

**Bay County Chamber of Commerce  
Panama City, Florida**

**Community Growth Capacity Study**

**July 26, 1994**

Bay County, Florida, like so many other communities with military installations, apprehensively awaits the third and final round of base closures and realignments as set forth in Public Law 101-510, as amended by Public Law 102-190 and Public Law 103-160. In an effort to stay abreast of the selection process and monitor possible local ramifications, Bay County has taken several pro active measures.

First and foremost, the County has designated the Bay County BRAC Committee, Inc. as the sole lead organization for the retention of Tyndall Air Force Base and the Navy's Coastal Systems Station in Bay County. This committee has already taken several actions, including researching past data submissions for accuracy, contributing to current Service data submissions, and applying for matching Florida Department of Commerce grant dollars to fund the retention effort.

The Committee is not alone in its effort. The Bay County Chamber of Commerce has taken the opportunity to conduct an initial community growth capacity impact study, summarized briefly in this report. It contains statements from several business and community leaders attesting to the ability of Bay County and its social, economic, educational, medical, and physical infrastructure to absorb both short and long term community growth.

The Chamber has undertaken this preliminary study because it believes a community's ability to absorb military or civilian growth as a result of base closure or realignment will be a determining factor in the community impact portion of the selection process. The attached statement and letters of explanation also display Bay County's active willingness to accept new growth, rather than oppose it as the infrastructure of many communities dictates. It is our desire that this attitude towards growth in Bay County and Panama City, Florida be fostered and made known to those individuals who have roles in the base closure and realignment process. Your efforts to promulgate this pro-growth attitude are greatly appreciated.

## **BAY COUNTY COMMUNITY GROWTH CAPACITY ANALYSIS**

Community capacity has been identified as an important factor in BRAC '95. Communities with the capacity to successfully absorb additional military personnel are expected to fare better in this BRAC than communities without such capacity. This should be a big plus for Bay County (Panama City), Florida, which is generously endowed with community capacity.

What accounts for this capacity is our community's substantial and growing tourist industry, which annually attracts more visitors than any Florida destination other than Disney World/Orange County. Our resident population of 135,000 is supplemented by an average daily tourist count of 20,000-30,000 throughout nine months of the year. On 3-day holiday weekends, the tourist count typically surpasses resident population - effectively doubling our total head count. Our infrastructure is geared not only to meet the needs of our resident population, but also those who account for these transient population peaks.

Bay County's resident population has nearly doubled and the annual tourist count tripled over the past 20 years. This sustained growth has conditioned public and private sectors to anticipate and routinely provide for the comfort and well-being of steadily increasing numbers of people. As a result, it seems unlikely that any mission relocated to either of our local bases could amount to more than a minor blip on a screen of community capacity.

Using housing availability as an example, there are more than 1,100 single family residences listed for sale with local realtors - with an undetermined number for sale, lease or rent via owners or rental agents. Several new apartment complexes have recently opened in response to an increased renter market and major real estate developers have plans ready to add additional homes and apartment units to keep inventory in line with anticipated market growth.

In addition, our Chamber of Commerce has prior experience at working with the military services not only to welcome, but to help orient newly assigned personnel and families and assist in their swift and smooth assimilation into the mainstream of community life. In some cases, this has included pre-transfer community familiarization briefings presented to personnel and families designated for reassignment here. Such briefings are presented by local community leaders at no expense to the U.S. Government, and cover all major subjects of concern to

potential new residents. We welcome the opportunity to present such a briefing at any installation from which units are reassigned to our community.

Your attention is directed to the attached communications which have been volunteered for your review by a number of individuals with the expertise to comment with authority on community capacity in their field of specialty. Some of the highlights from these letters include:

- Crime rates place Bay County in the safest quartile of Florida's 67 counties;
- More than 1,100 single family residences are listed for sale with realtors, with an undetermined number for sale, lease or rent via owners or rental agents;
- Major real estate developers already have plans prepared for construction of homes and apartments and will respond quickly to market growth;
- Less than 10% of the available potable water supply is being utilized;
- Water treatment facilities are operating at 60% of capacity;
- Our K-12 system, our community college, and our Florida State University campus are all capable of handling growing student enrollments;
- Health care delivery systems are positioned to stay ahead of 5-year projected population growth curves;
- Telephone, electric, and natural gas utilities are all capable of meeting substantial increases in volume of service required;
- Our international airport, offering 4 airlines connecting to 4 large-hub airports - also 5 air-cargo lines - now has a new terminal under construction; and
- Our state legislature delegation is committed to support measures to meet any extraordinary needs that may ensue from a local military expansion of unforeseen magnitude.

# Panama City-Bay County International Airport

Foreign Trade Zone #65



July 13, 1994

Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, Florida 32401

Dear Mr. Bacen:

I am writing to update you concerning ongoing improvement projects at Panama City - Bay County International Airport. I am also including information that reflects the overall viability of this public aviation facility and our ability to support the commercial aviation needs of two very important military installations - Tyndall Air Force Base and the Naval Coastal Systems Station.

In January of 1994, we broke ground on our new \$10 Million Airport Terminal Complex. Included in this project are the following:

- 55,700 Sq. Ft. Terminal Building
- 4 Passenger Gates and 1 Passenger Loading Bridge
- 350 Space Public Parking Lot
- Electronically Controlled Terminal Security System
- New Terminal Access Loop Roadway
- Additional 44,000 Sq. Ft. of Terminal Parking Ramp -  
14" Concrete

Move-in Date for Phase 1 of the Terminal Project -  
January 1, 1995.

Final Completion of Entire Project - October 1995

The Airport is served by four (4) airlines connecting Panama City to four (4) southern Large-Hub airports. Delta Air Lines offers 498 seats per day on four jet aircraft and Atlantic Southeast Airlines offers 150 seats per day on five 30 seat regional turbo-props to Atlanta, Georgia. Northwest AirlinK offers 90 seats per day on three 30 seat regional turbo-props to Memphis, Tennessee. USAir Express offers 95 seats per day on five 19 seat regional turbo-props to Tampa, Florida and 57 seats per day on three 19 seat regional turbo-

props to Orlando, Florida. (Resumption of service to Charlotte, North Carolina is expected by October 1994, and service to Birmingham, Alabama is expected by Summer 1995).

In addition to the airlines serving Panama City, five (5) air cargo companies representing Federal Express, UPS, Airborne Express, and two independent freight haulers, transport air cargo in and out of the Airport.

Delta Air Lines by itself currently handles over 125,000 pounds of air mail per month.

The Airport is served by two (2) full-service Fixed Base Operators (FBO) - Sowell Aviation and Panama AvJet. Each FBO provides fueling and maintenance services, flight instruction, aircraft charter and rental, aircraft hangaring and tie down facilities, etc.

The Airport Staff maintains a State and FAA Certified, Airport Police Department which is charged with providing airport security as mandated under FAR Part 107 on a 24 hour per day basis.

The Airport Staff maintains a State and FAA Certified Airport Fire Department which is charged with providing aircraft rescue and firefighting response for aircraft operators on a 24 hour per day basis.

The Airport was authorized in May 1993 to receive international flights and the Airport Authority changed the name of the Airport to Panama City - Bay County International Airport. Panama City has been an International Port of Entry since the 1930s.

#### Future Projects to be completed by the Year 2000

- \* Widen and Improve Lisenby Avenue from 23rd Street to the Airport Terminal Area
- \* Lengthen Main Instrument Runway to 8,000 feet
- \* Build International Arrivals/Departure Facility
- \* Establish Global Positioning Satellite (GPS) Approach Capability for All Runways
- \* Purchase and Install Additional Jetways (If Necessary)

I hope this brief overview is sufficient for your needs.

Sincerely,



Jeff Vickers  
Airport Director

Gulf Power Company  
1230 East 15th Street  
Post Office Box 2448  
Panama City, FL 32402-2448  
Telephone 904 872-3201



**Gulf Power**

*the southern electric system*

**Vic L. Jones**  
General Manager of Eastern Division

**June 13, 1994**

**Bay County Chamber of Commerce  
Mr. Frank Bacen  
Post Office Box 1850  
Panama City, Florida 32402-1850**

Dear Mr. Bacen:

As District Manager for Gulf Power Company in the Panama City office, and as an active member of the economic development community and the Chamber of Commerce, let me extend a sincere interest in having the military give consideration to locating additional facilities in Bay County, Florida.

Electric energy services in northwest Florida are provided by Gulf Power Company, a subsidiary of The Southern Company. This large and resourceful utility system offers approximately 33,000 megawatts of electrical generation capacity to 11 million people in Alabama, Georgia, southeastern Mississippi and northwest Florida. Gulf Power's experience in providing electric service to military customers with large volume, high load factor, high quality requirements spans many years. These valued customers currently include military bases and other facilities integral to our national defense.

Gulf Power's menu of electric service prices provides options which enable military customers to select the plan best suited to their needs. Options include Time of Use pricing and an incentive rate (the Supplemental Energy option). Typical current prices for large volume, high load factor customers requiring first quality service average approximately 3.87 cents per kilowatt hour. In addition to these options, custom-tailored energy service/pricing plans are offered.

In the last several years, we at Gulf Power have entered into customer-specific contracts with several of our largest industrial and commercial customers. These contracts include unique prices, terms and conditions which provide maximum value to customers as well as Gulf Power. We are open to consider other customer-specific contracts which meet an individual customer's

Mr. Frank Bacen  
June 13, 1994  
Page 2

requirements and are beneficial to our existing valued customers. The numbers, terms and conditions in these contracts are customer-specific to meet a need. We would welcome the opportunity to review and discuss other specific energy service and pricing options with an eye toward satisfying those options.

Through the resources of Gulf Power Company and its parent, The Southern Company, we have amassed much of the latest data that can help in a decision-making processes. Gulf Power is a major economic development force, and a commitment to quality is the focal point of our business. Gulf Power is proud to have been cited by one of our largest industrial customers, with plants throughout the country, as one of only three electric utilities to receive its Quality Supplier recognition.

Please let me know if I can answer any questions, provide further information or assist in any way. We always appreciate the opportunity to discuss the energy needs of our customers or prospective customers. You can reach me at (904) 872-3201.

Sincerely,



Vic L. Jones  
Panama City District Manager

jh



# Florida House of Representatives

**Scott W. Clemons**  
Representative, 6th District

## Committees

Business & Professional Regulation  
Business Regulation, Chair  
Commerce  
Banking & Corporations, Chair  
Corrections  
Education  
Early Childhood, Elementary & Secondary  
Education, Chair  
Rules & Calendar  
Joint Administrative Procedures, Chair

June 30, 1994

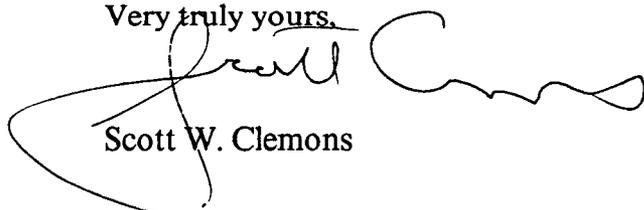
Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, FL 32402

Dear Frank:

I know that you and Pat Holley are continuing to monitor the BRAC process and provide information to the BRAC commission relating to our bases in Bay County. I appreciate your effort and want you to know that I stand prepared along with Representative Robert Trammel to do everything in our power to assist. I'm sure you are aware of the efforts of the State of Florida in the past to accommodate the needs of our military bases throughout the state. In the event that either the Navy Coastal Systems Station or Tyndall Air Force Base are expanded through additional missions or personnel, we will work with the Governor and the other agencies to do whatever is possible to accommodate that growth. Whether additional needs arise in transportation or other infrastructure requirements, we stand prepared to assist.

Thanks again for all of your efforts. Please let me know when and how I can help.

Very truly yours,

  
Scott W. Clemons

SWC/eps

Reply to:

Post Office Box 2326  
Panama City, FL  
32402-2326  
(904) 872-7757  
(904) 872-7758  
FAX (904) 872-7759

300 House Office Building  
Tallahassee, FL  
32399-1300  
(904) 488-9696



**Bay County Sheriff's Office**

GUY M. TUNNELL, Sheriff

314 Harmon Avenue • Panama City, Florida 32401  
(904) 785-4351

June 24, 1994

Mr. Frank Bacen  
Executive Vice President  
Chamber of Commerce of Bay County  
235 West Fifth Street  
Panama City, Florida 32401

Dear Mr. Bacen

Bay County is a combination of woodlands and nine separate municipalities, clustered along the Gulf Coast and the shores of St. Andrews Bay. With one exception, each of these municipalities maintain its own police department. The Bay County Sheriff's Office is responsible for those unincorporated areas of the county, plus providing police services to the City of Callaway (the County's second largest city) under contract. In addition the office also provides assistance to several of the smaller departments in terms of dispatching services, investigative expertise and support.

It may be appropriate to mention here that in Florida, the Office of the Sheriff is constitutional and names him as the senior law enforcement officer of the county providing full service law enforcement as well as the duties of civil and criminal process and guardians of the courts. To this end the Sheriff's Office has 185 full time employees, 143 of which are sworn officers. In addition there is a Sheriff's Reserve of twelve (12) fully certified officers who regularly work patrol zones, seventy-five (75) Auxiliary deputies and a mounted posse of twenty-four (24) riders, all of which are on call to support regular personnel in high demand situations.

Above and beyond this are the personnel of six (6) state law enforcement agencies which operate within this county. These agencies, their local personnel and those from surrounding counties are all available upon request of this office.

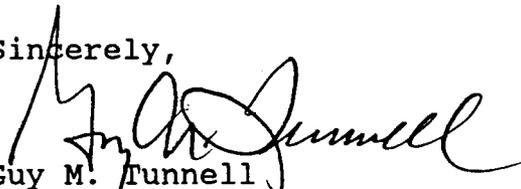
Mr. Frank Bacen  
Page 2  
June 24, 1994

In actuality, Bay County is in the lower quarter of the state in terms of crime rate. Specifically, according to Florida Department of Law Enforcement records, our violent crime rate is 902.2 per 100,000 of population while the property crime rate is 6,587.9 per 100,000. In factual numbers, last year there were nine (9) homicides, 120 robberies and 1,972 burglaries in this county.

