITARY ADAGE THAT "NOTHING HAPPENS UNTIL SOMETHING MOVES" UNDERSCORES THE VITAL IMPORTANCE OF MILITARY TRANSPORTATION. STRATEGIC MOBILITY IS THE CRUCIAL LINK IN ENSURING THE NATION'S ABILITY TO DETER AND, IF NECESSARY, PREVAIL IN WAR. EVERY YEAR, THE DEPARTMENT OF DEFENSE MOVES MORE THAN SIX MILLION PASSENGERS AND TWENTY MILLION TONS OF SUPPLIES AND EQUIPMENT, AT AN ANNUAL COST OF OVER \$10 BILLION. AS THE DEFENSE DEPARTMENT'S TRAFFIC MANAGER, THE MILITARY TRAFFIC MANAGEMENT COMMAND (MIMC) IS DIVIDED INTO SEVERAL GEOGRAPHIC COMMANDS. OF THESE, THE LARGEST IS MIMC WESTERN AREA (MIMCWA) WHICH IS HEADQUARTERED AT THE OAKLAND ARMY BASE.

4. OTHER CONSIDERATIONS

SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.

LOCAL BASE SUPPORT ORGANIZATIONS -- NONE

6. BASE PUBLIC AFFAIRS OFFICE: (510) 466-3021 (NORMAN MEDLAND)

7. REPRESENTATION

U.S. HOUSE: DISTRICT 9 -- RONALD V. DELLUMS (D)

STATE SENATE: DISTRICT 9 -- NICHOLAS C. PETRIS (D)

STATE ASSEMBLY: DISTRICT 16 -- BARBARA LEE (D)

1. ECONOMICS

A. \$ PAYROLL

B. EMPLOYMENT

1. UNIFORMED MILITARY: 4,470

2. CIVILIAN: 4,600

2. MISSION

THE MISSION OF PORT HUENEME IS TO SUPPORT THE NAVAL CONSTRUCTION FORCE, FLEET UNITS AND ASSIGNED ORGANIZATIONAL UNITS DEPLOYED FROM, OR HOMEPORTED AT, THE PORT; TO SUPPORT MOBILIZATION REQUIREMENTS OF THE NAVAL CONSTRUCTION FORCE; TO STORE, PRESERVE AND SHIP ADVANCED BASE AND MOBILIZATION STOCKS; AND TO PERFORM ENGINEERING AND TECHNICAL SERVICES.

3. STRONG POINTS

4. OTHER CONSIDERATIONS

5. LOCAL BASE SUPPORT ORGANIZATIONS

6. BASE PUBLIC AFFAIRS OFFICE:

7. REPRESENTATION:

U.S HOUSE: DISTRICT 23 -- ELTON GALLEGLY (R)

STATE SENATE: DISTRICT 19 -- CATHIE WRIGHT (R)

STATE ASSEMBLY: DISTRICT 37 -- NAO TAKASUGI (R)

MILES OF
MILES OF CONTROLLED
PLATFORMS.

SAN DIEGO MARINE CORPS RECRUIT DEPOT

1. **ECONOMICS**
 - A. \$88 MILLION ANNUAL PAYROLL
 - B. EMPLOYMENT
 1. UNIFORMED MILITARY: 7,550 (1,550 PERMANENTLY ASSIGNED PERSONNEL AND STUDENTS, AND AN AVERAGE OF 4,000 - 6,000 MARINE RECRUITS)
 2. CIVILIAN: 3,500
 - C. VALUE OF PROPERTY ESTIMATED AT \$754 MILLION
2. **MISSION**
- 3.

THE SAN DIEGO MARINE CORPS RECRUIT DEPOT IS THE ENTRY-LEVEL ("BOOT CAMP") TRAINING FACILITY FOR ALL U.S. MARINE CORPS RECRUITS ENLISTED WEST OF THE MISSISSIPPI RIVER. IT PROVIDES ANNUALLY TRAINING FOR ROUGHLY HALF OF THE 38,700 PERSONNEL RECRUITED BY THE MARINE CORPS. IN THIS CAPACITY, THE SAN DIEGO MCRD ALSO SERVES AS THE HEADQUARTERS OF THE U.S. MARINE CORPS WESTERN RECRUITING REGION, RESPONSIBLE FOR RECRUITING/PROCESSING ALL RECRUITS ENLISTED WEST OF THE MISSISSIPPI. IN ADDITION, MCRD HOUSES A NUMBER OF TENANT ORGANIZATIONS, INCLUDING THE U.S. MARINE CORPS RECRUITERS AND DRILL INSTRUCTORS SCHOOLS, AS WELL AS THE 12TH MARINE CORPS DISTRICT HEADQUARTERS, THE U.S. COAST GUARD TACTICAL ENFORCEMENT TEAM, AND THE MARINE CORPS ENLISTED COMMISSIONING PROGRAM (MECEP).

3. **MCRD SAN DIEGO STRONG POINTS**

- A. ONE OF ONLY TWO U.S. MARINE CORPS RECRUIT DEPOTS. THE OTHER SERVES THE EASTERN U.S. AND IS LOCATED AT PARRIS ISLAND, SC.
- B. PROXIMITY TO THE ENORMOUS SAN DIEGO NAVAL COMPLEX. THE MARINE CORPS CONSTITUTES THE AMPHIBIOUS ASSAULT ARM OF THE U.S. NAVY. IN LIGHT OF THIS, IT SIMPLY MAKES SENSE TO CONDUCT MARINE TRAINING NEAR THE NAVY SHIPS ON WHICH THE MARINES WILL EVENTUALLY DEPLOY.
- C. CAPACITY FOR EXPANSION IN THE EVENT OF A NATIONAL EMERGENCY. AT PRESENT, THE SAN DIEGO MCRD POSSESSES THE CAPACITY TO DOUBLE ITS RECRUIT AND STUDENT TRAINING WITHOUT ANY ADDITIONAL FACILITIES. THIS CAPACITY COULD

CONTACT: JACK KOERPER
SAN DIEGO ASSOCIATION OF GOVERNMENTS
FIRST INTERSTATE PLAZA
401 B STREET, SUITE 800
SAN DIEGO, CA 92101
(619) 595-5300
(619) 595-5305 (FAX)

6. **BASE PUBLIC AFFAIRS OFFICE:** (619) 553-8643

7. **REPRESENTATION**

U.S. HOUSE: DISTRICT 49 -- BRIAN BILBRAY (R)

STATE SENATE: DISTRICT 39 -- LUCY KILLEA (I)

STATE ASSEMBLY: DISTRICT 78 -- DEIRDRE ALPERT (D)

SHARPE DEFENSE DISTRIBUTION CENTER

1. ECONOMICS

- A. \$20.1 MILLION ANNUAL PAYROLL
- B. 1,215 TOTAL EMPLOYEES
- C. LOCAL BLANKET PURCHASE AGREEMENTS IN EFFECT WITH A TOTAL OF 45 LOCAL BUSINESSES

2. MISSION

THE SHARPE DEFENSE DISTRIBUTION CENTER SERVES AS HEADQUARTERS OF THE DEFENSE DISTRIBUTION REGION WEST (DDRW). ITS MISSION IS TO PROVIDE LOGISTICS SUPPORT FOR DEFENSE DEPARTMENT ACTIVITIES WEST OF THE MISSISSIPPI AND IN THE PACIFIC. THE FACILITY IS OPERATED BY THE DEFENSE LOGISTICS AGENCY (DLA).

3. SHARPE DEFENSE DISTRIBUTION CENTER STRONG POINTS

SUPERB LOCATION. WITHIN A TWO HUNDRED MILE RADIUS ARE LOCATED A NUMBER OF MAJOR MILITARY INSTALLATIONS, INCLUDING BEALE AFB, TRAVIS AFB, MCCLELLAN AFB, NAS LEMOORE, AND THE CONCORD NAVAL WEAPONS STATION. IN LIGHT OF ITS CLOSE PROXIMITY TO A NUMBER OF SIGNIFICANT BASES, THE SHARPE DEFENSE DISTRIBUTION CENTER IS PARTICULARLY WELL-SUITED TO ACCOMPLISH ITS MISSION OF SUPPORTING DEFENSE DEPARTMENT ACTIVITIES IN THE STRATEGICALLY VITAL PACIFIC RIM AREA.

4. OTHER CONSIDERATIONS

A. SAVINGS FROM BASE CLOSURE WOULD LIKELY BE MINIMAL. THE FACILITY SUFFERS FROM EXTENSIVE ON-SITE TOXICS CONTAMINATION OWING TO MORE THAN THREE DECADES (1941-1975) OF USE FOR THE MAINTENANCE OF AIRCRAFT, VEHICLES, AND HEAVY EQUIPMENT. THE EXTENT OF THE CONTAMINATION IS SUCH THAT SHARPE QUALIFIES FOR THE NATIONAL PRIORITIES ("SUPERFUND") LIST. THE EXPENSES ASSOCIATED WITH BASE CLEAN-UP ARE LIKELY TO BE SIGNIFICANT AND WILL CONSIDERABLY OFFSET ANY COST SAVINGS RESULTING FROM BASE CLOSURE.

B. LIMITED CONVERSION POTENTIAL. FOR STARTERS, THERE IS THE ISSUE OF THE ON-SITE TOXICS CONTAMINATION. MOREOVER, THE POTENTIAL FOR BASE CONVERSION IS LARGELY A FUNCTION OF PRIVATE DEMAND FOR INDUSTRIAL AND WAREHOUSE SPACE IN THE ECONOMICALLY DISTRESSED STOCKTON AREA.

5. LOCAL BASE SUPPORT ORGANIZATIONS

CONTACT: BOBBI FASANO
SAN JOAQUIN COUNTY EMPLOYMENT AND DEVELOPMENT DEPT.
850 NORTH HUNTER
STOCKTON, CA 95202
(209) 468-3500
(209) 462-9063 (FAX)

6. BASE PUBLIC AFFAIRS OFFICE: (209) 982-2839

7. REPRESENTATION

U.S. HOUSE: DISTRICT 11 -- RICHARD W. POMBO (R)

STATE SENATE: DISTRICT 5 -- PATRICK JOHNSTON (D)

STATE ASSEMBLY: DISTRICT 17 -- MICHAEL J. MACHADO (R)

SIERRA ARMY DEPOT

1. ECONOMICS

A. \$38 MILLION ANNUAL PAYROLL

B. EMPLOYMENT

1. UNIFORMED MILITARY: 400

2. CIVILIAN: 1,300

C. LOCAL PROCUREMENT ADDS \$5 MILLION TO THE AREA'S ECONOMY. UTILITY REVENUE GENERATED IS \$1.5 million.

2. MISSION

THE DEPOT IS A MILITARY FACILITY WHOSE MISSIONS ARE TO RECEIVE, STORE, ISSUE AND RENOVATE MUNITIONS; AND TO EFFICIENTLY AND SAFELY DEMILITARIZE SURPLUS AMMUNITION. IT ALSO PROVIDES STORAGE AND MAINTENANCE OF OPERATIONAL STOCKS AND TACTICAL SUPPORT SYSTEMS.

3. STRONG POINTS

A. LOCATION

1. THE BASE IS TRAVERSED BY TWO RAILROAD SYSTEMS, SOUTHERN PACIFIC AND UNION PACIFIC.

2. THE DEPOT HAS THE ONLY C-5 AIRCRAFT LANDING STRIP ON THE ENTIRE WEST COAST ALLOWING MOVEMENT OF AMMUNITION BY AIRCRAFT

3. THE CLIMATE ALLOWS IDEAL CONDITIONS FOR STORING MUNITION AND OPERATIONAL STOCK

4. THE DEPOT HAS THE BEST PROXIMITY TO OAKLAND AND CONCORD SEAPORTS. IF THE DEPOT CLOSED, THE AMMUNITION COULD BE STORED 800 MILES SOUTH IN HAWTHORNE, NEVADA, BUT THE RAIL LINE WOULD PASS THE DEPOT.

B. COST

1. DIRECT LABOR HOURLY RATE AT DEPOT IS \$43.54, THE BEST IN DESCOM. THE RATE AT TOOELE ARMY DEPOT IS \$72.99.

POTENTIAL FOR BASE CONVERSION IS LARGELY A FUNCTION OF PRIVATE DEMAND FOR INDUSTRIAL AND WAREHOUSE SPACE IN THE ECONOMICALLY DISTRESSED TRACY AREA.

5. **LOCAL BASE SUPPORT ORGANIZATIONS**

CONTACT: BOBBI FASANO
SAN JOAQUIN COUNTY EMPLOYMENT AND DEVELOPMENT D^{IST}CT.
850 NORTH HUNTER
STOCKTON, CA 95202
(209) 468-3500
(209) 462-9063 (FAX)

6. **BASE PUBLIC AFFAIRS OFFICE:** (209) 982-2839

7. **REPRESENTATION**

U.S. HOUSE: DISTRICT 11 -- RICHARD W. POMBO (R)

STATE SENATE: DISTRICT 5 -- PATRICK JOHNSTON (D)

STATE ASSEMBLY: DISTRICT 17 -- MICHAEL J. MACHADO (D)

TWENTY-NINE PALMS MARINE CORPS COMBAT CENTER

1. ECONOMICS

- A. ANNUAL CIVILIAN PAYROLL OF \$12.4 MILLION
- B. EMPLOYMENT
 - 1. UNIFORMED MILITARY: 10,420
 - 2. CIVILIAN: 1,359
- C. THE BASE IS FAR AND AWAY THE LARGEST EMPLOYER IN THE AREA

2. MISSION

COMMISSIONED IN FEBRUARY 1957 AS THE MARINE CORPS TRAINING CENTER, TWENTY-NINE PALMS, THE BASE WAS REDESIGNATED AS THE MARINE CORPS AIR GROUND COMBAT CENTER (MCAGCC) IN FEBRUARY 1979. THE MISSION OF THE COMBAT CENTER IS TO DEVELOP, CONDUCT, AND EVALUATE THE MARINE CORPS' COMBINED ARMS TRAINING PROGRAM. EACH YEAR ROUGHLY ONE-THIRD OF THE FLEET MARINE FORCE AND MARINE RESERVE UNITS PARTICIPATE IN THE TRAINING PROGRAM, GAINING PROFICIENCY IN ALL PHASES OF LAND COMBAT OPERATIONS. THE COMBAT CENTER'S TWO MAJOR TENANT COMMANDS ARE THE SEVENTH MARINES (REINFORCED), AND THE MARINE CORPS COMMUNICATION-ELECTRONICS SCHOOL (MCCES).

3. TWENTY-NINE PALMS STRONG POINTS

- A. LOCATION -- SITUATED IN THE SOUTHERN MOJAVE DESERT FIVE MILES OUTSIDE THE TOWN OF TWENTY-NINE PALMS AND SIXTY FROM THE CITY OF PALM SPRINGS, THE COMBAT CENTER IS FREE FROM ANY CIVILIAN ENCROACHMENT AND IS OPTIMALLY LOCATED TO ACCOMPLISH ITS MISSION OF LAND COMBAT TRAINING.
- B. SIZE -- THE COMBAT CENTER AT TWENTY-NINE PALMS IS THE WORLD'S LARGEST MARINE CORPS BASE, CONTAINING SOME 932 SQUARE MILES OF LAND WITHIN ITS BOUNDS. SUCH A SIZABLE LAND AREA IS ESSENTIAL TO THE CONDUCT OF REALISTIC LAND COMBAT TRAINING EXERCISES.
- C. TWENTY-NINE PALMS IS THE PREMIER LIVE-FIRE BASE IN THE MARINE CORPS. EACH YEAR ROUGHLY ONE-THIRD OF THE FLEET MARINE FORCE AND MARINE RESERVE UNITS -- SOME 50,000 MARINES IN ALL -- PARTICIPATE IN THE BASE'S COMBINED ARMS TRAINING PROGRAM. THESE TRAINING EXERCISES INVOLVE EVERY WEAPONS SYSTEM IN THE MARINE CORPS' ARSENAL, FROM SMALL ARMS TO ATTACK AIRCRAFT. THEY ARE ABSOLUTELY ESSENTIAL TO MAINTAINING HIGH LEVELS OF READINESS OF THE U.S.

MARINE CORPS TO FIGHT AND DEFEND U.S. NATIONAL INTERESTS.

D. THE MARINE CORPS COMMUNICATION-ELECTRONICS SCHOOL (MCCES) LOCATED ON BASE IS THE LARGEST FORMAL SCHOOL IN THE ENTIRE MARINE CORPS. ON AN ANNUAL BASIS, IT CONDUCTS A TOTAL OF 316 CLASSES IN 51 COURSE OFFERINGS LEADING TO 37 OCCUPATIONAL SPECIALTIES.

4. **OTHER CONSIDERATIONS**

SAVINGS FROM BASE CLOSURE ARE LIKELY TO BE MINIMAL. IF ONE LESSON CAN BE DRAWN FROM EXPERIENCE TO DATE WITH THE BASE CLOSURE PROCESS, IT IS THAT THE EXPENSES ASSOCIATED WITH BASE CLOSURE AND CLEAN-UP INVARIABLY ESCALATE BEYOND THE INITIAL ESTIMATES.

5. **LOCAL BASE SUPPORT ORGANIZATIONS** -- NONE FORMED

6. **BASE PUBLIC AFFAIRS OFFICE:** (619) 830-6213

7. **REPRESENTATION**

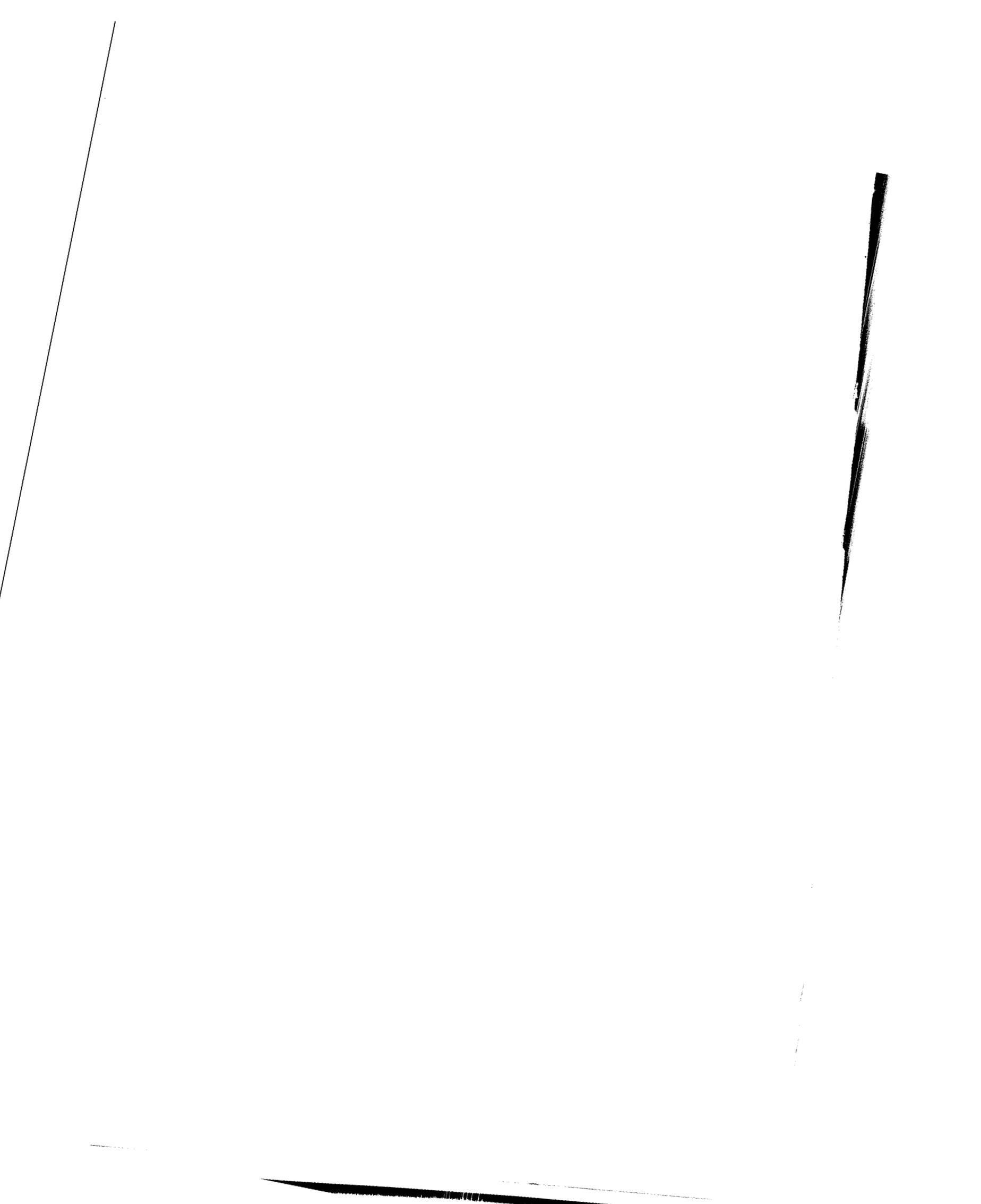
U.S. HOUSE: DISTRICT 40 -- JERRY LEWIS (R)

STATE SENATE: DISTRICT 31 -- BILL LEONARD (R)

STATE ASSEMBLY: DISTRICT 65 -- BRETT GRANLUND (R)

**Defense Base Closure and
Realignment Act**

(As amended through October 1994)



TITLE XXIX — DEFENSE BASE CLOSURES AND REALIGNMENTS

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(C) the minority leader of the House of Representatives concerning the appointment of one member; and

(D) the minority leader of the Senate concerning the appointment of one member.

(3) At the time the President nominates individuals for appointment to the Commission for each session of Congress referred to in paragraph (1)(B), the President shall designate one such individual who shall serve as Chairman of the Commission.

(d) **Terms.** — (1) Except as provided in paragraph (2), each member of the Commission shall serve until the adjournment of Congress sine die for the session during which the member was appointed to the Commission.

(2) The Chairman of the Commission shall serve until the confirmation of a successor.

(e) **Meetings.** — (1) The Commission shall meet only during calendar years 1991, 1993, and 1995.

(2)(A) Each meeting of the Commission, other than meetings in which classified information is to be discussed, shall be open to the public.

(B) All the proceedings, information, and deliberations of the Commission shall be open, upon request, to the following:

(i) The Chairman and the ranking minority party member of the Subcommittee on Readiness, Sustainability, and Support of the Committee on Armed Services of the Senate, or such other members of the Subcommittee designated by such Chairman or ranking minority party member.

(ii) The Chairman and the ranking minority party member of the Subcommittee on Military Installations and Facilities of the Committee on Armed Services of the House of Representatives, or such other members of the Subcommittee designated by such Chairman or ranking minority party member.

(iii) The Chairmen and ranking minority party members of the Subcommittees on Military Construction of the Committees on Appropriations of the Senate and of the House of Representatives, or such other members of the Subcommittees designated by such Chairmen or ranking minority party members.

(f) **Vacancies.** — A vacancy in the Commission shall be filled in the same manner as the original appointment, but the individual appointed to fill the vacancy shall serve only for the unexpired portion of the term for which the individual's predecessor was appointed.

(g) **Pay and Travel Expenses.** — (1)(A) Each member, other than the Chairman, shall be paid at a rate equal to the daily equivalent of the minimum annual rate of basic pay payable for level IV of the Executive Schedule under section 5315 of title 5, United States Code, for each day (including travel time) during which the member is engaged in the actual performance of duties vested in the Commission.

(B) The Chairman shall be paid for each day referred to in subparagraph (A) at a rate equal to the daily equivalent of the minimum annual rate of basic

pay payable for level III of the Executive Schedule under section 5314 of title 5, United States Code.

(2) Members shall receive travel expenses, including per diem in lieu of subsistence, in accordance with sections 5702 and 5703 of title 5, United States Code.

(h) Director of Staff. — (1) The Commission shall, without regard to section 5311(b) of title 5, United States Code, appoint a Director who has not served on active duty in the Armed Forces or as a civilian employee of the Department of Defense during the one-year period preceding the date of such appointment.

(2) The Director shall be paid at the rate of basic pay payable for level IV of the Executive Schedule under section 5315 of title 5, United States Code.

(i) Staff. — (1) Subject to paragraphs (2) and (3), the Director, with the approval of the Commission, may appoint and fix the pay of additional personnel.

(2) The Director may make such appointments without regard to the provisions of title 5, United States Code, governing appointments in the competitive service, and any personnel so appointed may be paid without regard to the provisions of chapter 51 and subchapter III of chapter 53 of that title [sections 5101 et seq. and 5331 et seq., respectively, of Title 5] relating to classification and General Schedule pay rates, except that an individual so appointed may not receive pay in excess of the annual rate of basic pay payable for GS-18 of the General Schedule.

(3)(A) Not more than one-third of the personnel employed by or detailed to the Commission may be on detail from the Department of Defense.

(B)(i) Not more than one-fifth of the professional analysts of the Commission staff may be persons detailed from the Department of Defense to the Commission.

(ii) No person detailed from the Department of Defense to the Commission may be assigned as the lead professional analyst with respect to a military department or defense agency.

(C) A person may not be detailed from the Department of Defense to the Commission if, within 12 months before the detail is to begin, that person participated personally and substantially in any matter within the Department of Defense concerning the preparation of recommendations for closures or realignments of military installations.

(D) No member of the Armed Forces, and no officer or employee of the Department of Defense, may —

(i) prepare any report concerning the effectiveness, fitness, or efficiency of the performance on the staff of the Commission of any person detailed from the Department of Defense to that staff;

(ii) review the preparation of such a report; or

(iii) approve or disapprove such a report.

(4) Upon request of the Director, the head of any Federal department or agency may detail any of the personnel of that department or agency to the

Commission to assist the Commission in carrying out its duties under this part.

(5) The Comptroller General of the United States shall provide assistance, including the detailing of employees, to the Commission in accordance with an agreement entered into with the Commission.

(6) The following restrictions relating to the personnel of the Commission shall apply during 1992 and 1994:

(A) There may not be more than 15 persons on the staff at any one time.

(B) The staff may perform only such functions as are necessary to prepare for the transition to new membership on the Commission in the following year.

(C) No member of the Armed Forces and no employee of the Department of Defense may serve on the staff.

(j) **Other Authority.** — (1) The Commission may procure by contract, to the extent funds are available, the temporary or intermittent services of experts or consultants pursuant to section 3109 of title 5, United States Code.

(2) The Commission may lease space and acquire personal property to the extent funds are available.

(k) **Funding.** — (1) There are authorized to be appropriated to the Commission such funds as are necessary to carry out its duties under this part. Such funds shall remain available until expended.

(2) If no funds are appropriated to the Commission by the end of the second session of the 101st Congress, the Secretary of Defense may transfer, for fiscal year 1991, to the Commission funds from the Department of Defense Base Closure Account established by section 207 of Public Law 100-526 [set out as a note under this section]. Such funds shall remain available until expended.

(l) **Termination.** — The Commission shall terminate on December 31, 1995.

(m) **Prohibition against Restricting Communications.** — Section 1034 of title 10, United States Code, shall apply with respect to communications with the Commission.

SEC. 2903. PROCEDURE FOR MAKING RECOMMENDATIONS FOR BASE CLOSURES AND REALIGNMENTS

(a) **Force-Structure Plan.** — (1) As part of the budget justification documents submitted to Congress in support of the budget for the Department of Defense for each of the fiscal years 1992, 1994, and 1996, the Secretary shall include a force-structure plan for the Armed Forces based on an assessment by the Secretary of the probable threats to the national security during the six-year period beginning with the fiscal year for which the budget request is made and of the anticipated levels of funding that will be available for national defense purposes during such period.

DEFENSE BASE CLOSURE AND REALIGNMENT ACT OF 1990

Each plan shall include, without any reference (directly or indirectly) to military installations inside the United States that may be closed or realigned under such plan —

(A) a description of the assessment referred to in paragraph (1);

(B) a description (i) of the anticipated force-structure during and at the end of each such period for each military department (with specifications of the number and type of units in the active and reserve forces of each such department), and (ii) of the units that will need to be forward based (with a justification thereof) during and at the end of each such period; and

(C) a description of the anticipated implementation of such force-structure plan.

(3) The Secretary shall also transmit a copy of each such force-structure plan to the Commission.

Federal Register, publication.

(b) **Selection Criteria.** — (1) The Secretary shall, by no later than, December 31, 1990, publish in the Federal Register and transmit to the congressional defense committees the criteria proposed to be used by the Department of Defense in making recommendations for the closure or realignment of military installations inside the United States under this part. The Secretary shall provide an opportunity for public comment on the proposed criteria for a period of at least 30 days and shall include notice of that opportunity in the publication required under the preceding sentence.

Federal Register, publication.

(2)(A) The Secretary shall, by no later than February 15, 1991, publish in the Federal Register and transmit to the congressional defense committees the final criteria to be used in making recommendations for the closure or realignment of military installations inside the United States under this part. Except as provided in subparagraph (B), such criteria shall be the final criteria to be used, along with the force-structure plan referred to in subsection (a), in making such recommendations unless disapproved by a joint resolution of Congress enacted on or before March 15, 1991.

(B) The Secretary may amend such criteria, but such amendments may not become effective until they have been published in the Federal Register, opened to public comment for at least 30 days, and then transmitted to the congressional defense committees in final form by no later than January 15 of the year concerned. Such amended criteria shall be the final criteria to be used, along with the force-structure plan referred to in subsection (a), in making such recommendations unless disapproved by a joint resolution of Congress enacted on or before February 15 of the year concerned.

Federal Register, publication.

(c) **DoD Recommendations.** — (1) The Secretary may, by no later than April 15, 1991, March 15, 1993 and *March 1, 1995*, publish in the Federal Register and transmit to the congressional defense committees and to the Commission a list of the military installations inside the United States that the Secretary recommends for closure or realignment on the basis of the force-structure plan and the final criteria referred to in subsection (b)(2) that are applicable to the year concerned.

— DEFENSE BASE CLOSURE AND REALIGNMENT —

LICJ (2) The Secretary shall include, with the list of recommendations and transmitted pursuant to paragraph (1), a summary of the justification for each recommendation. *The Secretary shall transmit matters referred to in the preceding sentence not later than 7 days after the date of transmittal to the congressional defense committees and the Commission of the list referred to in paragraph (1).*

(3)(A) In considering military installations for closure or realignment, the Secretary shall consider all military installations inside the United States equally without regard to whether the installation has been previously considered or proposed for closure or realignment by the Department.