It should be noted that the rates shown above are based on the fixed resident population of Bay County AND DO NOT REFLECT THE ADDED INFLUX OF TOURIST TRAFFIC to this area, a fact which would add an additional 20 to 30,000 to our population during nine (9) months of the year. When this additional information is factored in, it places Bay County as one of the most top ranked areas in terms of quality of life relative to public safety.

Given all of the above, and bearing in mind that this office maintains mutual aid cooperative agreements with each municipality within the county as well as with surrounding county Sheriff's Offices, and given the present responsibility/activity demands to the existing forces, an increase of substantial numbers of fixed population could be accommodated with little noticeable impact upon law enforcement capabilities.

Sincerely,

  
Guy M. Tunnell  
Sheriff of Bay County

GMT:gc



*Bay County*  
Association of REALTORS®, Inc.

REALTOR® 1123 HARRISON AVENUE, PANAMA CITY, FLORIDA 32401 763-8078



June 20, 1994

Mr. Frank J. Bacen, Jr., Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, Florida 32402

Dear Sir,

Bay County offers the finest living opportunities in northwest Florida, perhaps in the entire Southeast. While the county experiences tremendous development potential, quality, affordable housing is readily available as well.

We welcome additional business, industrial and military development within Bay County, and as professional Realtors stand ready to assist with integrating hundreds of new families to the region. Our association has more than 450 qualified real estate specialists anxious to work with you in creating an easy transition to new families.

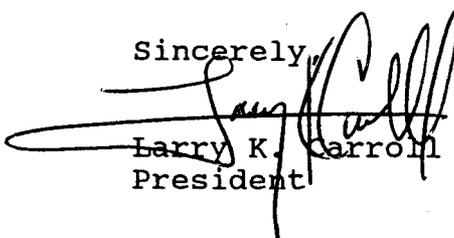
Bay County currently has more than eleven hundred single family residences listed for sale with Realtors. Our present listings reflect 735 detached single family homes, another 150 attached family homes, and 333 condominiums. We also have available more than 50 mobile homes and 55 duplexes and apartment buildings for sale.

Three-bedroom homes are most common in the detached single family residential category, while two-bedrooms are most prevalent in condominiums and attached single family dwellings. Three quarters of the homes currently on the market are available for less than \$100,000.

A full range of housing exists in the areas surrounding both of Bay County's military installations. More than forty percent of the available residential dwellings for sale currently lay within five miles of the installations, with listings in all sizes and price ranges. Our community experiences typical movement in the real estate market, with more than one hundred residential transactions occurring monthly.

Please do not hesitate to contact me, or our Multiple Listing Service Chairman, Mr. Michael P. Sharp, for additional information.

Sincerely,

  
Larry K. Carroll  
President



## SOUTHWOOD PROPERTIES

2405 JENKS AVENUE • SOUTHWOOD CENTER

PANAMA CITY, FLORIDA 32405

TELEPHONE: (904) 763-3443

June 14, 1994

Mr. Frank Bacen  
Executive Director  
Bay County Chamber of Commerce  
235 W. 5th Street  
Panama City, Fl. 32401

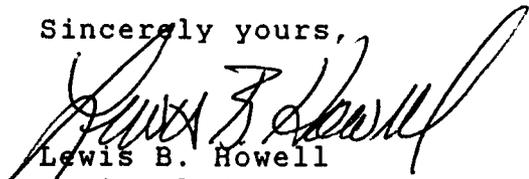
Dear Frank:

I enjoyed talking with you on Friday, June 10th, concerning Bay County and future development opportunities for this area. As you know, St. Joe Paper Company owns a large percentage of property in Bay County with the majority of lands designated for silviculture uses and a more than adequate amount for residential, office and industrial development.

Bay County is fortunate in that we are home to the Naval Coastal Systems Center and Tyndall Air Force Base. In the past, many of the military and civilian employees of both of these installations have purchased residential lots or home and lot combinations in subdivisions that we have developed. The military market is an integral part of our future development plans. If we in Bay County are fortunate enough to expand either of the two military facilities, our company is positioned to increase the supply of residential lots to meet the demand.

Tyndall Air Force Base and the Naval Coastal Systems Center is a significant element to this community, not only from an economic viewpoint but also from the many social and educational benefits these employees contribute to this area.

Sincerely yours,

  
Lewis B. Howell  
Regional Manager

LBH:drl



June 14, 1994

**BOARD OF COUNTY  
COMMISSIONERS**

Mr. Frank Bacen, Jr.  
Bay County Chamber of Commerce  
P. O. Box 1850  
Panama City, FL 32402

Dear Frank:

In response to your request, please find attached three brief statements regarding some of our County assets and efforts to conserve natural resources.

Sincerely,



Dan Duda  
County Manager

POST OFFICE BOX 1818  
PANAMA CITY, FLORIDA 32402

COMMISSIONERS:

CAROL ATKINSON  
DISTRICT I

JOHN H. HAMM  
DISTRICT II

JOHN S. ROBBINS  
DISTRICT III

DANNY SPARKS  
DISTRICT IV

RICK HURST  
DISTRICT V

DD/cg

Attachments (3)

DAN DUDA  
COUNTY MANAGER

## **AWT**

Even though Bay County's wastewater treatment system is in compliance with federal and state discharge permits and regulations, the Bay County Commission is looking to the future in preserving the excellent environmental quality of our bays and estuaries.

Currently, treated wastewater is placed in the bay system. Although the discharge fully meets permit requirements and is environmentally sound, the County Commission is taking steps out to replace our existing treatment system with an Advanced Wastewater Treatment System (AWT). Efforts are now underway to phase in a system expansion and conversion to AWT in the most effective manner possible to meet the anticipated growth and regulatory requirements of the future. The major expansion of the County's wastewater treatment and collection system infrastructure from 4.0 gallons per day to 6.2 gallons per day is currently in the planning stages.

## DEER POINT LAKE

Bay County is one of the few areas in the State, if not the nation, to have an abundant supply of clean, fresh water for potable water uses. With thoughts toward the future, the Bay County Commission constructed a low level dam and spillway across North Bay at Deer point in 1961. The lake that was formed is approximately 5,000 acres in size, with an average water depth of five (5) feet. Deer Point Lake is charged by four spring fed tributaries with the largest single supplier contributing approximately 500 cubic feet of water per second or 323,000,000 gallons per day.

The current peak demand for potable water is approximately 30 million gallons per day, which is only 60 per cent of the 50 million gallon per day capacity of the water treatment plant. Another 24 million gallons per day of raw water is pumped from the lake for use by our area industries. Both the lake and the water treatment plant have ample existing capacity to support substantial growth in our community.

Action is underway by the Bay County Commission to ensure that this freshwater reservoir is protected for future generations. A "Deer Point Watershed Protection Zone" is under consideration to help plan healthy growth in the watershed area to prevent adverse effects on our water supply and the natural wildlife of the area. Numerous ospreys and eagles nest in this area and wading bird colony sites have been identified around the lake proper. Several rare animal and plant species, including the Red-cockaded woodpecker are also found in the area.

## **STORMWATER RUNOFF CONTROL**

Bay County, as much of Florida, is a natural place for the existence of stormwater problems. Flat terrain (average elevation of 13 feet above sea level) and an average annual rainfall of 60 inches creates perfect conditions for poor drainage.

Stormwater runoff carries silt and other pollutants into receiving water bodies. Plans are in progress for a Stormwater Program which will dramatically reduce pollution of our watershed area and bay system. In March, 1994, the Bay County Commission adopted a Strategic Plan for Infrastructure. As part of the plan, county-wide infrastructure needs were prioritized to focus revenues on high priority needs. The solution of stormwater problems was selected as a high priority.

The County is on a fast track, planning exactly how these stormwater problems will be defined and solved for now and into the future. A system of sedimentation and treatment basins will be built with the blending of existing drainage networks into a countywide system for reduction of pollutants and flood abatement.

# CITY OF PANAMA CITY

GERRY CLEMONS  
MAYOR

June 10, 1994

Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32401

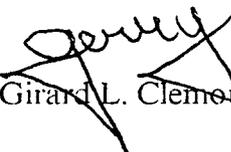
Dear Frank:

In response to your question relative to Panama City's ability to support a substantially larger population, let me make the following comments. (1) Our basic infrastructure (sewer, water, roads, solid waste disposal, etc.) is adequate to support at least an additional 15,000 population. (2) Our life safety organizations (fire & police) are adequate also to support at least an additional 15,000 population. (3) With the 5 1/2 million dollar renovation of our 2,700 seat municipal auditorium currently underway, the recent completion of the renovation of the 480 seat Martin Theatre, and the million dollar conversion of our old city hall into a visual arts center, the city has become a cultural center for this 6 county area. (4) Our park system is considered adequate for a much larger municipal population.

In summary, Panama City is in a position to make a major contribution to the quality of life for a significantly increased population.

We will be delighted to supply additional information on request.

Sincerely,

  
Girard L. Clemons, Jr.

GLC/eps



# CITY OF PARKER

POST OFFICE BOX 10745

PARKER, FLORIDA 32404

June 15, 1994

BRENDA HENDRICKS  
MAYOR

WILMER JONES  
COUNCILMAN

ROBERT LEE  
COUNCILMAN

BO SECHREST  
COUNCILMAN

LEONARD SMITH  
COUNCILMAN

Bay County  
Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32402

Re: BRAC Committee

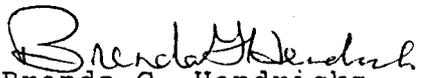
ATTN: Frank Bacen

Dear Frank,

Per our previous conversations the following information is being provided on behalf of the City of Parker. Being the closest local municipality to Tyndall AFB the City of Parker community has always supported this fine facility and will continue to do so. Being a bedroom community many individuals assigned to Tyndall AFB reside in Parker, both buying and renting their residences in the City. The City of Parker does and will in the future be able to accommodate future growth at the base if a change of mission were to take place. With the expanded commercial growth of our City many facilities depend heavily on Tyndall for financial stability and survivability. The City has the capability to provide utility services, such water and sewer services, as well as trash pick up, fire and police protection and many other services on an as needed basis. The community has exceptional recreational facilities for a municipality of our size, with the recent completion of quarter million dollar recreational sporting complex, as well as its own park providing for swimming and boating activities. The City of Parker is changing to provide even greater services to its residents and we could support, as we have in the past growth at the Tyndall AFB facility. If you have any questions concerning this matter please do not hesitate to contact me at 871-4104.

Sincerely,

City of Parker

  
Brenda G. Hendricks  
Mayor



..... *Educating for a Lifetime*

# BAY DISTRICT SCHOOLS

Post Office Drawer 820 • Panama City, Florida 32402-0820 • Telephone (904) 872-4100 • Fax (904) 872-4806

Hearing Impaired Access

1(800)955-8770 Voice - 1(800)955-8771 TDD

Office of  
STEFANIE S. GALL, Ph.D.  
Superintendent

June 20, 1994

Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, FL 32402

Dear Frank:

It is a pleasure to report that our Bay County School System is making great strides in improving both its curriculum and facilities needs.

At the present time our district has 32 active construction projects including roofing, major school additions, retrofitting, renovations and new facilities. Two new schools will be begun shortly, one a replacement school for Lucille Moore and the other a new elementary facility for the Thomas Drive area of our Beach. These will be state of the art facilities. A new transportation center will also be completed on the Sunshine Property this year freeing up more area for expansion needs at Bay High School. In the next two years we will pursue a proposed new elementary school north of town along with a new middle school and a high school. With aggressive steps such as these we will be able to accommodate new growth and an expansion of Tyndall Air Force Base and the Naval Coastal Systems Lab.

Curriculum changes also abide in our system. With the programs which are proposed to be implemented this coming year alone, students entering our high schools will literally have a smorgasbord of choices to consider. Our goal is to meet needs and to prepare our young people for a technologically changing world. Classrooms are concentrating on preparation for the work-world and helping students see relevance in all they do. The International Baccalaureate Program and the Tech Prep Program, along with creative scheduling such as the Copernican Plan, are just a few examples of creative curriculum based on changing needs.

#### SCHOOL BOARD MEMBERS

LINDA MAHAVIER • DEANE BOZEMAN • HENRIETTA B. SWILLEY • LINDA GRANTHAM • DR. ROBERT L. YOUNG  
District 1                      District 2                      District 3                      District 4                      District 5

*An Equal Opportunity Employer*

Mr. Frank Bacen  
June 20, 1994  
Page 2

Our system is focused on the tenets of quality schooling. They include: meeting and exceeding the needs of customers, working for continuous improvement and identifying common and special causes of variation. We are striving for excellence in all that we do. Bay County indeed has and will continue to have a school system of which we can be proud.

Sincerely,



Stefanie S. Gall, Ph.D.  
Superintendent of Schools

ph



# Gulf Coast Community College

---

5230 West U.S. Highway 98  
Panama City, Florida 32401-1041

(904) 769-1551

June 15, 1994

Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P. O. Box 1850  
Panama City, FL 32402

Dear Frank:

I'm writing in response to your inquiry about the capacity of Bay County's postsecondary institutions to absorb a surge in enrollment should a large number of military personnel be transferred here. Gulf Coast Community College and the Florida State University-Panama City Campus provide a seamless education for students wishing to receive an associate's, bachelor's, or master's degree while remaining in Bay County. The facilities of both institutions are state-of-the-art, using technology as part of the instructional process. Computer networks span the campuses of both Gulf Coast and FSU. Additionally, the college provides an innovative multi-media lab that combines computer text, graphics, sound, still and motion video, and animation to enhance the teaching-learning process. FSU-PCC also provides computer access for students in business applications, technical applications, and research applications. Both institutions were built with expansion in mind.

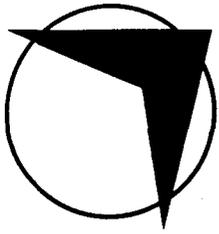
Both Gulf Coast and FSU-Panama City Campus are committed to providing higher educational opportunities to meet the expanding needs of our community. Gulf Coast's Technology Division is second to none in the state, having been designated an authorized AutoCAD Training Center and a state Center for Electronic Excellence. Especially successful are GCCC's burgeoning Criminal Justice Training Academy and its six-year-old Culinary Management Program, recently accredited by the American Culinary Federation. In addition, the college offers a wide range of business- and computer-related programs, as well as a very strong program in the liberal arts.