(B) *In considering military installations for closure or realignment, the Secretary may not take into account for any purpose any advance conversion planning undertaken by an affected community with respect to the anticipated closure or realignment of an installation.*

(C) *For purposes of subparagraph (B), in the case of a community anticipating the economic effects of a closure or realignment of a military installation, advance conversion planning —*

(i) *shall include community adjustment and economic diversification planning undertaken by the community before an anticipated selection of a military installation in or near the community for closure or realignment; and*

(ii) *may include the development of contingency redevelopment plans, plans for economic development and diversification, and plans for the joint use (including civilian and military use, public and private use, civilian dual use, and civilian shared use) of the property or facilities of the installation after the anticipated closure or realignment.*

(4) In addition to making all information used by the Secretary to prepare the recommendations under this subsection available to Congress (including any committee or member of Congress), the Secretary shall also make such information available to the Commission and the Comptroller General of the United States.

(5)(A) Each person referred to in subparagraph (B), when submitting information to the Secretary of Defense or the Commission concerning the closure or realignment of a military installation, shall certify that such information is accurate and complete to the best of that person's knowledge and belief.

(B) Subparagraph (A) applies to the following persons:

(i) The Secretaries of the military departments.

(ii) The heads of the Defense Agencies.

(iii) Each person who is in a position the duties of which include personal and substantial involvement in the preparation and submission of information and recommendations concerning the closure or realignment of military installations, as designated in regulations which the Secretary of Defense shall prescribe, regulations

which the Secretary of each military department shall prescribe for personnel within that military department, or regulations which the head of each Defense Agency shall prescribe for personnel within that Defense Agency.

(6) *Any information provided to the Commission by a person described in paragraph (5)(B) shall also be submitted to the Senate and the House of Representatives to be made available to the Members of the House concerned in accordance with the rules of that House. The information shall be submitted to the Senate and the House of Representatives within 24 hours after the submission of the information to the Commission.*

Public
information.

(d) **Review and Recommendations by the Commission.** — (1) After receiving the recommendations from the Secretary pursuant to subsection (c) for any year, the Commission shall conduct public hearings on the recommendations. *All testimony before the Commission at a public hearing conducted under this paragraph shall be presented under oath.*

Reports.

(2)(A) The Commission shall, by no later than July 1 of each year in which the Secretary transmits recommendations to it pursuant to subsection (c), transmit to the President a report containing the Commission's findings and conclusions based on a review and analysis of the recommendations made by the Secretary, together with the Commission's recommendations for closures and realignments of military installations inside the United States.

(B) Subject to subparagraph (C), in making its recommendations, the Commission may make changes in any of the recommendations made by the Secretary if the Commission determines that the Secretary deviated substantially from the force-structure plan and final criteria referred to in subsection (c)(1) in making recommendations.

(C) In the case of a change described in subparagraph (D) in the recommendations made by the Secretary, the Commission may make the change only if the Commission —

- (i) makes the determination required by subparagraph (B);
- (ii) determines that the change is consistent with the force-structure plan and final criteria referred to in subsection (c)(1);
- (iii) publishes a notice of the proposed change in the Federal Register not less than 45 days before transmitting its recommendations to the President pursuant to paragraph (2); and
- (iv) conducts public hearings on the proposed change.

(D) Subparagraph (C) shall apply to a change by the Commission in the Secretary's recommendations that would —

- (i) add a military installation to the list of military installations recommended by the Secretary for closure;
- (ii) add a military installation to the list of military installations recommended by the Secretary for realignment; or
- (iii) increase the extent of a realignment of a particular military installation recommended by the Secretary.

(3) The Commission shall explain and justify in its report submitted to the President pursuant to paragraph (2) any recommendation made by the

Commission that is different from the recommendations made by the Secretary pursuant to subsection (c). The Commission shall transmit a copy of such report to the congressional defense committees on the same date on which it transmits its recommendations to the President under paragraph (2).

(4) After July 1 of each year in which the Commission transmits recommendations to the President under this subsection, the Commission shall promptly provide, upon request, to any Member of Congress information used by the Commission in making its recommendations.

Reports.

(5) The Comptroller General of the United States shall —

(A) assist the Commission, to the extent requested, in the Commission's review and analysis of the recommendations made by the Secretary pursuant to subsection (C); and

(B) by no later than April 15 of each year in which the Secretary makes such recommendations, transmit to the Congress and to the Commission a report containing a detailed analysis of the Secretary's recommendations and selection process.

(E) In making recommendations under this paragraph, the Commission may not take into account for any purpose any advance conversion planning undertaken by an affected community with respect to the anticipated closure or realignment of a military installation.

Reports.

(e) **Review by the President.** — (1) The President shall, by no later than July 15 of each year in which the Commission makes recommendations under subsection (d), transmit to the Commission and to the Congress a report containing the President's approval or disapproval of the Commission's recommendations.

(2) If the President approves all the recommendations of the Commission, the President shall transmit a copy of such recommendations to the Congress, together with a certification of such approval.

(3) If the President disapproves the recommendations of the Commission, in whole or in part, the President shall transmit to the Commission and the Congress the reasons for that disapproval. The Commission shall then transmit to the President, by no later than August 15 of the year concerned, a revised list of recommendations for the closure and realignment of military installations.

(4) If the President approves all of the revised recommendations of the Commission transmitted to the President under paragraph (3), the President shall transmit a copy of such revised recommendations to the Congress, together with a certification of such approval.

(5) If the President does not transmit to the Congress an approval and certification described in paragraph (2) or (4) by September 1 of any year in which the Commission has transmitted recommendations to the President under this part, the process by which military installations may be selected for closure or realignment under this part with respect to that year shall be terminated.

52. BASE CLOSURE AND REALIGNMENT ACT OF 1990

CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS

General. — Subject to subsection (b), the Secretary shall —

- (1) close all military installations recommended for closure by the Commission in each report transmitted to the Congress by the President pursuant to section 2903(e);
- (2) realign all military installations recommended for realignment by such Commission in each such report;
- (3) initiate all such closures and realignments no later than two years after the date on which the President transmits a report to the Congress pursuant to section 2903(e) containing the recommendations for such closures or realignments; and
- (4) complete all such closures and realignments no later than the end of the six-year period beginning on the date on which the President transmits the report pursuant to section 2903(e) containing the recommendations for such closures or realignments.

(b) Congressional Disapproval. — (1) The Secretary may not carry out any closure or realignment recommended by the Commission in a report transmitted from the President pursuant to section 2903(e) if a joint resolution is enacted, in accordance with the provisions of section 2908, disapproving such recommendations of the Commission before the earlier of —

(A) the end of the 45-day period beginning on the date on which the President transmits such report; or

(B) the adjournment of Congress sine die for the session during which such report is transmitted.

(2) For purposes of paragraph (1) of this subsection and subsections (a) and (c) of section 2908, the days on which either House of Congress is not in session because of adjournment of more than three days to a day certain shall be excluded in the computation of a period.

10 USC 2687
note.

SEC. 2905. IMPLEMENTATION

(a) In General. — (1) In closing or realigning any military installation under this part, the Secretary may —

(A) take such actions as may be necessary to close or realign any military installation, including the acquisition of such land, the construction of such replacement facilities, the performance of such activities, and the conduct of such advance planning and design as may be required to transfer functions from a military installation being closed or realigned to another military installation, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense for use in planning and design, minor construction, or operation and maintenance;

(B) provide —

(i) economic adjustment assistance to any community located near a military installation being closed or realigned, and

Community
action programs.

Environmental
protection.

(ii) community planning assistance for a community located near a military installation to which a community is transferred as a result of the closure or realignment of the installation, if the Secretary of Defense determines that the resources available to the community (by grant or otherwise) are inadequate, and may use for such purposes funds in the Account or funds appropriated to the Department of Defense for economic adjustment assistance or community planning;

(C) carry out activities for the purposes of environmental restoration and mitigation at any such installation, and may use for such purposes funds in the Account;

(D) provide outplacement assistance to civilian employees employed by the Department of Defense at military installations closed or realigned, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense for outplacement assistance to employees; and

(E) reimburse other Federal agencies for actions performed at the request of the Secretary with respect to any such closure or realignment, and may use for such purpose funds in the Account or funds appropriated to the Department of Defense and available for such purpose.

Environmental
protection.

(2) In carrying out any closure or realignment under this part, the Secretary shall ensure that environmental restoration of any property made excess to the needs of the Department of Defense as a result of such closure or realignment be carried out as soon as possible with funds available for such purpose.

(b) Management and Disposal of Property. — (1) The Administrator of General Services shall delegate to the Secretary of Defense, with respect to excess and surplus *real property, facilities, and personal property* located at a military installation closed or realigned under this part —

(A) the authority of the Administrator to utilize excess property under section 202 of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 483);

(B) the authority of the Administrator to dispose of surplus property under section 203 of that Act (40 U.S.C. 484);

(C) the authority of the Administrator to grant approvals and make determinations under section 13(g) of the Surplus Property Act of 1944 [50 U.S.C. App. 1622(g)]; and

(D) the authority of the Administrator to determine the availability of excess or surplus real property for wildlife conservation purposes in accordance with the Act of May 19, 1948 (16 U.S.C. 667b).

(2)(A) Subject to subparagraph (C) and paragraphs (3), (4), (5), and (6), the Secretary of Defense shall exercise the authority delegated to the Secretary pursuant to paragraph (1) in accordance with —

(i) all regulations in effect on the date of the enactment of this Act [Nov. 5, 1990] governing the utilization of excess property and the

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SEC. 2

(a) In

MENT ACT OF 1990

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of the installation.

(E) This paragraph shall not apply to any...
installation to be closed under this part if the property...

(i) is required for the operation of a unit, function, component...
weapons system at another installation;

(ii) is uniquely military in character, and is likely to have no civilian use
(other than use for its material content or as a source of commonly used
components);

(iii) is not required for the reutilization or redevelopment of the installation
(as jointly determined by the Secretary and the redevelopment authority);

(iv) is stored at the installation for purposes of distribution (including spare
parts or stock items); or

(v)(I) meets known requirements of an authorized program of another
Federal department or agency for which expenditures for similar property
would be necessary, and (II) is the subject of a written request by the head of
the department or agency.

(F) Notwithstanding subparagraphs (C)(i) and (D), the Secretary may
carry out any activity referred to in subparagraph (C)(ii) or (D) if the
Secretary determines that the carrying out of such activity is in the national
security interest of the United States.

(4)(A) The Secretary may transfer real property and personal property
located at a military installation to be closed under this part to the
redevelopment authority with respect to the installation.

(B)(i)(I) Except as provided in clause (ii), the transfer of property under
subparagraph (A) may be for consideration at or below the estimated fair
market value of the property transferred or without consideration. Such

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(E) The Secretary may include consideration in kind (including goods and section 501(f) assets), real property and improvements, or such other consideration as the subparagraph may consider appropriate. The Secretary shall determine the estimated

(i) a written net value of the property to be transferred under this subparagraph the homeless is carrying out such transfer.

accordance with (II) The Secretary shall prescribe regulations that set forth

(ii) an appropriate guidelines for determining the amount, if any, of consideration
submitted required for a transfer under this paragraph. Such regulations shall
section include a requirement that, in the case of each transfer under this
(i) paragraph for consideration below the estimated fair market value of
the property transferred, the Secretary provide an explanation why the
transfer is not for the estimated fair market value of the property
transferred [including an explanation why the transfer cannot be
carried out in accordance with the authority provided to the Secretary
pursuant to paragraph (1) or (2)].

(ii) The transfer of property under subparagraph (A) shall be without consideration in the case of any installation located in a rural area whose closure under this part will have a substantial adverse impact (as determined by the Secretary) on the economy of the communities in the vicinity of the installation and on the prospect for the economic recovery of such communities from such closure. The Secretary shall prescribe in the regulations under clause (i)(II) the manner of determining whether communities are eligible for the transfer of property under this clause.

(iii) In the case of a transfer under subparagraph (A) for consideration below the fair market value of the property transferred, the Secretary may recoup from the transferee of such property such portion as the Secretary determines appropriate of the amount, if any, by which the sale or lease of such property by such transferee exceeds the amount of consideration paid to the Secretary for such property by such transferee. The Secretary shall prescribe regulations for determining the amount of recoupment under this clause.

(C)(i) The transfer of personal property under subparagraph (A) shall not be subject to the provisions of sections 202 and 203 of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 483, 484) if the Secretary determines that the transfer of such property is necessary for the effective implementation of a redevelopment plan with respect to the installation at which such property is located.

(ii) The Secretary may, in lieu of the transfer of property referred to in subparagraph (A), transfer property similar to such property (including property not located at the installation) if the Secretary determines that the transfer of such similar property is in the interest of the United States.

(D) The provisions of section 120(h) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 [42 U.S.C. 9620 (h)] shall apply to any transfer of real property under this paragraph.

(III) In the case of

(i)(III), during the one-year period beginning on rejection of the application referred to in that clause.

(iii) A redevelopment authority shall express an interest in buildings and property under this subparagraph by notifying the Defense, in writing, of such an interest.

(G)(i) Buildings and property available for a redevelopment authority under subparagraph (F) shall not be available for use to assist the homeless under section 501 of such Act while so available for a redevelopment authority.

(ii) If a redevelopment authority does not express an interest in the use of buildings or property, or commence the use of buildings or property, under subparagraph (F) within the applicable time periods specified in clause (ii) of such subparagraph, such buildings or property shall be treated as property available for use to assist the homeless under section 501(a) of such Act.

(7)(A) Subject to paragraph (C), the Secretary may contract with local governments for the provision of police services, fire protection services, airfield operation services, or other community services by such governments at military installations to be closed under this part if the Secretary determines that the provision of such services under such contracts is in the best interests of the Department of Defense.

(B) The Secretary may exercise the authority provided under this paragraph without regard to the provisions of chapter 146 of title 10, United States Code.

(C) The Secretary may not exercise the authority under subparagraph (A) with respect to an installation earlier than 180 days before the date on which the installation is to be closed.

(D) The Secretary shall include in a contract for services entered into with a local government under this paragraph a clause that requires the use of professionals to furnish the services to the extent that professionals are available in the area under the jurisdiction of such government.

(c) **Applicability of National Environmental Policy Act of 1969.** — (1) The provisions of the National Environmental Policy Act of 1969 (42 U.S.C. 4321 et seq.) shall not apply to the actions of the President, the Commission, and, except as provided in paragraph (2), the Department of Defense in carrying out this part.

(2)(A) The provisions of the National Environmental Policy Act of 1969 shall apply to actions of the Department of Defense under this part (i) during the process of property disposal, and (ii) during the process of relocating functions from a military installation being closed or realigned to another military installation after the receiving installation has been selected but before the functions are relocated.

(B) In applying the provisions of the National Environmental Policy Act of 1969 to the processes referred to in subparagraph (A), the Secretary of Defense and the Secretary of the military departments concerned shall not have to consider —

- (i) the need for closing or realigning the military installation which has been recommended for closure or realignment by the Commission;
- (ii) the need for transferring functions to any military installation which has been selected as the receiving installation; or
- (iii) military installations alternative to those recommended or selected.

(3) A civil action for judicial review, with respect to any requirement of the National Environmental Policy Act of 1969 to the extent such Act is applicable under paragraph (2), of any act or failure to act by the Department of Defense during the closing, realigning, or relocating of functions referred to in clauses (i) and (ii) of paragraph (2)(A), may not be brought more than 60 days after the date of such act or failure to act.

(d) **Waiver.** — The Secretary of Defense may close or realign military installations under this part without regard to —

- (1) any provision of law restricting the use of funds for closing or realigning military installations included in any appropriations or authorization Act; and
- (2) sections 2662 and 2687 of title 10, United States Code.

(e) Transfer Authority in Connection with Payment of Environmental Remediation Costs. — (1)(A) *Subject to paragraph (2) of this subsection and section 120(h) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 [42 U.S.C. 9620(h)], the Secretary may enter into an agreement to transfer by deed real property or facilities referred to in subparagraph (B) with any person who agrees to perform all environmental restoration, waste management, and environmental compliance activities that are required for the property or facilities under Federal and State laws, administrative decisions, agreements (including schedules and milestones), and concurrences.*

(B) The real property and facilities referred to in subparagraph (A) are the real property and facilities located at an installation closed or to be closed under this part that are available exclusively for the use, or expression of an interest in a use, of a redevelopment authority under subsection (b)(6)(F) during the period provided for that use, or expression of interest in use, under that subsection.

(C) The Secretary may require any additional terms and conditions in connection with an agreement authorized by subparagraph (A) as the Secretary considers appropriate to protect the interests of the United States.

(2) *A transfer of real property or facilities may be made under paragraph (1) only if the Secretary certifies to Congress that —*

(A) the costs of all environmental restoration, waste management, and environmental compliance activities to be paid by the recipient of the property

or facilities are equal to or greater than the fair market value of the property or facilities to be transferred, as determined by the Secretary; or

(B) if such costs are lower than the fair market value of the property or facilities, the recipient of the property or facilities agrees to pay the difference between the fair market value and such costs.

(3) As part of an agreement under paragraph (1), the Secretary shall disclose to the person to whom the property or facilities will be transferred any information of the Secretary regarding the environmental restoration, waste management, and environmental compliance activities described in paragraph (1) that relate to the property or facilities. The Secretary shall provide such information before entering into the agreement.

(4) Nothing in this subsection shall be construed to modify, alter, or amend the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601 et seq.) or the Solid Waste Disposal Act (42 U.S.C. 6901 et seq.).

(5) Section 330 of the National Defense Authorization Act for Fiscal Year 1993 (Public Law 102-484; 10 U.S.C. 2687 note) shall not apply to any transfer under this subsection to persons or entities described in subsection (a)(2) of section 330.

(6) The Secretary may not enter into an agreement to transfer property or facilities under this subsection after the expiration of the five-year period beginning on the date of the enactment of the National Defense Authorization Act for Fiscal Year 1994.

10 USC 2687
note.

SEC. 2906. ACCOUNT

(a) In General. — (1) There is hereby established on the books of the Treasury an account to be known as the "Department of Defense Base Closure Account 1990" which shall be administered by the Secretary as a single account.

(2) There shall be deposited into the Account —

(A) funds authorized for and appropriated to the Account;

(B) any funds that the Secretary may, subject to approval in an appropriation Act, transfer to the Account from funds appropriated to the Department of Defense for any purpose, except that such funds may be transferred only after the date on which the Secretary transmits written notice of, and justification for, such transfer to the congressional defense committees;

(C) except as provided in subsection (d), proceeds received from the transfer or disposal of any property at a military installation closed or realigned under this part; *and*

(D) *proceeds received after September 30, 1995, from the transfer or disposal of any property at a military installation closed or realigned under title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526; 10 U.S.C. 2687 note).*

DEFENSE BASE CLOSURE AND REALIGNMENT ACT OF 1990

of Funds. — (1) *The Secretary may use the funds in the Account for the purposes described in section 2905 or, after September 30, 1995, for environmental restoration and property management and disposal at installations closed or realigned under title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526: 10 U.S.C. 2687 note).*

(2) When a decision is made to use funds in the Account to carry out a construction project under section 2905(a) and the cost of the project will exceed the maximum amount authorized by law for a minor military construction project, the Secretary shall notify in writing the congressional defense committees of the nature of, and justification for, the project and the amount of expenditures for such project. Any such construction project may be carried out without regard to section 2802(a) of title 10, United States Code.

(c) Reports. — (1)(A) No later than 60 days after the end of each fiscal year in which the Secretary carries out activities under this part, the Secretary shall transmit a report to the congressional defense committees of the amount and nature of the deposits into, and the expenditures from, the Account during such fiscal year and of the amount and nature of other expenditures made pursuant to section 2905(a) during such fiscal year.

(B) The report for a fiscal year shall include the following:

(i) The obligations and expenditures from the Account during the fiscal year, identified by subaccount, for each military department and Defense Agency.

(ii) The fiscal year in which appropriations for such expenditures were made and the fiscal year in which funds were obligated for such expenditures.

(iii) Each military construction project for which such obligations and expenditures were made, identified by installation and project title.

(iv) A description and explanation of the extent, if any, to which expenditures for military construction projects for the fiscal year differed from proposals for projects and funding levels that were included in the justification transmitted to Congress under section 2907(1), or otherwise, for the funding proposals for the Account for such fiscal year, including an explanation of—

(I) any failure to carry out military construction projects that were so proposed; and

(II) any expenditures for military construction projects that were not so proposed.

(2) Unobligated funds which remain in the Account after the termination of the authority of the Secretary to carry out a closure or realignment under this part shall be held in the Account until transferred by law after the congressional defense committees receive the report transmitted under paragraph (3).

(3) No later than 60 days after the termination of the authority of the Secretary to carry out a closure or realignment, the Secretary shall transmit to the congressional defense committees the accounting of —

(A) all the funds deposited into and expended, and

(B) any amount remaining in the Account.

(d) Disposal or Transfer of Commissary Stores and Property Purchased with Nonappropriated Funds. — (1) If any real property or facility acquired, constructed, or improved (in whole or in part) with commissary store funds or nonappropriated funds is transferred or disposed of in connection with the closure or realignment of a military installation, a portion of the proceeds of the transfer or other disposal of that installation shall be deposited in the reserve account established under section 204(b)(4)(C) of the Defense Authorization Amendments and Base Closure and Realignment Act (10 U.S.C. 2687 note).

(2) The amount so deposited shall be equal to the depreciated value of investment made with such funds in the acquisition, construction, or improvement of that particular real property or facility. The depreciated value of the investment shall be computed in accordance with regulations prescribed by the Secretary of Defense.

(3) The Secretary may use amounts in the account (in such an aggregate amount as is provided in advance in appropriation Acts) for the purpose of acquiring, constructing, and improving —

(A) commissary stores; and

(B) real property and facilities for nonappropriated fund instrumentalities.

(4) As used in this subsection:

(A) The term "commissary store funds" means funds received from the adjustment of, or surcharge on, selling prices at commissary stores fixed under section 2685 of title 10, United States Code.

(B) The term "nonappropriated funds" means funds received from a nonappropriated fund instrumentality.

(C) The term "nonappropriated fund instrumentality" means an instrumentality of the United States under the jurisdiction of the Armed Forces (including the Army and Air Force Exchange Service, the Navy Resale and Services Support Office, and the Marine Corps exchanges) which is conducted for the comfort, pleasure, contentment, or physical or mental improvement of members of the Armed Forces.

(e) Account Exclusive Source of Funds for Environmental Restoration Projects. — Except for funds deposited into the Account under subsection (a), funds appropriated to the Department of Defense may not be used for purposes described in section 2905(a)(1)(C). The prohibition in this subsection shall expire upon the termination of the authority of the Secretary to carry out a closure or realignment under this part.

10 USC 2687
note.

SEC. 2907. REPORTS

As part of the budget request for fiscal year 1993 and for each fiscal year thereafter for the Department of Defense, the Secretary shall transmit to the congressional defense committees of Congress —

(1) a schedule of the closure and realignment actions to be carried out under this part in the fiscal year for which the request is made and an estimate of the total expenditures required and cost savings to be achieved by each such closure and realignment and of the time period in which these savings are to be achieved in each case, together with the Secretary's assessment of the environmental effects of such actions; and

(2) a description of the military installations, including those under construction and those planned for construction, to which functions are to be transferred as a result of such closures and realignments, together with the Secretary's assessment of the environmental effects of such transfers.

10 USC 2687
note.

**SEC. 2908. CONGRESSIONAL CONSIDERATION OF
COMMISSION REPORT**

(a) **Terms of the Resolution.** — For purposes of section 2904(b), the term "joint resolution" means only a joint resolution which is introduced within the 10-day period beginning on the date on which the President transmits the report to the Congress under section 2903(e), and —

(1) which does not have a preamble;

(2) the matter after the resolving clause of which is as follows: "That Congress disapproves the recommendations of the Defense Base Closure and Realignment Commission as submitted by the President on ____", the blank space being filled in with the appropriate date; and

(3) the title of which is as follows: "Joint resolution disapproving the recommendations of the Defense Base Closure and Realignment Commission."

(b) **Referral.** — A resolution described in subsection (a) that is introduced in the House of Representatives shall be referred to the Committee on Armed Services of the House of Representatives. A resolution described in subsection (a) introduced in the Senate shall be referred to the Committee on Armed Services of the Senate.

(c) **Discharge.** — If the committee to which a resolution described in subsection (a) is referred has not reported such a resolution (or an identical resolution) by the end of the 20-day period beginning on the date on which the President transmits the report to the Congress under section 2903(e), such committee shall be, at the end of such period, discharged from further consideration of such resolution, and such resolution shall be placed on the appropriate calendar of the House involved.

(d) **Consideration.** — (1) On or after the third day after the date on which the committee to which such a resolution is referred has reported, or has been

discharged [under subsection (c)] from further consideration of, such a resolution, it is in order (even though a previous motion to the same effect has been disagreed to) for any Member of the respective House to move to proceed to the consideration of the resolution. A member may make the motion only on the day after the calendar day on which the Member announces to the House concerned the Member's intention to make the motion, except that, in the case of the House of Representatives, the motion may be made without such prior announcement if the motion is made by direction of the committee to which the resolution was referred. All points of order against the resolution (and against consideration of the resolution) are waived. The motion is highly privileged in the House of Representatives and is privileged in the Senate and is not debatable. The motion is not subject to amendment, or to a motion to postpone, or to a motion to proceed to the consideration of other business. A motion to reconsider the vote by which the motion is agreed to or disagreed to shall not be in order. If a motion to proceed to the consideration of the resolution is agreed to, the respective House shall immediately proceed to consideration of the joint resolution without intervening motion, order, or other business, and the resolution shall remain the unfinished business of the respective House until disposed of.

(2) Debate on the resolution, and on all debatable motions and appeals in connection therewith, shall be limited to not more than 2 hours, which shall be divided equally between those favoring and those opposing the resolution. An amendment to the resolution is not in order. A motion further to limit debate is in order and not debatable. A motion to postpone, or a motion to proceed to the consideration of other business, or a motion to recommit the resolution is not in order. A motion to reconsider the vote by which the resolution is agreed to or disagreed to is not in order.

(3) Immediately following the conclusion of the debate on a resolution described in subsection (a) and a single quorum call at the conclusion of the debate if requested in accordance with the rules of the appropriate House, the vote on final passage of the resolution shall occur.

(4) Appeals from the decisions of the Chair relating to the application of the rules of the Senate or the House of Representatives, as the case may be, to the procedure relating to a resolution described in subsection (a) shall be decided without debate.

(e) Consideration by Other House. — (1) If, before the passage by one House of a resolution of that House described in subsection (a), that House received from the other House a resolution described in subsection (a), then the following procedures shall apply:

(A) The resolution of the other House shall not be referred to a committee and may not be considered in the House receiving it except in the case of final passage as provided in subparagraph (B)(ii).

(B) With respect to a resolution described in subsection (a) of the House receiving the resolution —

(i) the procedure in that House shall be the same as if no resolution had been received from the other House; but

(ii) the vote on final passage shall be on the resolution of the other House.

(2) Upon disposition of the resolution received from the other House, it shall no longer be in order to consider the resolution that originated in the receiving House.

(f) Rules of the Senate and House. — This section is enacted by Congress —

(1) as an exercise of the rulemaking power of the Senate and House of Representatives, respectively, and as such it is deemed a part of the rules of each House, respectively, but applicable only with respect to the procedure to be followed in that House in the case of a resolution described in subsection (a), and it supersedes other rules only to the extent that it is inconsistent with such rules; and

(2) with full recognition of the constitutional right of either House to change the rules (so far as relating to the procedure of that House) at any time, in the same manner, and to the same extent as in the case of any other rule of that House.

10 USC 2687
note.

**SEC. 2909. RESTRICTION ON OTHER BASE CLOSURE
AUTHORITY**

(a) In General. — Except as provided in subsection (c), during the period beginning on the date of the enactment of this Act [Nov. 5, 1990] and ending on December 31, 1995, this part shall be the exclusive authority for selecting for closure or realignment, or for carrying out any closure or realignment of, a military installation inside the United States.

(b) Restriction. — Except as provided in subsection (c), none of the funds available to the Department of Defense may be used, other than under this part, during the period specified in subsection (a) —

(1) to identify, through any transmittal to the Congress or through any other public announcement or notification, any military installation inside the United States as an installation to be closed or realigned or as an installation under consideration for closure or realignment; or

(2) to carry out any closure or realignment of a military installation inside the United States.

(c) Exception. — Nothing in this part affects the authority of the Secretary to carry out —

(1) closures and realignments under title II of Public Law 100-526; and

(2) closures and realignments to which section 2687 of title 10, United States Code, is not applicable, including closures and realignments carried out for reasons of national security or a military emergency referred to in subsection (c) of such section.

10 USC 2687
note.

SEC. 2910. DEFINITIONS

As used in this part:

(1) The term "Account" means the Department of Defense Base Closure Account 1990 established by section 2906(a)(1).

(2) The term "congressional defense committees" means the Committees on Armed Services and the Committees on Appropriations of the Senate and of the House of Representatives.

(3) The term "Commission" means the Commission established by section 2902.

(4) The term "military installation" means a base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

(5) The term "realignment" includes any action which both reduces and relocates functions and civilian personnel positions but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.

(6) The term "Secretary" means the Secretary of Defense.

(7) The term "United States" means the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other commonwealth, territory, or possession of the United States.

(8) *The term "date of approval", with respect to a closure or realignment of an installation, means the date on which the authority of Congress to disapprove a recommendation of closure or realignment, as the case may be, of such installation under this part expires.*

(9) *The term "redevelopment authority", in the case of an installation to be closed under this part, means any entity (including an entity established by a State or local government) recognized by the Secretary of Defense as the entity responsible for developing the redevelopment plan with respect to the installation or for directing the implementation of such plan.*

(10) *The term "redevelopment plan", in the case of an installation to be closed under this part, means a plan that —*

(A) is agreed to by the local redevelopment authority with respect to the installation; and

(B) provides for the reuse or redevelopment of the real property and personal property of the installation that is available for such reuse and redevelopment as a result of the closure of the installation.