Gulf Coast offers a number of programs at Tyndall Air Force Base and the Coastal Systems Station, while FSU-PCC provides on-site counseling at both locations. FSU's commitment to the military is evidenced by a memorandum of agreement establishing the Joint Institute for Engineering Education and Research with the Coastal Systems Station, making graduate programs in Electrical, Mechanical, and Civil Engineering available to the military and civilian population of our area. This is in addition to 10 undergraduate and 10 graduate programs. A long history of working with the military has led both institutions to understand the special demands placed on active duty personnel and their families. Our service to the military is a source of great pride to us.

While GCCC and FSU remain the leading options for postsecondary education in Bay County, other opportunities are available through several other institutions. On behalf of Gulf Coast and FSU-PCC's Dean, Larry Bland, we welcome the growth that would come from military personnel and their families transferring to our area.

Sincerely,

Robert L. McSpadden  
President



## **BAY MEDICAL CENTER**

615 North Bonita Avenue  
Panama City, Florida 32401  
(904) 769-1511

### BOARD OF TRUSTEES

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*President/CEO*

June 15, 1994

Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
Post Office Box 1850  
Panama City, Florida 32402

Dear Mr. Bacen:

Thank you for allowing me the opportunity to provide input regarding the availability of health care services in Bay County to assist you in responding to possible base closure or expansion issues.

During my tenure as CEO at Bay Medical Center, I have had ample opportunity to assess the health care services available within our community. I am pleased to report that I have found them more than adequate to meet the foreseeable needs of the community for the next several years. Bay Medical Center is currently licensed for 302 beds, and by June 30 of this year we will be licensed for an additional 56 beds to accommodate anticipated future growth in our region.

Approximately 185 physicians are in private practice in Bay County representing all major specialties, and we expect about 15 to 20 more to begin practice each year. This figure does not include military physicians. In my opinion, we have ample hospital and physician services available to accommodate our growth needs at least for the next three to five years. There are also adequate services available for long term care, home health and rehabilitative care for this same time period.

Hopefully this information will be of use to you in your project. Feel free to call me if I can be of any further assistance.

Sincerely,

Ronald V. Wolff  
President/CEO

RVW:dlw

# Gulf Coast Hospital

*A New Commitment To Healthcare . . . Together*

June 13, 1994

Mr. Frank Bacen, Executive Director  
Bay County Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32401

SUBJ: Community Growth Potential

Dear Mr. Bacen:

I want to thank you for calling my office earlier this week inquiring as to the capacity of Gulf Coast Hospital to support future community growth. The Bay County area is fortunate to have two fine civilian health care facilities in addition to the Tyndall facility, offering quality service to the citizens of our community.

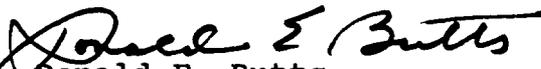
Like most other health care facilities, Gulf Coast Hospital has experienced a significant shift from inpatient to outpatient delivery of services over the past several years. Presently, Gulf Coast Hospital averages a 60% occupancy rate resulting in a significant reserve capacity for future growth in our community. In addition, a new Women's Center was opened in our hospital earlier this year increasing our future delivery capacity from 1,200 a year to now a potential of 2,000 plus.

You may recall, Gulf Coast Hospital has developed or acquired numerous outpatient services over the past few years to respond to the growing demand for the less expensive outpatient services. Some of these include the Medical Diagnostic Center, the Cancer Treatment Center, the Wellness Center, the Rehab Center as well as an expansion to our busy outpatient Surgery Center.

As you can see, Gulf Coast Hospital should be well positioned to respond to an increased demand for health care services from normal growth or from a sudden influx in population from industry or the military community.

Again, I appreciate the opportunity to comment on this issue and I look forward to continuing the fine relationship our facility has enjoyed with the Bay County Chamber of Commerce over the past years.

Sincerely,

  
Donald E. Butts  
Administrator

DEB:pet



**Southern Bell**

P.O. Box 2488  
Panama City, Florida 32402

June 10, 1994

Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32401

Dear Frank,

In response to our recent conversation regarding telecommunication services provided by our company within Bay County, we are happy to furnish you with the following information.

Southern Bell is a consumer-focused company that strives to provide customer service that exceeds expectations. The use of "quality" principles is one way that we focus on what consumers need and want.

Advanced telecommunication services are important components in the mix of what makes up superior customer-focused service. New technology has resulted in a variety of innovative services designed to meet customer's changing needs. In planning for those future needs, we are installing fiber optic cable throughout our county. This puts us in a position to accommodate major growth.

We offer the latest state-of-the-art telecommunication services at one of the most competitive prices anywhere.

Our business office is available 24 hours a day, seven days each week, to assist our valuable customers. Effective October, 1994, we will offer a money back customer satisfaction guarantee.

We are especially pleased to serve our military personnel and are continuously projecting for growth in the areas that would accommodate off-base housing.

Yours very truly,

John S. Robbins  
Regional Manager  
Corporate & External Affairs

JSR/gp



# West Florida Natural Gas Co.

*"energy for all seasons"*

J.E. McIntyre  
President

Caller Box 1460  
301 Maple Avenue  
Panama City, FL 32402  
(904) 872-6100

June 7, 1994

Mr. Frank Bacen  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, FL 32402-1850

Dear Frank:

West Florida Natural Gas Company is well positioned for growth. We have excess capacity on Florida Gas Transmission through their Phase III Expansion. Also, a second pipeline is being built into Florida by Coastal Corporation and others that will further increase the availability of natural gas in Florida.

Since November of 1993, customers of West Florida Natural Gas Company have been able to purchase natural gas directly from producers in Texas and Louisiana. This allows customers to reduce gas costs. Currently, we are negotiating a sales contract with the Air Force which will reduce their cost of energy.

Also, we re working with the Air Force on using natural gas for air conditioning and motor fueling which will reduce their energy costs and help with their environmental compliance.

We are spending \$3 million in capital expenditures annually. We are also adding over 2,000 customers each year. We are poised for additional growth and have the funds available to accomplish most expansions.

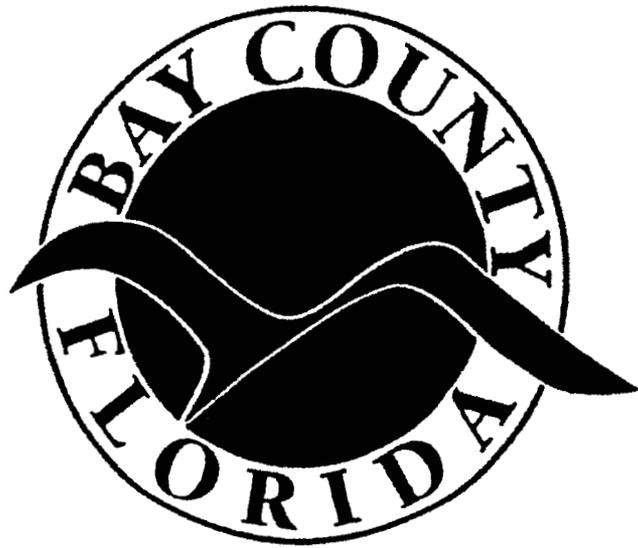
If you have any further questions, please contact me at (904) 872-6101.

Sincerely,

  
Jim McIntyre  
President

# Document Separator

# **Bay County, Florida Community Growth Capacity Analysis**



February, 1995

## **Bay County Area Community Capacity Study**

This study was commissioned by the Bay County Chamber of Commerce in order to determine what level of community capacity is available to accommodate significant industrial growth or potential relocation of new or expanded missions to Bay County by the Department of Defense.

The methodology used to quantify surge capacity by the study team involves the direct survey of community leadership in the areas of county infrastructure management, housing, health care, education, law enforcement, and transportation.

The findings of the study team indicate the following:

- Community leadership is committed to continued planned growth;
- More than 1,100 residences are listed for sale with realtors, with an undetermined number for sale, lease or rent via owners or rental agents. In addition, major real estate developers have plans prepared for construction of homes and apartments and will respond quickly to market growth;
- Electrical energy and natural gas are readily available and low rates;
- Bay County's water supply and the water treatment facility have ample capacity to support substantial growth;
- Major expansion of the County's wastewater treatment and collection system infrastructure to an advanced wastewater treatment system is in the planning stages;
- The telecommunications system in Bay County utilizes state-of-the art digital based electronic equipment throughout the service area;
- The K-12 and vocational education systems are capable of enrolling a growing student population;
- Gulf Coast Community College and the Panama City Campus of Florida State University are the leading options for postsecondary education in Bay County, and additional opportunities are available through several other institutions;
- Health care delivery systems are positioned to accommodate five year projected population growth;
- Bay County's road, rail, water, and air transportation network provide a strategic resource for future growth; and
- Bay County is in the safest quartile of the state in terms of crime, and an increase of substantial numbers of fixed population could be accommodated with little noticeable impact upon law enforcement capabilities.



**"In the event that either the Naval Coastal System Station or Tyndall Air Force Base are expanded through additional missions or personnel, we will work with the Governor and other agencies to do whatever is possible to accommodate that growth. Whether additional needs arise in transportation or other infrastructure requirements, we stand prepared to assist."**

**-- State Representative, 6th District**

With the ongoing commitment of state and local leadership, Bay County stands ready to move forward in a cooperative effort to affect planned growth while maintaining the excellent quality of life for which the area is well known.

This commitment is exemplified by the community's outstanding partnership with its military neighbors and its demonstrated willingness to accommodate any future plans for growth.



**“1995 Forecast: Florida residential housing construction expected to be slow except in Bay, Escambia and Holmes Counties.”**

**-- Florida Trend magazine**

Clearly, the availability of housing is one of the most important issues a relocating employee must face. Bay County developers and homebuilders have demonstrated a history of quick-response to meeting emerging housing demands. The area offers an abundance of undeveloped real estate, ready capacity to meet the necessary infrastructure requirements associated with new development, and excellent government cooperation in the permitting process.

A wide variety of housing opportunities are available throughout the county. As of February 1995, there are more than 1,100 homes listed for sale by area Realtors, and additional properties offered for sale by private owners. A wide variety of single family homes, townhomes, apartments and condominiums are also available for rent.

#### **Rental Apartments:**

A significant number of upscale and affordable apartments are in various stages of development throughout the Bay County area.

#### **Rental Townhomes**

Several new projects are in various stages of planning and development, including a 120-unit complex which targets the affordable housing market.

#### **Moderately Priced Single Family Homes**

Growing demand for affordable housing will continue to be met by area builders and developers. Four significant projects are in various stages of construction, and several other projects are in planning stages. The availability outlook for 1995-1997 is bright and the market should provide more than 656 new homes as these projects are completed.

#### **Higher-Priced Single Family Homes**

More than 700 homesites are available throughout the Bay County area, including a number located on the area's bays, bayous and eight golf courses. More than 75 homebuilders maintain a ready-inventory of new homes in each of these areas.



**“Gulf Power’s experience in providing electric service to military customers with large volume, high load factor, high quality requirements spans many years. These valued customers currently include military bases and other facilities integral to our national defense.”**

**-- Panama City District Manager, Gulf Power**

Electric energy services in northwest Florida are provided by Gulf Power Company, a subsidiary of The Southern Company. This large and resourceful utility system offers approximately 33,000 megawatts of electrical generation capacity to 11 million people in Alabama, Georgia, southeastern Mississippi and northwest Florida.

Gulf Power’s menu of electric service prices provides options which enable military customers to select plans best suited to their needs. Options include: Time of Use pricing and an incentive rate (the Supplemental Energy option).

Typical current prices for large volume, high load factor customers requiring first quality service average approximately 3.87 cents per kilowatt hour. In addition to these options, custom tailored energy service/pricing plans are offered.

In the last several years, Gulf Power has entered into customer specific contracts with several of their largest industrial and commercial customers. These contracts include unique prices, terms, and conditions to provide maximum value to customers. Customer specific contracts are always open for consideration by Gulf Power to review and discuss other specific energy service and pricing options with an eye toward satisfying those options.

Gulf Power is proud to have been cited by one of their largest industrial customers, with plants throughout the country, as one of only three electric utilities to receive its Quality Supplier recognition.

Through the resources of Gulf Power Company and its parent, The Southern Company, we have amassed much of the latest data that can help in a decision making process. Gulf Power is a major economic development force, and a commitment to quality growth is the focal point of their business.



**“West Florida Natural Gas Company (WFNG) is well positioned for growth. All customer needs are being fulfilled and excess capacity is being maintained on Florida Gas Transmission through their Phase III expansion.”**

**-- President, West Florida Natural Gas**

Since November of 1993, qualified industrial/commercial customers of West Florida Natural Gas Company have been able to purchase natural gas directly from producers in Texas and Louisiana. This flexibility allows customers to contract for the least expensive available natural gas.

West Florida Natural Gas is currently working with the Air Force Engineering Group and the Defense Fuels Agency in Washington, D.C., to permit the purchase of transportation of natural gas for Tyndall Air Force Base. This contract for open market purchase and uninterruptible transportation is tentatively scheduled to go into effect on April 1, 1995. In order to circumvent any interruptions of Tyndall's transportation supply, West Florida Natural Gas Company has agreed to retain TAFB as a Large Volume Commercial Service customer.

As a member of the Commander's Energy Board at Tyndall, West Florida Natural Gas has been working with the Air Force on the installation of a co-generation unit for the Base Hospital; has reviewed several base facilities and provided cost analyses for installing natural gas air conditioning systems; and has met with staff regarding natural gas motor fueling. These measures support the reduction of energy costs and maintain environmental standards set forth in the Clean Air Act.

Additionally, West Florida Natural Gas has worked closely with CSS in Panama City in the construction of numerous main lines on the installation. CSS projects have been accomplished in conjunction with new building construction and replacement of several fuel oil boilers with natural gas systems. Increased safety, energy cost reduction and compliance with environmental standards has been accomplished through projects with CSS.

Eyeing future growth, WFNG has continued to expand their industrial, commercial and residential customer base through major expansion projects. Two new gate stations in Bay County have recently been added to better serve customers. Recently, service has also been initiated to the Bay County Industrial Park, north of Panama City.



**“Less than 10% of the available potable water supply is being utilized. Water treatment facilities are operating at 60% of capacity.”**

**-- County Manager, Bay County Commission**

Bay County is looking to the future in preserving the excellent environmental quality of our bays and estuaries.

**Deer Point Lake:** Bay County is one of the few areas in the state, if not the nation, to have an abundant supply of clean, fresh water for potable water uses. A low level dam and spillway across North Bay at Deer Point was constructed in 1961, which resulted in a 5,000 acre lake, with an average water depth of five feet. Deer Point Lake is charged by four spring fed tributaries, with the largest single supplier contributing approximately 500 cubic feet of water per second or 323,000,000 gallons per day.

The current peak demand for potable water is approximately 30 million gallons per day. Another 24 million gallons per day of raw water is pumped from the lake for use by our area industries. Both the lake and the water treatment plant have ample excess capacity to support substantial growth in our community. The potable water capacity is available to the entire county.

Action is underway by the Bay County Commission to ensure this freshwater reservoir is protected for future generations. A “Deer Point Watershed Protection Zone” was adopted by the Bay County Commission to help plan healthy growth in the watershed area while preventing adverse effects on our water supply and the natural wildlife of the area.

**Advanced Wastewater Treatment System:** Currently, treated wastewater is placed in the bay system. Although the discharge fully meets permit requirements, and is environmentally sound, the County Commission is taking steps to replace our existing treatment system with AWT. The major expansion of the county’s wastewater treatment and collection system infrastructure from 4.0 million gallons per day to 6.2 million gallons per day is currently in the planning stages. When the AWT Plant is built, Bay County will have the ability to provide increased service to Tyndall Air Force Base.



**“The Tyndall-Rutherford [High School] Compact and the Society of American Military Engineers at Everitt Middle School are just two examples of the outstanding relationship between the military and the Bay County School System.”**

**-- Superintendent of Schools, Bay District Schools**

**Renovation and Construction:** Our district has 37 active construction projects including roofing, major school additions, technology retrofitting, renovations and new facilities. One school is being totally replaced and a new school is under construction near the Coastal Systems Station. The projections for the next two years include: a proposed elementary school north of town, along with a middle and high school. Approximately \$43 million in facilities projects are in various stages of completion for the 1994-95 school year.

**Curriculum/Pilot Programs:** The School Board is currently investigating a modified school year pilot program, which will eventually enable us to serve more children at each school, specifically at sites near both military facilities.

**Innovative curriculum changes include:**

**International Baccalaureate Program** - Two year, pre-university course of study designed to meet the needs of highly motivated students. Promotes international understanding.

**Advanced International Certificate of Secondary Education (A.I.C.E.)** - Administered by the University of Cambridge. Provides broad, balanced pre-university qualification, professional assessment of student's performance and established, objective internationally recognized standards of attainment.

**Math Application Science, Technology and Environmental Resources Academy (MASTER)** - A program developed to integrate learners for the world of tomorrow. Bay County's Mosley High School is the test site for the state.



Outstanding relationships exist with both the Coastal Systems Station and Tyndall Air Force Base. An example of numerous partnerships is the Tyndall-Rutherford Compact, whereby Rutherford students worked for over a year cleaning and helping reclaim an environmental preserve and building a nature walk at Tyndall. The Society of American Military Engineers (S.A.M.E.) recently refurbished a greenhouse, which will be utilized for environmental education. In addition, the biggest pool of youth motivators in our school system comes from the military. Bay County has over 200 such volunteers.



**“Gulf Coast Community College (GCCC) and the Florida State University-Panama City Campus (FSU-PCC) provide an education for students wishing to receive an associate’s, bachelor’s or master’s degree while remaining in Bay County.”**

**-- President, Gulf Coast Community College**

Gulf Coast Community College offers a number of programs at the Coastal Systems Station and Tyndall Air Force Base, while FSU-PCC provides on site counseling at both locations. Both institutions are state-of-the-art, using technology as part of the instructional process.

**Gulf Coast Community College’s Commitment to the Military:** GCCC is committed to providing higher educational opportunities to meet the expanding needs of our community. Gulf Coast’s Technology Division is second to none in the state, having been designated an authorized AutoCAD Training Center and a state Center for Electronic Excellence. Especially successful are GCCC’s burgeoning Criminal Justice Training Academy and its six year old Culinary Management Program, recently accredited by the American Culinary Federation. In addition, the college offers a wide range of business and computer related programs, as well as a very strong liberal arts program.

**Florida State University’s Commitment to the Military:** FSU-PCC’s commitment is evidenced by a memorandum of agreement establishing the Joint Institute for Engineering Education and Research with the Coastal Systems Station, making graduate programs in Electrical, Mechanical and Civil Engineering available to the military and civilian population of our area. This is in addition to ten undergraduate and ten graduate programs.

**The National High Magnetic Field Laboratory (NHMFL):** Established in Tallahassee in 1990 as a partnership of the University of Florida, Florida State University and Los Alamos National Laboratory, is the newest of the nation’s 28 national labs and only the second in the South. The NHMFL designs and builds state-of-the-art research magnets to support the development of semiconductors, superconductors and materials used in magnetic resonance imaging.

The Magnet Lab already has built two electromagnets that have set world records in high field strength. By the end of 1995, it will rebuild the world’s largest and most powerful magnet, generating continuous magnetic fields one million times that of the Earth’s field.



When fully operational, the lab is expected to host about 400 teams of national and international scientists a year. Military personnel based in Panama City will have access to data and other information available through the NHMFL via FSU-PCC.

A long history of working with the military has led both institutions to understand the special demands placed on active duty personnel and their families. Our service to the military is a source of great pride to FSU-PCC and GCCC.



**“Gulf Coast Hospital (GCH), and its 178 member medical staff presently provides services to active duty, dependents, and Champus beneficiaries for those services not available at Tyndall Hospital. There is daily contact with Tyndall officials regarding non-availability certificates in an effort to provide necessary services without excessive duplication.”**

**-- Administrator, Gulf Coast Hospital**

Gulf Coast Hospital, one of two hospitals in Bay County, is a wholly owned subsidiary of Columbia/HCA, a network of 300 hospitals, 50 of which are located in Florida.

**License:** GCH is licensed for 176 beds with a present occupancy of 60%, resulting in 60-70 beds available for additional patients on any given day.

**Hospital-based women’s center:** Averages 1,200 deliveries a year with a capacity of over 2,000 deliveries per year.

**Full service emergency department:** Provides emergency care as well as after hours and weekend medical services to support area physician practices and the military hospital.

**“Bay Medical Center has ample hospital and physician services available to accommodate our growth needs, at least for the next three to five years.”**

**-- President/CEO Bay Medical Center**

**License:** Currently licensed for 353 beds. This should be adequate to support future inpatient hospitalization demands.

Approximately 200 physicians are in private practice in Bay County, representing all major specialties, and we expect about 15 to 20 more to begin practice each year. (This figure does not include military physicians.)



Bay County has ample hospital and physician services available to accommodate our growth needs for the next three to five years.

There are also adequate services available for long term care, home health and rehabilitative care for this same period of time.



**“The Airport Authority has taken a very aggressive stance to meet the ever increasing needs of our military customer. Current, long range plans will continue on track until the year 2000.”**

**-- Airport Director, Panama City-Bay County International Airport**

Bay County's International Airport is in the process of a \$10 million Terminal Expansion Project. Included in this construction are the following:

- 55,700 sq. ft. terminal building;
- 4 passenger gates and 1 passenger loading bridge;
- 350 space public parking lot;
- Electronically controlled terminal security system;
- New terminal access loop roadway; and
- Additional 44,000 sq. ft. of terminal parking ramp (14" concrete).

The occupation date for Phase I of the Terminal Project is February, 1995.

The Airport is served by four airlines connecting Panama City to four large hub airports. The various air carriers offer the following capacities:

- Delta Air Lines - 498 seats per day on four jet aircraft to Atlanta, GA;
- Atlantic Southeast Airlines - 150 seats per day on five, 30 seat regional turboprops to Atlanta, GA ;
- Northwest Airlinck - 90 seats per day on three, 30 seat regional turboprops to Memphis, TN;
- U.S. Air Express - 95 seats per day on five, 19 seat regional turboprops to Tampa, FL; and 57 seats per day on three, 19 seat regional turboprops to Orlando, FL.

**NOTE:** Resumption of service to Charlotte, NC is expected in the near future and service to Birmingham, AL is expected by summer, 1995.

In addition to the air carriers serving Panama City, five air cargo companies (Federal Express, UPS, Airborne Express, and two independent freight haulers) transport air cargo in and out of Bay County. Additionally, Delta Air Lines handles over 125,000 pounds of air mail per month. There are two full service Fixed Base Operators who provide fuel and maintenance service, flight instruction, aircraft charters and rentals, aircraft hangaring and tie-down facilities, etc. Security and fire coverage meet both State of Florida and FAA certification standards.



**Airport associated projects to be completed by the year 2000:**

- Widen and improve Lisenby Avenue from 23rd Street to the airport terminal area;
- Lengthen main instrument runway to 8,000 feet;
- Build International Arrivals/Departure facility;
- Establish Global Positioning Satellite (GPS) approach capability for all runways; and
- Purchase and install additional jetways (if necessary).



**“Southern Bell is pleased to serve military personnel and are continuously projecting for growth in the areas that would accommodate off base housing. Over the last two years, Southern Bell has experienced a 10% gain in our access lines in the areas we serve adjacent to our military installations.”**

**-- Regional Manager, Southern Bell**

Southern Bell is a consumer focused company that strives to provide customer service that exceed expectations. Advanced telecommunication services are important components in the mix of what makes up superior customer focused service.

Southern Bell continues to install fiber optic cables, “self healing” fiber optic rings, and state-of-the-art digital based electronic equipment throughout our service area. The telecommunications network in Bay County already has in place over 3,000 miles of fiber optic cable and sophisticated digital and electronic switching centers. Over 40% of the telecommunication lines within Bay County are served by the most advanced digital loop carrier systems available, 51% of those on fiber optic based systems. Bay County is in the position to accommodate major growth and ensure the telecommunications network in Bay County is ready for the future.

Communications services are at one of the most competitive prices anywhere, and the business office is available 24 hours a day, seven days each week, to assist Bay County customers. Effective October, 1994 Southern Bell began offering a money back, customer satisfaction guarantee.



**“Bay County is considered to have one of the lowest crime rates in the State and is also cited as being one of the safest communities.”**

**-- Sheriff, Bay County**

The most difficult of issues to resolve, and prove, is what is the relative safety of a community. The most accurate measure is to compare the number of crimes to the base population. This measurement is used by the State and Federal governments as a universal formula.

Under that formula, Bay County has a violent crime rate of 902.2 per 100,000 of population, while the property crime rate is 6,587.9 per 100,000. It should be noted, however, that these rates are based on the fixed resident population and do not reflect the added influx of tourists to this area. When this additional population is factored in, it places Bay County as one of the top ranked areas in terms of quality of life relative to public safety.

A second figure important to defining the relative safety of a community is in how effective law enforcement is there. This is based primarily on the “clearance rate”; the percentage of crimes that are solved. The National Average is less than 20% ... Bay County regularly reports a clearance rate of 58% or higher.

The national average is 2.3 law enforcement officers for each 1,000 of population. Bay County (including the 8 municipal police departments as well as the Sheriff’s Office) presently has 2.4 officers for every 1,000 of population, which is considered to be an adequate enforcement population to provide a high level of law enforcement. In addition to this, and not included in the above calculations, are the reserve/auxiliary units maintained by each of Bay County’s law enforcement agencies. This would allow an immediate expansion of at least 50% of the regular patrol forces on demand. These officers are utilized on a daily basis to augment regular personnel for high demand situations. They are all trained and equipped so that they are available for any situation. In the event of an increase of static population (should new units be assigned to the either base) these officers can provide a ready pool of trained, oriented personnel for full time employment.

CSS and Tyndall personnel are actively involved in Bay County’s more than 50 neighborhood watch organizations.



One reflection of the special cooperation between our military personnel and the community is the relationship between Tyndall and the Bay County Sheriff's Office. Approximately 15% of Bay County's auxiliary forces are members of the Tyndall military family -- men and women who have invested their own time, effort, and expenses acquiring the necessary training, buying the required uniforms and equipment, and dedicating the time to serve as unpaid members of the Bay County Sheriff's Office.





# Florida House of Representatives

**Scott W. Clemons**  
Representative, 6th District

## Committees

Business & Professional Regulation  
Business Regulation, Chair  
Commerce  
Banking & Corporations, Chair  
Corrections  
Education  
Early Childhood, Elementary & Secondary  
Education, Chair  
Rules & Calendar  
Joint Administrative Procedures, Chair

June 30, 1994

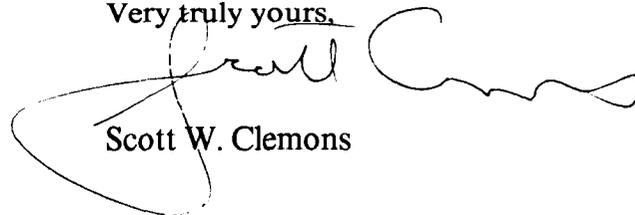
Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, FL 32402

Dear Frank:

I know that you and Pat Holley are continuing to monitor the BRAC process and provide information to the BRAC commission relating to our bases in Bay County. I appreciate your effort and want you to know that I stand prepared along with Representative Robert Trammel to do everything in our power to assist. I'm sure you are aware of the efforts of the State of Florida in the past to accommodate the needs of our military bases throughout the state. In the event that either the Navy Coastal Systems Station or Tyndall Air Force Base are expanded through additional missions or personnel, we will work with the Governor and the other agencies to do whatever is possible to accommodate that growth. Whether additional needs arise in transportation or other infrastructure requirements, we stand prepared to assist.

Thanks again for all of your efforts. Please let me know when and how I can help.