**PART B — Other Provisions Relating to Defense Base Closures and
Realignments**

10 USC 2687
note.

**SEC. 2921. CLOSURE OF FOREIGN MILITARY
INSTALLATIONS**

(a) **Sense of Congress.** — It is the sense of the Congress that —

(1) the termination of military operations by the United States at military installations outside the United States should be accomplished at the discretion of the Secretary of Defense at the earliest opportunity;

(2) in providing for such termination, the Secretary of Defense should take steps to ensure that the United States receives, through direct payment or otherwise, consideration equal to the fair market value of the improvements made by the United States at facilities that will be released to host countries;

(3) the Secretary of Defense, acting through the military component commands or the sub-unified commands to the combatant commands, should be the lead official in negotiations relating to determining and receiving such consideration; and

(4) the determination of the fair market value of such improvements released to host countries in whole or in part by the United States should be handled on a facility-by-facility basis.

(b) **Residual Value.** — (1) For each installation outside the United States at which military operations were being carried out by the United States on October 1, 1990, the Secretary of Defense shall transmit, by no later than June 1, 1991, an estimate of the fair market value, as of January 1, 1991, of the improvements made by the United States at facilities at each such installation.

(2) For purposes of this section:

(A) The term "fair market value of the improvements" means the value of improvements determined by the Secretary on the basis of their highest use.

(B) The term "improvements" includes new construction of facilities and all additions, improvements, modifications, or renovations made to existing facilities or to real property, without regard to whether they were carried out with appropriated or nonappropriated funds.

(c) **Establishment of Special Account.** — (1) There is established on the books of the Treasury a special account to be known as the "Department of Defense Overseas Military Facility Investment Recovery Account". Except as provided in subsection (d), amounts paid to the United States, pursuant to any treaty, status of forces agreement, or other international agreement to which the United States is a party, for the residual value of real property or improvements to real property used by civilian or military personnel of the Department of Defense shall be deposited into such account.

(2) Money deposited in the Department of Defense Overseas Military Facility Investment Recovery Account shall be available to the Secretary of

Defense for payment, as provided in appropriation Acts, of costs incurred by the Department of Defense in connection with —

(A) facility maintenance and repair and environmental restoration at military installations in the United States; and

(B) facility maintenance and repair and compliance with applicable environmental laws at military installations outside the United States that the Secretary anticipates will be occupied by the Armed Forces for a long period.

(3) Funds in the Department of Defense Overseas Facility Investment Recovery Account shall remain available until expended.

(d) Amounts Corresponding to the Value of Property Purchased with Nonappropriated Funds. — (1) In the case of a payment referred to in subsection (c)(1) for the residual value of real property or improvements at an overseas military facility, the portion of the payment that is equal to the depreciated value of the investment made with nonappropriated funds shall be deposited in the reserve account established under section 204(b)(4)(C) of the Defense Authorization Amendments and Base Closure and Realignment Act. The Secretary may use amounts in the account (in such an aggregate amount as is provided in advance by appropriation Acts) for the purpose of acquiring, constructing, or improving commissary stores and nonappropriated fund instrumentalities.

(2) As used in this subsection:

(A) The term "nonappropriated funds" means funds received from —

(i) the adjustment of, or surcharge on, selling prices at commissary stores fixed under section 2685 of title 10, United States Code; or

(ii) a nonappropriated fund instrumentality.

(B) The term "nonappropriated fund instrumentality" means an instrumentality of the United States under the jurisdiction of the Armed Forces (including the Army and Air Force Exchange Service, the Navy Resale and Services Support Office, and the Marine Corps exchanges) which is conducted for the comfort, pleasure, contentment, or physical or mental improvement of members of the Armed Forces.

(e) Negotiations for Payments-in-Kind. — Before the Secretary of Defense enters into negotiations with a host country regarding the acceptance by the United States of any payment-in-kind in connection with the release to the host country of improvements made in the United States at military installations in the host country, the Secretary shall submit a written notice to the congressional defense committees containing a justification for entering into negotiations for payments-in-kind with the host country and the types of benefit options to be pursued by the Secretary in the negotiations.

(f) Report on Status and Use of Special Account. — Not later than January 15 of each year, the Secretary of Defense shall submit to the congressional defense committees a report on the operations of the Department of Defense Overseas Military Facility Investment Recovery

Account during the preceding fiscal year and proposed uses of funds in the special account during the next fiscal year. The report shall include the following:

- (1) The amount of each deposit in the account during the preceding fiscal year, and the source of the amount.
- (2) The balance in the account at the end of that fiscal year.
- (3) The amounts expended from the account by each military department during that fiscal year.
- (4) With respect to each military installation for which money was deposited in the account as a result of the release of real property or improvements of the installation to a host country during that fiscal year —
 - (A) the total amount of the investment of the United States in the installation, expressed in terms of constant dollars of that fiscal year;
 - (B) the depreciated value (as determined by the Secretary of a military department under regulations to be prescribed by the Secretary of Defense) of the real property and improvements that were released; and
 - (C) the explanation of the Secretary for any difference between the benefits received by the United States for the real property and improvements and the depreciated value (as so determined) of that real property and improvements.
- (5) A list identifying all military installations outside the United States for which the Secretary proposes to make expenditures from the Department of Defense Overseas Facility Investment Recovery Account under subsection (c)(2)(B) during the next fiscal year and specifying the amount of the proposed expenditures for each identified military installation.
- (6) A description of the purposes for which the expenditures proposed under paragraph (5) will be made and the need for such expenditures.

SEC. 2922. MODIFICATION OF THE CONTENT OF BIENNIAL REPORT OF THE COMMISSION ON ALTERNATIVE UTILIZATION OF MILITARY FACILITIES

(a) **Uses of Facilities.** — Section 2819(b) of the National Defense Authorization Act, Fiscal Year 1989 (Public Law 100-456; 102 Stat. 2119; 10 U.S.C. 2391 note) is amended —

- (1) in paragraph (2), by striking out "minimum security facilities for nonviolent prisoners" and inserting in lieu thereof "Federal confinement or correctional facilities including shock incarceration facilities";
- (2) by striking out "and" at the end of paragraph (3);
- (3) by redesignating paragraph (4) as paragraph (5); and
- (4) by inserting after paragraph (3) the following new paragraph (4):

(4) identify those facilities, or parts of facilities, that could be effectively utilized or renovated to meet the needs of States and local jurisdictions for confinement or correctional facilities; and".

10 USC 2391
note.

(b) **Effective Date.** — The amendments made by subsection (a) shall take effect with respect to the first report required to be submitted under section 2819 the National Defense Authorization Act, Fiscal Year 1989, after September 30, 1990.

SEC. 2923. FUNDING FOR ENVIRONMENTAL RESTORATION AT MILITARY INSTALLATIONS SCHEDULED FOR CLOSURE INSIDE THE UNITED STATES

(a) **Authorization of Appropriations.** — There is hereby authorized to be appropriated to the Department of Defense Base Closure Account for fiscal year 1991, in addition to any other funds authorized to be appropriated to that account for that fiscal year, the sum of \$100,000,000. Amounts appropriated to that account pursuant to the preceding sentence shall be available only for activities for the purpose of environmental restoration at military installations closed or realigned under title II of Public Law 100-526, as authorized under section 204(a)(3) of that title.

10 USC 2687
note.

(b) **Exclusive Source of Funding.** — (1) Section 207 of Public Law 100-526 is amended by adding at the end the following:

"(b) **Base Closure Account to be Exclusive Source of Funds for Environmental Restoration Projects.** — No funds appropriated to the Department of Defense may be used for purposes described in section 204(a)(3) except funds that have been authorized for and appropriated to the Account. The prohibition in the preceding sentence expires upon the termination of the authority of the Secretary to carry out a closure or realignment under this title."

(2) The amendment made by paragraph (1) does not apply with respect to the availability of funds appropriated before the date of the enactment of this Act.

10 USC 2687
note.

(c) **Task Force Report.** — (1) No later than 12 months after the date of the enactment of this Act [Nov. 5, 1990], the Secretary of Defense shall submit to Congress a report containing the findings and recommendations of the task force established under paragraph (2) concerning —

(A) ways to improve interagency coordination, within existing laws, regulations, and administrative policies, of environmental response actions at military installations (or portions of installations) that are being closed, or are scheduled to be closed, pursuant to title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526); and

(B) ways to consolidate and streamline, within existing laws and regulations, the practices, policies, and administrative procedures of relevant Federal and State agencies with respect to such environmental response actions so as to enable those actions to be carried out more expeditiously.

(2) There is hereby established an environmental response task force to make the findings and recommendations, and to prepare the report required by paragraph (1). The task force shall consist of the following (or their designees):

(A) The Secretary of Defense, who shall be chairman of the task force.

(B) The Attorney General.

(C) The Administrator of the General Services Administration.

(D) The Administrator of the Environmental Protection Agency.

(E) The Chief of Engineers, Department of the Army.

(F) A representative of a State environmental protection agency, appointed by the head of the National Governors Association.

(G) A representative of a State Attorney general's office, appointed by the head of the National Association of Attorney Generals.

(H) A representative of a public-interest environmental organization, appointed by the Speaker of the House of Representatives.

10 USC 2687
note.

SEC. 2924. COMMUNITY PREFERENCE CONSIDERATION IN CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS

In any process of selecting any military installation inside the United States for closure or realignment, the Secretary of Defense shall take such steps as are necessary to assure that special consideration and emphasis is given to any official statement from a unit of general local government adjacent to or within a military installation requesting the closure or realignment of such installation.

SEC. 2925. RECOMMENDATIONS OF THE BASE CLOSURE COMMISSION

(a) **Norton Air Force Base.** — (1) Consistent with the recommendations of the Commission on Base Realignment and Closure, the Secretary of the Air Force may not relocate, until after September 30, 1995, any of the functions that were being carried out at the ballistics missile office at Norton Air Force Base, California, on the date on which the Secretary of Defense transmitted a report to the Committees on Armed Services of the Senate and House of Representatives as described in section 202(a)(1) of Public Law 100-526.

(2) This subsection shall take effect as of the date on which the report referred to in subsection (a) was transmitted to such Committees.

(b) **General Directive.** — Consistent with the requirements of section 201 of Public Law 100-526, the Secretary of Defense shall direct each of the Secretaries of the military departments to take all actions necessary to carry out the recommendations of the Commission on Base Realignment and Closure and to take no action that is inconsistent with such recommendations.

10 USC 2687
note.

SEC. 2926. CONTRACTS FOR CERTAIN ENVIRONMENTAL RESTORATION ACTIVITIES

(a) **Establishment of Model Program.** — Not later than 90 days after the date of enactment of this Act [Nov. 5, 1990], the Secretary of Defense shall establish a model program to improve the efficiency and effectiveness of the base closure environmental restoration program.

Reports.

(b) **Administrator of Program.** — The Secretary shall designate the Deputy Assistant Secretary of Defense for Environment as the Administrator of the model program referred to in subsection (a). The Deputy Assistant Secretary shall report to the Secretary of Defense through the Under Secretary of Defense for Acquisition.

(c) **Applicability.** — This section shall apply to environmental restoration activities at installations selected by the Secretary pursuant to the provisions of subsection (d)(1).

(d) **Program Requirements.** — In carrying out the model program, the Secretary of Defense shall:

(1) Designate for the model program two installations under his jurisdiction that have been designated for closure pursuant to the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526) and for which preliminary assessments, site inspections, and Environmental Impact Statements required by law or regulation have been completed. The Secretary shall designate only those installations which have satisfied the requirements of section 204 of the Defense Authorization Amendments and Base Closure and Realignment Act (Public Law 100-526).

(2) Compile a prequalification list of prospective contractors for solicitation and negotiation in accordance with the procedures set forth in title IX of the Federal Property and Administrative Services Act (Public Law 92-582; 40 U.S.C. 541 et seq., as amended). Such contractors shall satisfy all applicable statutory and regulatory requirements. In addition, the contractor selected for one of the two installations under this program shall indemnify the Federal Government against all liabilities, claims, penalties, costs, and damages caused by (A) the contractor's breach of any term or provision of the contract; and (B) any negligent or willful act or omission of the contractor, its employees, or its subcontractors in the performance of the contract.

(3) Within 180 days after the date of enactment of this Act, solicit proposals from qualified contractors for response action [as defined under section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601)] at the installations designated under paragraph (1). Such solicitations and proposals shall include the following:

(A) Proposals to perform response action. Such proposals shall include provisions for receiving the necessary

authorizations or approvals of the response action by appropriate Federal, State, or local agencies.

(B) To the maximum extent possible, provisions offered by single prime contractors to perform all phases of the response action, using performance specifications supplied by the Secretary of Defense and including any safeguards the Secretary deems essential to avoid conflict of interest.

(4) Evaluate bids on the basis of price and other evaluation criteria.

(5) Subject to the availability of authorized and appropriated funds to the Department of Defense, make contract awards for response action within 120 days after the solicitation of proposals pursuant to paragraph (3) for the response action, or within 120 days after receipt of the necessary authorizations or approvals of the response action by appropriate Federal, State, or local agencies, whichever is later.

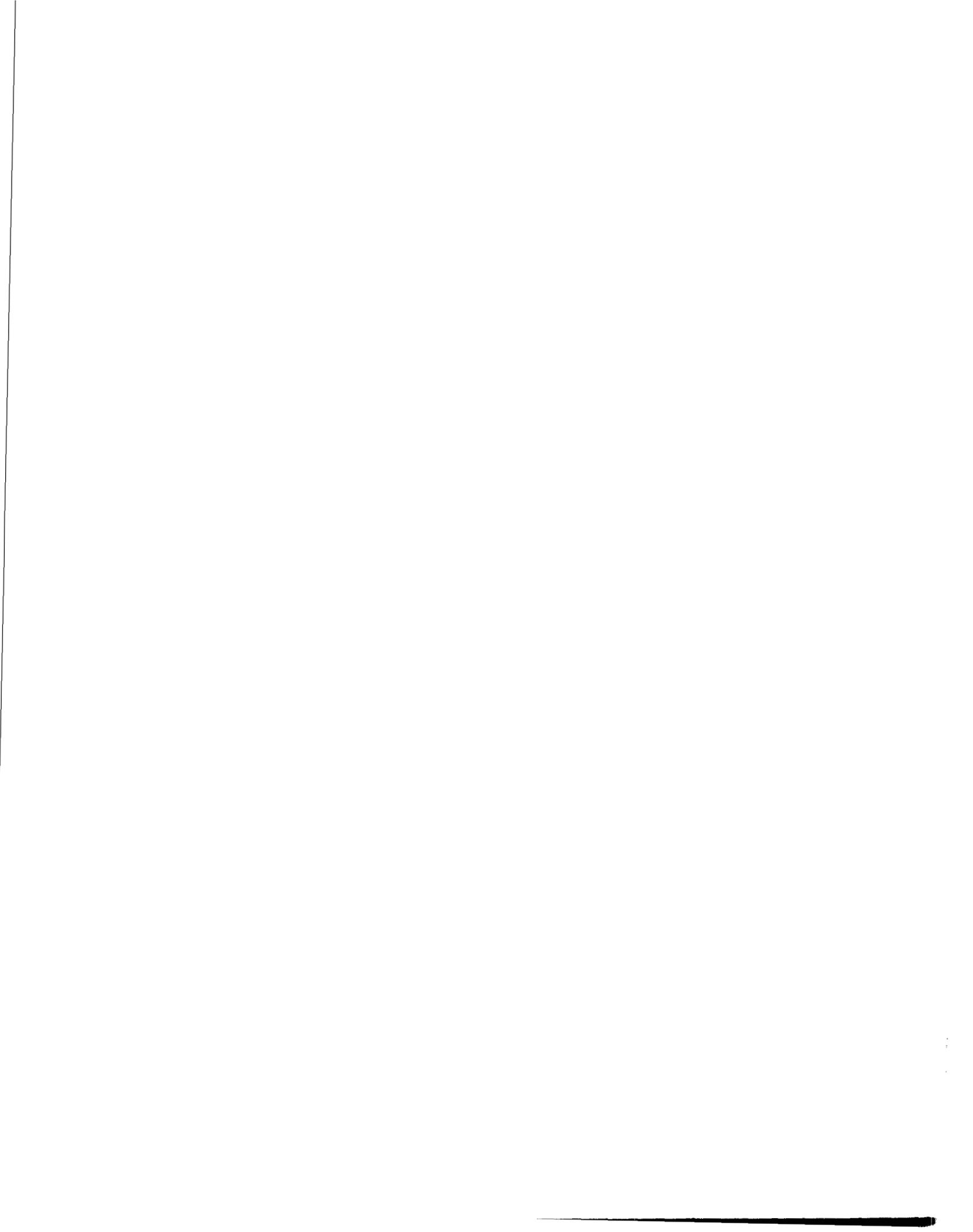
(e) **Application of Section 120 of CERCLA.** — Activities of the model program shall be carried out subject to, and in a manner consistent with, section 120 (relating to Federal facilities) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9620).

(f) **Expedited Agreements.** — The Secretary shall, with the concurrence of the Administrator of the Environmental Protection Agency, assure compliance with all applicable Federal statutes and regulations and, in addition, take all reasonable and appropriate measures to expedite all necessary administrative decisions, agreements, and concurrences.

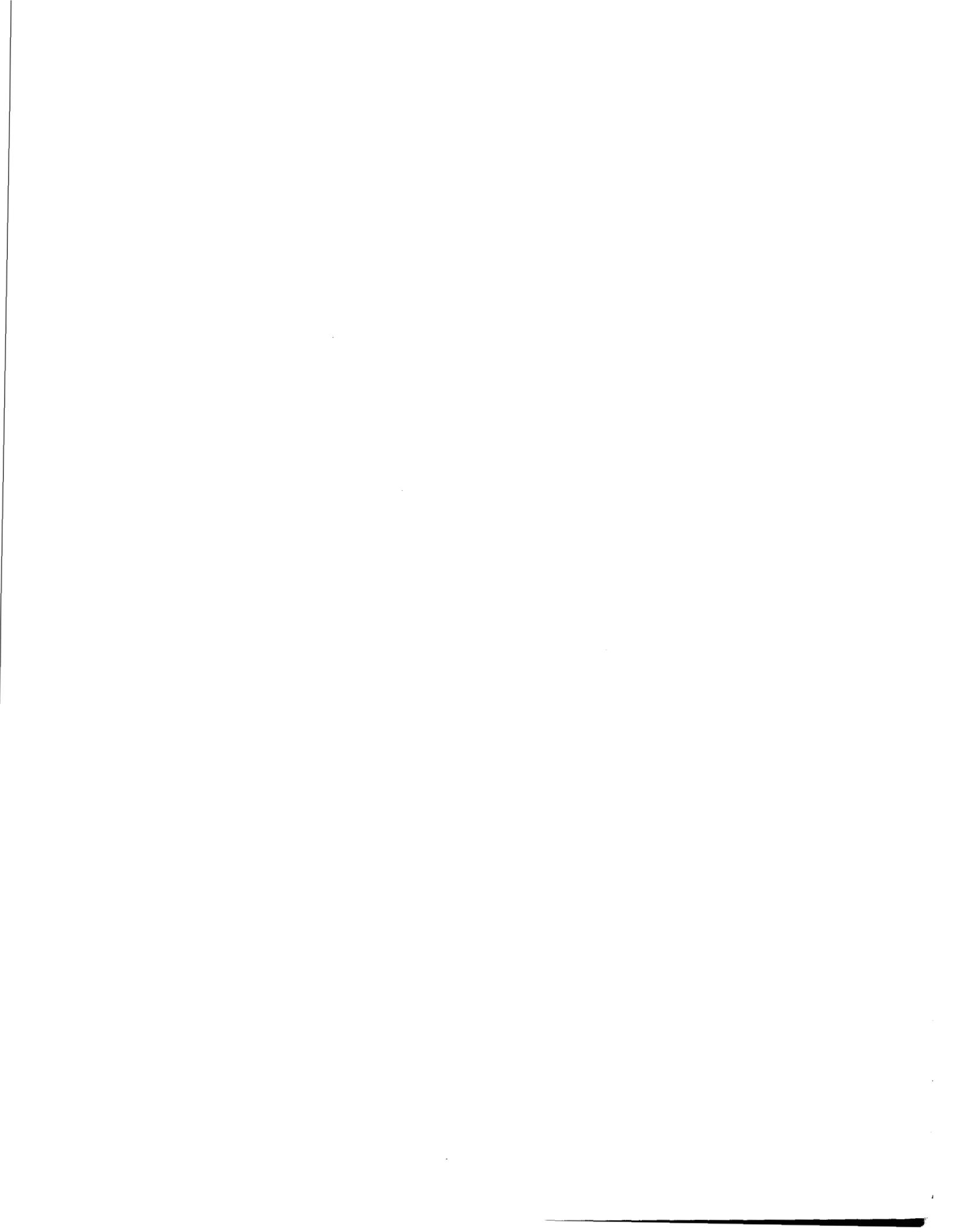
(g) **Report.** — The Secretary of Defense shall include a description of the progress made during the preceding fiscal year in implementing and accomplishing the goals of this section within the annual report to Congress required by section 2706 of title 10, United States Code.

(h) **Applicability of Existing Law.** — Nothing in this section affects or modifies, in any way, the obligations or liability of any person under other Federal or State law, including common law, with respect to the disposal or release of hazardous substances or pollutants or contaminants as defined under section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601).

*Include amendments from National Defense Authorization Act for Fiscal Year 1995
as passed by Congress.*



**News Articles on
Base Closures and BRAC Process**



W. Post 11-30-94

Republican senators threaten to thwart 1995 base closings

Incoming majority wants greater representation on panel

By Rowan Scarborough
THE WASHINGTON TIMES

Senate Republicans are considering blocking President Clinton's next round of military base closings unless the administration reduces the number of targeted facilities and appoints more GOP nominees to the powerful base closure commission.

Flexing their newfound muscle, Republican aides are trying to drum up support for the Senate Armed Services Committee to refuse to confirm the president's commission nominees, which must be done by Jan. 3, GOP Senate aides said.

This would prevent a new Base Closure and Realignment Commission — dubbed BRAC '95 — from convening by a March 1 deadline, the aides said. The Defense Department must submit a new list of proposed base closings by March 15.

"The story on BRAC right now is that the Republican Congress would have to have its head examined to allow BRAC to go ahead in '95, given recent events in the Clinton administration," said a Republican aide who works on defense issues.

Some Republicans are worried by statements from Defense Secretary William Perry that some bases might be saved until after the 1996 election, a signal to legislators that states vital to Mr. Clinton's re-election might get off easy.

Others are concerned that the list may be too large, eclipsing the total of 103 bases designated for closure by three previous commissions since 1988.

The office of Sen. Bob Dole, the incoming majority leader, is seeking the signatures of two key senators on a proposed letter to Mr. Clinton — Sen. Strom Thurmond, South Carolina Republican and the incoming Armed Services Committee chairman, and Sen. Ted Ste-

vens, Alaska Republican and likely the next chairman of the Senate Appropriations subcommittee on defense.

A Thurmond aide said the senator plans to sign a final draft.

The letter makes two major demands. First, it asks for a meeting with Mr. Perry before his office issues guidance to the Joint Chiefs of Staff as their services compile a list of targeted bases.

Second, the letter strongly suggests that the commission's makeup reflect the Republican victory in the Nov. 8 elections, not the current Congress controlled by the Democrats. It is the 104th Congress that will vote on nominees, then vote on whether to accept or reject the commission's proposed closings.

Of eight commission members, only two would be Republicans if the president sends nominees based on a Congress run by Democrats. If he bases his selections on the 104th Congress, membership would be split 4-4 between the two parties.

Federal law dictates that Mr. Clinton name the commission chairman and one other member; the House speaker and Senate majority leader each suggest two members; and the House and Senate minority leaders propose one candidate each.

The president already has nominated former Sen. Alan J. Dixon, Illinois Democrat, as the next BRAC chairman. The Senate voted to confirm him before the election.

The Dole letter states that GOP senators also are unhappy that Mr. Perry appears to be planning the new round of shutdowns based largely on budgetary concerns.

"In our view, the Congress did not intend the Base Closure Act as simply a vehicle for achieving artificial budgetary targets," it states. "We also believe that while greater efficiencies can be gained through the base closure and re-

alignment process, we oppose dismantling irreplaceable defense assets."

Created to take base closing decisions out of the hands of parochial legislators, the base commission is so powerful because the list it sends to Congress may only be accepted in whole or rejected.

Congress authorized four commissions, in 1988, '91, '93 and the incoming 1995 panel. If the Senate fails to confirm a new panel, Congress would need to authorize the process again.

Mr. Perry has forecast that the Pentagon faces its toughest battle in closing bases in 1995 because most of the obvious choices were made by the first three commissions.

There are few glaringly obsolete bases today, meaning the department will have to consider closing training centers, hospitals and laboratories — all of which are important parts of local communities.

A General Accounting Office report issued recently said the Pentagon is falling well short of revenue projections from the sale of closed property.

The GAO said the department originally said it would gain \$4.1 billion. But to date only \$69.4 million has been realized.

"It is taking more and more defense dollars now to close bases in the hopes of saving money five, six years downstream," a Senate staffer said.





STATE

Romer's driver eludes pursuers

Governor unhurt in 110-mph chase leaving Greeley

By Teresa Owen-Cooper/Gazette Telegraph
Gov. Roy Romer, riding in an unmarked police car from Greeley to Fort Collins, was pursued by two men at speeds reaching 110 mph during a wild, 20-minute chase Saturday.

Romer crouched down on the floor of the car during the 26-mile ride, which followed an unusual call received at a morning debate between Romer and Republican gubernatorial candidate Bruce Benson.

"I have been threatened before, but this is the first time something like this has occurred to me," an unharmed Romer said later via car phone, as he made his way to another campaign event.

Romer had driven himself to the debate at the University of Northern Colorado in his 1985 Chrysler convertible, and planned to drive himself to a campaign event in Fort Collins afterward.

However, before the 10:30 a.m. debate began, sponsors received a phone call from a man asking detailed questions about Romer's plans.

"It was strange. The caller asked very inquisitive questions about the governor's schedule, and they may have asked what kind of car he was driving," said Romer press secretary Cindy Parmenter. "As a result, there was some concern."

Colorado State Patrol trooper Steve Stevenson was called to drive Romer to Fort Collins. As Romer left the campus and got to the edge of Greeley, he said a "little red car" carrying two young white males began following.

"I turned around and there was a car tailgating," Romer said. "We accelerated to about 90 mph, and the other car was right with us."

"I was crouching down. They knew it was a police car and they still pursued us. I didn't know what his intentions were. I didn't want to make myself a target."

The chase continued west on U.S. Highway 34, then north on Interstate 25 as Stevenson



Romer: Praised state trooper's driving.

■ Romer wants Benson to tell where he'd get funds to repair roads/BS

INSIDE



LIFESTYLE

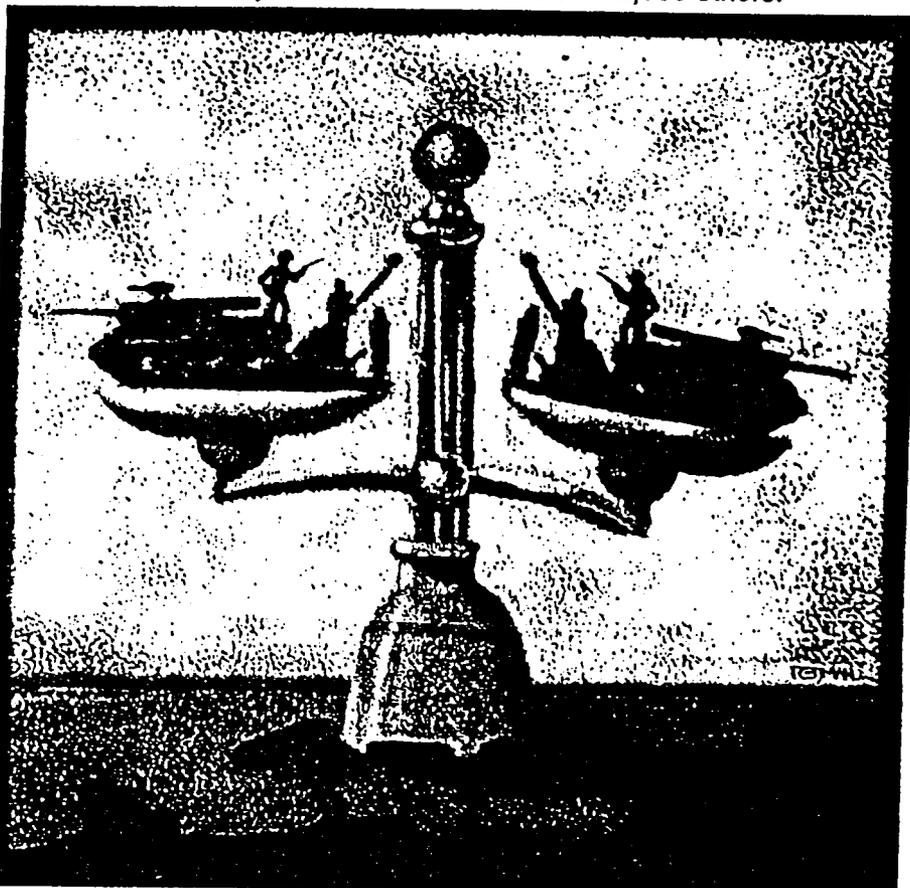
Community doctor Mark Olson of Limon gets an eye full of his patients./F1

Books/G3
Business/D1
City/State/B1
Classified/D5
Comics/12ent
Crossword/F11

Obituaries/B4
Opinion/G4
Outdoors/C14
Parade/Front
Real estate/E1
Scoreboard/C12-13

THE DECISION

Fort Carson's fate rests in the hands of a handful of people. What they do will touch the lives of 420,000 others.



Victor Rodman/Gazette Telegraph

FROM THE EDITOR

The Gazette Telegraph starts a six-part series today on one of the most important issues to face Colorado Springs in a generation: The fate of Fort Carson.

For five decades Fort Carson has helped shape the city's economy and social fabric. Consider the numbers: 21,000 employees, \$600 million pumped into the local economy each year.

But with the Cold War over, the nation's military is shrinking at a record pace. As many as 250 bases may be cut in 1995. Fort Carson could be among them.

Read on. This series will help you understand the forces that will determine whether Fort Carson lives or dies.

Jon Stapleton
Editor, Gazette Telegraph

THE HISTORY: Base closures an American tradition

Part one of six

By Jeff Thomas/Gazette Telegraph
Outside, it is cold. Inside the U.S. Capitol things are hot as debate rages over the need for new naval bases.