Very truly yours,



Scott W. Clemons

SWC/eps

Reply to:

Post Office Box 2326  
Panama City, FL  
32402-2326  
(904) 872-7757  
(904) 872-7758  
FAX (904) 872-7759

300 House Office Building  
Tallahassee, FL  
32399-1300  
(904) 488-9696



# CITY OF PARKER

POST OFFICE BOX 10745  
PARKER, FLORIDA 32404

BRENDA HENDRICKS  
MAYOR  
WILMER JONES  
COUNCILMAN  
ROBERT LEE  
COUNCILMAN  
BO SECHREST  
COUNCILMAN  
LEONARD SMITH  
COUNCILMAN

June 15, 1994

Bay County  
Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32402

Re: BRAC Committee

ATTN: Frank Bacen

Dear Frank,

Per our previous conversations the following information is being provided on behalf of the City of Parker. Being the closest local municipality to Tyndall AFB the City of Parker community has always supported this fine facility and will continue to do so. Being a bedroom community many individuals assigned to Tyndall AFB reside in Parker, both buying and renting their residences in the City. The City of Parker does and will in the future be able to accommodate future growth at the base if a change of mission were to take place. With the expanded commercial growth of our City many facilities depend heavily on Tyndall for financial stability and survivability. The City has the capability to provide utility services, such water and sewer services, as well as trash pick up, fire and police protection and many other services on an as needed basis. The community has exceptional recreational facilities for a municipality of our size, with the recent completion of quarter million dollar recreational sporting complex, as well as its own park providing for swimming and boating activities. The City of Parker is changing to provide even greater services to its residents and we could support, as we have in the past growth at the Tyndall AFB facility. If you have any questions concerning this matter please do not hesitate to contact me at 871-4104.

Sincerely,

City of Parker

  
Brenda G. Hendricks  
Mayor



*Bay County*

Association of REALTORS<sup>®</sup>, Inc.

REALTOR<sup>®</sup> 1123 HARRISON AVENUE, PANAMA CITY, FLORIDA 32401 763-8078



June 20, 1994

Mr. Frank J. Bacen, Jr., Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, Florida 32402

Dear Sir,

Bay County offers the finest living opportunities in northwest Florida, perhaps in the entire Southeast. While the county experiences tremendous development potential, quality, affordable housing is readily available as well.

We welcome additional business, industrial and military development within Bay County, and as professional Realtors stand ready to assist with integrating hundreds of new families to the region. Our association has more than 450 qualified real estate specialists anxious to work with you in creating an easy transition to new families.

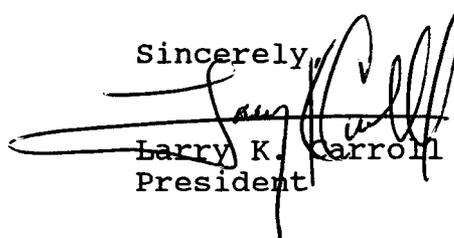
Bay County currently has more than eleven hundred single family residences listed for sale with Realtors. Our present listings reflect 735 detached single family homes, another 150 attached family homes, and 333 condominiums. We also have available more than 50 mobile homes and 55 duplexes and apartment buildings for sale.

Three-bedroom homes are most common in the detached single family residential category, while two-bedrooms are most prevalent in condominiums and attached single family dwellings. Three quarters of the homes currently on the market are available for less than \$100,000.

A full range of housing exists in the areas surrounding both of Bay County's military installations. More than forty percent of the available residential dwellings for sale currently lay within five miles of the installations, with listings in all sizes and price ranges. Our community experiences typical movement in the real estate market, with more than one hundred residential transactions occurring monthly.

Please do not hesitate to contact me, or our Multiple Listing Service Chairman, Mr. Michael P. Sharp, for additional information.

Sincerely,



Larry K. Carroll  
President



## SOUTHWOOD PROPERTIES

2405 JENKS AVENUE • SOUTHWOOD CENTER  
PANAMA CITY, FLORIDA 32405

TELEPHONE: (904) 763-3443

June 14, 1994

Mr. Frank Bacen  
Executive Director  
Bay County Chamber of Commerce  
235 W. 5th Street  
Panama City, Fl. 32401

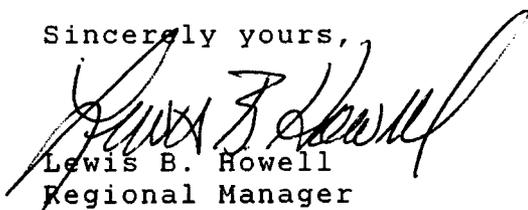
Dear Frank:

I enjoyed talking with you on Friday, June 10th, concerning Bay County and future development opportunities for this area. As you know, St. Joe Paper Company owns a large percentage of property in Bay County with the majority of lands designated for silviculture uses and a more than adequate amount for residential, office and industrial development.

Bay County is fortunate in that we are home to the Naval Coastal Systems Center and Tyndall Air Force Base. In the past, many of the military and civilian employees of both of these installations have purchased residential lots or home and lot combinations in subdivisions that we have developed. The military market is an integral part of our future development plans. If we in Bay County are fortunate enough to expand either of the two military facilities, our company is positioned to increase the supply of residential lots to meet the demand.

Tyndall Air Force Base and the Naval Coastal Systems Center is a significant element to this community, not only from an economic viewpoint but also from the many social and educational benefits these employees contribute to this area.

Sincerely yours,

  
Lewis B. Howell  
Regional Manager

LBH:drl



February 2, 1995

**TO WHOM IT MAY CONCERN:**

Following is a list of housing availability in Bay County that we are aware of at this time:

**Eagle's Landing-Rental apartments**

An additional 92 units are currently being constructed. Units will be available beginning in August 95.

**Harbour Towne-Rental townhouses**

The owner is in the preliminary stages of developing a rental townhouse complex.

**Brittany Woods-Moderate single-family homes**

Subdivision is located in Callaway and contains 85 single-family lots. Subdivision is nearing completion and should be open by March 95.

**Hidden Pines-Moderate single-family homes**

Subdivision is located on the beach and contains a total of 300 single-family lots. Currently Phase I which consists of 40 lots is complete and for sale.

**Northshore Addition-Upper-end single-family homes**

The developer is currently permitting the final phase which will consist of approximately 100 single-family lots.

**Lynn Haven-Commander Development**

There are approximately 81 lots remaining in this single-family development.

**Pinetree Place-Moderate single-family homes**

The subdivision is located in Cedar Grove and consists of approximately 150 single-family lots. Phase I is currently being sold.

**Harrison Place-Upper-end single-family homes**

Subdivision is located on Harrison Avenue and will contain between 40-45 single-family lots. Development should be complete in May 95.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andrew W. Stein', written in a cursive style.

Andrew W. Stein  
President and Chief Executive Officer

Gulf Power Company  
1230 East 15th Street  
Post Office Box 2-48  
Panama City, FL 32402-2448  
Telephone 904 872 3201



**Gulf Power**

*the southern electric system*

Vic L. Jones  
General Manager of Eastern Division

June 13, 1994

**Bay County Chamber of Commerce  
Mr. Frank Bacen  
Post Office Box 1850  
Panama City, Florida 32402-1850**

Dear Mr. Bacen:

As District Manager for Gulf Power Company in the Panama City office, and as an active member of the economic development community and the Chamber of Commerce, let me extend a sincere interest in having the military give consideration to locating additional facilities in Bay County, Florida.

Electric energy services in northwest Florida are provided by Gulf Power Company, a subsidiary of The Southern Company. This large and resourceful utility system offers approximately 33,000 megawatts of electrical generation capacity to 11 million people in Alabama, Georgia, southeastern Mississippi and northwest Florida. Gulf Power's experience in providing electric service to military customers with large volume, high load factor, high quality requirements spans many years. These valued customers currently include military bases and other facilities integral to our national defense.

Gulf Power's menu of electric service prices provides options which enable military customers to select the plan best suited to their needs. Options include Time of Use pricing and an incentive rate (the Supplemental Energy option). Typical current prices for large volume, high load factor customers requiring first quality service average approximately 3.87 cents per kilowatt hour. In addition to these options, custom-tailored energy service/pricing plans are offered.

In the last several years, we at Gulf Power have entered into customer-specific contracts with several of our largest industrial and commercial customers. These contracts include unique prices, terms and conditions which provide maximum value to customers as well as Gulf Power. We are open to consider other customer-specific contracts which meet an individual customer's

Mr. Frank Bacen  
June 13, 1994  
Page 2

requirements and are beneficial to our existing valued customers. The numbers, terms and conditions in these contracts are customer-specific to meet a need. We would welcome the opportunity to review and discuss other specific energy service and pricing options with an eye toward satisfying those options.

Through the resources of Gulf Power Company and its parent, The Southern Company, we have amassed much of the latest data that can help in a decision-making processes. Gulf Power is a major economic development force, and a commitment to quality is the focal point of our business. Gulf Power is proud to have been cited by one of our largest industrial customers, with plants throughout the country, as one of only three electric utilities to receive its Quality Supplier recognition.

Please let me know if I can answer any questions, provide further information or assist in any way. We always appreciate the opportunity to discuss the energy needs of our customers or prospective customers. You can reach me at (904) 872-3201.

Sincerely,



Vic L. Jones  
Panama City District Manager

jh



# West Florida Natural Gas Co.

*"energy for all seasons"*

J.E. McIntyre  
President

Caller Box 1460  
301 Maple Avenue  
Panama City, FL 32402  
(904) 872-6100

February 3, 1995

Bay County Chamber of Commerce  
Mr. Frank Bacen  
Post Office Box 1850  
Panama City, Florida 32402-1850

Dear Mr. Bacen:

West Florida Natural Gas Company is well positioned for growth. We are fulfilling all customer needs and maintain excess capacity on Florida Gas Transmission through their Phase III expansion.

Since November of 1993, qualified industrial/commercial customers of West Florida Natural Gas Company have been able to purchase natural gas directly from producers in Texas and Louisiana. This flexibility allows customers to contract for the least expensive available natural gas.

We are currently working with the Air Force Engineering Group and the Defense Fuels Agency in Washington, D. C., to permit purchase and transportation of natural gas for Tyndall Air Force Base. This contract for open market purchase and interruptible transportation is tentatively scheduled to go into effect 1 April 1995. In order to circumvent any interruptions of Tyndall's transportation supply, West Florida Natural Gas Company has agreed to retain Tyndall as a Large Volume Commercial Service customer.

Also, as a member of Commanders Energy Board at Tyndall AFB, we have been working with the Air Force on the installation of a co-generation unit for the Base Hospital; have reviewed several base facilities and have provided a cost analysis for installing natural gas air conditioning systems; and, have met with staff regarding natural gas motor fueling. All of these measures are in support of reducing energy costs and supporting environmental standards set forth by the Clean Air Act.

Mr. Frank Bacen  
February 3, 1995  
Page 2

During the past several years, we have also worked closely with the Coastal Systems Station on Panama City Beach, constructing numerous main lines on the installation. CSS projects have been accomplished in conjunction with construction of new buildings as well as replacement of several fuel oil boilers with natural gas systems. Increased safety, energy cost reduction, and compliance with environmental standards have been satisfied through work with CSS.

We have continued to expand our industrial, commercial and residential customer base through major expansion projects. We recently added two new gate stations in the county in order to better serve our customers, and have most recently initiated service to the Bay County Industrial Park north of Panama City.

Please contact me at (904) 872-6101 if I can be of further assistance in providing information or answering questions. Thank you very much for your time and consideration.

Sincerely,

  
James E. McIntyre  
President



**BOARD OF COUNTY  
COMMISSIONERS**

February 1, 1995

Mr. Frank Bacen  
Executive Director  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, Florida 32402

Dear Mr. Bacen:

The purpose of this letter is to let you know that, as County Manager, I recently responded to a request for information received from Ms. Pat Sabiston. Ms. Sabiston stated that the information provided was to be used in support of a Chamber project.

The data we provided addressed the County's plans for improvements in the capacity and quality of our wastewater system, potable water system, stormwater handling and treatment system and the Deer Point Lake watershed. The data were derived from staff studies which were conducted independent of her inquiry and which constitute the basis for much of our routine planning work.

Should you have any questions regarding the material we provided, please feel free to call.

Sincerely,



Dan Duda

POST OFFICE BOX 1818  
PANAMA CITY, FLORIDA 32402

COMMISSIONERS:

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DISTRICT I

RICHARD STEWART  
DISTRICT II

JOHN S. ROBBINS  
DISTRICT III

DANNY SPARKS  
DISTRICT IV

RICK HURST  
DISTRICT V

DAN DUDA  
COUNTY MANAGER

## DEER POINT LAKE

Bay County is one of the few areas in the State, if not the nation, to have an abundant supply of clean, fresh water for potable water uses. With thoughts toward the future, the Bay County Commission constructed a low level dam and spillway across North Bay at Deer point in 1961. The lake that was formed is approximately 5,000 acres in size, with an average water depth of five (5) feet. Deer Point Lake is charged by four spring fed tributaries with the largest single supplier contributing approximately 500 cubic feet of water per second or 323,000,000 gallons per day.

The current peak demand for potable water is approximately 30 million gallons per day, which is only 60 per cent of the 50 million gallon per day capacity of the water treatment plant. Another 24 million gallons per day of raw water is pumped from the lake for use by our area industries. Both the lake and the water treatment plant have ample existing capacity to support substantial growth in our community.

Action is underway by the Bay County Commission to ensure that this freshwater reservoir is protected for future generations. A "Deer Point Watershed Protection Zone" is under consideration to help plan healthy growth in the watershed area to prevent adverse effects on our water supply and the natural wildlife of the area. Numerous ospreys and eagles nest in this area and wading bird colony sites have been identified around the lake proper. Several rare animal and plant species, including the Redcockaded woodpecker are also found in the area.

## **AWT**

Even though Bay County's wastewater treatment system is in compliance with federal and state discharge permits and regulations, the Bay County Commission is looking to the future in preserving the excellent environmental quality of our bays and estuaries.

Currently, treated wastewater is placed in the bay system. Although the discharge fully meets permit requirements and is environmentally sound, the County Commission is taking steps to replace our existing treatment system with an Advanced Wastewater Treatment System (AWT). Efforts are now underway to phase in a system expansion and conversion to AWT in the most effective manner possible to meet the anticipated growth and regulatory requirements of the future. The major expansion of the County's wastewater treatment and collection system infrastructure from 4.0 million gallons per day to 6.2 million gallons per day is currently in the planning stages.



**Southern Bell**

P.O. Box 2488  
Panama City, Florida 32402

June 10, 1994

Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32401

Dear Frank,

In response to our recent conversation regarding telecommunication services provided by our company within Bay County, we are happy to furnish you with the following information.

Southern Bell is a consumer-focused company that strives to provide customer service that exceeds expectations. The use of "quality" principles is one way that we focus on what consumers need and want.

Advanced telecommunication services are important components in the mix of what makes up superior customer-focused service. New technology has resulted in a variety of innovative services designed to meet customer's changing needs. In planning for those future needs, we are installing fiber optic cable throughout our county. This puts us in a position to accommodate major growth.

We offer the latest state-of-the-art telecommunication services at one of the most competitive prices anywhere.

Our business office is available 24 hours a day, seven days each week, to assist our valuable customers. Effective October, 1994, we will offer a money back customer satisfaction guarantee.

We are especially pleased to serve our military personnel and are continuously projecting for growth in the areas that would accommodate off-base housing.

Yours very truly,

John S. Robbins  
Regional Manager  
Corporate & External Affairs

JSR/gp



..... *Educating for a Lifetime*

# BAY DISTRICT SCHOOLS

Post Office Drawer 820 • Panama City, Florida 32402-0820 • Telephone (904) 872-4100 • Fax (904) 872-4806

Hearing Impaired Access

1(800)955-8770 Voice - 1(800)955-8771 TDD

Office of  
**STEFANIE S. CALL, Ph.D.**  
Superintendent

Post-It™ brand fax transmittal memo 7671		# of pages ▶	4
To	Pat Holley	From	Stefanie Call
Co.	Chamber of Commerce	Co.	School Board
Dept.	Commerce	Phone #	
Fax #	763-6229	Fax #	

January 30, 1995

Mr. Frank Bacen  
 Executive Vice President  
 Bay County Chamber of Commerce  
 P.O. Box 1850  
 Panama City, FL 32402

Dear Mr. Bacen:

It is a pleasure to report that our Bay County School System is making great strides in curriculum improvement and facilities renovation and construction. At the present time, our district has 37 active construction projects including roofing, major school additions, technology retrofitting, renovations and new facilities. A replacement school for Lucille Moore will soon begin, and a new school, Patronis Elementary, is under construction in the Thomas Drive area of Panama City Beach. These will be state-of-the-art facilities. A new transportation center will also be completed on the Sunshine property this year, freeing up more area for the expansion needs at Bay High School. In the next two years, we will pursue a proposed elementary school north of town, along with a middle school and a high school. With aggressive steps such as these along with our modified school year pilot programs, which will eventually enable us to serve more children at each school, we will be able to accommodate new growth and expansion of Tyndall Air Force Base and the Naval Coastal Systems Lab.

Innovative curriculum changes abide in our system. With programs which have been implemented this year and proposed for next year, students entering our high schools will literally have a smorgasbord of choices to consider. The International Baccalaureate Program (I.B.), offered at Rutherford High School, is a two-year pre-university course of study designed to meet the needs of highly motivated students and at the same time promote international understanding. The Advanced International Certificate of Secondary Education (A.I.C.E.), to begin in the fall of 1995 at Bay High School, is administered by the University of Cambridge and provides a broad and balanced pre-university qualification, professional assessment of students' performance and established objective internationally recognized standards of attainment. A program to develop integrated learners for the world

#### SCHOOL BOARD MEMBERS

- LYNDA MAHAVIER •
- DEANE BOZEMAN •
- HENRIETTA B. SWILLEY •
- LINDA GRANTHAM •
- DR. ROBERT L. YOUNG

District 1

District 2

District 3

District 4

District 5

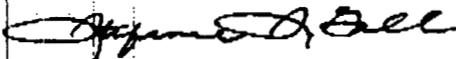
Mr. Frank Bacen  
January 30, 1995  
Page 2

of tomorrow is the goal of Mosley High School's Math Application, Science, Technology and Environmental Resources Academy (MASTER). The MASTER Academy will serve as a model site for other Academy programs within Mosley, as well as other schools throughout the state of Florida. The Tech Prep Program, the School-to-Work Program and other vocational programs in our school system help prepare our students for direct entry into the work place. Creative scheduling, such as the Copernican Plan and other block scheduling programs, enables our young people to have more concentrated time in each classroom and the ability to earn additional credits on a yearly basis.

Outstanding relationships exist with both the Naval Coastal Systems Lab and Tyndall Air Force Base. An example of numerous partnerships is the Tyndall-Rutherford Compact, whereby Rutherford students worked for over a year cleaning and helping reclaim an environmental preserve and building a nature walk at Tyndall. Another example is a partnership which exists between Everitt Middle School and the Society of American Military Engineers (S.A.M.E.). These professionals have recently refurbished a greenhouse, which will be utilized for environmental education. In addition, the biggest pool of youth motivators in our school system comes from our military. We now have over 200 military youth motivators. There is no doubt about it; the relationship between the military and our school system has been both extraordinary and reciprocal.

In conclusion, it is important to emphasize that Bay District Schools is focused on the tenets of quality schooling. These include meeting and exceeding the needs of customers, working for continuous improvement and identifying common and special causes of variation. We strive for excellence in all that we do. We are indeed proud of our school system and of our relationship with our entire community, including Tyndall Air Force Base and the Naval Coastal Systems Lab.

Yours sincerely,



Stefanie S. Gall, Ph.D.  
Superintendent of Schools

ph

## FACILITIES IMPROVEMENT

A windstorm of change is blowing through our Bay County Schools. This change centers on the reality that we cannot stay the same if we are to meet the needs of our students and community. One area of tremendous need has been school facilities. Years of neglect caused by lack of capital outlay funding have produced inadequate and decaying school facilities. In response we have developed an extremely aggressive capital projects program in keeping with the Bay District Schools goal to provide adequate school facilities. There is no doubt about it, first impressions mean a lot and we believe that facilities improvement can increase pride and literally affect an increased desire of new businesses and industries settling in the Bay County area.

Forty-three million dollars in facilities projects are in various stages of completion for the 1994-95 school year. We are working to make our facilities safe, secure, technologically updated and aesthetically pleasing. We are also eliminating space deficiencies by increasing the capital improvement tax to allow for construction of additions and new schools. Financing of projects by Certificates of Participation has also been realized. Examples include:

1. An extensive reroofing program is literally drying up our school facilities. Two years ago, our schools had 482 active roof leaks. With those proposed and under construction, we will soon have under 20 recurring leaks. Roofing projects have recently been completed at Parker Elementary, Rosenwald Middle, Rutherford High and A.D. Harris. Other roofing projects will soon be complete at Bay High, Hutchison Beach Elementary, Hiland Park Elementary and West Bay Elementary. In addition, 10 more schools will be roofed in 94-95.

2. Extensive additions are near completion at Bay High, Rutherford High and Millville Elementary. Other additions will soon be started at Rutherford, A.D. Harris, Waller and Cherry Street.

3. Technology labs are underway at Mowat, Rosenwald, Merritt Brown and Surfside. Technology retro-fitting is beginning at Mosley, Rosenwald and Rutherford. Surfside has also received a grant for retrofit and will be started this spring.

4. A new elementary school on the beach, Patronis Elementary, will be constructed by next school year. A replacement facility for Lucille Moore Elementary will be completed by the following year.

5. The old Sunshine food headquarters, renamed the Dr. Robert L. Young School Service Center, will be converted to house the district warehouse, media center, inventory and printing services. A new transportation center will be built on the property.

6. Numerous other projects, which include storm drainage corrections, paving and restroom renovations, i.e., Mosley, Tyndall, Parker, Shaw, Everitt, Beach, are underway.

If we hope to improve the quality of life in our community, attract new industries, and continue to prosper, then excellent schools are essential. Adequate facilities and outstanding learning environments are key ingredients. It is our hope that as we continue to improve, citizens will take great pride in the Bay County School System.



# Gulf Coast Community College

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5230 West U.S. Highway 98  
Panama City, Florida 32401-1041

(904) 769-1551

June 15, 1994

Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P. O. Box 1850  
Panama City, FL 32402

Dear Frank:

I'm writing in response to your inquiry about the capacity of Bay County's postsecondary institutions to absorb a surge in enrollment should a large number of military personnel be transferred here. Gulf Coast Community College and the Florida State University-Panama City Campus provide a seamless education for students wishing to receive an associate's, bachelor's, or master's degree while remaining in Bay County. The facilities of both institutions are state-of-the-art, using technology as part of the instructional process. Computer networks span the campuses of both Gulf Coast and FSU. Additionally, the college provides an innovative multi-media lab that combines computer text, graphics, sound, still and motion video, and animation to enhance the teaching-learning process. FSU-PCC also provides computer access for students in business applications, technical applications, and research applications. Both institutions were built with expansion in mind.

Both Gulf Coast and FSU-Panama City Campus are committed to providing higher educational opportunities to meet the expanding needs of our community. Gulf Coast's Technology Division is second to none in the state, having been designated an authorized AutoCAD Training Center and a state Center for Electronic Excellence. Especially successful are GCCC's burgeoning Criminal Justice Training Academy and its six-year-old Culinary Management Program, recently accredited by the American Culinary Federation. In addition, the college offers a wide range of business- and computer-related programs, as well as a very strong program in the liberal arts.

Gulf Coast offers a number of programs at Tyndall Air Force Base and the Coastal Systems Station, while FSU-PCC provides on-site counseling at both locations. FSU's commitment to the military is evidenced by a memorandum of agreement establishing the Joint Institute for Engineering Education and Research with the Coastal Systems Station, making graduate programs in Electrical, Mechanical, and Civil Engineering available to the military and civilian population of our area. This is in addition to 10 undergraduate and 10 graduate programs. A long history of working with the military has led both institutions to understand the special demands placed on active duty personnel and their families. Our service to the military is a source of great pride to us.

While GCCC and FSU remain the leading options for postsecondary education in Bay County, other opportunities are available through several other institutions. On behalf of Gulf Coast and FSU-PCC's Dean, Larry Bland, we welcome the growth that would come from military personnel and their families transferring to our area.

Sincerely,

Robert L. McSpadden  
President

# Gulf Coast Hospital

*A New Commitment To Healthcare . . . Together*

June 13, 1994

Mr. Frank Bacen, Executive Director  
Bay County Chamber of Commerce  
235 W. 5th St.  
Panama City, FL 32401

SUBJ: Community Growth Potential

Dear Mr. Bacen:

I want to thank you for calling my office earlier this week inquiring as to the capacity of Gulf Coast Hospital to support future community growth. The Bay County area is fortunate to have two fine civilian health care facilities in addition to the Tyndall facility, offering quality service to the citizens of our community.

Like most other health care facilities, Gulf Coast Hospital has experienced a significant shift from inpatient to outpatient delivery of services over the past several years. Presently, Gulf Coast Hospital averages a 60% occupancy rate resulting in a significant reserve capacity for future growth in our community. In addition, a new Women's Center was opened in our hospital earlier this year increasing our future delivery capacity from 1,200 a year to now a potential of 2,000 plus.

You may recall, Gulf Coast Hospital has developed or acquired numerous outpatient services over the past few years to respond to the growing demand for the less expensive outpatient services. Some of these include the Medical Diagnostic Center, the Cancer Treatment Center, the Wellness Center, the Rehab Center as well as an expansion to our busy outpatient Surgery Center.

As you can see, Gulf Coast Hospital should be well positioned to respond to an increased demand for health care services from normal growth or from a sudden influx in population from industry or the military community.

Again, I appreciate the opportunity to comment on this issue and I look forward to continuing the fine relationship our facility has enjoyed with the Bay County Chamber of Commerce over the past years.

Sincerely,

  
Donald E. Butts  
Administrator

DEB:pet

P.O. Box 15309  
449 West 23rd Street  
Panama City, Florida 32406-5309  
Telephone: (904) 769-8341

A Subsidiary of Columbia/HCA Healthcare Corporation

●HCA GULF COAST MAIL RM ID:1-904-747-7925

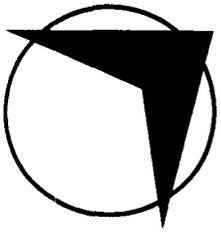
FEB 02'95 13:49 No.029 P.01

*Walt Holley*

**SUBJ: Gulf Coast Hospital Military Community Support and Capacity to Service Future Growth**

- Gulf Coast Hospital is a wholly owned subsidiary of Columbia/HCA. A total of 300 Hospital, 50 of which are located in Florida
- Gulf Coast Hospital is licensed for 176 beds with a present occupancy of 60% resulting in 60-70 beds available for additional patients on any given day.
- A new Hospital based Women's Center presently averaging 1,200 deliveries a year with a capacity of over 2,000 deliveries per year.
- Full service Emergency Department providing emergent care as well as after hours and weekend medical services to support area physician practices and military hospital and its' patient population during off hours.
- Gulf Coast Hospital and its 178 member medical staff presently provides services to active duty, dependents and Champus beneficiaries for those services not available at Tyndall Hospital. The Hospital has daily contact with Tyndall Hospital officials regarding non-availability certificates in an effort to provide necessary services without excessive duplication.

*Sean*



**BAY  
MEDICAL  
CENTER**

615 North Bonita Avenue  
Panama City, Florida 32401  
(904) 769-1511

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RONALD V. WOLFF  
*President/CEO*

June 15, 1994

Mr. Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
Post Office Box 1850  
Panama City, Florida 32402

Dear Mr. Bacen:

Thank you for allowing me the opportunity to provide input regarding the availability of health care services in Bay County to assist you in responding to possible base closure or expansion issues.

During my tenure as CEO at Bay Medical Center, I have had ample opportunity to assess the health care services available within our community. I am pleased to report that I have found them more than adequate to meet the foreseeable needs of the community for the next several years. Bay Medical Center is currently licensed for 302 beds, and by June 30 of this year we will be licensed for an additional 56 beds to accommodate anticipated future growth in our region.

Approximately 185 physicians are in private practice in Bay County representing all major specialties, and we expect about 15 to 20 more to begin practice each year. This figure does not include military physicians. In my opinion, we have ample hospital and physician services available to accommodate our growth needs at least for the next three to five years. There are also adequate services available for long term care, home health and rehabilitative care for this same time period.

Hopefully this information will be of use to you in your project. Feel free to call me if I can be of any further assistance.

Sincerely,

Ronald V. Wolff  
President/CEO

RVW:dlw

# Panama City-Bay County International Airport

Foreign Trade Zone #65



July 13, 1994

Frank Bacen  
Executive Vice President  
Bay County Chamber of Commerce  
P.O. Box 1850  
Panama City, Florida 32401

Dear Mr. Bacen:

I am writing to update you concerning ongoing improvement projects at Panama City - Bay County International Airport. I am also including information that reflects the overall viability of this public aviation facility and our ability to support the commercial aviation needs of two very important military installations - Tyndall Air Force Base and the Naval Coastal Systems Station.