Representatives from ship-building states smell jobs. But Rep. Abe Clark of New Jersey complains that the "monstrous expense" flies in the face of defense cuts and tight finances.

Lawmakers from port districts vote yes. Inland representatives vote no — and lose.

It is February of '94.
1794.

For more than 200 years, Congress has created military bases. For more than 200 years, military considerations have helped determine where to put them. And for more than 200 years, the desire for the

money that a base brings — and the politics that springs from it — have done just as much to secure a place in the U.S. military's vast empire.

It's an American tradition. A few men harnessed those forces 53 years ago to lure Fort Carson to Colorado Springs. Today, a new generation hopes to harness them again — this time to save Fort Carson, Colorado's largest employer, from extinction.

As the Defense Base Closure and Realignment Commission gears up for a third round of cuts in 1995, the Colorado Springs area is in a cold sweat. The BRAC Commission, as it's known, has selected 280 domestic bases for closure since 1988, under orders from Congress.

So far, Fort Carson has escaped the BRAC Commission's knife. But next year,

See POLITICS/A8

Bufs escape again

Colorado's Donnell Loomis, left, and Dalton Simmons celebrate after Nell



Sanley H. Poe/Gazette Telegraph

FOREIGN RELATIONS

U.S., Japanese pact heads off possible trade war

The United States and Japan struck a series of market-opening trade agreements Saturday after a marathon negotiating session, averting a threatened trade war between the world's two

THE HISTORY

THE DECISION



THE FATE OF FORT CARSON THE SERIES

Fort Carson's fate rests with a handful of people. What they do will touch the lives of 420,000 others.

THE HISTORY Military strategy, money and politics all play a role in deciding where bases are needed. It is a mission order than the nation itself TODAY

THE FORMULA Not long ago, politics made closing military bases impossible. Then Congress decided to get out of the way, and the as was unleashed. MONDAY

THE MYTHS Understanding how the process of closing military bases works — and doesn't work — is essential for civic leaders who are fighting to save one. OCT. 8

THE COMPETITORS Fort Carson is only a day's drive from Fort Riley, Kan. The two bases must overcome similar weaknesses if they are to survive. OCT. 16

THE POLITICS Lawmakers on Capitol Hill no longer put the strings that dictate the fate of military bases. Generals nearby at the Pentagon do. OCT. 23

THE IMPACT Losing Fort Carson would send shock waves of pain through the local economy. But the damage would be far from universal. OCT. 30

What does BRAC name really mean?

Perhaps you've noticed the acronym BRAC doesn't match the official name of the commission devoted to base closure and realignment. If it did match, the panel would be known as the BCAR Commission.

Not very smooth. The first commission in 1988, appointed by the Secretary of Defense, adopted the standard military term "base realignments and closures." Congress later decided to switch the words to stress the panel's independence from the Pentagon and better reflect its primary goal: closing bases. The name BRAC stuck, however.

POLITICS AND THE MILITARY

From As the panel will grab a cleaver and lop off as many as 260 more bases in a single whack. Whether or not Fort Carson remains, 1995's list will reshape America's armed forces to a degree never seen in peacetime.

Military bases have long shaped America. Their names have become history: Bunker Hill, Fort Sumter, Pearl Harbor. Over two centuries, they and hundreds of other posts with less familiar names — Hope and Disappointment, Ranger and Tonto, Ord and Hiltchepuckessau — have made the United States the most heavily fortified nation on Earth.

Along the way, they've also pumped life into hundreds of cities, big and small. Sleepy hotspots such as Mount, N.D.; Mountain Home, Idaho; Junction City, Kan. — and Colorado Springs — that might have faded through the 20th century instead have thrived on military jobs and payrolls.

None wants to step off the gravy train.

Certainly no member of Congress wants to anger voters by throwing thousands of retiring, grocery-buying neighbors out of work. Rep. Ron Dellums, D-Calif., an opponent of new weapons systems, had a fit when the naval bases in his Bay Area district were targeted for closure during the last round of cuts in 1993. Republican Rep. Joel Hefley of Colorado Springs, a self-proclaimed pork baron, is pulling every string he can to save Fort Carson in 1995.

The fact is, however, that closing military bases is part of the tradition. The legendary Atlantic forts — Monro, McHenry, Sumter — ultimately fell to obsolescence. Most frontier Army encampments returned to the prairie. Bases were being closed until the eve of World War II, and once it ended, unstaffed barracks were abandoned. Bases again closed by the hundreds after wars in Korea and Vietnam.

Now, this part of the tradition is in full swing again, sparked by the need to cut the federal budget deficit and sustained by the end of the Cold War. As the military gets leaner, faster and more mobile to land a quick punch in any spot on the globe, it wants to spend less on bases and more on training troops and operating planes, ships and tanks.

Yet the stakes have never been higher for military towns. In the mid-1980s, domestic bases employed more than 1.4 million troops and nearly 1 million civilians, pumping \$60 billion a year into cities nationwide.

And during an age when a cooling degree on longer guarantees a stable job, a military base is a prized neighborhood employer. Something worth fighting for.

Still the rule: location, location

An one knows precisely where Jean Ribault and his group of French explorers dropped anchor and waded ashore in May 1562. On an island bordering what they called the New World, they cut some trees and dug some earth to erect the first Colonial fortification.

They named it Charles Fort, after their king. But its walls couldn't protect the colonists from hunger and it was soon abandoned.

Today, on the same island, raw recruits from throughout the eastern United States get their first, gritty taste of military life at the Parris Island Marine Corps Recruit Depot in South Carolina.

As the number of U.S. military bases has grown and shrunk over the past two centuries, one fact has remained constant: A strategic location is the foremost consideration in the decision of where to put one. Some of those decisions, made long ago, are left today.

The Army cultivates officers at the spot where rebellious colonists created a fort to deny British control of the Hudson River Valley, a place called West Point.

Norfolk, Va., gateway to vital Chesapeake Bay, has had a Navy base as long as there's been a Navy.

The Army's 1st Infantry Division lives and trains at Fort Riley, Kan., built 141 years ago to help secure the frontier.

Since the early days of aviation, the military has had a favorite spot at San Diego's North Island, where the weather is almost always perfect for flying. Good ground, deep ports, clear skies. They are some of the reasons why bases are located where they are.

But there are other reasons why we have so many of them.

There's fear. Forts were built after the War of 1812, as Washington smoldered and Congress realized its pitiful coastal defenses needed more muscle.

There's growth: From a porous line of Army posts strung from Minnesota to Texas, the force extended like fingers along the Oregon and Santa Fe trails in the 1840s and '50s.

There's trade: By the turn of the century, American interests stretched across the Pacific. Yankee traders sought elbow room among the established European powers. Bases in Hawaii and places around the globe sprouted.

And, of course, there's war. In 1917, the United States had 200,000 men in uniform. Eighteen months into World War I, it had 2.6 million.

The war in Europe prompted the Army to build 32 training camps almost overnight. Airplanes, an Army experiment confined in its tiny folds before the war, buzzed over 44 training fields by 1918. The Navy opened 26 naval air stations.

The United States proved it could fire up an awesome war machine.

But an important fact has been lost amid all the hand wringing over the BRAC Commission's recent "unprecedented" cuts. The United States has, for most of its history, been a nation that would rather close bases than open them.

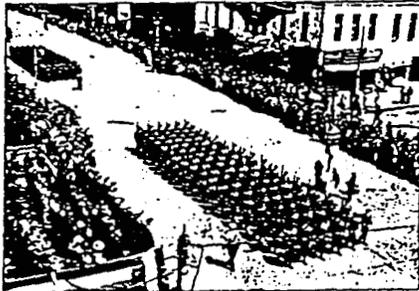
Having won its independence, the new United States gave Henry Knox, the first secretary of war, only 718 soldiers to defend the vast nation. Having fought to draw with Britain on home ground, the United States built sturdier coastal forts — but then cut the Army in half as nationalism fever waned and the West beckoned.

Having closed the frontier, the Army closed its scattered posts and consolidated troops at remaining locations.

And after World War I, the United States cut Army manpower three times, to nearly pre-war levels. Plans to resume a pre-war expansion of the



Soldiers have played a big role in Colorado Springs since World War II. Troops from Fort Carson, above, were deployed to the Persian Gulf in 1990. The 28th Regional Combat Team, right, marched through downtown in Army Day in 1948.



Navy ran around. By 1939, only a dozen Army airfields remained. The words of George Washington — to assure peace, prepare for war — still hadn't sunk in completely. That changed with World War II. The attack on Pearl Harbor led the United States to decide, for the first time, that it needed a huge, permanent military — in wartime and even in peace. The Army created nearly twice as many training camps as it did during World War I, including Camp Carson in Colorado Springs. The number of Army Air Force installations grew to nearly 1,600, ranging from searchlight stations to air bases to remote hotels. Naval bases opened in Alaska, Washington and California. The United States came out of the war a superpower. Just a

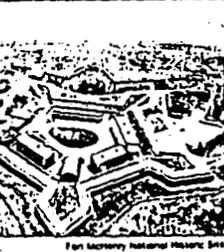
half-million strong before World War II, the U.S. armed forces kept about 1.6 million soldiers, sailors and airmen after the war — not only to work somewhere. But in the nuclear age, it didn't matter as much where. "You're vulnerable no matter where you are," said retired Adm. Eugene Carroll, former commander of U.S. forces in Europe and the Middle East. So, by 1960, mammoth B-52 bombers were on constant alert in remote, inland places such as Grand Forks, N.D., and Gwynn, Mich. — not only distant targets, but well-placed for an over-the-pole trek into Soviet territory. At the height of the Cold War, the Strategic Air Command was the largest segment of the Air Force, operating 46 domestic bases from Maine to Guam. By the time the BRAC Com-

mission is done, only 14 of those installations will remain. Overall, the Air Force is shedding 21 of the 24 wings it had in 1990. The Army is going from 18 divisions to 10. The Navy, from 646 combat ships to 346. Most of the remaining forces will be stationed in the United States, ready to move quickly to hot spots around the world. Does that mean troops and planes and tanks will move inward the coast? Or will they remain at large, inland bases, where there's plenty of room to practice? "It doesn't make much difference," said Allan Millett, a military historian at Ohio State University. "You still have to fly from here to there." That's a strategic talking point. With the BRAC Commission ordered to get rid of some wh-

FORTIFYING AMERICA: A HISTORY OF BASES

From crude barricades of wood and mud to subterranean nerve centers that command the planet's most fearsome arsenal, the development of America's military installations has reflected the nation's two-century evolution from isolationist wacko to global superpower.

1700s: Small and weak, Fort Carson was built by the French in 1755 on a commanding point above the mouth of the Choptank to protect French trade on the vital waterway. The British captured it in 1759 and renamed it Fort Mifflin, but neglect left it "a mass of rot and rotwood" by the time rebellious colonists overran it in 1775. Theodoroga, though steeped in lore, typified the era's temporary military outposts, which were meant to hold strategic positions, not withstand all-out attack. During the Revolution, the British poured cannonballs into the fort from a nearby hilltop, and the Americans abandoned it in 1780.

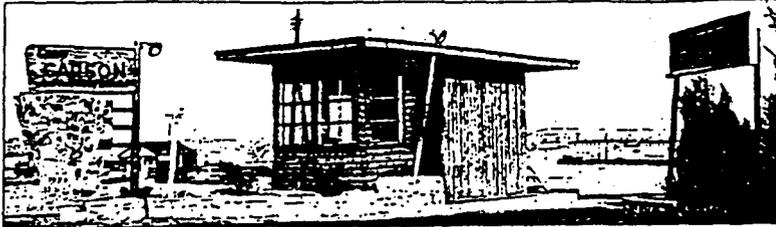


Fort Mifflin National Historic Site

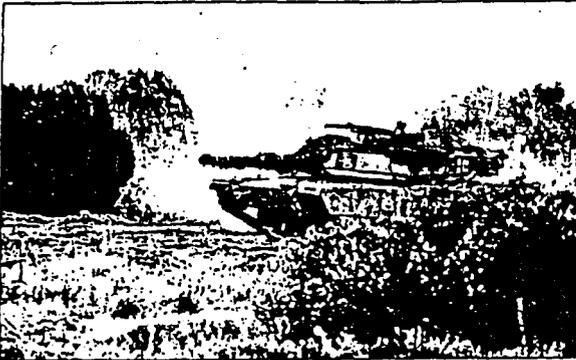
EARLY 1800s: A starburst among pushovers, Fort McHenry, as it sat, stood up to the British during the War of 1812 and inspired the "Star Spangled Banner." Built just before the turn of the century, it was one of several fortifications erected to protect important seaports, but like the rest, bore meager arms. As tensions with Britain and France grew, McHenry and other seaboard forts were beefed up, becoming the nation's first permanent fortifications. But their general ineffectiveness during the war led a fire under Congress, which authorized construction of a series of massive forts, capable of repelling naval attack.

LATE 1800s: A fort without fortifications, Fort Laramie, Nev., lost only a handful of horses to Indians during the Army's 51-year occupation. As the frontier rapidly pushed westward, the Army didn't have time — and didn't find enough material on the barren plains — to erect permanent forts. Nor were it always necessary. Indians don't have heavy artillery, battles often were fought in open territory. As the walls came down around forts throughout the West, they became centers of trade and communication, even of music and dancing. They were no longer forts. They had become military towns.

THE HISTORY



The Camp Carson entrance, above, during World War II. The post was built during the war as a training facility and is now used for the 4th Infantry Division. The huge Pecos Canyon training area, left, which takes up most of the post's area, is being leveled as a key reason Fort Carson should not be included in cuts recommended in 1993 by the Defense Base Closure and Realignment Commission.



This panoramic view of Camp Carson was taken about 1950. After World War II, the post's population dropped sharply; by the next 20 years, its population varied widely as the Army went through a series of reorganizations, before becoming home to the 4th Infantry Division.



erwise perfectly good bases in the name of budget cutting. It finds itself relying on old-fashioned qualities when separating the winners from the losers.

After 432 years, we're back to what French explorer Jean Ribaut was looking for when he hit the South Carolina coast: good ground, clear skies and deep ports.

Military bases, politics travel hand in hand

The location of military bases has always had as much to do with money as with strategy.

The first colonial forts protected merchant ships. Later, they were never far from fur-trading posts.

The young U.S. Navy charted the seas, chased pirates, escorted merchant ships, and, with guns very visible, opened trade with Japan.

Raiders cleared the way for commerce. The Army dispatched officers Lewis and Clark to chart the Northwest, and later, Lt. John Fremont to the Rocky Mountains. Soldiers dug canals, cleared roads, protected railroad crews, and built sawmills and blacksmith shops outside their encampments.

Where there was money, politics was close behind.

After the Navy's birth in 1794, Secretary of War Knox thought it "just and wise to prepare a list of benefits as nearly as may be to those places or states which pay the greatest amount to its support." Knox established Navy

yards in six cities that had supported the Naval Act to build the nation's first six warships. The yard at Philadelphia had long finished its work when Congress ordered new ships with "not less than 74 guns each. It was a blank check, and the Navy wrote Philadelphia a whopper. For 16 years, Congress winked as the Navy did nothing at the yard but build the world's most bloated gunship — one that barely sailed and was never used.

If pork-barrel excesses continue to cause occasional embarrassment, they also reveal the huge appetite communities have for military installations. And the military has known it for a long time.

When the Army looked for a place to put its first major airplane base in 1916, it merely put the word out to local chambers of commerce, and waited for the offers to roll in.

Seizing the opportunity, several Hampton, Va., businessmen locked up thousands of acres and promised to provide a railroad and water. Hampton has prospered ever since. Today, Langley Air Force Base employs more than 11,000 people and pumps an annual payroll of \$368 million.

Land for jobs. They have long been the terms of the deal, the essential transaction of a military base.

Colorado Springs, its tourist economy mired in the Great Depression, courted the Army in 1941 for one purpose only: economic assistance until 1970, when the 4th Infantry Division

had jobs. The negotiations began.

The city bought the 5,833-acre Cheyenne Valley Ranch and offered it, along with gas, water and electricity hookups, to the Army. The Colorado congressional delegation and the assistant secretary of the interior — a Coloradoan — twisted arms in Washington. Charles Tutt hosted Army brass at his Broadmoor hotel. The golf was superb, the rare, pre-Prohibition liquor sublime.

The Army did not merely appreciate the gestures. As Fort Carson officials later wrote in a base history: "An Army post has to be wanted — wanted so much that the requesting community must provide countless reasons why it should be built at its doorstep rather than elsewhere. In addition, that community has to guarantee not only the soil on which future soldiers will live and train, but also a lifetime of water, utilities and a multitude of other necessities."

The Army's final inspection of Colorado Springs was barely finished before the attack on Pearl Harbor sent the United States into World War II. Suddenly more desperate than selective, the Army in one stroke approved new camps in Colorado Springs and 22 other cities.

After the war, Camp Carson's population dropped sharply and bounced up and down with the Army's constant reorganizations until 1970, when the 4th Infantry Division

costs had become deeply dependent on their bases.

"The sheer growth of the military budget injected billions of dollars into local economies in a way that had never been done before," said economist Greg Blackall, executive director of the National Commission for Economic Conversion, which advocates putting military dollars toward other uses.

The Pentagon, aided by a Congress eager to earn points by spreading the wealth, ultimately opened installations in all 50 states — a monstrous federal jobs program that voters could support.

At first, military towns considered the money a bonus. But it became a necessity when the postwar economic boom of the 1960s and '70s faded.

"There was more pressure at that point to not remove any of the existing economic foundations from communities," said Robert Pullin, an economist at the University of California at Riverside, where base closures have pushed unemployment to about 10 percent.

Not that the Pentagon didn't

try. The Kennedy administration closed bases, and Congress complained. The Johnson administration closed bases, and Congress demanded — but didn't get — a say in the decision. The Carter administration tried to close bases, and Congress finally just shut down the process, requiring time-consuming studies that could be challenged in court. For the next decade, but a single military base was closed.

It would take a congressional rookie from Texas, Dick Armey, and his clever invention of the BRAC Commission to finally break the deadlock in 1989.

Now, the independent panel nominates bases for closure, and Congress and the president vote yes or no on the whole list. The system has defanged a Congress that historically had bared its teeth when bases were threatened.

Never was a campaign slogan truer than "Rivers delivers."

"You put anything else down there in your district, Mendel, it's gonna sink," a colleague once told him.

And that was before Rivers became committee chairman. After he did, Charleston's share of the annual Navy construction budget more than doubled. In just two of Rivers' six years as armed services chairman, the base received as much construction money as it had during the 10 years before he took control of the committee.

"What my people want is prosperity," Rivers said in 1989. "They want jobs. Money. And that's what I've brought them."

Though perhaps more precise than most, Rivers was just part of a long tradition of congressional interference when it comes to the placement of military bases.

Rep. Felix Herbert of New Orleans persuaded President Kennedy to twist the arm of Defense Secretary Robert McNamara to preserve the Eighth Naval District headquarters in his city.

Sen. Henry Jackson of Washington voted in 1972 in accelerating production of the new Trident submarine in 1973, the Navy announced that the Trident would be based at Bangor, Wash.

The Army tried repeatedly to close frontier relic Fort D.A. Russell in Cheyenne, Wyo. But the chairman of the Senate Military Affairs Committee happened to be Francis E. Warren of Wyoming. Today his name adorns the base.

There's a reason why politicians for so long were so willing to throw their weight around: In the decades after World War II, their constitu-

THE DECISION



THE FATE OF FORT CARSON



Lewis Russell, businessman led drive for Camp Carson.

Businessman had vision of Army post

Genius Telegram

You may have never heard of Russell Law, but he, more than frontiersman Kit Carson, is the inspiration behind Colorado Springs' Army post.

In 1940, with the nation in the grips of the Great Depression and bracing for the war in Europe, many saw only dark days ahead.

Russell Law saw an opportunity.

As president of the Chamber of Commerce, Law led a group of civic leaders who convinced the City Council to buy the Cheyenne Valley Ranch and offer it to the Army. Others joined the cause: U.S. Rep. Edgar Clemenow, who lobbied on Capitol Hill for a base; Broadmoor patriarch Charles Tutt, in charge of hospitality for visiting generals; banker El Chase Stone, who shuttled to Washington to fight fires when they flared up.

"They descended on the Army brass of Washington like a plague of locusts," wrote the late historian Marshall Sprague. Colorado Springs was awarded a base in late 1941 — "perhaps to get rid of the infestation," Sprague wrote, but mostly because Pearl Harbor had just been attacked.

Under signs that escorted "All the planks! Here come the planks!" some 11,600 workers finished the \$41 million project by late 1942 — on time, and \$2.5 million under budget.

With the job of closing bases seemingly out of the hands of politicians, hundreds of communities across the country find themselves threatened.

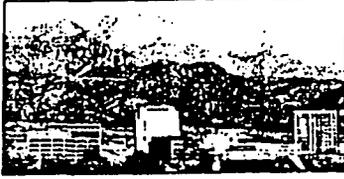
Threatened, too, is the tradition that, for more than two centuries, has protected so many.

WWI: Still isolated at heart, America was warily prepared when it entered World War I in 1917. Dozens of mobilization camps, such as Camp Grant, right, in Rockford, Ill., sprung up almost overnight to train thousands and factory workers into doubtless. Few camps had permanent buildings, and most of those were built in the night hours. Most camps were in the South, where warmer temperatures allowed the Army to quickly throw up small fort cities. Only a few of the camps, including Fort Dix, N.J., and Fort Lewis, Wash., remained after the war, when the U.S. military — as it has done time and again after war — cut back.



WWII: World War II turned the United States into a world superpower. The nation saw military bases as a key to winning the Cold War. The Air Force Strategic Air Command, which brandished America's nuclear weapons, became the fastest-growing part of the military. Such remote places as Minot, N.D., were suddenly home to big Air Force bases, bristling with huge aircraft and thousands of military personnel, bracing valiantly into great wars.

COLD WAR: The place where the Russian pushed, the U.S. Strategic Command underground nerve center at Offutt Air Force Base, Neb., is where American generals would wage nuclear war. It is, perhaps, the controversial fort, across in the earth's protection, yet able to unleash the ultimate weapon. Though U.S. missiles are being dismantled and bombs are being retired now that the Cold War is over, Strategic Command serves a purpose not much different from the huge coastal forts that President James Monroe ordered built after the devastation of the War of 1812: "To mitigate these evils in future wars, and even for the higher purpose of preventing war itself."



GAZETTE TELEGRAPH

MONDAY

OCTOBER 3, 1994

36¢ DAILY/\$1 SUNDAY

THE FORMULA

Politics once made closing military bases impossible. Then Congress got out of the way, and the ax was unleashed.

THE DECISION



THE FATE OF FORT CARSON

Part two of six
By Genevieve Anton
Gazette/Telegraph

It started out as an idea so ludicrous that nobody paid much attention to it. Today, the consequences are so serious that everyone is obsessed with it.

When Dick Arme, a freshman congressman from Texas, told colleagues in 1987 he wanted to attack the federal budget deficit by forming a political commission to close dozens of unneeded military bases, most said it couldn't be done.

To lawmakers, military bases weren't just a collection of pork barrels — they were the whole, sloppy pig farm. They were expected to protect local bases and the jobs they provided — or risk the wrath of voters. Congress had thrown up so many roadblocks over the years it was impossible to shut down any major base, much less dozens of them.

However, a year later, Arme's crazy base-closure idea had become law — one that continues to reshape not only the U.S. mili-

See BRAC/A4

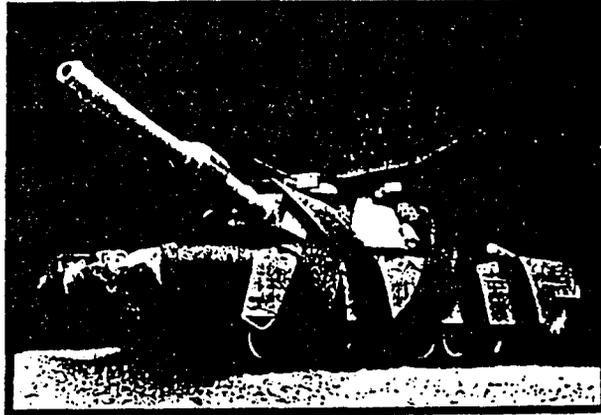


Photo illustration by Mark Rutz/Gazette Telegraph

WORLD

U.S. troops grab militia leaders, search for guns

News services

PORT-AU-PRINCE, Haiti — U.S. soldiers detained several leaders of Haiti's pro-army militias Sunday in their effort to dismantle armed opposition to American efforts to restore elected rule.

Combined with patrols that resulted in seizures of more than 1,000 weapons during the weekend, the stepped-up activity indicated a more aggressive role for the U.S. military in Haiti.

The sweeps came after criticism that the Americans — with nearly 21,000 troops in place — were not defending the Haitian people from armed paramilitary thugs, who broke up pro-democracy demonstrations on three successive days last week with gunfire. At least 19 people were killed and 110 wounded.

Among those seized Sunday were Romeo Haloun, the leader of Haitian army chief Raoul Cedras' private security force, called the "Ninjas," and Jerry Mourra, the son of a leading financial backer of the Haitian military.

As many as seven militia leaders were picked up during sweeps of the capital and outlying areas by U.S. soldiers.

U.S. military-police guard dogs searching for weapons

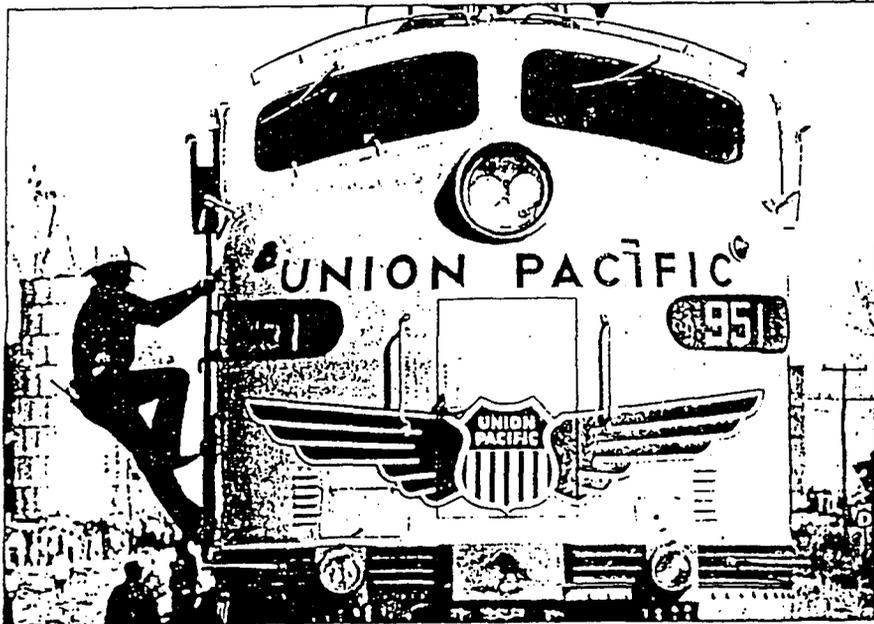
sniffed through the Roullelier area overlooking the capital, and convoys of armored vehicles snaked through Port-au-Prince and suburban Petionville.

"That's the mission we came here to do — disarm the military and go from there," said Army Chief Warrant Officer Roland Van Dorn.

U.S. military police removed semiautomatic weapons, machine guns, tear-gas grenades and rifles from the Admiral Killick Naval Station in Bizoton, west of the capital, late Saturday. U.S. Special Forces units seized 1,000 weapons at the northern border town of Ouanaminthe.

The U.S. soldiers on Saturday also mistakenly targeted a home owned by American modern dance legend Katherine Dunham. The Americans had been told the garden housed an arms cache and training camp for a well-armed terrorist cell loyal to exiled President Jean-Bertrand Aristide. What the sheepish soldiers found were a few startled gardeners and a crew of rehearsing Haitian voodoo musicians and dancers. Dunham, who was not present, is a fervent Aristide supporter.

Jurbo Bennett/Gazette Telegraph



All aboard for a trip through history

Cheyenne County Sheriff James L. Blaine climbs aboard the engine of a Union Pacific Streamliner as it makes a stop in Cheyenne Wells in eastern Colorado on Saturday, in celebration of the 60th anniversary of the introduction of the luxury passenger

trains, the Streamliner made a round-trip excursion between Denver and Cheyenne Wells, attracting hundreds of people with a yearning for nostalgia. The Streamliners were popular modes of travel in the 1930s and 1940s. Complete report/B1

UPDATE

Search crews study ferry damage

Two camera-equipped robots showed detailed pictures of the sunken ferry Estonia to search crews on Sunday. More than 900 people were killed in Wednesday's disaster off the coast of Finland.

Memorial services were held Sunday in Estonia, Sweden and Finland to honor those killed in the tragedy. Complete report/A3

CONTINUING DEBATE: As critics warn of disaster, administration officials defend U.S. military actions in Haiti/A3

FOCUS OF ATTENTION: Two weeks after the start of the U.S. operation, soldiers still draw a crowd/A3

TROPICAL STORM



THE MISSION IN HAITI

Lawyers: Simpson jury won't convict

Look for an acquittal or a hung jury in O.J. Simpson's murder trial — but not a conviction, say a majority of lawyers in a national poll.

Sixty-one percent of the lawyers in a survey reported by The National Law Journal say the yet-to-be-picked Simpson jury will deadlock or find Simpson innocent. Complete report/A5

STATE

An unshaken Romer returns to the campaign trail

Search continues for car in highway chase

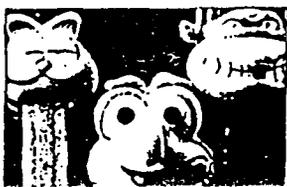
Associated Press
DENVER — Gov. Roy Romer continued his normal schedule of campaign appearances in the company of a security officer Sunday, a day after his car was chased by another car at speeds up to 110 mph along

through the computer. It's a long list." Romer flew to the San Luis Valley on Sunday afternoon for campaign appearances. "I will have a security officer with me," he said. Romer said he was "sobered" but not

inaction on the governor's schedule, trooper Steve Stevenson was called in to chauffeur Romer the rest of the day.

The governor said that during the initial phase of the chase, the red car "was right behind us, within a car length." Stevenson "began to use some different driving techniques, moving from lane to lane, and the next thing I knew, the red car was gone."