In January of 1994, we broke ground on our new \$10 Million Airport Terminal Complex. Included in this project are the following:

- 55,700 Sq. Ft. Terminal Building
- 4 Passenger Gates and 1 Passenger Loading Bridge
- 350 Space Public Parking Lot
- Electronically Controlled Terminal Security System
- New Terminal Access Loop Roadway
- Additional 44,000 Sq. Ft. of Terminal Parking Ramp -  
14" Concrete

Move-in Date for Phase 1 of the Terminal Project -  
January 1, 1995.

Final Completion of Entire Project - October 1995

The Airport is served by four (4) airlines connecting Panama City to four (4) southern Large-Hub airports. Delta Air Lines offers 498 seats per day on four jet aircraft and Atlantic Southeast Airlines offers 150 seats per day on five 30 seat regional turbo-props to Atlanta, Georgia. Northwest Airlink offers 90 seats per day on three 30 seat regional turbo-props to Memphis, Tennessee. USAir Express offers 95 seats per day on five 19 seat regional turbo-props to Tampa, Florida and 57 seats per day on three 19 seat regional turbo-

props to Orlando, Florida. (Resumption of service to Charlotte, North Carolina is expected by October 1994, and service to Birmingham, Alabama is expected by Summer 1995).

In addition to the airlines serving Panama City, five (5) air cargo companies representing Federal Express, UPS, Airborne Express, and two independent freight haulers, transport air cargo in and out of the Airport.

Delta Air Lines by itself currently handles over 125,000 pounds of air mail per month.

The Airport is served by two (2) full-service Fixed Base Operators (FBO) - Sowell Aviation and Panama AvJet. Each FBO provides fueling and maintenance services, flight instruction, aircraft charter and rental, aircraft hangaring and tie down facilities, etc.

The Airport Staff maintains a State and FAA Certified, Airport Police Department which is charged with providing airport security as mandated under FAR Part 107 on a 24 hour per day basis.

The Airport Staff maintains a State and FAA Certified Airport Fire Department which is charged with providing aircraft rescue and firefighting response for aircraft operators on a 24 hour per day basis.

The Airport was authorized in May 1993 to receive international flights and the Airport Authority changed the name of the Airport to Panama City - Bay County International Airport. Panama City has been an International Port of Entry since the 1930s.

#### Future Projects to be completed by the Year 2000

- \* Widen and Improve Lisenby Avenue from 23rd Street to the Airport Terminal Area
- \* Lengthen Main Instrument Runway to 8,000 feet
- \* Build International Arrivals/Departure Facility
- \* Establish Global Positioning Satellite (GPS) Approach Capability for All Runways
- \* Purchase and Install Additional Jetways (If Necessary)

I hope this brief overview is sufficient for your needs.

Sincerely,



Jeff Vickers  
Airport Director



**Bay County Sheriff's Office**

GUY M. TUNNELL, Sheriff

314 Harmon Avenue • Panama City, Florida 32401  
(904) 785-4351

June 24, 1994

Mr. Frank Bacen  
Executive Vice President  
Chamber of Commerce of Bay County  
235 West Fifth Street  
Panama City, Florida 32401

Dear Mr. Bacen

Bay County is a combination of woodlands and nine separate municipalities, clustered along the Gulf Coast and the shores of St. Andrews Bay. With one exception, each of these municipalities maintain its own police department. The Bay County Sheriff's Office is responsible for those unincorporated areas of the county, plus providing police services to the City of Callaway (the County's second largest city) under contract. In addition the office also provides assistance to several of the smaller departments in terms of dispatching services, investigative expertise and support.

It may be appropriate to mention here that in Florida, the Office of the Sheriff is constitutional and names him as the senior law enforcement officer of the county providing full service law enforcement as well as the duties of civil and criminal process and guardians of the courts. To this end the Sheriff's Office has 185 full time employees, 143 of which are sworn officers. In addition there is a Sheriff's Reserve of twelve (12) fully certified officers who regularly work patrol zones, seventy-five (75) Auxiliary deputies and a mounted posse of twenty-four (24) riders, all of which are on call to support regular personnel in high demand situations.

Above and beyond this are the personnel of six (6) state law enforcement agencies which operate within this county. These agencies, their local personnel and those from surrounding counties are all available upon request of this office.

Mr. Frank Bacen  
Page 2  
June 24, 1994

In actuality, Bay County is in the lower quarter of the state in terms of crime rate. Specifically, according to Florida Department of Law Enforcement records, our violent crime rate is 902.2 per 100,000 of population while the property crime rate is 6,587.9 per 100,000. In factual numbers, last year there were nine (9) homicides, 120 robberies and 1,972 burglaries in this county.

It should be noted that the rates shown above are based on the fixed resident population of Bay County AND DO NOT REFLECT THE ADDED INFLUX OF TOURIST TRAFFIC to this area, a fact which would add an additional 20 to 30,000 to our population during nine (9) months of the year. When this additional information is factored in, it places Bay County as one of the most top ranked areas in terms of quality of life relative to public safety.

Given all of the above, and bearing in mind that this office maintains mutual aid cooperative agreements with each municipality within the county as well as with surrounding county Sheriff's Offices, and given the present responsibility/activity demands to the existing forces, an increase of substantial numbers of fixed population could be accommodated with little noticeable impact upon law enforcement capabilities.

Sincerely,

  
Guy M. Tunnell  
Sheriff of Bay County

GMT:gc

# Document Separator

BRAC 1995 – Defense Base Closure and  
Realignment Commission  
COFF: Dec 31, 1995 Disposition: Permanent



CITY OF

ABILENE



**Abilene**  
**and**  
**Dyess AFB**



**An Investment**  
**for the**  
**Future**

The central graphic features a map of the state of Texas. A five-pointed star is placed within the map's outline, specifically in the northwestern region, to denote the location of Abilene and Dyess Air Force Base. The text 'Abilene and Dyess AFB' is positioned to the left of the map, while the phrase 'An Investment for the Future' is written in a large, bold, serif font to the right of the map.

REVISED NOVEMBER 1, 1994

## PREFACE

This document was developed by the Chamber of Commerce Military Affairs Committee of Abilene, Texas, with funds provided by the Development Corporation of Abilene, Texas based on a need to distribute information on the advantages of Dyess Air Force Base as an installation for future reposturing of our military forces. It is envisioned that planners will use this document to capitalize on the potential of Dyess AFB to continue and/or accept new missions and roles into the next century while also clarifying criteria documented by Public Law 101-510, November 5, 1990. The recent changes in overall structure of the Air Force have been incorporated into this revision Changes from the previous documents distributed in March 1994 are highlighted by underlining throughout the document and reflect the most current data available as of November 1st, 1994. Identified throughout the document are concerted efforts by the community to plan for the needs of the Air Force as the 21st Century approaches.

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**EXECUTIVE SUMMARY**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## EXECUTIVE SUMMARY

The citizens of the Abilene community, Taylor County, and the State of Texas recognize the economic, geographic, and social importance of Dyess Air Force Base. The relationship is synergistic. The partnership is an investment in the future of the Community, the State, the Department of Defense, and the United States of America.

With this thought in mind, the civilian community has prepared the accompanying document. The document is intended to be used as a resource by senior government officials, Air Force senior officers, and Air Force planners. It highlights a number of critical areas, many that have been used as a baseline to assign new missions/roles to installations as the historic restructuring of the Air Force continues. The document is also intended to offer further evidence of the viability of Dyess AFB as an active duty United States Air Force installation for the present and the future.

Dyess AFB can accommodate growth. It is one of a few select bases which is capable of immediate growth while adhering to the critical concerns of the Air Force in regard to Major Regional Conflicts, force needs, mobility, training, air space congestion, encroachments, zoning, environment, land use, noise abatement, and of course quality of life for those stationed at Dyess.

Abilene and Dyess have positioned themselves for the future through planning which has been both interactive and proactive. Dyess was one of the last Air Force bases developed during the defense build up of the 1950s. Planners were able to incorporate the best of many ideas used at previous bases. The physical plant infrastructure and facilities are in excellent condition. These proven concepts continue to be used today as the City, County, and State incorporates Dyess AFB's needs into its planning for the future. The attached document illustrates how the needs of Dyess have been incorporated into city planning in areas such as employment, housing, transportation, utilities, education, and community services.

The State of Texas is proud of its aviation roots. Since the early days of flight the Army and Air Force have looked to Texas as a location to develop and maintain its force structure. Dyess and Abilene have been part of that heritage since the early 1940's. Today Dyess AFB is the only active duty combat Air Force installation in the State of Texas.

It is ideally located for any flying mission. Rarely is weather below minimum ceiling or visibility requirements needed to accomplish any United States Air Force peacetime or wartime mission. Weather conducive to year round air operations has proved to be an important asset on a number of occasions including training and deployment for World War II, the Vietnam Crisis, Operation Just Cause, Desert Shield/Desert Storm/Desert Calm operations, the Somalia Relief Operation, support for United Nations actions in Bosnia, and most recently during the Haitian operation.

The citizens of Abilene have never been bashful about their support of the Air Force mission and its people. Since the early 1940s the community has set a worldwide standard for support of the military. Service men and women at Dyess say Abilene provides the best community support they have experienced in their career.

The quality of life for the men and women at Dyess have always been a priority to the citizens of Abilene. The community has been able to link the military and civilian lifelines so that in many ways they have become one. There are dozens of combined cultural activities ongoing throughout the year. Abilene has two major medical centers in addition to the base hospital which provides a full range of medical services. Three universities, a junior college, and a technical college provide higher education needs. Abilene's geographical location allows easy driving access for additional athletics, cultural and social activities in major cities such as Dallas(3 hours), Fort Worth(2½ hours), San Antonio(4 hours), and Houston(6 hours). Additionally, the

community provides numerous employment opportunities for the dependents and retirees associated with Dyess AFB.

The Big Country is proud of the military presence in the area. It has developed a relationship that others have tried to emulate. The community has achieved worldwide recognition for events like the World's Largest Barbecue where over 13,000 military and dependent personnel are treated annually to some of West Texas' finest hospitality. Local support for Operation Desert Storm was, in the words of most Dyess personnel, "incredible." Abilene built one of the most attractive entrances to an Air Force installation in the world to reinforce their affection and pride for Dyess. As further demonstration of their commitment to the Air Force, Abilene has developed a program with Air Combat Command to present a trophy each year to the community which best exemplifies excellence in base community relationships. And the story goes on, as this document reveals.

Abilene and West Texas are very appreciative and thankful the Air Force has entrusted them with what they consider a "core" base of the United States Air Force. Abilenians refer to themselves as a "Wing," working in partnership with the historic 7th Wing of the Air Force. They are proud of their history and tradition of support and involvement with the men and women who have served at Dyess. Their relationships have been genuine and lasting as is evidenced by the many Air Force personnel who have chosen Abilene as their home and those who have left but still stay in close contact with the civilian community.

The civic leaders of Abilene, Taylor County, and Texas clearly want to ensure the future of Dyess AFB while meeting the needs of the Air Force in regard to national security.

In this regard Dyess AFB can offer some significant opportunities the Air Force may wish to consider during the upcoming discussions in regard to Base restructuring.

Dyess possesses all the necessary entities necessary to become the sole active duty B-1 base for the Air Force. It has in place the simulators, training and operational squadrons, weapons storage area, and required facilities. Additionally its geographic location allows easy support access for the planned reserve/guard units at McConnell/Warner Robins AFBs and the depot in Oklahoma.

The proximity of the Base to ranges, low level routes, military operating areas make it an ideal location for a fighter unit (active duty, reserve or guard): the ramp is more than adequate, the facilities available, and the airspace ideal. If Dyess were to gain a fighter unit the base would be a combined unit possessing bombers, fighters and transport aircraft available to deploy as a self contained unit to a Major Regional Conflict area.

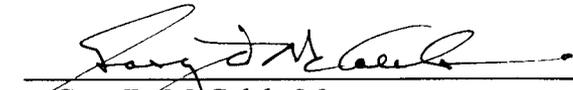
Lest we forget, Dyess can also accommodate additional C-130 aircraft as it did in the past. Adding a third squadron of C-130s, either active duty, reserve or guard could easily be accomplished. The base at one time had three squadrons of C-130s.

In regard to the civilian/military infrastructure Dyess/Abilene is the ideal location for the mid life upgrade of the F-16, especially considering that the existing Abilene Lockheed facility produces the majority of the parts for the F-16 and has the existing plant capacity available to handle a large F-16 modification program. Additionally, using facilities at Dyess for public/private ventures could prove cost effective for the Air Force during these times of budget constraints.

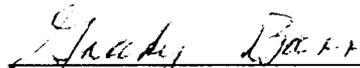
The above are only a few of the concepts Dyess is capable of handling. The key word is flexibility in regard to the future missions and opportunities available at Dyess AFB. People in Abilene know change is inevitable. They have demonstrated throughout the last six decades their ability to support change. Our community plans to be a part of the Department of Defense force structure of the 21st Century.