INSIDE



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THE DECISION



THE FATE OF FORT CARSON THE SERIES

Fort Carson's fate rests with a handful of people. What they do will teach the lives of 420,000 others.

THE HISTORY
Military strategy, money and politics all play a role in deciding where bases are needed. It's a tradition older than the nation itself.

THE FORMULA

Not long ago, politics made closing military bases impossible. Then Congress decided to get out of the way, and the air was unobscured.

THE MYTHS

Understanding how the process of closing military bases works — and doesn't work — is essential for civic leaders who are fighting to save one.

OCT. 9

THE COMPETITORS

Fort Carson is only a day's drive from Fort Riley, Kan. The two bases must overcome similar weaknesses if they are to survive.

OCT. 16

THE POLITICS

Lawmakers on Capitol Hill no longer pull the strings that dictate the fate of military bases. Generals nearby at the Pentagon do.

OCT. 23

THE IMPACT

Losing Fort Carson would send shock waves of pain through the local economy. But the damage would be far from universal.

OCT. 30

Closures

When the Defense Base Closure and Realignment Commission orders an installation shut down, it can take years before the lights get turned out. Since 1988, the BRAC Commission has ordered 250 bases closed. But less than half of those have actually been vacated.



Keeping up with defense cuts

Officials say the need for more military base closures is obvious in light of other huge defense cutbacks. While spending and troops have been cut by more than a third since 1985, less than half as many bases have been ordered closed.

Defense budget	—40%
Troop levels	—32%
Bases	—15%

Source: Department of Defense

BRAC Commission slays sacred cows

From Army, but hundreds of local economies.

The nation has targeted 250 bases for closure over the past six years, after a decade of not closing a single one. Meanwhile, the Defense Base Closure and Realignment Commission has gone from a few volunteers stuffed in a tiny office to a staff that swells up to 100 people filling the 14th floor of a building near the Pentagon.

It is absolutely the most efficient piece of legislation that the United States Congress has ever passed," said base-closure consultant John Allen. "We'll never see anything like it again."

Indeed, an array of political agendas needed to come together before politics could be taken out of the messy job of closing bases.

There was an aggressive new congressman who saw closing bases as a way to make his mark on Capitol Hill. There was pressure on Congress to balance the budget. There was the Reagan administration's desire to shift military spending from bases to high-tech projects such as the Strategic Defense Initiative. And there was the Pentagon's long-simmering displeasure with lawmakers who twisted arms to keep hundreds of obsolete installations open.

By the mid-1980s the military had some 3,800 facilities in the United States, including nearly 500 major installations that covered an area the size of Virginia. The cost to keep it all running: \$20 billion a year — a fourth of which, the Pentagon said, contributed little or nothing to national defense.

Then, suddenly, base closure became the story of the moment. The New York Times, which mentioned base closure just once in 1986, ran 10 editorials pushing it in 1988.

It was as if people had just discovered that Fort Douglas, Utah, built to patrol stage coach routes, was now nothing more than a collection of historic buildings trapped in the middle of the University of Utah's campus. Or that no military ship had docked for decades at the Naval Station Puget Sound in Washington state. Or that the main attribute of Fort Sheridan outside Chicago was its sprawling golf course, a favorite among military retirees.

Those bases were the first to go. But it wouldn't stop there. Arney's Little Bill That Could had cracked open a door that the end of the Cold War would fling wide open.

The process has been tinkered with over the years, but the basic concept remains the same: The BRAC Commission submits a hit list of bases that the president and Congress can either accept or reject in total.

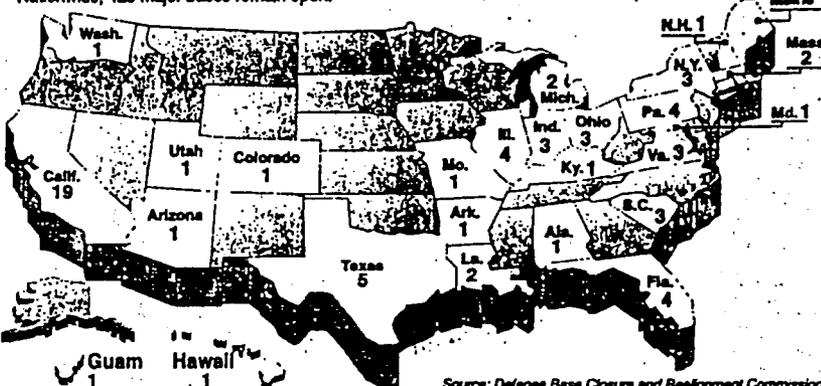
It gives lawmakers political cover and removes a burden from their shoulders," said Tom Houston, a former congressional aide who worked on the BRAC legislation. "They can stamp and scream and make all the speeches they want for the folks back home. But in the end, they can't get enough votes to reject the entire list. "It was a thing of beauty, if you think about it."

In three rounds of closures — in 1988, 1991 and 1993 — the BRAC Commission has scheduled 101 percent of the nation's bases. The last scheduled round in 1995 is expected to close some 250 more bases — a final, monumental reshaping of the military for the 21st century.

"Now we're essentially down to the big boys, the bases with deep histories and household names, the ones nobody ever thought would disappear," said

Spreading the pain

The Defense Base Closure and Realignment Commission has ordered the closing of 250 military installations over the past six years. But more than two-thirds are small operations such as radar sites or warehouses. Only 70 are considered major bases — defined as those with more than 300 civilian workers. Almost half the states are losing at least one major military base. The biggest loser is California, where 19 bases — or a quarter of that state's total — are slated to be mothballed. Nationwide, 425 major bases remain open.



Houston, now the BRAC Commission's staff director.

Among the places that may be in the cross hairs next year is Fort Carson. And like other communities contemplating the loss of their biggest economic generator, Colorado Springs can no longer count on political clout to save its base.

That's the way things work now — and the best evidence that the BRAC process has worked.

"There is only one yardstick to measure the success of BRAC," Houston said. "Are we closing bases? Yes. Have we been fair and independent? I think so. Will we finish what we started? It looks like it."

Pentagon, Capitol Hill wrestle for control

In the days when the Pentagon called the shots, closing bases was easy.

Defense Secretary Robert McNamara took on the biggest military house-clearing in history in the early 1960s, shuffling bases and closing more than 60 major installations — without consulting Congress. Near the end of the Vietnam War, hundreds more bases were closed.

Congress howled. The Pentagon shrugged.

Within a few years, though, lawmakers would wrest control of base closure from the general in typical congressional fashion: by wrapping the whole process in a huge wad of red tape.

After 1977, the Pentagon was required to, among other things, conduct lengthy and litigious environmental-impact studies before closing a base. No base was closed for nearly a dozen years.

"It was unbelievable," said retired Lt. Gen. Calvin Waller, who worked in the Pentagon office that handled base closures during the early 1980s.

Once, an officer told him the Navy wanted to get rid of a five-man detachment in the Philadelphia Naval Shipyard. Waller told him to go ahead. When Waller's boss found out, he went ballistic.

"Jesus Christ, you can't do that," he told Waller. "You've got to notify Congress. Philadelphia will be up in arms! Stop that guy right now!"

For years, that's how things were done — or not done. Then Dick Arney came along. The man who challenged one of the most sacred cows in Congress had almost no



With Defense Secretary Frank Carlucci looking on, President Ronald Reagan signed legislation in 1988 creating the Base Closure and Realignment Commission. Congress, led by Rep. Dick Arney, R-Texas, second from left, later renamed it.

clout. But he did have an obsession: saving money. The 48-year-old Republican economist from an affluent Dallas-area district won his first House seat in 1984 by pledging to cut waste. Once in Washington, Arney started searching for a cause, something that would save billions.

Arney chose to attack unneeded military bases for a simple reason: "Base closure," he said, "was the one I could most easily get done."

To break a decade of gridlock, two things were needed: Cut the red tape and shield lawmakers from the political pain that the economic pain of closing bases would bring.

Arney's idea was the Defense Base Closure and Realignment Commission. It would do the work that Congress seemed incapable of doing. It would provide the president, and then Congress, with a list of bases to be closed. Lawmakers would vote on it — up or down. No picking, no choosing.

No heavy thinking. No fear. No sweat. Still, it was not an easy sell. "It was hand-to-hand combat," Arney said. "It was an intellectual battle. I had to convince them I had no axe to grind and no particular base in my gun sight."

Arney got little support from the Pentagon or the White House, neither of which thought the bill had a chance. So, when a fellow Texan, Rep. Jim Wright, helped Arney push his bill through, Arney was as surprised as anyone.

"I didn't think you could win," Wright told Arney later. He was right — sort of. The bill failed the first time around, but by only seven votes.

"It was a big surprise to me and everybody else," Arney said. "That vote sent up a signal it could be done."

Minor player plays major role in process

When Frank Carlucci became defense secretary in 1988, base closure topped his list of things to do. As deputy secretary in the early Reagan years, he had flirted with the idea, only to dismiss it as too difficult.

"We were trying to grow and strengthen defense," Carlucci said. "It wasn't worth spending political capital on base closure when we needed Congress to give us the kind of buildup we wanted."

But in 1988 the defense budget was in its third year of decline. And although Carlucci didn't like the idea of Pentagon outsiders having the final say on which bases to close, he decided it was time to be prag-

matic and support an independent base-closure commission.

"When I told Ronald Reagan I was going to do this, he kind of rolled his eyes," Carlucci said. "We all knew it would take an enormous amount of time and energy, and we still might lose."

He convinced the chairman of the armed services committee to push a base-closure proposal through Congress. It was Arney's proposal, yet it took him weeks to arrange a meeting with Carlucci, who says he brushed off the junior congressman as a "useful, though not pivotal" player.

For a second time, debate began over Arney's BRAC idea. And for a second time, key lawmakers tried to scuttle it.

"Something else was at work this time, however. Pressure was building on Congress to cut the federal deficit — the hot news item of the day. Closing bases promised huge savings, anywhere from \$2 billion to \$5 billion a year. (The estimate later proved to be grossly exaggerated.)

"More and more lawmakers were being put on the defensive by voters or editorialists in their hometown papers," said Houston, the former legislative aide. "They found themselves unable to justify voting against it."

See PANEL/AS

HOW A BASE IS CLOSED: STEP BY STEP

Closing a military base is harder than just moving everyone out and packing the gates. The process of selecting bases to be closed in 1995 began last January — and will take some 21 months to complete.

- 1. January, 1995:** Each service gathers data on its bases and everything from troop strength to the cost of operation to an inventory of equipment and acreage.
 - 2. January, 1995:** The services recommend bases to be closed to the Secretary of Defense, who can make changes.
 - 3. Jan. 3, 1995:** Deadline for President Clinton to recommend eight bases to the Defense Base Closure and Realignment Commission.
 - 4. March 1, 1995:** The big day. The Secretary of Defense makes public the Pentagon's hit list.
 - 5. March, 1995:** The BRAC Commission holds public hearings in Washington, D.C., and in communities where bases are targeted. Meanwhile, the commission's staff researches each base.
 - 6. May 17, 1995:** Another crucial date. The BRAC Commission makes public any changes to the Pentagon's list, including the addition of other bases for comparative study.
 - 7. July 1, 1995:** A final list is sent to President Clinton, who has two weeks to consider it. If approved, it's sent to Congress. If Clinton rejects it, the list is sent back to the BRAC Commission, which will review each base again.
 - 8. September, 1995:** Unless it's rejected by Congress within 45 days of approval by Clinton, the BRAC Commission's list is approved by default.
- Source: Defense Base Closure and Realignment Commission.



PERSIAN GULF

4,000 troops get orders to Kuwait

Clinton counters veiled threat with personnel, hardware

Associated Press
WASHINGTON — President Clinton warned Saddam Hussein not to misjudge "American will or American power" Saturday and ordered 4,000 U.S. troops into Kuwait to counter the threat of Iraqi troops massed near the border.

The Pentagon also moved to place two additional Patriot missile batteries in Saudi Arabia and heightened the alert status for ships moving into the Persian Gulf region, combat aircraft out of Europe and additional U.S. troops.

American forces are "in a position right now where if Saddam Hussein does something, we can punish those forces," said Lt. Gen. John E. Shanahan, director of operations for the Joint Chiefs staff.

Eager to respond firmly without overreacting, Clinton closely monitored developments but went ahead with plans to spend the weekend at the Camp David presidential retreat in Maryland.

In brief remarks upon his departure, Clinton spoke sternly, emphasizing each word of his



"It would be a grave error for Iraq to repeat the mistakes of the past, or to misjudge either American will or American power."
— President Clinton

statement: "I want to make clear one more time, it would be a grave error for Iraq to repeat the mistakes of the past, or to misjudge either American will or American power."

Pentagon officials said that in the past 48 hours, the Iraqis had increased their troop levels in the border region by 14,000 above the 60,000 previously positioned there, and additional troops were on the move. Leading elements of the Iraqi troops had advanced to within 20 kilometers of the Kuwaiti border, they said.

"There is no indication that they are prepar-

ing to invade Kuwait specifically, however their mere presence is considered to be a threatening and menacing circumstance," said Maj. Gen. Pat Hughes, director of intelligence for the Joint Chiefs staff.

He added that the warning time for an invasion would be fairly short because of the proximity to the border. The 4,000 Army soldiers were being deployed from Fort Stewart in Georgia. Marines at Camp Pendleton in California and Camp Lejeune in North Carolina were put on heightened alert.

U.S. ships, including the aircraft carrier USS George Washington, continued to steam toward the gulf. The Pentagon said that when all U.S. ships are

in position, the United States would have 200 Tomahawk cruise missiles within striking distance of Baghdad.

"We clearly have the capacity to go to downtown Baghdad," Sheehan said. "That's one of the lessons I hope Saddam Hussein learned last time we did this."

White House Chief of Staff Leon Panetta, interviewed on CNN's "Newsweek Saturday," stressed the importance of a measured response at this point, saying Saddam could simply be trying to prod the United Nations to lift economic sanctions or responding to some internal difficulty.

"It is just important that it not be overestimated in terms of its possible impact," he said. "We're not sure at this point what the implications are. For that reason, we just think it's better to approach the situation calmly."

Senate Minority Leader Bob Dole, R-Kan., voiced support for Clinton's action, adding, "The message the U.S. and the world needs to send is clear: If Saddam acts against Kuwait, the world will respond."

THE MYTHS

Understanding the process of closing military bases is essential for civic leaders who are fighting to save one

Part three of a series
By Genevieve Anton/Gazette Telegraph
On a sweltering summer afternoon in Washington, D.C., a group of men and women who have gathered in a hotel conference room tug at their collars and dab their brows. But it's more than the 100-degree temperature outside making them sweat.

Rather, these civic leaders from across the nation are each consumed with a single, anguished thought: That in 1995 the Defense Base Closure and Realignment Commission could shut their local military installation and gut their hometown economy.

A thousand air conditioners couldn't cool the heat they feel.

THE DECISION



THE FATE OF FORT CARSON

"I don't even want to think about it," says Michael Archer of the Spokane (Wash.) Area Chamber of Commerce, where Fairchild Air Force Base is at risk. "But you can't just close your eyes and hope it doesn't happen."

He's among 70 people who've paid \$1,200 to attend this recent two-day conference on military base closure. Sponsored by a New York company, it's part of the cottage industry spawned by the anxiety of base closure. The bevy of consultants who are here, working the crowd to solicit new clients, is another part.

They offer hard facts on how the complicated BRAC process works. Perhaps they'll have a little inside information on what the commission is doing, something that might give one community an edge over its rivals.

But most importantly, these experts can help separate the myths from the realities when it comes to base closure.

The myth that congressional clout can keep a base open — and the reality that it pays to begin lobbying Pentagon decision-makers as early as possible.

The myth that it's effective to argue that a base

See BE PREPARED/A8

Sweet Revenge

Justice Bennett/Gazette Telegraph



A Air Force halfback Jake Campbell is greeted in the end zone by a welcoming committee of happy cadets after scoring a touchdown in the first quarter of the Falcons' 43-21 victory over Navy at the academy Saturday. The victory before a crowd of 43,712 avenged last year's 28-24 loss to the Midshipmen and gave Air Force a leg up in its quest to retain the Commander-in-Chief's Trophy, which goes to the round-robin winner among the three major service academies. The win also evened the Falcons' record at 2-3, after starting out 0-3. Complete report/C1

CU STILL UNBEATEN: Frustrated Colorado defeated Missouri 38-23 Saturday before a homecoming crowd in Columbia. C1

CSU STUNS ARIZONA: CSU remained undefeated with a 21-16 upset over sixth-ranked Arizona in Tucson on Saturday. C6

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LIFESTYLE

Caught in the collision of wildlife and people

To Bob Holder, bears symbolize the best



Gazette Telegraph

BRONCOS TODAY



AVIATION

New airport has city thinking big

Colorado Springs is about to accomplish what Denver

THE DECISION



THE FATE OF FORT CARSON THE SERIES

Fort Carson's fate rests with a handful of people. What they do will touch the lives of 420,000 others.

THE HISTORY
Military strategy, money and politics all play a role in deciding where bases are needed. It's a tradition older than the nation itself.
OCT. 2

THE FORMULA
Not long ago, politics made closing military bases impossible. Then Congress decided to get out of the way, and the act was unleashed.
OCT. 3

THE MYTHS
Understanding how the process of closing military bases works — and doesn't work — is essential for civic leaders who are fighting to save one.
TODAY

THE COMPETITORS
Fort Carson is only a day's drive from Fort Riley, Kan. The two bases must overcome similar weaknesses if they're to survive.
OCT. 16

THE POLITICS
Lawmakers on Capitol Hill no longer pull the strings that dictate the fate of military bases. General nearby at the Pentagon do.
OCT. 23

THE IMPACT
Losing Fort Carson would send shock waves of economic pain through the local area. But the damage would be far from universal.
OCT. 30

BE PREPARED OR IN TROUBLE, EXPERTS SAY

From AI shouldn't be closed because it will wreck a town's economy — and the reality that a base's importance to national defense is the only factor that will save it. The myth that a base is in the clear if it's left off the Pentagon's hit list — and the reality that a base is still at risk even if millions have been spent recently to refurbish it. Next year will see the fourth round of base closures since 1988, and according to some experts, most communities are getting better at distinguishing between what counts and what does not. "Sophomoric," is the way consultant Barry Rhoads describes community lobbying efforts of the past. "Most didn't lift a finger to defend themselves until after the list came out."

In 1991, the stakes will be higher than ever. The military has cut more than a third of its troops since the Cold War ended. Next year, it is expected to shed itself of some 250 installations from coast to coast. It's hot, and the temperature's only going to rise. "Is there anybody here from Fort Bragg, North Carolina?" Barry Steinberg, a base-closure consultant, asks the community leaders who sweat before him at the Washington conference. No one answers. "Good," Steinberg says. "Because you don't need to be here."

He goes on: "I can quickly identify about a dozen bases — and Bragg is one of them — that are sacred bases. They aren't going away. Those are the only communities that don't have to worry about base closure. Everybody else may be making a fatal mistake if they're not prepared. This crowd doesn't need convincing. It's expensive, but I felt we couldn't afford not to be here," says Jim Palmer of the Colorado Springs Chamber of Commerce, who's looking for tips on how to save Fort Carson. Tips on myths. Tips on realities. Those who don't know the difference between the two are shooting in the dark. And this is one target nobody wants to miss.

MYTH NO. 1: The 1995 base closure process starts in 1995

It doesn't. The process of deciding which bases to close has been under way for months. And smart community leaders know it. One day not long ago, the vice president of the Colorado Springs Chamber of Commerce got a call from a banker near Fort Knox, Ky. "He heard about what we've been doing to save Fort Carson, and pleaded with me to send him some material," Jim Palmer says. The local "Keep Carson" campaign, conceived nearly two years ago, has raised \$400,000 and logged thousands of hours trying to save the Army post.

But some communities are waiting until March 1 to see if their base is on the Pentagon's hit list to the BRAC Commission before getting to work. Big mistake, experts say. "Time is your enemy," says Paul Hirsch, a consultant and former BRAC Commission staffer. "If you wait until next spring, it's already too late."

Now is the time to prepare a defense, because a community typically has only a few weeks to make its case after the Pentagon list becomes public. Community leaders in Colorado Springs are starting months, even years, in advance to map out strategies that would be the envy of military planners. They've raised money, hired lobbyists and traveled to Washington to meet BRAC Commission staffers.

Each military service is already at work comparing its bases, deciding which ones to recommend for closure. It's a secretive process that's difficult to influence. However, anyone can get a pretty good picture of where the military is headed by examining past decisions, and be ready to deliver counter-arguments when the BRAC Commission holds hearings next spring. The best way to do that is to find out what the military said about a base — and where like it — in past closure rounds. "About 60 groups have come in this year alone asking us how the decisions are made and what they can do," says Tom Houston, the BRAC Commission's

director. "Even in the off years it stays pretty busy." In the commission's cramped library in suburban Virginia, the hum of the copy machine never stops. People wait patiently in line, logging stacks of heavy binders with marked pages, looking for clues to survive. Inside these four walls is every single document, transcript or letter concerning the base-closure process. Boxes full of comparisons and recommendations. Shelves stuffed with congressional letters and handwritten notes by BRAC Commission staff. One entire wall is obscured by documents from one service (the Navy) from one year (1993). It's all public record, a peephole into the process. "The BRAC Commission is not your enemy," says Capt. Peter Bowman, a retired Navy officer who served on both the 1991 and 1993 panels. "It can be your best friend — if you know how to use it."

MYTH NO. 2: If you're not on the hit list, you're out of the woods

In 1993, on the day the Pentagon released its last list of recommended base closings, a sigh of relief arose from Plattsburgh, a community of 40,000 in upstate New York. The nearby Air Force base was not on it. In fact, the base was slated to double in size. "We were ecstatic," says Plattsburgh Mayor Clyde Rabideau. "Real estate boomed. Stores announced expansions. Everyone was walking on air, confident in our future."

A few weeks later, it was as if all the air had been sucked out of Plattsburgh. The BRAC Commission voted to add the town's base to its list. "Just imagine our shock," Rabideau says. "A lot of people here are two lists. One is put together by the Pentagon and released March 1. But that's only a recommendation for base closure, which is reviewed by the BRAC Commission for mistakes or omissions. The commission can, and does, add similar bases to study for comparative purposes."

In 1991, the BRAC Commission looked at 25 additional bases not picked by the Pentagon but closed none of them. In 1993, it expanded the Pentagon's list by 72 — including Plattsburgh Air Force Base, which had fallen victim to a tactic popular among warring communities: Call it the "Don't take us, take them" defense. Plattsburgh became the target of two other Air Force bases on the chopping block: McGuire in New Jersey and Griffiss, only 140 miles away from Plattsburgh in Rome, N.Y. "They were slinging mud like crazy, saying terrible things about us," says Rick Dodge, who helped organize rallies in Plattsburgh. "Their mayor said something, our mayor said something. It got kind of personal."

That's exactly what supporters of McGuire Air Force Base wanted: A civil war that would paralyze New York lawmakers by preventing them from talking sides.

It worked. The commission closed both New York bases and kept McGuire. "We got screwed," Dodge says. "The same thing is expected to happen next year. If it does, Fort Carson may find itself in the same position Plattsburgh did."

If another Army base similar to Fort Carson — such as Fort Riley in Kansas — shows up on the Pentagon's list, the BRAC Commission would probably add Colorado Springs' post and compare the two before deciding which to close. The BRAC Commission is urging communities to avoid smears and campaign this year. To discourage far-fetched arguments against other bases — there's a big hole in a competitor's runway, the land is a swamp, the post is filled with wreckage — Congress has ordered all testimony before the BRAC Commission to be under oath in 1995.

Still, experts expect the rhetorical bombs to start flying soon after the Pentagon's list becomes public. "We can talk about dignity and decorum," says Steinberg, who has fought such battles for communities as a consultant. "But if you're talking about a community drying up without its base, the Marquess of Queensberry rules don't apply. It's going to be dirty, messy and painful."

MYTH NO. 3: Emotional appeals sway the commission

After the Pentagon hit list becomes public, the BRAC Commission begins visiting each major base recommender for closure and holds public hearings. Community leaders can tell their side of the story. Commissioners are often greeted by



parades replete with fire trucks and pretty floats. Biggs professing undying support for the military. Auditoriums packed with patriots. Such passionate displays can tug at the hearts of commissioners, who, after all, are only human. But can it change their minds? Not likely. Jim Courter, BRAC Commission chairman in 1991 and 1993, remembers one man among 10,000 holding up a sign outside a threatened Georgia base: "You got the wrong base, baby. Uh-huh." That night he told U.S. Sen. Sam Nunn, D-Ga., that sign took the prize. The next morning, a thousand people showed up at a hearing wearing T-shirts with the slogan. "It was impressive," Courter says.

Former commissioner Bob Stuart was deeply moved by what he saw in 1993 at K.I. Sawyer Air Force Base in Michigan, located in a struggling mining region that stood to lose \$17 million if the base closed.

"That one was particularly painful," Stuart says. "We arrived at night. Thousands of cars lined the road with lights blinking. I heard a chorus of 'Save our base.' They dumped 42,000 letters in our laps." The BRAC Commission closed the base anyway. "I can't tell you we aren't moved by clever or poignant displays," says Houston. "It sticks in your mind. But the commissioners don't make up their minds at that moment. They do it much later, in the cold stillness of the hearing room. It is based on evidence, numbers, logic. Not emotion."

MYTH NO. 4: All criteria are equal

Most communities want to save their local base not out of a sense of patri-

"We can talk about doing this with dignity and decorum. But if you're talking about a community drying up without its base, the Marquess of Queensberry rules don't apply. It's going to be dirty, messy and painful."

Barry Steinberg, base closure consultant

otism or national security. Rather, self-interest rules. Nobody wants to give up military payrolls. And the most common mistake community leaders make is thinking army body care. "You could not name a single community that wouldn't be economically hard hit by closure," says BRAC Commission director Houston. "So getting into a contest about who'll be worse off is simply a waste of time." Economic impact is among the eight criteria Congress ordered the military and the commission to consider before closing a base. But experts say it is one of the least important. The first four criteria, which deal with military value, are the ones that count. Unless there is a tie between two bases,

Mark Holt/Garrett Telegram



"You can do everything right, and still end up with your base being closed. The reality is there are just too many bases, and even some good ones are going to go down."

Maldee Clark Stith, South Carolina Department of Commerce

those who have studied the BRAC Commission say, you can forget about the rest. Among them are return on investment, environmental impact and community support. "Military value is the heart and soul of the process," says Steinberg, the consultant. "The others are nice to talk about, easier to argue, but not what these base-closure decisions are all about." Military value is determined by a complicated formula that weights a base's strength against its weaknesses. The Army, for example, looks at such things as a base's location, its training land, proximity to docks or airports and the

at bases and described acres of swamp prime training land. In 1993, it rated Fort Carson as having the second-lowest quality of life among its 11 large maneuver bases — a conclusion that doesn't seem to fit with the fact that it's the most requested assignment among Army officers.

The burden of proof is on community leaders to convince the BRAC Commission there's been a mistake. "It's going to be an uphill fight because you need to convince us beyond any doubt the Pentagon made the wrong decision," Houston says. "But if you build an insurmountable case, and your base has extremely high military value, history has shown you can get off the list."

MYTH NO. 5: Political clout can save a base

Not so long ago, pork-barrel politics had a lot to do with where the military set up shop. Military bases were the currency spread far and wide by the Pentagon to reward its friends in Congress.

The common wisdom among voters is that a congressional powerhouse can save any base, as it has in the past. But most observers say the BRAC process has been surprisingly free — and often contemptuous — of congressional meddling.

The BRAC Commission has shut down bases in half of the nation's 50 states, causing its net wide enough to snare even the most powerful of political kingfish. The list of losers is illustrative: Speaker of the House, Senate Majority Leader. Ranking members of both armed services committees.

EX-GENERAL: BIG CUTS WORSE THAN CLOSURE

By Genevieve Arden
Garrett Telegraph

The biggest myth about Fort Carson is that as long as the base stays open, the local economy will feel no pain. Not so. There are plenty of options besides shutting the place down. The Defense Base Closure and Realignment Commission could decide in 1996 to add troops. Or simply take some away. Or turn Fort Carson into an empty shell that the community can never redevelop to civilian use.

That, local leaders say, would be worse than closure. "If we're going to close Fort Carson, let's get on with it," said retired Lt. Gen. Calvin Walker, head of the "Keep Carson" lobbying campaign. "Let's not sit around hoping to keep it open with a bunch of smaller units. That doesn't do us a lot of good."

Fort Carson's fate also could lie in decisions made by the Army, independent of what the BRAC Commission does. The Army is expected to announce soon which two of its 12 divisions will be eliminated. It could scrap the 4th Infantry Division, which accounts for 60 percent of Fort Carson's 31,000 employees. But that doesn't mean that the post itself would close. For example, if Fort Riley in Kansas is shut, the Army could reassign its prestigious 1st Infantry Division to Fort Carson. No troops would actually move; the 4th Infantry Division would simply be renamed the "Big Red One."

helplessly in 1993 as the naval installations in his district were sunk, taking 10,000 jobs down with them.

California has lost more than one-fourth of its bases — 19 in all. Yet Gov. Pete Wilson is a close friend of past BRAC Commission chairman Courtney.

"The most common misperception in the past has been that all you had to do was call up the governor or senator soon-so and he'll take care of it," Courtney says. "That's the way it used to be done. But it won't work anymore."

Members of Congress may open a few doors and bend some ears, but they just can't call the shots like they used to. Congress is prevented from interfering because members can't lobby to remove their hometown base from the BRAC Commission's hit list. They are only allowed to vote for or against the entire list.

However, that doesn't stop lawmakers from bragging that they're doing everything possible to save their local base or taking unearned credit if it survives.

Whether it's Rep. Joel Hefley, R-Colo., calling a press conference outside Fort Carson's gate, or Rep. Sonny Montgomery, D-Miss., sitting in the front row at every public hearing of the 1993 BRAC Commission, it's mostly for show. The evidence is everywhere. Take, for example, Robert Dole of Kansas, the Senate's ranking Republican. Somebody with that kind of clout should be able to cut a deal to save a base in his state, right?

"Let me tell you how significant Senator Dole thinks his clout with the commission will be in 1996," says Houston. Dole, he points out, is among a handful of senators who recently sponsored a bill that would have delayed the 1996 round of base closures.

It went nowhere. "Does that," says Houston, "sound like someone with a great deal of confidence?"

MYTH NO. 6: The military won't close a base if the pumping money into

Some optimists in Colorado Springs draw comfort from the sound of hammers banging and bulldozers roaring over Fort Carson.

Construction is under way on a \$47 million complex for the 10th Special Forces Group, which began arriving at the post this summer. Combined with other new construction projects over the past six years — including an outdoor recreation center — the Army will have invested \$100 million in Fort Carson by next year.

So a reasonable person might ask: The Pentagon wouldn't flush all that down the toilet, would it?

Between 1986 and 1993, the military spent more than \$1 billion on construction at bases that later were slated for closing. It has also built brand-new commissaries, recently renovated barracks and day-care centers.

When it comes to waste, the Navy wins hands down. Just look at the Staten Island Naval Station in New York. The brand-new \$300 million base was two-thirds finished in 1993 when the BRAC Commission ordered it closed.

The Army claims it's more careful, having poured only \$71 million — 10 percent of what the Navy has spent — into bases that are being mothballed. "We try not to make stupid decisions for the taxpayer, or for us," says Col. Bill Harvey, who's in charge of closing

The Army might even add a third brigade to make a full division at Fort Carson, which would mean the arrival of at least 2,000 new troops.

But Fort Carson could become smaller without closing, too. But Fort Carson could become smaller without closing, too. Experts say Army Chief of Staff Gen. Gordon Sullivan is reluctant to close any large base because of the training load that would be lost.

Still, he could take away a brigade or the entire division from Fort Carson without closing the base, leaving a small contingent of troops there.

Fewer jobs translates into a smaller payroll, which would put a big dent in the local economy. Fort Carson also would be vulnerable to any future base closure. "Why keep open an installation with only one brigade?" Walker said. "That doesn't pass any common-sense test."

Or, the Army could turn Fort Carson and its massive Pecos Canyon site into a reserve or active-duty training ground, with only a skeleton crew to keep it rounded. That's not likely, Walker said. But if it did happen, he added, the post would quickly deteriorate.

"The budget wouldn't support it," Walker said. "Even you would have a bunch of tankers out there and occasionally someone would say, 'Yeah, let's go out to Fort Carson and train.'"

While city leaders have adopted the slogan "Keep Carson," it's a lot more complicated than that.

dional separation between those who decide which bases to close and those who order new construction, so as not to prejudice the BRAC process. But Harvey claims the Army forwards its list of proposed construction contracts to the secretary of the Army for review to make sure there's no reason to deny it. "So the Army isn't going to start a big construction project at a place now that they're thinking about closing," he says.

That may bode well for Fort Carson, but it's no guarantee.

"We try to do the best we can, but it's not a perfect system," Harvey says. "There are decisions out there waiting for us that we don't know about."

MYTH NO. 7: Try hard and you'll succeed

If any community can brag it did everything right, it's Charleston, S.C.

To preserve its naval installations in 1993, the city spent \$1 million. It hired lawyers, public relations specialists and a former Navy captain-turned-lobbyist.

In 18 days, a group called "In Defense of Charleston" rounded up 140,000 signatures on petitions. The operation flooded the BRAC Commission with studies, and it choreographed a hard-hitting presentation that one commissioner called "the best I've ever seen."

South Carolina's influential congressional delegation went to work, too. Sen. Strom Thurmond used his seniority to take over as ranking Republican on the Senate Armed Services Committee. The state's other senator, Democrat Ernest Hollings, a key member of the appropriations committee, reportedly took two BRAC commissioners out for tennis while they were in Charleston for a public hearing.

But all the intense lobbying didn't help the city's bases. Each BRAC commissioner gave a long, heartfelt apology to the community. They acknowledged that Charleston had some fine naval facilities — then voted to close them, wiping away a third of the region's payroll.

"It was simply redundant," commissioner Bob Stuart says. "We couldn't find another solution."

The Charleston effort was so impressive the Honorable Clark Blith of the South Carolina Department of Commerce was invited to share the lessons he learned at the recent base-closure conference in Washington.

Finally, one prepping person in the crowd asked her obvious question: If Charleston did such a good job at trying to dodge the heat of the BRAC process, why did it get burned?

"You can do everything right, and still end up with your base being closed," Blith says. "The reality is there are just too many bases, and even some good ones are going to go down."

The BRAC Commission's director puts it more bluntly.

"If we can close Charleston," Houston says, "there ain't nothing sacred anywhere."

That may be hard to swallow for communities still dependent on the military of the past — the one with the fat checkbook that never ran dry.

Nevertheless, if civic leaders went to the base-closure conference looking for a magic bullet, they went home with a dose of realism: Nobody can master this game. And could all the myths of base clo-

THE DECISION



THE FATE OF FORT CARSON

8 criteria: The rules of the game

There are eight criteria the Pentagon must consider when deciding which bases to close. The most military officials say are vague, tied with jargon and almost impossible for the average person to understand. Here they are — along with a common interpretation of what they really mean:

1. The current and future mission requirements and the impact on operational readiness of DOD's total force.

TRANSLATION: Is this base a good place to train troops for war?

2. The availability and condition of land and facilities at both the existing and potential receiving locations.

TRANSLATION: Is there enough room available to train personnel and a solid infrastructure of buildings and utilities on the post that can be expanded?

3. The ability to accommodate expansion, modernization and future requirements at both the existing and potential receiving locations.

TRANSLATION: Can troops be deployed quickly by rail, air or sea?

4. The cost and manpower implications.

TRANSLATION: What does it cost to keep a base running?

5. The extent and timing of potential cost savings, including the number of years beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

TRANSLATION: How long will it take to recoup a base?

6. Impact on communities.

TRANSLATION: This one is obvious.

7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.

TRANSLATION: Does the community have affordable housing, good health care, quality schools and a low cost of living?

8. Environmental impact.

TRANSLATION: Has the future expense of cleaning up a base — which must be done whether it closes or not — but the current cost of compliance with environmental restrictions.

Source: Defense Base Closure and Realignment Commission



GAZETTE TELEGRAPH

SUNDAY

OCTOBER 16, 1994

35¢ DAILY/1 SUNDAY

STATE

Denver teachers end strike

Two-year deal paves muster

Associated Press
DENVER — Public school teachers voted over the weekend to accept a two-year contract, ending a five-day strike.

The teachers and the union officials announced that 94 percent of 2,708 voters approved the two-year

contract. "We stood up for what we believed in," said a union official. "The Page-Stevens contract was

originally had a \$1 million two-year pay hike. The new contract is retroactive to 1993, works out to \$1 million.

The Denver School Board, the Classroom Teachers Association, the striking teachers, and the union officials

agreed to withdraw and lawsuits. The teachers had a walkout threat

since 1989. The contract was tentatively approved Saturday after a

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AVIATION



Visitors check out the aircraft display Saturday at the new Colorado Springs Airport's open house. The event attracted more than 47,000 people.

Airport party draws 47,000

For most, it's a first glance

Gazette Telegraph
The city threw a party Saturday, and people came. And kept coming. And coming.

An estimated 47,000 people — more than twice the number expected — crowded into the new Colorado Springs Airport for a city-sponsored open house marking the completion of the \$80 million terminal.

For most, it was their first glimpse of the largest and most expensive public works project in the city's history.

But there was more: Entertainment, freebies, exhibits. Even the chance to poke around a variety of planes — from vintage to supersonic

— that were parked on the tarmac. By noon, the place was jammed. Traffic was backed up for a mile. People were shoulder to shoulder.

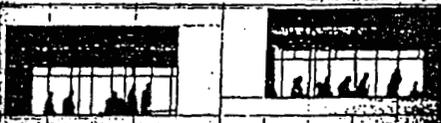
Organizers came up short on everything, from raffle slips to toilet paper. Nobody seemed to mind.

The airport's concourse was filled with children and families, politicians and avid aviationists, parents with strollers and gawkers with video cameras pressed to their faces.

"It looks like the Friday before Christmas Eve," said airport manager Gary Green.

It also was a test for the new airport, which opens Saturday — a test it passed by not folding under the crunch of seven times its maximum capacity.

"Hopefully," said one city official, "this is the most traffic this airport will ever see." Complete report/D1



Thousands of visitors took advantage of the chance to get a preview of the new concourse during the open house Saturday at the new Colorado Springs Airport.

The Springs SPREADS its wings

Special section fills in the details

How to get there. Where to park. Where to check your bags, eat, drink, shop, use the bathroom and — when you finally get on the plane.

In a four-page special section, we'll help you find your way to the new \$80 million Colorado Springs Airport — and around it. Included is a guide to the trade-offs

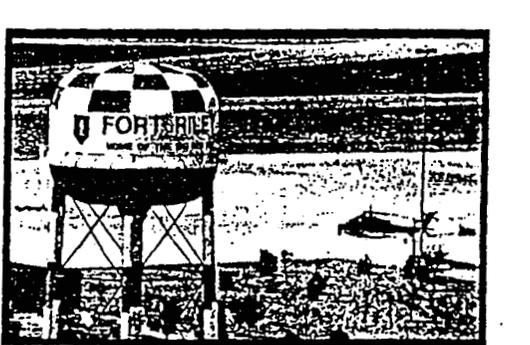
In terms of time, cost and flight options between the Colorado Springs Airport and Denver International Airport. Some of the comparisons might surprise you.

So pull out the section and keep it. When you fly out of Colorado Springs, a quick look will tell you what you need to know. Complete report/D3

There's no place like home



Haitian President Jean-Bertrand Aristide waves Saturday from a balcony of the National Palace in Port-au-Prince after his triumphant return from three years of exile in the United States. Thousands danced in the streets for the peaceful homecoming, made possible by the intervention of 20,000 U.S. troops. Complete report/A3



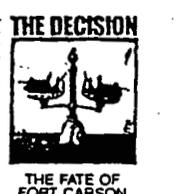
Fort Riley's air field can be seen from a bluff on the opposite side of Interstate 70. The army base is the home of the 1st Infantry Division — the legendary "Big Red One."

THE COMPETITORS

Only a day's drive apart, Fort Carson and Fort Riley, Kan., must overcome similar weaknesses to survive

Fort Riley of late has been the local economy. The community around the base is dependent on that money, and the future of its cash cow. Welcome to Fort Riley, Kansas. Or, welcome to Fort Carson, Colorado. The two posts are almost identical," said Maj. Gen. Randolph House, commander of Fort Riley. Two years ago he was assistant division

By Genevieve Anton
Gazette Telegraph
The roar of tanks and the boom of artillery echo through the rolling hills of the Great Plains. Every day, some 20,000 soldiers and civilian workers pour through its gates, and each year more than half a



THE FATE OF FORT CARSON

INSIDE



Polar expeditions on ice-breaking vessels are gaining in popularity. D16

- Books/E4
- Business/F1
- City/State/B1
- Classics/D10
- Comics/Insert
- Crossword/D12
- Puzzles/A2
- For the room/D8
- Issues/E1
- Lifestyle/D11
- Reviews/D11
- Portraits/B8
- Politics/E2
- Outdoors/C14
- Parade/Insert
- Real estate/G1
- Scenes/C12-13
- Sports/C1
- Television/Insert
- Tell It to Me/E2
- Travel/D16

SPORTS

CSU win sets up Utah showdown

Colorado State just kept rolling. One week after the upset of Arizona, the 13th-ranked Rams hosted hapless Texas-El Paso on Saturday and beat the Miners, 47-9. Next up for the 7-0 Rams — a Western Athletic Conference showdown against No. 21 Utah, which is 8-0. Complete report/C5

CU ROUTS OKLAHOMA: Colorado continued its bid for No. 1 with a crushing 43-7 victory over Oklahoma. C1

NO. 1 FLORIDA LOSES: IN

THE DECISION



THE FATE OF FORT CARSON

THE SERIES

Fort Carson's fate rests with a handful of people. What they do will touch the lives of 420,000 others.

THE HISTORY
Military strategy, money and politics all play a role in deciding where bases are needed. It's a tradition older than the nation itself.
OCT. 2

THE FORMULA
Not long ago, politics made closing military bases impossible. Then Congress decided to get out of the way, and the act was unleashed.
OCT. 3

THE MYTHS
Understanding how the process of closing military bases works — and doesn't work — is essential for civic leaders who are fighting to save one.
OCT. 9

THE COMPETITORS
Fort Carson is only a day's drive from Fort Riley, Kansas. The two bases must overcome similar weaknesses if they are to survive.
TODAY

THE POLITICS
Lawmakers on Capitol Hill no longer get the stings that dictate the fate of military bases. General's nearby at the Pentagon do.
OCT. 23

THE IMPACT
Losing Fort Carson would send shock waves of pain through the local economy. But the damage would be far from universal.
OCT. 30

BASES SIMILAR, TOWNS ARE NOT

From Al commander at Fort Carson. "You see the same tanks, the same motor pools, the same equipment, the same soldiers — the same everything. It's like a mirror image. And in that mirror, each post looks carefully at its closest competition as the Defense Base Closure and Realignment Commission gets set to pick which military installations to close in 1996.

In three rounds of base closings since 1988, only one of a dozen Army maneuver bases has been closed. They are the Army's biggest installations, those places where infantry troops practice for war.

Now, pressured by budget cuts, the Army must eliminate two of its 12 divisions stationed at these huge bases — which may mean the closure of the base as well.

The decisions on what to cut will be closer than ever in 1996, with only minor differences separating winners from losers. Fort Carson and Fort Riley, only a short day's drive apart, must overcome similar weaknesses if they are to survive.

Both are landlocked, hundreds of miles from a seaport. Their divisions are trained to do the same thing, and each has already lost one of three active-duty brigades.

One of those divisions will likely be cut in 1996, experts say. One of the bases they call home could go with it.

The Army may see Fort Carson and Fort Riley as mirror images of one another. But the communities that surround them have little in common — when it comes to their history with the local Army base, the degree to which they are dependent on it and their attitudes toward the land on which it stands.

Pentagon officials far off in Washington, D.C., see base closure in terms of budget limits and national security.

Technical stuff. But to people whose past and future are intertwined with having the military and its cash flow in their back yard, it is much, much more.

To them, it couldn't be more personal.

Fort Riley boasts 141 years of history

On a bluff overlooking Fort Riley's airfield, 70-year-old Harold Johnson lifts his grandson on top of a World War II memorial and points to the modern attack helicopters below.

"This lanky farmer from nearby Dwight has long brought his grandchildren to this spot, where past meets present and golden wheat fields give way to military ranges."

"Fort Riley has been here longer than my family, and we settled these parts more than 150 years ago," he said. "I'd hate to see it go."

stone buildings shaded by trees and crisscrossed with streams, is a national historic landmark. The U.S. Cavalry Museum draws 88,000 visitors a year. Here, tourists can see Lt. Col. George Custer's former quarters and the grave of Chief, the last cavalry hero.

The 1st Infantry Division — the legendary "Big Red One" that was first ashore on D-Day, first with tanks in Vietnam, first to breach Iraqi defenses in the Persian Gulf War — has called Fort Riley home for 40 years.

While Fort Carson does command a spectacular view of the Rocky Mountains, the base itself is drab by comparison. So is its history: the 4th Infantry Division didn't arrive until 1970 and hasn't been sent to battle since.

If past base closures are any indication, nostalgia won't spare a place. The military has shut down bases much older than Fort Riley, and even if the 1st Infantry Division is saved, it could be moved.

But take the military out of central Kansas, and it would leave an empty big hole. It may be difficult for people in growing, metropolitan Colorado Springs to understand what the loss of Fort Riley would do to the two counties that surround it — two counties which, taken together, have about a fourth the population of El Paso County.

"Just imagine what it would be like if one morning you woke up and the Rocky Mountains were gone," said Randy Martin, Chamber of Commerce president in nearby Manhattan.

"You've grown up together, it defines you as a city. You don't know how to function without it."

If Fort Carson disappeared, it would take with it some 21,000 jobs. But Colorado Springs is not a one-dimensional economy. Over the years, tourism has been bolstered by high-tech companies, defense contractors and four Air Force installations. While Fort Carson provided one-fourth of local jobs in 1970, it now accounts for only 10 percent.

But time has only deepened the reliance on the Army in Geary and Riley counties. The 18,000 jobs at Fort Riley represent a third of all jobs in the area, and many businesses rely on soldiers to survive.

Manhattan, the largest city around with a population of 37,000, is home to Kansas State University.

But what would happen to Sedgwick or Moonlight? Or May Day? The tiny clusters of other tiny towns dot the rolling landscape around Fort Riley.

"If they close this post, everything from here to Manhattan would disappear almost overnight," said the manager of a pawnshop in Ogden, which is little more than a handful of shops outside a base gate.

"Look around you. There's nothing here. We have no other industry."

Outside Fort Carson is B Street, the strip that caters to soldiers.



Harland Fridele of the Junction City/Geary County Development Agency, stands on the roof of a building in downtown Junction City, Kan. "Fort Riley is never going to close," said Fridele.

who remains upbeat despite the possibility that the post will be on the 1996 base closure list. Fridele says his Kansas for a Strong Fort Riley is taking a "low-key" approach.

"Fort Riley has been here longer than my family, and we settled these parts more than 126 years ago. I'd hate to see it go."

Harold Johnson, 70 Dwight farmer

"Just imagine what it would be like if one morning you woke up and the Rocky Mountains were gone."

Randy Martin Manhattan Chamber of Commerce president

B Street. Its old-fashioned downtown is hemmed in by mobile homes, fast-food joints, discount stores, nightclubs and pawnshops. Business targets soldiers with billboards for Quik-Kash or Krazy Kris Paintball Games. Almost half of the 22,000 people who live here work at the post.

"Fort Riley has been good to me," said Robert Tankersley, owner of a rent-to-own furniture shop that does 75 percent of its business with soldiers.

Since World War II, he has seen divisions at Fort Riley leave to fight wars for months or years at a time, emptying the town and crushing businesses.

"It was lean and mean," Tankersley said.

Even speculation over Fort Riley being closed for good is causing financial havoc. While Colorado Springs is in the midst of an economic boom, Junction City is down.

"We're kind of in a slump right now with the rumors of base closure," said Robert Wilton of the Geary County Board of Realtors. "It's really affected our sales."

At a coffee shop near the post, building contractors complain there isn't enough work to go around.

"A lot of people think Junction City is like a man on death row," said Bob Goss, a masonry subcontractor. "We may still for time by appealing, but eventually they're going to throw



Mary Sanderson, 61, the owner of Steeple's Restaurant, chats with customers. Five years ago she opposed a proposal to double Fort Riley's size. The successful opposition now is seen as a threat to the base.

the switch."

His business associate, John Rucker, is hedging his bets by selling some rental property and a farm. "So I don't lose my shirt," he said.

Except is not an option for Kurn Cho Kim, owner of a store that sells tiger balm, deer horns from China to be stewed for tea and Korean-language videos. Most of her customers are Asians married to soldiers who will leave if Fort Riley closes.

"We try to move, to get out of here. But nobody wants to buy our business," she said. "Maybe I lose everything."

Spring is way ahead in effort to keep base

While business owners may be fearful, community leaders remain upbeat in the face of so much uncertainty.

"Fort Riley is never going to close," said Harland Fridele of the Junction City/Geary County Development Agency.

Whether he says that out of conviction or a desire to calm his neighbors, Fridele's sentiment is rarely heard in Colorado Springs, where local officials are taking the threat to Fort Carson with all the seriousness of a live artillery round.

The difference in attitude may explain, in part, why Colorado is several lengths ahead of Kansas in coordinating a statewide base effort.

Gov. Roy Romer created the Defense Conversion and Retention Council in March 1993 to develop a plan to protect the state's military installations and prepare to convert them to civilian use if it falls.

The local "Keep Carson" campaign, sponsored by the Colorado Springs Chamber of Commerce, was conceived two years ago and launched in December. Spearheading the ef-

THE SCORECARD: HOW THE BASES RANK

Budget cuts are forcing the Army to eliminate two of its 12 divisions, which means it probably will have to close at least one maneuver base where these infantry troops train. The Army ranked its maneuver bases — including Fort Carson — in order of military value during the 1993 round of base closures. The Pentagon is in the process of re-evaluating these bases: 1993 data is the latest available. Some figures are outdated. Some are wrong — Fort Carson, for instance, is only 6 miles from an airport, not 70. Nevertheless, officials used these figures to compare bases last year. The strengths and

1. Fort Hood, Texas

Major units: 1st Cavalry Division*, 2nd Armored Division*
Troops: 42,200 active duty. Trains 22,500 reservists annually.
Land: 153,300 training acres.
Deployment: Nearest seaport 235 miles; airport on base.
Expenses: \$300 million annual operating budget; 3,900 civilian employees.
Strengths: Excellent training and adjacent to post. Home to two divisions and II Corps headquarters. Most facilities new or recently renovated. Very low on-base housing costs. Best quality of life rating.
Weaknesses: Presence of two divisions can cause cramped training conditions and coordination problems in the field.

2. Fort Bragg, N.C.

Major unit: 82nd Airborne Division
Troops: 43,600 active duty. Trains 16,000 reservists annually.
Land: 105,500 training acres.
Deployment: Nearest seaport 100 miles; airport on base.
Expenses: \$280 million annual operating budget; 6,100 civilian employees.
Strengths: Home to first-servic force, Airborne Corps headquarters and Army Special Operations Command. High quality of life. Most cost-effective base.

3. Fort Lewis, Wash.

Major units: 9th Infantry Division, 21,000 active duty. Trains 12,137 reservists annually.
Land: 298,000 training acres.
Deployment: Nearest seaport 20 miles; airport 16 miles away.
Expenses: \$182 million annual operating budget; 4,500 civilian employees.
Strengths: Quick deployment possible. Yuma Training Center being expanded by 63,000 acres. New hospital, brigade headquarters and tactical support carrier.
Weaknesses: 9th Infantry Division disbanded in 1993, although the addition of an infantry regiment and brigade reformed by Oct. 1994. 175 miles away. Expensive on-base housing.

4. Fort Stewart, Ga.

Major unit: 24th Infantry Division*
Troops: 19,200 active duty. Trains 18,200 reservists annually.
Land: 144,500 training acres.
Deployment: Nearest seaport 40 miles; airport on base.
Expenses: \$178 million annual operating budget; 5,300 civilian employees.
Strengths: Coastal location allows for rapid deployment. The 24th Infantry Division is considered one of the best-equipped, highest-priority heavy divisions. Low operating cost.
Weaknesses: Training area 25 miles away, and mostly empty. Poor quality of life rating. Employs 1,400

5. Fort Carson

Major unit: 4th Infantry Division*
Troops: 17,500 active duty. Trains 14,574 reservists annually.
Land: 333,000 training acres.
Deployment: Nearest seaport 1,000 miles; airport 70 miles away.
Expenses: \$157 million annual operating budget; 3,000 civilian employees.
Strengths: Pinon Canyon Maneuver Site second-largest training area in the nation. Addition of 10th Special Forces Group with \$47 million in new facilities and 6,000 jobs from Europe. Joint use with Air Force and reserves, including recent agreement to share base with Colorado National Guard. Most requested post by troops and third-most requested post among retired personnel. Civilian work force cut by one-fourth in cost-cutting move.
Weaknesses: Two-day trip to nearest port. Division not deployed since Vietnam War. Environmental restrictions at Pinon Canyon and

THE COMPETITORS



Keith Ascher stands next to a corn field on his farm near Fort Riley in Kansas. Ascher five years ago led a group in a successful opposition to a proposal to double the post's size, which some say now

puts it in a vulnerable position with base closures looming. "What if the Army had taken my land only to lose the base?" he said. "All this would be gone, and nobody would care but me."



The Custer house on the original main post at Fort Riley. Lt. Col. George Armstrong Custer lived in one of six sets of officers' quarters; all but this building burned down long ago. There is

still disagreement over whether Custer, leader of the ill-fated 7th Cavalry, died in this house. The main post, a walk valley with limestone buildings, is a national historic landmark.

fort is a heavy-bitter in military circles: Retired Lt. Gen. Calvin Waller, second-in-command during the Persian Gulf War.

News that Colorado Springs raised a war chest of some \$400,000, produced a slick 32-page brochure, and hired a Washington lobbyist, has sparked debate in Kansas over whether enough is being done to save Fort Riley.

It wasn't until late spring that Kansas appointed a task force — led by a retired colonel from Fort Riley — and announced \$50,000 in state grants to be matched by \$22,500 in donations. Most of the money is being used to pay the colonel's salary and administrative expenses.

Kansas for a Strong Fort Riley is strictly a local effort. It hasn't done much more than hold a few public meetings, publish a modest pamphlet on the base and host a banquet for

the Kansas congressional delegation.

"Low-key," is the way organizers describe their strategy. "You have to be careful not to excite the guys at the coffee shop," said Priddie.

All the money in the world won't save a base, he added. As for hiring a lobbyist, he's against it. As Sen. Bob Dole, R-Kansas, once told him: "That's what we get paid for."

Indeed, the Senate minority leader is a strategic advocate for Fort Riley; he has contacts and clout throughout the Pentagon. Fort Carson supporters bristle each time they hear that Dole is escorting to Fort Riley top military officials who will help decide which bases to close.

And they worry that Army Chief of Staff Gen. Gordon Sullivan, who was commander of Fort Riley just five years ago, might have a soft spot for the place. He will make the final de-

cision on what bases the Army will offer up for closure.

But money and politics and connections aside, the one issue most likely to tip the scale is land. As Sullivan himself has said, "What the Army needs is land to train the troops."

The amount of land at these two bases — and the way each community feels about it — is perhaps the biggest difference between them.

Riley's bid to expand was halted by outcry

Fort Carson has more training land — 360,000 acres, including the Pinon Canyon Maneuver Area near Trinidad — than any other Army base except the National Training Center at Fort Irwin, Calif.

Fort Riley has less than one-fifth of that. But its supporters play down Pinon Canyon, saying environmental restrictions there limit training and the cost

They got wide support from other rural groups and people such as Keith Davenport, a county commissioner at the time who was still stumped over the way Interstate 70 cut his farm in half more than a generation ago.

"I know how the government can just take things away," he said.

The fight was divisive, pitting rural opponents against those in surrounding towns who relied on military spending and feared that a shortage of land at Fort Riley would make it vulnerable to closure.

In the end, the Army quietly dropped its proposal in 1991.

"A handful of farmers had their 15 minutes of glory," said one local civic leader. "The truth is, it became a moot point. The world situation had changed. The Army said it didn't need any more land after all."

Fort Riley's defenders say all is forgiven. Angry billboards that once dotted the landscape — "Say No to the Army Land Grab," read one — have come down, and some rural landowners back the effort to save the post.

Yet despite the truce, some who fought the Army's expansion say their one-time opponents blame them for putting Fort Riley in a weak position for the 1995 round of base closures.

Ascher, who first organized ranchers and farmers to defend their property, draws a different lesson.

"What if the Army had taken my land only to lose the base?" he said, standing outside a white frame house built by his grandfather, a house surrounded by fields of corn ready to harvest. "All this would be gone, and nobody would care but me."

And he's right. For decades, the military has taken over land across America in the name of national security. Now, it wants to give some of it back.

It doesn't matter if it's done in Colorado or in Kansas. Either way, closing Fort Carson or Fort Riley would leave people feeling bitter and betrayed.

People such as Vernon Sharp, a rancher in Las Animas County who fought the Army in court for a decade over the sale of 10,000 acres of his land for the Pinon Canyon training site.

"The lawyers got the money and the Army got the land," he said.

Or people such as Sharon Sargent Tilly, who was forced to give up the homestead where her mother was born when Fort Riley last expanded in the 1950s. The Army called it a sacrifice for the common good. Tilly said it felt more like rape.

In a recent letter to the editor of the Manhattan Mercury, she wrote of how painful it is to drive by with her grandchildren and sell to a pile of rocks where the barn once stood. Nothing else remains.

"Now they don't think they want our land anymore. It's not good enough. Big enough? What?" she wrote with the tone of a spurned lover. "So now they've ripped open the healing wounds and poured salt into them. How do I feel? Used. Badly used. A rape never goes away."

THE DECISION



THE FATE OF FORT CARSON

QUOTE



Randolph Hesse, who was recently promoted to Major General.

"The two posts are almost identical. You see the same tanks, the same motor pools, the same equipment, the same soldiers — the same everything. It's like a mirror image."

Major Gen. Randolph Hesse, commander of Fort Riley.

"We're kind of in a slump right now with the rumors of base closure. It's really affected our sales."

Robert Wilson
Geary County Board of Realtors

"I know how the government can just take things away."

Keith Davenport, a past county commissioner who still owns the Interstate 70 cut his farm in half more than a generation ago.

of transporting troops 160 miles south — about \$200,000 each trip — is prohibitive. Fort Riley's 65,000 training acres are nearby and interconnected, which they argue makes it more practical.

"The Army doesn't consider land a problem here, and neither do we," said Geary County's Priddie. "The question is, 'Do you have enough to train your troops?' And the answer is 'yes.'"

The answer was different just five years ago, however, when the Army said Fort Riley was too small and proposed doubling its size.

Staunch opposition to expansion by local farmers and ranchers played a big role in defeating the proposal. Their campaign has left the area with an anti-government image it's still trying to shake.

It all began at Stacy's Restaurant, a roadside diner with good home cooking. Keith Ascher, who owns hundreds of acres the Army wanted just south of Fort Riley, rallied his friends over biscuits and gravy to fight back.

"The way I heard it, some colonel took one look around the post and told the Army it was all wilderness just there for the taking," Ascher said. His group adopted the battle cry "Our land, our lives."

Tale of two bases

Although Fort Carson and Fort Riley are roughly the same size, their economic clout in the surrounding communities is vastly different. El Paso County is bigger, wealthier and by far economically diverse than Kansas' Geary and Riley counties combined — and that would be better able to recover if a base closed.

	EL PASO COUNTY	GEARY & RILEY
POPULATION	216,000	112,000
TOTAL ANNUAL INCOME	12%	20%
UNEMPLOYMENT	10%	10%
PER CAPITA INCOME	\$21,000	\$11,000
PUBLIC SCHOOLS	\$10 million	\$2 million
MILITARY STUDENTS	8%	3%
IMPACT AD	\$10 million	\$2 million
TAXABLE RETAIL SALES*	\$10 million	\$2 million
SOLDIERS SPENT	4%	1%
OF TOTAL		

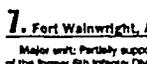
*Includes amounts spent on groceries, housing and health care provided at base. Figures for Colorado Springs only.

Source: Fort Carson, Fort Riley, U.S. Census Bureau.



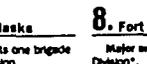
6. Fort Campbell, Ky.

Major unit: 101st Airborne Division.
Troops: 27,800 active duty. Trains 5,557 reservists annually.
Land: 81,300 training acres.
Deployment: Nearest seaport 411 miles; airport on base.
Expenses: \$199 million annual operating budget; 3,150 civilian employees.
Strengths: Former first-strike division. Extensive air space. Very low operating and housing costs.
Weaknesses: Full-day trip to nearest port. Dependence on base for many services.



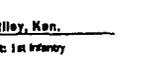
7. Fort Wainwright, Alaska

Major unit: Partially supports one brigade of the former 6th Infantry Division.
Troops: 5,650 active duty. Trains 460 reservists annually.
Land: 490,000 training acres.
Deployment: Nearest seaport 365 miles; airport one mile away.
Expenses: \$71 million annual operating budget; 1,150 civilian employees.
Strengths: Strategic location near Arctic Circle. Huge training sites for large-scale exercises under extreme conditions.
Weaknesses: Deployment can be hindered by weather and distance. Most expensive Army base to operate with high housing costs. Work force out by 800.



8. Fort Riley, Kan.

Major unit: 1st Infantry Division.
Troops: 15,700 active duty. Trains 3,385 reservists annually.
Land: 67,400 training acres.
Deployment: Nearest seaport 727 miles; airport 70 miles away.
Expenses: \$154 million annual operating budget; 2,800 civilian employees.
Strengths: Home to oldest Army division. Recently upgraded railroad on post. All training land adjacent to base.
Weaknesses: Low operating and housing costs. Main post on National Register of Historic Places.
Weaknesses: One- to two-day trip to closest port. Airport more than an hour away. Less than half of training land on post.



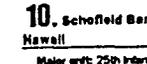
9. Fort Drum, N.Y.

Major unit: 10th Mountain Division.
Troops: 10,500 active duty. Trains 28,427 reservists annually.
Land: 58,800 training acres.
Deployment: Nearest seaport 300 miles; airport 80 miles away.
Expenses: \$150 million annual operating budget; 2,450 civilian employees.
Strengths: Adjacent training area heavily used by reservists. Extreme weather conditions ideal for some military exercises. Army made a major investment in new construction projects, including housing and utilities. Rose from last place in 1991 to second place in 1993.



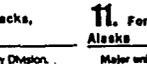
10. Schofield Barracks, Hawaii

Major unit: 25th Infantry Division.
Troops: 13,800 active duty. Trains 4,300 reservists annually.
Land: 101,000 training acres.
Deployment: Nearest seaport 10 miles; airport 13 miles away.
Expenses: \$83.6 million annual operating budget; 1,350 civilian employees.
Strengths: Strategic location in the Pacific. Quick deployment possible.
Weaknesses: Primary training site and support for all troops in Hawaii. Good quality of life. Primary training area is 200 miles away. Off-base housing outrageously expensive. Many military quarters in poor condition. A major housing project is underway.



11. Fort Richardson, Alaska

Major unit: Partially supports one brigade of the former 6th Infantry Division.
Troops: 3,800 active duty. Trains 1,200 reservists annually.
Land: 48,300 training acres.
Deployment: Nearest seaport 367 miles; airport three miles away.
Expenses: \$87 million annual operating budget; 1,250 civilian employees.
Strengths: Strategic location. The major articles within 350 miles.
Weaknesses: Lost more than 1,000 troops. Less training land than any other Infantry base. Very expensive to operate. Expensive off-base housing.



11. Fort Richardson, Alaska

Major unit: Partially supports one brigade of the former 6th Infantry Division.
Troops: 3,800 active duty. Trains 1,200 reservists annually.
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Strengths: Strategic location. The major articles within 350 miles.
Weaknesses: Lost more than 1,000 troops. Less training land than any other Infantry base. Very expensive to operate. Expensive off-base housing.

* Heavy mechanized Infantry units. Bases with these units will be



GAZETTE TELEGRAPH



Trish Keenan/Gazette Telegraph

THE POLITICS

Lawmakers on Capitol Hill no longer dictate the fate of military bases. Generals nearby at the Pentagon do.

Part five of six

By Genevieve Anton/Gazette Telegraph
When Congress set up an independent commission to take on the controversial job of closing military bases, lawmakers bragged that they had washed the stink of politics from the process.

And that's true — sort of. Lawmakers on Capitol Hill no longer silently pull the strings that dictate which bases will be closed and which will remain open.

Generals a few miles away in the sterile hallways of the Pentagon do.

And try as they might to be objective, experts inside and outside the military say decisions by the top brass are colored by their likes and dislikes, their experience and emotions, their quirks and career worries.

THE DECISION



THE FATE OF FORT CARSON

politics, money, service rivalry and the subjective interests of the individuals making the decision are all factors.

The Defense Base Closure and Realignment Commission checks Pentagon recommendations to make sure it sticks to the legal guidelines for judging bases. But in the past, it has changed only 16 percent of the Pentagon's choices.

"The end result is still a list that looks very much like what the military wanted in the first place," said BRAC Commission staff director Tom Houston.

The official line is that the military is not political. But every office has its politics, and the Pentagon is the biggest office building in the world.

See CAREERS/A12

AVIATION

Off to a flying start

New airport opens with mild crowd and few glitches

By Genevieve Anton and Barry Noroon/Gazette Telegraph

The new Colorado Springs Airport opened as the sun rose Saturday, with passengers encountering only minor glitches as workers put some finishing touches on a project that broke ground two years ago.

Some landscaping and interior work won't be completed until December, but that won't interfere with the city's goal — to open the building on time. Saturday is traditionally a slow day and there were no bottle-necks, plenty of parking and few complaints from passengers.

"Things are going extremely

well — better than I expected," said Casey Parker of the airport staff. "That's why we opened it today; if anything went wrong we didn't want a lot of people here."

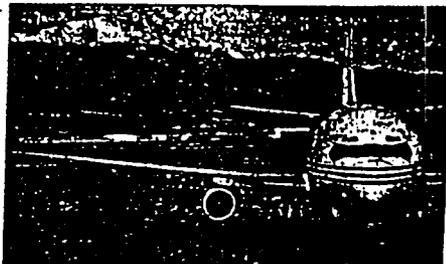


Friday was a night of tests at old terminal/B1

And there weren't. Some 74 flights came and went with an estimated 3,700 passengers; the airport is designed to hold almost twice that many people at one time.

The first flight out was an America West Boeing 737 that left amid a bit of fanfare.

All 62 passengers got free coffee and rolls on the concourse and students from four classes at Oak Creek Elementary School gave teddy bears to passengers. The students hope the passengers will keep a diary,



America West Flight 872, en route to Phoenix with 62 passengers, pulls away from Gate 6; at 7 a.m. Saturday, it became the first plane to depart the new Colorado Springs Airport.

write postcards and return the bears.

A group of city officials and their spouses applauded as the first flight lifted off against an orange horizon. A proud contrast, city officials said, to the ill-fated Denver International Airport, which has yet to see a plane take off.

"We are smug," joked City Manager Dick Zickfoose. "We're not even trying not to

be." The first passenger to arrive at the new terminal was John Van Horn of Colorado Springs, who also became the first to test the efficiency of the airport's baggage system.

Van Horn deplaned at the end of the concourse, United Airlines' Gate 12, at 9:20 a.m. Fourteen minutes later, he picked up his suitcase from a

See AIRPORT/A6

Photos by Mary Kelsey/Gazette Telegraph



A group of Al Kaly Temple Shriners and their wives and guests head toward their gate Saturday morning for TWA Flight 440 departing for St. Louis on the first day of operation for the new

Colorado Springs Airport terminal. The \$80.5 million project opened on time. Some interior work and landscaping won't be completed until December.

STATE

GOP demands probe of trooper use

With the election less than three weeks away, Colorado Republicans are calling for a grand jury investigation into Gov. Roy Romer's use of state troopers for personal errands.

"Colorado has a well-de-

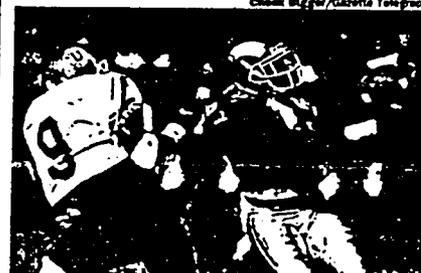
served reputation for clean and honest government," Don Bain, Colorado GOP chairman, said. "It is obvious that a grand jury investigation is the only way to remove public doubt." Complete report/B1

INSIDE



Books/D4
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For the record/B13
Inmate/D1
Lifestyle/E1

SPORTS



BRONCOS TODAY

vs. San Diego

Where: Broadmoor
Kick Off: 7:00
Stadium: San Diego
San Diego: 4:30 AM

When: Complete report/C5

Streaming



THE FATE OF FORT CARSON THE SERIES

Fort Carson's fate rests with a handful of people. What they do will touch the lives of 420,000 others.

THE HISTORY
Military strategy, money and politics all play a role in deciding where bases are needed. It's a question older than the nation itself.
OCT. 2

THE FORMULA
Not long ago, politics made closing military bases impossible. Then Congress decided to get out of the way, and the act was unleashed.
OCT. 3

THE MYTHS
Understanding how the process of closing military bases works — and doesn't work — is essential for civic leaders who are fighting to save one.
OCT. 9

THE COMPETITORS
Fort Carson is only a day's drive from Fort Rye, Kan. The two bases must compete for similar businesses if they are to survive.
OCT. 16

THE POLITICS
Lawmakers on Capitol Hill no longer put the stings that dictate the fate of military bases. Generals nearby at the Pentagon do.
OCT. 23

THE IMPACT
Closing Fort Carson would send shock waves of pain through the local economy, but the damage would be far from universal.
TODAY

LOSS WOULD CAUSE CHAIN REACTION

From Al will remember March 1 as the day the change started.

Some time later, a moving van would rumble into the cul-de-sac and into Sgt. John McMahon's driveway.

And the chain reaction would begin. It's simple. If the Army were to leave Colorado Springs, so would McMahon. So would all the other soldiers stationed at Fort Carson. They would pack up, move to a new base, salute a new commander — and never miss a paycheck.

For a soldier, that would be the end of it.

For Brian Schneider, it would be just the beginning. Schneider installs and fixes heaters and air conditioners all over Fort Carson for Pacific Architects and Engineers Inc., known as PAE. As long as there's a Fort Carson, there's a need for PAE and a job for Schneider.

Economists call this the "multiplier." It means Fort Carson supports more jobs than just those on Fort Carson's own garrison payroll. It means money spent by the base gets spent again and again, providing work not only for air-conditioning technicians such as Schneider, but for dry cleaners and car dealers and restaurants and doctors who cater to Fort Carson, its employees and families.

In all, economists say, it means about 21,000 jobs throughout the region in addition to the 21,000 or so who work directly for the Army at Fort Carson. That comes to about one of every five jobs in El Paso County.

Schneider doesn't care about the mysterious mathematics involved. All he needs to know is this: What the multiplier gives, the multiplier also can take away.

In other words: No Fort Carson, no PAE, no job.

And no way for him to make his monthly mortgage payment.

"It's not something you can take a McDonald's job for," he says. "I'd have to go downstate."

In Fort Carson parlance, "downtown" is any place in Colorado Springs. The way Schneider sees it, the city is thick with more experienced technicians competing for sporadic work at lower pay.

The chain reaction wouldn't stop there, it would move on to Jeff Ladefoged, who sells electric supplies to PAE.

"PAE is my No. 1 account by a long shot," says Ladefoged, who works for Gray's Electric Co. "Without them, I'd be a suffering big time."

Though he would keep his job, Ladefoged's sales commissions would tail off. "We could get by on my salary," he says. "But money for a vacation, his son's baseball, his daughter's ballet lessons, and the old Ford Mustangs he restores would dry up."

In similar fashion, the chain reaction would work its way through the economy thousands of times over. The faces and places would change, but the pattern would be the same: the soldiers leave, take their business with them, and leave some of those who remain without work or with less income.

The result, economists say, would be a county unemployment rate of 10 percent or more — a number right up there with Coallitilla County, among Colorado's poorest.

That's another big, scary number. But look underneath it, and you'll discover that in some parts of town, unemployment wouldn't be anywhere near that level.

On Chamberlain South Court, it wouldn't be 10 percent, either. It would be twice that.

A tale of two economies: The North and the South

If the soldiers leave, five families would remain on the cul-de-sac, and Beverly Parks would be the one homeowner without a job.

"It would be real bad for this area around here," says Parks, a civilian telephone operator at Fort Carson. "Most of us in our neighborhood are military."

If the loss of Fort Carson were a bomb explosion, the dearest part of the crater would be on the south side of the metro area. Like Parks says, it's because most folks in the neighborhood are military.

The short commute is an attraction. But many live south because it's affordable. With prices ranging from \$50,000 to just more than \$100,000, homes in the Fountain Valley are within reach of the staff sergeants, sergeants and specialists who make up well over half of Fort Carson's military employees.

Driving through the leafy neighborhoods of Widefield, Security and Fountain, Century 21 real estate agent Carl Henaley says the area has a lot going for it.

"Our air is as clean as theirs," he says, nodding his head northward. The mountain views are just as nice, the streets are shady. He waves a hand out the window. "There's not a thing wrong with this

"It would be real bad for this area around here. Most of us in our neighborhood are military."

Beverly Parks
homeowner and civilian
telephone operator at Fort Carson

Not as long as Fort Carson remains open. If it closes, however, whole blocks of houses would go for sale. The sudden glut would force home values down.

"If I could get \$75,000 for my home right now, I'd be happy," says Dan Dora, a college instructor who lives in Security.

What would he get if the base were to close? "Probably \$60,000," he says flatly.

Even some of the departing soldiers would be caught in this financial quicksand.

L. Kevin Kelly bought his four-bedroom home on Chamberlain South Court two years ago for \$58,000, just as the city's economy began to take off again. "The house was an investment," he says. "I'm counting on Fort Carson to preserve it."

He can point on something else if the base closes: "I'd have to sell. And I'd take a loss."

The threat to real estate, palpable in the Fountain Valley, drops off rapidly elsewhere, experts say.

"I don't think we'd see it," says real estate agent Frank Sheppaugh, who works the north side of Colorado Springs extensively. "Maybe, on the whole north end of town, 100 to 200 homes would go on the market."

That would hardly be a glut: In Bringrave alone, more than 600 homes will be sold this year.

Supporting this sanguine view are school enrollments, which indicate a southern concentration of Fort Carson families.

A third of all children of Fort Carson employees attend Fountain schools. Here is a quarter go to Harrison schools, and another quarter go to Widefield schools.

Less than an eighth attend Colorado Springs schools, and their presence is negligible in all other metro school districts.

The upshot, experts say, is that home values in the Fountain Valley could drop by 15 percent, while elsewhere the cut would be nearly so deep. Since 1970, the median price of a home in El Paso County has risen by half.

"Values in parts of town other than those surrounding the base probably won't be affected significantly," says Dave Bamberger, a regional economist who is cataloging Fort Carson's economic clout for the city.

Even a slight drop, however, could cause serious trouble for people who have bought homes recently with little money down. About 10 percent of the people who have bought a home in the county during the past year put down 5 percent or less toward the purchase, according to the county assessor.

Even a slight dip in values could make some of those houses worth less than the amount borrowed by them.

The damage to business would have much the same look scorching near the fort.

"It would affect us real quick," says David McClure, manager of a 2 1/2-acre garage just off B Street outside the base. "We do a lot of work on soldiers' cars."

About half of McClure's business would leave with Fort Carson, he says, and a few of his seven employees would have to go, too.

But up toward Sky Sox Stadium, the five mechanics at G&G Auto Service need not worry about their jobs.

"We do so little Fort Carson business," owner Judy Nelson says. "We're close to 10 miles away. The car's a whole lot of miles between here and there."

Even so, Nelson expects to be hurt after a while. Maybe the late-1970s AAF Automotive mechanics who live on Colorado Springs' west side stop spending money at his local hardware store. And maybe the hardware store owner, who usually takes her car to G&G Auto, puts off some repair work.

Maybe. No one knows for sure what paths the chain reaction would take. It's rare enough to foresee widespread damage right around the base, but it gets harder to predict the farther away you get.

So businesses are making the only certain move they can: staying out of the south side of town, out of the potential crater's deep end. Indeed, business brokers say the only businesses that aren't selling now are around Fort Carson. Northwest Bank recently turned down a request for a loan to build commercial storage lockers near the base.

"Fort Carson is too big a looming factor," says Northwest executive Dean



Residents of Chamberlain South Court, above, will keep an eye on the calendar, awaiting the next round of base closures in 1985. If Fort Carson is closed, the effect will vary from neighbor to neighbor.

Too big to take even a calculated risk. What's left is gut instinct, the avoidance of danger.

"I don't think I'd want to own a video store across the street from Fort Carson," says Tony Thompson, a Los Angeles investor who just paid millions for a shopping mall — on the north side of Colorado Springs. Had the mall been on the south side, he says, it might still be empty.

"Would we have paid the same price? No. Would we have bought it at all? I can't tell you for sure."

Fort Carson may not close for years, but already it is a danger zone. Those who can protect themselves are staying clear.

Bigger and more complex: A city's economy matures

Like the Army division it hopes to preserve, the Keep Carson campaign is designed to take the offensive. It makes a compelling case for Fort Carson in a sharp, glossy booklet titled "Irreplaceable," which hums with non-nonsense urgency.

"Quite simply," the booklet reads, "Fort Carson's loss would devastate the local economy for many years to come."

That may be true. Yet it is much truer that the local economy depends less than ever on Fort Carson.

This is not the same place the base

"Would I buy up 200 or 300 acres and spend a lot of money planning streets and zoning it so that it can be sold two years from now? Not a chance."

Steve Schuck
Developer

divided from the Great Depression a half-century ago. For that matter, it's not the same place it was a quarter-century ago, when the 4th Infantry Division, Fort Carson's primary unit, arrived.

It is much larger. Since 1970, El Paso County has grown by 78 percent, while Fort Carson's population hasn't changed much.

It has a bigger economic engine. The number of jobs in the county is 9 1/2 times larger than in 1970. Fort Carson, once the employer of one of every four job holders locally, now employs one of every 10.

Still, what makes the base so economically compelling is a payroll twice as long as all the local Air Force installations combined. Multiply any paycheck by 21,000 and the result is a pretty big number.

But payrolls aside, today it is the Air Force, not Fort Carson, that spends the most money in town — four times as much, in fact. Both Peterson Air Force Base and Falcon Air Force Base spend more than Fort Carson on everything from light bulbs to consultants.

Four years ago, the area was losing jobs, and Fort Carson's demise would have accelerated the downward spiral.



new jobs in 1993 and about as many this year. Even half the current pace would be considered good.

Retail sales dropped in the late 1980s, but now are increasing at double-digit rates. It's not Fort Carson employees who are spending faster; it's the new folks moving to town.

A few years back, apartments were plentiful. Today, the area could use more; relocating companies can't find places for transplanted employees.

In the mid-1980s, land developers and homebuilders raced ahead of demand, propelled by hope and easy credit. When the boom ended, Colorado Springs became the foreclosure capital of the nation.

Today, development is as tight as a banjo string. New houses are going up at a brisk pace; the difference now is that offers are biting off smaller chunks of the foreclosure capital of the nation.

"We have learned our lesson and learned it very well," says Mark Watson, president of Widefield Homes, which builds almost exclusively in the Fountain Valley.

But if humility is the mother of the new caution, worry about Fort Carson is his father.

"Would I buy up 200 or 300 acres and spend a lot of money planning streets and zoning it so that it can be sold two years from now? Not a chance," says developer Steve Schuck, who is rebuilding his business after losing much of it in the '80s.

"I'm not willing to put stuff on our plate that might not materialize until after the Carson announcement."

FirstBank Holding Co. of Colorado planned to open four new banks in Colorado Springs this year; instead, it will open three. "We have reevaluated our thinking," President Dennis Barrett says. "With Fort Carson in mind."

Clearly, investors are pausing to consider the Carson factor.

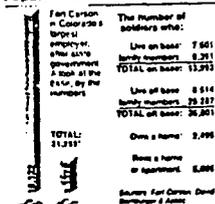
Then they consider the area's long-term prospects.

And then a lot of them put their money down.

The Shops at Tiffany Square, a mall that sat nearly empty for most of the past decade, was purchased this year. The new owner leased much of the space to MCI Communications Corp., which has expanded dramatically since it arrived in 1991.

And as Gary Cuddeback, the city's economic development director, says: "MCI is not here because of Fort Carson. Neither is the handful of investors who

Population



* From figures of others FY '80

Payroll



* Includes estimated 1987 Bureau Military Service Personnel



GAZETTE TELEGRAPH

SPORTS

CU sees its high hopes crushed

All those hopes of a No. 1 ranking, a Big Eight title, a trip to the Orange Bowl and a national title.

They might have all been squashed when Colorado got stomped by Nebraska, 24-7, on Saturday in Lincoln.

"Same old (bleep)," said CU defensive tackle Darius Holland.

Nebraska (9-0) took sole possession of the Big Eight lead with a 4-0 mark. The league winner goes to the Orange Bowl.

Colorado (7-1, 3-1) might be headed for the Fiesta Bowl.

Complete report/C1, C8, C9



Mark Robb/Gazette Telegraph

Nebraska fans gang tackle a goal post Saturday after the Cornhusker win over Colorado.

AFA WINS FIFTH STRAIGHT
Air Force keeps its bowl hopes alive with 34-17 win over Wyoming at Laramie./C1, C8

BROWNS VS. BRONCOS
Denver (2-5) seeks its first home win of the season today against Cleveland (6-1)/C10

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LIFESTYLE
Experts try to explain the decline of civility and rise of crudeness in America./D1

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WEATHER
Snow shower early, then clearing.
High 54, low tonight 28./A2

Fall back

Daylight-saving time is over and it's time to set your clocks back an hour. The official time to do so was 2 a.m. this morning.



THE IMPACT

Losing Fort Carson would be painful. But the devastation would be far from universal.

Last in a six-part series
By Jeff Thomas/Gazette Telegraph

If Fort Carson closes, this is what you will see on Chamberlain South Court: Kevin Kelly planting a "For Sale" sign in his front yard. Pamela Cinderellis putting a "For Rent" sign in hers. John and Carmen McMahon loading up a trailer and pulling away. And every other Thursday, Beverly Parks pulling an unemployment check from her mailbox.

This is what you couldn't see: Home values plummeting 15 percent or more. Chamberlain South Court is but one street in Stratmoor Hills, a neighborhood just outside Fort Carson's Gate 4. Most people who live here work on post, or have neighbors who do.

This is ground zero, the epicenter of destruction that the loss of Fort Carson would inflict upon El Paso County's economy.

No doubt about it, the casualties would be heavy:

One out of every five jobs gone. One out of every eight people gone.

An economic dynamo that pumps some \$600 million into the local economy each year — gone.

"This community will become the greatest living example of Economics 101 ever," says a veteran of the city's booms and busts. "I don't care where you live — you're going to feel it."

No one in and around Colorado Springs could completely avoid the pain of losing the state's largest employer.

But what isn't talked about much is this: If the base closes — and that is far from certain — the devastation would not be universal.

Fifty years ago, Fort Carson single-handedly restored health to a tourist town ailing from the Great Depression. Since then, the Pikes Peak region has grown too big and its economy too mature for Fort Carson to single-handedly drag it down.

In new subdivisions blossoming 15 miles from the base, and even farther away in the booming north side, Fort Carson has as much to do with daily life as Fort Knox.

In Colorado Springs' big high-tech factories, sales to China are more important than sales to Fort Carson. The region's oldest and largest military installation is no longer even the biggest buyer of local goods and services.

The \$400,000 Keep Carson effort, financed by business and local government, is focused on the big, scary numbers, the tens of thousands of jobs, the hundreds of millions of dollars at risk.

They are scary, indeed. But they don't tell the whole story.

They don't reveal, for instance, that most Fort Carson jobs pay less than the average wage, yielding consumers with lower-than-average spending power. Or that each Fort Carson employee creates fewer additional jobs in the community than the average factory worker. Or that most soldiers don't own a home, and those who do occupy just a tiny fraction of all homes.

The big numbers don't seem to frighten the stores that are expanding, the builders who are building, the investors who are betting on Colorado Springs, with or without Fort Carson.

"Fort Carson is a concern," says one local developer. "But you can't do all your planning around whether Fort Carson is going to close."

He knows that not everyone lives at ground zero, on Chamberlain South Court. But to understand what the economy would look like without Fort Carson, it is a good place to start.



They are seven ordinary houses around an ordinary cul-de-sac. In two of them live Fort Carson soldiers and their families; in a third lives a telephone operator who works at the post. One homeowner is retired, another recently moved in and the remaining two have jobs elsewhere in Colorado Springs.

"It's a great neighborhood," says Brian Aguilar, who has lived there for five years. "Everybody gets together for barbecues."

Everybody on Chamberlain South Court will gather around their televisions to watch the news on Wednesday, March 1, 1995, the day the Pentagon delivers its hit list to the Defense Base Closure and Realignment Commission.

The BRAC Commission will have the final say, of course. But the Pentagon's choices have carried a lot of weight in the past, and so, if the news is bad for Fort Carson, people

See FORT CARSON/E/A4

THE DECISION



THE FATE OF FORT CARSON

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OCT. 30

CAREERS SHAKEN BY BASE CLOSURE

From AI
"There's no way you can wash politics out of the military services," said retired Army Lt. Gen. Calvin Waller, who navigated the system over a 32-year career that ended with his being second-in-command during the Persian Gulf War.
"It's human nature for people with power to exert that power to get things done," said Waller, who heads up Colorado Springs effort to save Fort Carson. "If anybody thinks that doesn't happen in the military — that politics play no part in decisions — they are pretty naive."
Pentagon officials have been accused by distraught lawmakers and community leaders of playing politics with base closure in 1988, 1991 and 1993. Protecting one base, undermining another. Tinkering with the data used to rate them.

No one suggests that military politics drives the entire process. But it does play a quiet role, one that experts say may be more overt in 1995 when some 250 installations are expected to be closed. With most marginal bases already gone, the difference between winners and losers next year will, in many cases, be thin.

"If politics is going to rear its head, this will be the time," said a staffer for the House Armed Services Committee. "Whenever there are no clear choices there is more politics involved. In some cases, the military simply has to pick one base over another that's just as good. It could justify almost any decision."
One indication of how susceptible the Pentagon may be to political pressure is the heavy lobbying of its officials.

Civic leaders from communities where a base is threatened in 1995 have been courting Pentagon officials for more than a year. Consultants have been hired for their military — not congressional — contacts, and military retirees in towns, including Colorado Springs, have been asked to pick up the phone and call old friends.
"I think most of the services would agree there is a tremendous amount of contact from communities right now, months before the list is actually finalized," said Barry Rhoads, a base-closure consultant.

Lobbyists hint that they can somehow influence the Pentagon's decision. But ask about specifics and they clam up.
"I'd rather not talk about it," said Mark Greenberg, a consultant representing Colorado Springs. "We do as much as we can with the Pentagon in ways that benefit Fort Carson. I'm not willing to say more than that."

BRAC process serves to keep military honest
From the outside, the military's deliberations seem as impenetrable as the Pentagon itself.
For example, members of the Army's base-closure study group are hunkered down deep inside the building's bowels. There are no windows where they meet, a room behind an inconspicuous door sealed by a number-coded lock. Not even the Army's public affairs officer is allowed inside without clearance.
The military — accustomed to working in secrecy under the cloak of national security — never before had to justify why it closed a base. The BRAC process requires that every scrap of paper, every name be crunched, must eventually be made public.
"It keeps the military honest," said Keith Cunningham, director of Business Executives for National Security, a Washington-based group that promotes closure of unneeded bases.
Yet the basic guidelines for base closure are intentionally vague; each service interprets them differently. In 1993, the BRAC Commission fact questioned the accuracy of the mathematical model used by the services to compare similar bases.
"There were times when we arranged the data to support a foregone conclusion," said Peter Bowman, a retired Navy captain who served on the BRAC Commission in 1991 and 1993. "I don't want to give specific examples, but we felt we were being misled a couple of times."
"You can make statistics say

condition of anonymity. "There are always shades of grey. Human judgment enters in at some point."
Consider the Army's evaluation of bases in 1993. It listed Fort Stewart, Ga., as having 144,500 acres of prime maneuver area. Nowhere was it mentioned that almost half the land was swamp.
"You have to ask yourself, 'What kind of moron submitted this information?'" said Waller, who was once chief of staff at Fort Stewart. "I defy anyone to go train on that kind of terrain. It's impossible."
While it might have been a honest error, Waller is skeptical. "I just happen to be cynical enough to think someone was simply putting Fort Stewart in the best light they could. That's intellectually dishonest. But it happens all the time."

It happens, because communities aren't alone in having a stake in whether or not a base is closed.
From the secretary of defense — a presidential appointee — to officers in midcareer to base commanders who don't want to be at the helm of a sinking ship, national security isn't always the only thing on the minds of military decision-makers.

For most, personal interests amount to nothing more than a soft spot for a certain base — a soft spot which is set aside to do a job impartially. But in the past, the actions of a few have raised questions.
In 1993, former Secretary of Defense Les Aspin took 17 Army bases in Democratic districts off the hit list drawn up by the services: McClellan Air Force Base in Sacramento and the Presidio in San Francisco. Aspin explained that Northern California had been hit hard in previous rounds. "Frankly, this was piling on," he said.

But as one base-closure expert put it, piling on is "difficult to define and harder to defend." After all, the economic impact of the 1992 round of base closures was far greater in small communities more dependent on military dollars.

Critics claimed that President Clinton, after a week of heavy lobbying by California lawmakers, put pressure on his Pentagon chief to ease up on the state that sealed his 1992 election victory. Even sources on the BRAC Commission say Aspin's logic was vague and inconsistent.
But the defense secretary got his way. And it sent a powerful message to the military services: that the chain of command starts in the Oval Office. Officers in uniform frown on such blatant favoritism by political appointees. But they, too, snap to attention when a powerful politician calls.

As one retired four-star general put it: "As long as Senator Sam Nunn — the Democrat who chairs the Senate Armed Services Committee — is still in Washington, the Pentagon is going to think long and hard before it puts a major Georgia base on the closure list."
And whether it's conscious or not, officers — or at least some retired ones — will tell you that the personal consequences of base closure are sometimes taken into account by decision-makers.

When a base goes away, so do career opportunities. There are fewer spots to command, fewer slots for rising generals, fewer places to retire with commissaries and military hospitals nearby.
"It could be as simple as a general who bought a nice piece of property near a base for investment purposes," said Carroll, the retired admiral. "Or maybe he wants to use his connections to get a job there after retirement."
Generals who head military commands at several bases under their wing also may have personal motives to protect them from closure.

Gen. Ronald Yates, head of Air Force Materiel Command, has been accused of trying to transfer jobs from Peterson Air Force Base in Colorado Springs to one of his California depts — the same McClellan AFB that barely escaped closure in 1993.
Rep. Joel Hefley, R-Colorado Springs, called it a "covert move" to bolster a vulnerable base. But a spokesman for Yates who once described him-

THE MEN WHO WILL WIELD THE AX

Deliberations by each military service over which bases to close in 1995 are now under way behind closed doors. A handful of people will recommend which Army bases the Defense Base Closure and Realignment Commission should act.



William J. Perry, Secretary of Defense

Reviews all recommendations, makes any changes, then submits a Pentagon list to the BRAC Commission on March 1.

Insider's view: Perry was appointed by President Clinton, and some reports believe he'll be "nominate economic impact" in final closure to make it hard in the past — such as California, a crucial political battleground.

Robert Mike Walker, Assistant Secretary of the Army for Installations, Logistics and Environment

Senior civilian adviser to the secretary of the Army on base closure.

Insider's view: Walker told U.S. Sen. Mark Brown, R-Colo., that he's "very much aware" of Fort Carson's status. "Once you close a maneuver base, you will never be able to get that land back."



Togo D. West Jr., Secretary of the Army

Makes final decision, along with the Army chief of staff, on which bases the Army will offer up for closure to the defense secretary.

Insider's view: A political appointee, West visited Fort Rye, Kan., Fort Carson's closest competitor — in May. He has never been to Fort Carson, but says he plans to visit "as early as possible" before any are closed.

Gen. Gordon R. Sullivan, Army Chief of Staff

Makes final decision, along with the secretary of the Army, on which bases the Army will offer up for closure to the defense secretary.

Insider's view: Former commander of Fort Rye, Kan., Sullivan says he's Infantry Division won't be eliminated — although it could move. He visited Fort Carson's Fort Carson in July and said the Army would never give up such a "real training area."



Maj. Gen. John H. Little, Army Assistant Chief of Staff for Installation Management

Oversees all Army bases and keeps track of closure and realignment recommendations.

Insider's view: Born 120 miles from Fort Rye, Kan., Little served at Fort Campbell, Ky., and was battalion commander at Fort Hood, Texas. All will be compared to Fort Carson. An artillery expert, he sees the need for vast training land.



Brig. Gen. James E. Shane Jr., Army Director of Management

Oversees of Total Army Basing Study, which will prepare Army recommendations.

Insider's view: Shane served six years at Schiefel Barracks, Mead — one of 10 maneuver bases Fort Carson will be judged against.



Col. Bill Harvey, Director of Army BRAC Commission Office

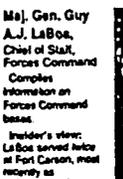
Coordinates closure of Army bases.

Insider's view: Harvey laments closing small bases and moving units to large ones. He says the Army is reluctant to shut bases where soldiers have recently gone to new construction. A home for the 10th Special Forces is being built at Fort Carson.

Col. Michael G. Jones, Director of Total Army Basing Study

Frankies Army recommendations and helps defend them before the secretary of Defense and the BRAC Commission.

Insider's view: Jones was recently chief of staff at Fort Carson, where he served earlier as a brigade commander.



Maj. Gen. Guy A.J. Laboa, Chief of Staff, Fort Command

Complex information on Forts Command bases.

Insider's view: Laboa served help at Fort Carson, most recently as commander. An advocate of intensive training, he sees Fort Carson's vast Fort Carson.

Gen. Dennis J. Reimert, Commander in Chief, Forts Command

Will make the final recommendation on which large maneuver bases should close Fort Carson is among those he'll study.

Insider's view: Fort Carson was Reimert's first assignment in 1983, a place where he learned how, most recently in 1988 as joint commander. Strong advocate of Fort Carson.



Maj. Gen. Thomas Schwartz, Fort Carson Commander

Will ensure the Army has its facts straight on Fort Carson.

Insider's view: Previously a brigade commander and chief of staff at Fort Carson, Schwartz works with civic leaders to "sell the Fort Carson story." He helped bring the Colorado National Guard on base to strengthen its chance.



Source: Pentagon and Army Affairs Office

TO HAVE INFLUENCE

By Genevieve Anton
Gazette Telegraph

Congress today has little control over which military bases are closed. Lawmakers are limited to an up-or-down vote on the bill last drawn up by the Defense Base Closure and Realignment Commission.

But you wouldn't know it by the way they're scurrying around trying to look influential as the 1995 round of base closures draws near.

They're courting Pentagon officials, insisting on personal meetings and hosting visits to local bases. They're introducing symbolic legislation that will never be passed, or won't mean anything if it is. And they're littering reporters with press releases, stalling their work.

"Congress is desperate to have some influence because the members are scared to death," said one staffer on the House Armed Services Committee. "They're going to great lengths to pretend they're doing something, anything, to save a base."

"But in the final analysis, it doesn't matter."

Members of Colorado's congressional delegation haven't missed an opportunity to show they're working hard to save Fort Carson.

Rep. Joel Hefley's office has put out nearly a dozen press releases this year trumpeting his efforts.

For example, the Colorado Republican was granted a personal interview in March with Army Chief of Staff Gen. Gordon Sullivan on "the fate" of the post. And after Sullivan's visit to Fort Carson's Pinon Canyon training area this summer, the congressman held a press conference outside the base gate.

The news: Sullivan agreed that Fort Carson has many "positives."

Hefley also asked Defense Secretary William Perry to visit Fort Carson, after Perry accepted an offer from Republican Sen. Robert Dole of Kansas to visit Fort Riley. Perry has not replied.

As a member of the House Armed Services Committee, Hefley has tackled on several amendments to defense-related bills that appear to help Fort Carson, but have little clout. One expresses a "sense of Congress" that the Army should keep all 12 of its divisions, which, not coincidentally, includes the one at Fort Carson.

For his part, Republican Sen. Hank Brown has been cornering Army nominees to high-ranking posts, questioning them about base closure while promoting Fort Carson.

Democratic Sen. Ben Nighthorse



THE FATE OF FORT CARSON

QUOTES

"There's no way you can wash politics out of the military services. It's human nature for people with power to exert that power to get things done. If anybody thinks that doesn't happen in the military — that politics play no part in decisions — they are pretty naive."

Army Lt. Gen. Calvin Waller, retired

"Base closure is not a scientific process. It is an art in which politics, money, service rivalry and the subjective interests of the individuals making the decision are all factors."

Eugene Carroll, Center for Defense Information director

Nighthorse Campbell, still miffed that his Colorado colleagues didn't help him lobby to save the Army's depot in Pueblo in 1988, isn't putting much effort into pushing Fort Carson now.

Still, he joined the Colorado delegation in writing a letter in June arguing the case for Fort Carson. It was circulated in the Pentagon. It was published in the Congressional Record. It was sent to other lawmakers.

And what good will that do? Mark Greenberg, hired to lobby for Fort Carson, said the letter will give the base exposure.

"Impact," said Greenberg, using a word favored by lobbyists. "You know, it's this impact thing."

BASE CLOSURES

From PREVIOUS PAGE
self as a "Tyrannosaurus Rex" when it comes to protecting his depots, said the general's actions had nothing to do with base closure or the future of McClellan.

Military judgment outweighs emotions

Beefing up a base to save it may be unthinkable to military purists, but Air Force Secretary Sheila Widnall acknowledged the potential in a January letter to all her commanders. "We must avoid taking any actions which predetermine or appear to predetermine a closure or realignment selection decision for any installation," she wrote.

The military forbids post commanders to take sides on base closure. They must remain silent despite any fondness for a base or community pressure. This tug of war between sentiment and duty was acknowledged by Gen. Dennis Reimer. The former Fort Carson commander is now head of Forces Command, the post's higher headquarters.

Reimer will make the initial recommendation to the Army on which large "maneuver bases" — such as Fort Carson — should be closed.

You become attached to a base," Reimer said during a recent visit to Fort Carson. "But I've got to try to strip out that emotion and make a decision based on sound military judgment."

A tall order for any human being — even those with stars on their shoulders.

Maj. Gen. Randolph House has two of them on his. But he also finds himself in a awkward personal place as the 1995 round of base closures nears.

"I'm not here trying to save Fort Riley," House said recently when asked where his loyalties lie. "Any more than (Maj. Gen.) Tom Schwartz is trying to save Fort Carson."

But House knows that he is only human, that politics itself is only human, and that because of that his superiors won't let him get anywhere near a decision that might affect the post he commands.

"No one's going to ask me if I want to close Fort Riley," House said. "They know I'm going to say no."

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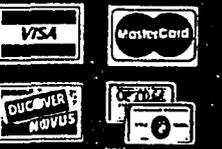


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Sgt. Anthony Holliman of Macon, Ga., sits in his car near Fort Carson, Colo., on his No. 1 account. He says he will survive if the base closes, but his commissions will drop and his lifestyle will have to be scaled back.



Photo by Jerome Bonner/Casette Telegraph

developments out of bankruptcy and foreclosure this year. Now the two other chains that have moved into Colorado Springs.

Dillard's, the department-store chain, has broken ground on its first Colorado Springs store. Another chain, Foley's, spent millions to expand its Citadel mall store by half, fully aware that Fort Carson may close.

"We're based in Houston. We understand the concept of downturn," Foley's spokeswoman Linda Sease says. "We've lived it, and survived in spite of it. You can't close up shop and go away just because your market goes away or changes."

Does all this mean that losing Fort Carson would be no big deal?

No, it would be a very big deal.

Nevertheless, some have decided they can live without the base.

Fort Carson's selective grip: Many would survive shutdown

For Richard Doman, losing Fort Carson would mean losing the good neighbors on Chamberlain South Court.

But Doman's civil service job at Peterson Air Force Base appears safe, and he plans to live in his house, not cash in on it.

"I'm going to stay in Colorado for the long haul," he says. "I'm not going to sell my house."

Even if ground zero, some would survive the loss of Fort Carson. For all its economic power, the base's influence on the economy is selective — huge in some places, subordinate in others.

For example, a total shutdown of the base would nearly empty some apartment buildings. In some complexes nearest the base, experts say, Fort Carson accounts for nearly four of five tenants. Across the city, market studies show, soldiers are about one of every four renters.

An exodus would send vacancies up and rents down — a boon to remaining renters, at least, but dooming to many

rent and vital.

Years ago, Fort Carson was considered an important supplier of semi-skilled labor to local businesses. One economist called it the "military-spouse market," a source of blue-collar and office workers that helped the area's economy evolve beyond tourism and the military.

But today, managers at companies such as Schlage Lock and mail-order house Walter Drake — popular employers among military spouses — say they wouldn't miss a cent if Fort Carson closed.

Here's something else you won't hear from the Keep Carson campaign: Nearly half of Fort Carson's soldiers live on base, not in the city. When you account for spouses and children, a quarter of the Fort Carson-related population lives on base.

For all the worry about the threat to the housing market if Fort Carson closes, soldiers own less than 3 percent of all homes in the county, according to Bamberger, the economist. Even if every soldier and every person who depended on Fort Carson for a job packed up and left, it would leave about 8,100 houses empty. That's less than 6 percent of all houses.

And Bamberger says it's unlikely everyone would leave, anyway. He expects a Fort Carson exodus would dump about 2,600 homes onto the market. This year alone, nearly 8,000 homes will be sold in El Paso County.

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"If it happened today, we would have the ability to absorb 2,600 houses fairly

sell to? Somebody who isn't afraid of the market?"

Roger Bruhn, apartment manager and president of Colorado Apartment Guide Inc.

Fort Carson families spend close to \$140 million a year in towns on items that are taxed. But they also spend more than \$40 million in 1992 at the base commissary — not at local merchants. And when it comes to health care, much of it is provided free, on base.

But even when Fort Carson employees do spend in town, their buying power generally is weak. Three of every four base workers — military and civilian — earn less than the county's average wage, although eligible military personnel do receive housing and food allowances in addition to their basic pay.

Indeed, to persuade the Pentagon to spare the base, the Keep Carson campaign points out that "Fort Carson's civilian work force is the smallest and has the lowest payroll of any major Army installation."

Mostly because of the lower wages, an employee at Fort Carson creates fewer additional jobs in the community than does an employee at Peterson or Falcon Air Force bases, or at the Air Force Academy when cadets are not considered.

To economists, that's a seminal feature of any employer: How many additional jobs does one job create? And by that measure, Fort Carson isn't the most potent job creator.

A Fort Carson worker creates fewer additional jobs than a worker at Digital Equipment Corp. or at Apple Computer — the kind of employers that have been recruited since the early 1970s to reduce Fort Carson's influence on the economy.

The "heavy dependence on the national defense budget is today a major economic risk for Colorado Springs," wrote developer David Susslerland in a 1971 document that laid the area's economic-development strategy.

Of course, he was referring in large part to Fort Carson. Today, defense spending still generates about half the region's economic activity — but the bulk of that comes from the Air Force, not the Army and Fort Carson.

For nearly 26 years, civic leaders have worked hard to diversify the local economy, to reduce its dependence on Fort Carson and to build into it shock absorbers that could steady the area if the Army ever retreated.

To a remarkable degree, they've succeeded. Only the loss of the base will tell them if they've succeeded enough.

In the shadow of uncertainty: Waiting takes its toll

It is going to be a long winter.

After 11 months of gathering information about bases around the country, the Pentagon will spend December, January and February deciding which ones it will reauthorize to the Base Realignment and Closure Commission.

Here in Colorado Springs, every word said, every word unsaid, every sneeze by anyone with a star on a shoulder will be scrutinized for a clue to Fort Carson's fate.

"We're in for a wild ride," says Jim Palmer, in charge of military relations for the Colorado Springs Chamber of Commerce. "Just hang on to your seats."

On Chamberlain South Court, where Fort Carson looms large, the cold-weather will be a cauldron of rumor.

"I'm still optimistic they're going to keep it open," says Kevin Kelly, the Army lieutenant and homeowner. The base, he adds, is just too valuable for the brass to give up.

But, of course, it's out of his hands. Neither Kelly nor anyone else really knows whether Fort Carson will stay or go, whether only parts of it would be eliminated, or whether it would take one, two or three years to get it over with.

And no one knows for certain just how extensive the damage would be. Even if Fort Carson doesn't dominate the economy the way it once did, it's plenty dominating to Kelly and his neighbors on Chamberlain South Court.

All they can do is wait.

Famela Clandrevis must wait to see if the Michelsons are forced to leave the house they rent from her. She may have to slash her rent to get the place occupied.

"I'll cross that bridge when we get there," she says.

Beverly Parks must wait to see if she'll have to move herself and her two children back with family in South Carolina. "I want to stay here," she says. "But if it meant the future of my kids, I'd move home."

The waiting takes its own toll.

"I wish they would just make up their minds right now and let us know what is what," says Aldis Perrot, who has lived on the coldest of Fort Carson for 19 years with her husband, Rodney. He retired from the Army 20 years ago, and they both fear losing the post's commissary and hospital, which they rely upon to stretch their pension check.

The "For Sale" signs may well go up next year. But in the meantime, Richard Doman will cheer on his son and the Harrison High School football team. A family that moved in over the summer is making acquaintances on Chamberlain South Court, and there's time for maybe one last barbecue before the snow starts



THE FATE OF FORT CARSON

MORE THAN JUST MONEY

While Fort Carson's demise would have a big bite in the local economy, it also would leave dozens of cities and civic groups without help they have come to rely on.

Some members of a task on display at the state fair in planning a memorial rock climbing event from a rock climbing park. Fort Carson soldiers provide tens of thousands of hours of free services to communities across Colorado each year. That work includes:

- "Adopt-a-Unit" program
- K-12 education from Trinidad to Golden — have "adopted" a Fort Carson battalion since 1975. The units have built parks, moved bridges, cleared towns and held training exercises in their adopted towns as a way to develop good will toward the Army.
- Coopers/Dye agreements
- Army fire departments and the Colorado Search and Rescue Board frequently ask Fort Carson to help in emergency. Fort Carson bulldozers were among the first pieces of fire-fighting equipment on the scene when a burning set a huge pile of trees off in Chamberlain. Army Fort Carson helicopters fly 20 or more rescue missions each year.

Help with special events

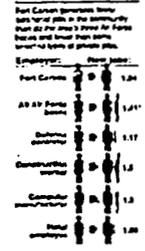
- Soldiers help pack and at the annual Peas Peak Range Poles street festival. They erect tents, provide security and medical help for the Special Olympics. Places Peas Peak, Auto and Camp, rodeos, parties and other events.

Help for groups

- Each year Fort Carson gives Boy Scouts and Girl Scouts a lift from the Colorado Springs Airport to a big scout camp in New Mexico. Drivers and food supplies to Silver Key Scout Services to assist the group's every-day program.
- 120 restrooms provide drinking water to Florissant as the town repairs its water system. Soldiers have built baseball fields for kids in Pueblo, repaired Veterans of Foreign Wars posts and handed night-vision goggles to training U.S. marines.

Fort Carson employees, both military and civilian, contributed \$86,000 to local charities in 1994 through the federal government's annual Fund Drive.

Employment



*Number of jobs in various sectors in 1992. Fort Carson employees, both military and civilian, contributed \$86,000 to local charities in 1994 through the federal government's annual Fund Drive.

Military Town Opens Doors as Base Closes

By EDWARD A. GARGAN
Special to The New York Times

ALEXANDRIA, La., Nov. 26 — It was the memory of a weed-savaged tarmac and boarded-up buildings at an abandoned military base elsewhere that galvanized James L. Meyer in 1990 when word floated in from Washington that the local Air Force base here, the region's largest employer, was likely to close.

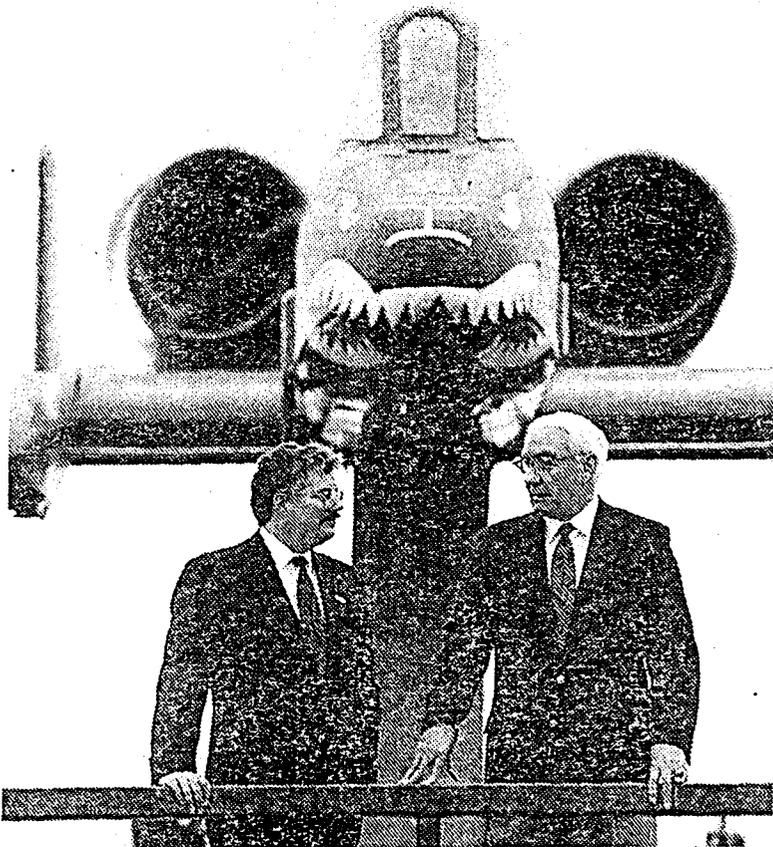
"I remember walking around there and it was so sad," said Mr. Meyer, referring to a military base in Lake Charles, La. No one was sure that the base in Alexandria would in fact be shuttered. But "I said, 'We have to make a contingency plan here or we're doomed.'" Mr. Meyer recalled.

Loren C. Scott, an economics professor at Louisiana State University, told the city's business and civic leaders, "if you don't do anything, you're going to lose a decade's worth of employment."

"Generally, Alexandria was a fairly sleepy place," Mr. Scott said. "There didn't seem to be any fired up economic activity and they were headed for disaster."

But there has been no catastrophe. Instead, a coalition of determined business and government leaders has devised a plan to take over the England Air Force Base and use it to stimulate economic growth in a part of Louisiana that most people here had thought of as little more than an oyster-and-grits backwater.

About 95 military bases across the country are scheduled to close this decade, and the success here has become a model for cities and towns facing base closings elsewhere. Many of them have sent representatives here to see what has taken



Alex Brandon for The New York Times

James L. Meyer, right, helped form an authority to bring in new businesses when an Air Force base near Alexandria, La., was closed. Jon W. Grafton, left, is the executive director of the authority.

place in this town of 50,000 people in the pine country of central Louisiana. Last month, a delegation from Löcknitz in eastern Germany, which was left with an abandoned Russian army base this year, stopped by.

Today, there are 13 tenants at the former England Air Force Base, in-

cluding a truck-driver training center, a company that tests airplane instruments, an aircraft inspection company, a new local magnet school — the first school to be established on a closed base — and a 65-bed

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hospital that is operated by the state for the region's poor. A year from now, a commuter airline will move to the base from a little airfield 12 miles away.

The result has been a dramatic surge in jobs, home building and retail sales, Mr. Scott said. "If you look at a graph of employment in the area, it is growing at a more rapid rate than before," he said. "It's a complete reversal of what they've done in the past. To me this is a really remarkable story. It's the community saying, let's choose our own destiny."

The bust-and-boom cycle of the energy industry had never intruded in Alexandria like it had in much of the state, but neither had big busi-

ness. Cotton and soybeans surround a city whose economic backbone had largely been small business but which, since World War II, had relied on England Air Force Base here and Fort Polk about 40 miles away to fuel its growth. In addition to the 3,000 military personnel at the base, 1,000 civilians worked there, too.

When word of a possible closing coursed through here four years ago, despair settled over the region like a deep fog. "The fact that the base was going to close was a shock to everyone," said Jim Butler, the managing editor of the local newspaper, the Alexandria Daily Town Talk. "It was doom and gloom." Construction of new homes dried up, retailers began feeling pinched as sales slowed and local banks began calling in loans.

So Mr. Meyer, who had just finished a term as president of the

Chamber of Commerce, gathered some local business leaders and four elected officials and began devising a secret plan to take over the base when the last Air Force A-10 Thunderbolt lifted off the 9,000-foot runway.

"We had a public effort to save the base, and the local government was pretty much behind all that," Mr. Meyer said. "But we decided we had to have a contingency plan in case the base did close. And we kept it secret so that the Air Force didn't get the wrong idea, that we wanted the base to close."

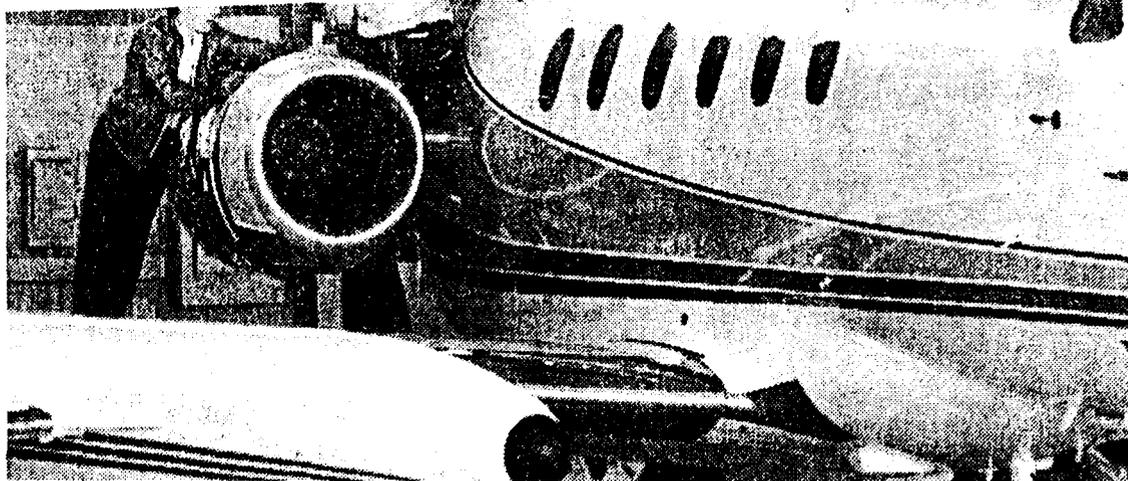
England Air Force Base sprawled across 2,282 acres, and came with 501 buildings, including hangars, a hospital, a school and an officer's club. There were houses and apartments for about 600 residents, a golf course, a railroad engine and a pocket nature reserve, Le Tig Bayou Wildlife Center.

"One of our goals became that we have to get control of the assets and keep it together," Mr. Meyer said. "We couldn't have a lot of squabbling over the assets, a dilution of these assets if we were going to make anything out of the base." When the Georgia Air Force Base closed in Southern California, nearby communities thundered into court to lay claim to the base and local congressmen took up the cudgels for their respective constituents. "We didn't want that happening here," Mr. Meyer said.

What Mr. Meyer and his colleagues created, with assistance from the Legislature, was an independent authority charged with the economic development of the entire region of central Louisiana. Although the last Air Force jet left here two years ago, the Federal Government has not ceded title to the base, but the authority is expecting that to happen in January. In the meantime, the authority has taken over the base with the right to lease many of its buildings and the hangars and runways. The state also gave the authority the right to issue revenue bonds to support economic development in the region.

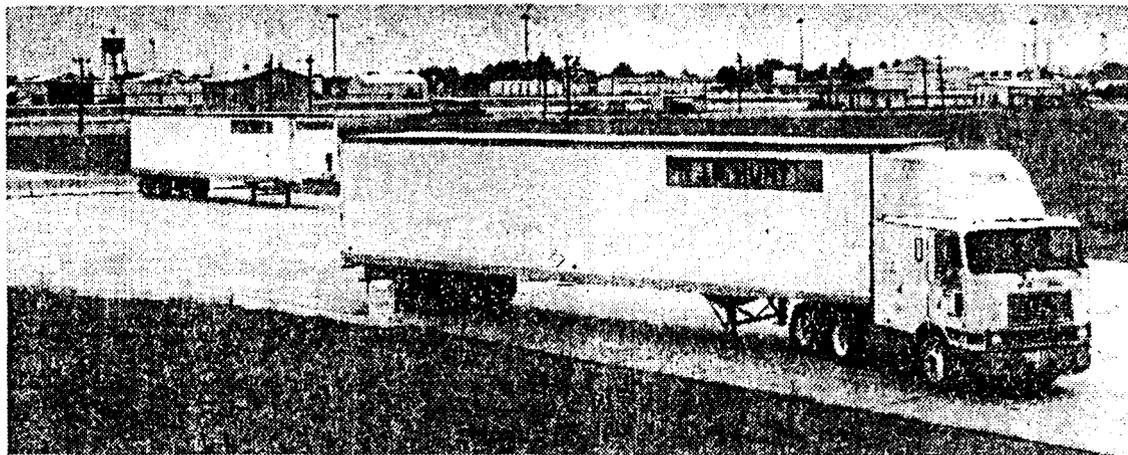
The authority wanted an anchor tenant with a national reputation that could serve as a magnet for other businesses. That first tenant turned out to be J. B. Hunt Transport Inc., one of the country's largest trucking companies, which established a driver training school at England.

Since 1992, the company, which employs 11,700 drivers, has trained about 3,000 drivers in the four-week



Photographs by Alex Brandon for The New York Times

A civilian aircraft company moved into a hangar at the former England Air Force Base near Alexandria, La. When the town learned the base would be closed, it brought in new businesses to avert economic disaster.



J. B. Hunt Transport Inc., one of the largest trucking companies in the country, was the first tenant to occupy the former England Air Force Base. The company established a school to train truck drivers.

program at England, which provides not only a large swath of concrete for the driver trainees to roll around on, but also dormitories and office space.

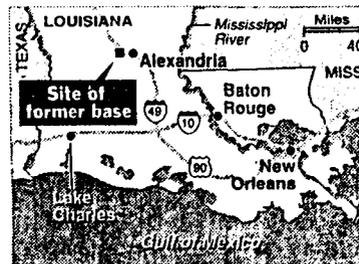
In addition, the authority that oversees England arranged a student loan program with the state for the driver trainees.

Luring Hunt to England was precisely what the businessmen of Alexandria were hoping for. "If you want to be a tenant here," Mr. Meyer

explained, "it has to be new jobs and expansion. We just don't want a company moving here for cheap rent. And everyone has to pay rent here, even the public bodies."

Dealing with the Air Force has not been a painless experience, said Jon W. Grafton, the executive director of the England Economic and Industrial Development District, as the authority is formally known. "It was not confrontational, but there have been vigorous discussions." Among the most vigorous were the negotiations over the disposal of the \$90 million in property on the base, everything from X-ray equipment in the hospital, to television sets to the fire and rescue trucks. "Personal property was fought over chair by chair, table by table. It's important to be able to tell a tenant as a la-gnappie that you've got tables and chairs and lights for them."

Under Louisiana law, the England authority is chartered like a municipality, which gives it the right to issue bonds. Earlier this year, after failing to persuade the Boise Cascade Corporation to set up a manufacturing operation at the base, the authority found another site for the forest products company nearby and issued \$50 million in revenue bonds



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Planning helped Alexandria, La. avoid an economic slump when England Air Force Base closed.

to prepare the site for the company's plant.

Sales tax revenues to the city are up 9 percent, housing demand has accelerated and unemployment remains at about 6 percent.

Alexandria's mayor, Ned Randolph, who was elected to his third term last year, said that although he had looked at the closing of the base with "fear and trembling," in the end, the community benefited. "It will bring diversification to our economy," Mr. Randolph said. "Look what can happen when you have only one employer in a community. Now we're growing."