Frank Puckett, Chairman  
Military Affairs Committee



Gary D. McCaleb, Mayor  
City of Abilene



Grady Barr, Vice Chairman  
Military Affairs Committee



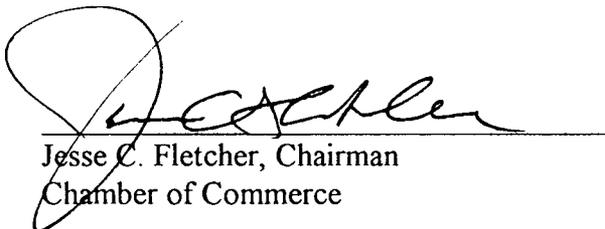
Lee Hamilton, Judge  
Taylor County



Fred Lee Hughes, Past Chairman  
Military Affairs Committee



Bob Hunter  
State Representative, District 71  
State of Texas



Jesse C. Fletcher, Chairman  
Chamber of Commerce

**GEOGRAPHIC IMPORTANCE**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## GEOGRAPHIC IMPORTANCE

Dyess AFB was constructed in the mid-1950's and has served well in supporting the nation's front-line defense. The strategic geographic location, 300 plus days annually of excellent flying weather, mild climate, uncongested West Texas skies, and outstanding community relations allowed Dyess AFB to successfully accommodate a wide variety of missions throughout the years. That success continues today as Dyess AFB has adapted extremely well to the changing Air Force mission. From the early days of "massive retaliation", to a conventional role during the Vietnam War conflict, to direct participation in Operation Desert Storm, Dyess AFB has always been on the forefront of America's defense and recognized as one of the Air Force's outstanding units. Dyess AFB is also known as the "First Home of the B-1B Bomber" where all B-1B aircrew members received the finest training afforded in the Air Force today using the most modern equipment available. In addition to the B-1B "schoolhouse," Dyess also has a fully combat ready B-1B operational squadron to support nuclear deterrence. In concert with that capability and the changing world situation, aircrews are currently undergoing conventional weapon training that will make them dual qualified for either a nuclear or conventional mission. Thus, Dyess AFB B-1B bombers will truly be able to project global power anytime, anywhere, under all circumstances. Until recently, KC-135A Stratotanker aircraft assigned to Dyess AFB provided excellent global support by providing worldwide air refuelings in a multidimensional nuclear or conventional role. Finally, Dyess AFB C-130H Hercules, the workhorse of the Air Force, provide a moment's notice response to a wide range of world-wide taskings. The prime location of Dyess AFB provides C-130 operations easy access to our southern border as well as quick deployment to areas around the world. Support during the Grenada invasion, Operation Just Cause in Panama, the Gulf War, Somalia relief efforts, United Nations operations in Bosnia, and in Haiti demonstrated that Dyess AFB is ideally located to perform not only Air Force operations, but joint operations with the Army, that cross the southern part of the United States to the east or west and/or operations conducted into Central and South America, the Middle East and Africa.

On numerous occasions Dyess AFB provided the critical airlift support which allowed three major Army bases (Ft. Bliss, Ft. Hood, and Ft. Sill) to rapidly respond to national emergencies.

Dramatic changes in the Soviet Union in the last few years have caused a complete re-evaluation of the United States National Defense Policies. The United States no longer has only one enemy, but may have many potential enemies and be forced to handle more than one Major Regional Conflict.

Past military operations have proven it impossible to predict the location of the next military conflict. Dyess AFB has demonstrated that its location, highly trained personnel and operationally ready aircraft can contribute beneficially to any and all situations as necessary. Dyess AFB bomber and previously assigned tanker aircraft have survivability in a nuclear environment due to location. Dyess AFB location also allows the nuclear bomber to "swing" in any direction to meet any aggressor. In a conventional scenario, Dyess AFB central location to support combat and airlift missions flown across the southern United States and around the world. Dyess AFB central location also assures the Air Force of a base positioned to react to the needs of the force now and beyond 2000. At Dyess the weather, airspace, environment, community relations, training opportunities, ranges, and interface with other services are all extremely favorable. If called upon Dyess can react immediately, where other locations may not be as fortunate. Dyess AFB has a long proud history of participation in times of conflict, i.e.:

World War II - Tye Army Air Field  
Cold War  
Vietnam War  
Grenada Invasion  
Panama

Gulf War  
Somalia  
Bosnia  
Haiti  
Numerous Humanitarian Missions

When the Army and Air Force planners made the decision to locate an airbase in Abilene, Texas, they could not have realized what an important and wise choice they made. The decision has been validated many times, and will continue to prove its worth well into and beyond the 21st century.

**AIR OPERATIONS**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## AIR OPERATIONS

GENERAL: Dyess AFB and the surrounding areas offer many unique force structure beddown advantages to the United States Air Force (USAF) and the Department of Defense (DoD) now and in the future. At the present time Dyess is ideally located and has supported Air Combat Command (ACC) in the accomplishment of its worldwide commitments as identified by the ACC Commander. Dyess aircraft have and are operating in support of the following areas: Haiti, Caribbean Central and South America, Somalia, Southeast Asia, Bosnia, and Turkey.

The units at Dyess are able to perform well in the forward areas because of the exceptional training they receive in air operations at home. Air Operations in and around Dyess offer some unique advantages:

- Excellent year-round flying weather
- Low noise level zones
- Minimum accident potential zones incompatibility
- Minimum air traffic delay times
- Ability to beddown tanker resources and proximity to training routes
- Close proximity with low level routes and a bombing range
- Military operating airspace areas
- Nearby airfield for pilot proficiency practice
- Uncongested base traffic pattern
- Outstanding C-130 flight training opportunities
- On-base Assault strip and cargo air drop zone
- Bare base activity within the base boundaries

## WEATHER

The local flying area around Dyess AFB has excellent year-round flying weather. Operations can be conducted on an average of 355 days a year. Since 1956, the average weather conditions at Dyess have been:

<u>Condition</u>	<u>Number of Days</u>
Frozen Precipitation	4
Freezing Precipitation	6
Below 200 feet ceiling and less than .5 mile visibility	2
Greater than 200 feet ceiling and .5 mile visibility, but less than 1000 feet ceiling and 2 miles visibility includes frozen/freezing precipitation days	19
Greater than 1000 feet ceiling and 2 miles visibility, but less than 3000 feet ceiling and 3 miles visibility	23
Greater than 3000 feet ceiling and 3 miles visibility (VFR)	321

The figures speak for themselves. Not only can flying operations be accomplished year-round, but, during almost the entire year, they can be conducted in visual flight conditions (VFR). The ability to train in VFR conditions greatly enhances overall training results while positively influencing safety and flexibility.

## NOISE ABATEMENT

The aircraft traffic patterns at Dyess AFB are designed to avoid overflight of facilities and populated areas and thereby prevent noise complaints. Dyess AFB was constructed about five miles west of the City of Abilene in 1956. Since that time, Abilene's population has grown to over 106,000. While the City has developed somewhat towards the Base, the major part of development has been to the south of Abilene, away from the base. The City of Abilene has made a concentrated effort to control development around Dyess AFB. All community development planning includes inputs from Dyess officials. The City of Tye, with a population of approximately 1000, developed just to the northwest of the base, however incompatible growth has been controlled. Tye's population location and stagnated growth minimizes noise complaints. There have been only forty-nine noise complaints filed with the base in the last five and one half years. The majority of these complaints have come from three individuals, one of which has recently left the area.

Dyess AFB developed and acquired clear zones at both the north and south ends of the runway. This also helps to reduce noise complaints. The City of Abilene is working to annex the land to the south and west of the runway. This land will then be zoned for uses other than residential family housing. Current flight patterns do not extend over the City at night. At night, aircraft employ the west traffic patterns over open farmland. This land continues to be farmed/ranched with no future change predicted. The growth patterns of Abilene continue to be toward the southwest. This places the growth outside of the Dyess AFB traffic patterns. From January 1, 1991, to December 1, 1993, there have been over 243,758 takeoffs or landings conducted at Dyess AFB. The volume of traffic compared to the number of complaints, indicates that Dyess AFB has excellent noise abatement procedures and averages one noise complaint per 3,992 takeoff/approach/landing activities. All evidence for today and the future indicates that it will remain that way.

## ACCIDENT POTENTIAL ZONES

Dyess AFB developed and continues to maintain safe and acceptable accident potential zones (APZs). Additionally, both the north end and the south end of the runway have clear zones in place. Should an accident occur immediately after takeoff or just before landing, it would occur on clear land. Since November 1988, there have been three aircraft (B-1, KC-135, P-51) accidents at Dyess AFB. These accidents occurred immediately after takeoff or just before landing. All three accidents occurred in the accident potential zones. The aircraft all crashed in open fields. Dyess AFB is working hard with the governing agencies that control these zones to keep them clear of buildings and obstructions. The plan is working. In fact, Dyess AFB/Abilene efforts over the last several years have greatly reduced the incompatibility with the APZs, especially in the North APZs.

## AIR TRAFFIC DELAYS

Dyess AFB's location allows for minimum air traffic control delays. Aircraft leaving the Dyess AFB local flying area enter the air traffic system in non-congested areas allowing for easier merging of Dyess aircraft into the air traffic control system. Aircraft departing Dyess AFB do not have to compete with other major airports for takeoff times.

## TANKER RESOURCES AND ROUTES

There is a shortage of available tanker aircraft in the south and southwestern part of the United States. This is true both for training purposes and real-world contingencies. The location of Dyess AFB makes it a potentially significant tanker beddown asset to the readiness of our forces and their ability to support Major Regional Conflicts. There are few tanker bases to serve the region. Currently they are: Altus AFB, Barksdale AFB and

McConnell AFB. However, Barksdale's tankers will relocate to the East Coast in the near future, further reducing tanker availability in the region. In the interim, the distances Barksdale's tankers must travel to conduct air refuelings make it uneconomical (less gas to provide for receiver aircraft when they arrive here) when compared with a Dyess-based tanker scenario. With the closure of Carswell AFB, only Altus and McConnell AFBs will remain to serve all of the refueling requirements for this entire region. Dyess AFB-assigned tanker aircraft are needed! The repositioning of tanker assets from Dyess has unquestionably eroded the flexibility needed to conduct operations during critical weather periods as was experienced during the Panama and Iraq crises.

Receivers served by previously assigned Dyess AFB tanker aircraft include: B-1 aircraft from Dyess AFB, F-15 and F-117 aircraft from Holloman AFB, F-16 reserve aircraft from Carswell AFB, E-3 AWACS aircraft from Tinker AFB, C-5 and C-141 aircraft from Altus, B-52 aircraft, and United States Navy aircraft. While the majority of tanker aircraft are stationed in the northern half of the United States, there is a need to provide for all global contingencies. Air Combat Command is emphasizing worldwide commitments and capability to support Major Regional Conflicts. For all operations in the Southern Hemisphere, Dyess AFB would be an ideal location for assigning tanker aircraft to meet refueling needs of aircraft flying south and as a forward base for attack aircraft should the need arise. In the past, Dyess AFB was a key participant in several critical deployments to Central America and Operation Just Cause in Panama. Additionally, for those aircraft in transit from west to east, or vice versa, Dyess AFB would provide an ideal location to beddown air refueling support as demonstrated in Operation Desert Shield and Desert Storm.

Dyess AFB-assigned tanker aircraft could offload maximum amounts of fuel due to close-by air refueling routes. With minimum flying time, tankers could launch, climb overhead,

refuel, and land while the receivers continue. By reducing the time from base to air refueling areas each tanker sortie becomes more economical and mission effective. The tanker is thus able to fly more sorties per day and offload maximum amounts of fuel. Future upgrade of the fuel hydrant system at Dyess will facilitate turn around times for all large aircraft. Dyess has ideal facilities to support all operational missions and meet the future needs of the Air Force in several areas in regard to tanker aircraft.

### LOW-LEVEL ROUTES

Dyess AFB's location is ideal for a wide range of low-level training. Low-level routes with Radar Bomb Site (RBS) scoring facilities include IR 177 (La Junta) and Tactical Training Range Complex (TTRC).

Local routes which are much closer, but do not have RBS scoring facilities include IR 165 and IR 144. IR 165 is used as a close-by training route when other scored routes are unavailable or would not allow for quality training. All routes can be entered roughly 40 minutes after takeoff.

Dyess AFB is also well situated for short flights to low-level routes that provide for live release training. IR 126 leads into the Red Flag Training Ranges where joint exercise and defensive maneuvers against ground based threats can be accomplished and actual weapon releases practiced. IR 293 leads into the Utah Test and Training Range (UTTR) where live weapon releases can be accomplished. IR 180 is the closest to Dyess AFB (30 minutes). This route leads into the Melrose Drop Range where live drops are executed. Low level routes that lead into approved drop ranges provide the most realistic training. The capability to fly a low-level route to a weapons delivery provides critical terrain

following, defensive maneuvers, and crew coordination practice and then culminates with actual release of a weapon or simulated weapon.

### **MILITARY OPERATIONS AREAS (MOA)**

Numerous MOAs are located and readily available within 250 miles of Dyess AFB. They include: Brownwood MOA number 1 and number 2 (can be used as two separate areas or one large area), Roby MOA, Melrose Drop Range, and Pelican MOA. These areas can and are used for a variety of different flying activities.

The Brownwood areas are used to conduct joint service intercepts with the United States Navy fighter aircraft and Dyess AFB-based aircraft. It is also used for exercises to test the capabilities of the Air National Guard, the Air Force Reserve, and active duty units against potential threats. Aircraft (F-16s from Ellington AFB, and reserve F-16s from Carswell AFB) conduct fighter intercept training against Dyess AFB aircraft. Additionally, the new Fort Worth Reserve Center (formerly Carswell AFB), will provide an outstanding source of joint service training opportunities.

The Roby MOA is Dyess' own operations area. It is used by local large aircraft and T-38s for proficiency, instructional sorties, and training in aircraft characteristics demonstrations.

The Melrose Drop Range provides both low-level and live weapons release training. After completing a weapons release profile, aircraft can proceed into the adjacent restricted areas and perform fighter intercept exercises (FIE) with other fighter aircraft stationed geographically nearby.

The Pelican area, located 100 miles into the Gulf of Mexico, provides Joint Service training opportunities with the United States Navy, Air National Guard, Air Force Reserve, and other active duty units. Dyess-assigned B-1s use the area for over-water navigation and joint service fighter intercept exercises. These exercises provide realistic low-level penetrating threat training for the Gulf of Mexico Air Defense Forces.

### **ALTERNATE TRANSITION BASES**

There are over 9,500 sorties per year being flown from Dyess AFB. A large percentage of these sorties are Combat Crew Training School (CCTS) missions. Transition training is an important part of the Dyess AFB CCTS mission. It is nearly impossible to conduct all of the required traffic pattern transition training at one location. To meet these requirements, in addition to its own runways, Dyess AFB has several close-by airfields that are available as alternates and/or additional airfields for traffic pattern transition training. All of these fields are within 30 minutes flying time: Abilene Regional Airport, Altus AFB, Amarillo International Airport, Cannon AFB, Carswell AFB, Bergstrom AFB, Roswell Industrial Airfield, Sheppard AFB, and San Angelo Municipal Airport.

The large number of close-by airfields also decreases the amount of fuel each aircraft is required to carry in order to comply with alternate fuel reserves. This results in a two-way cost savings. First, by carrying less fuel the aircraft are lighter, thereby consuming less fuel per hour. Secondly, the fuel that is carried can be dedicated for training rather than reserve, thus making each sortie more cost effective.

## TRAFFIC PATTERN OPERATIONS

The Dyess AFB aircraft traffic pattern is not congested today and therefore has ample growth potential for the future. There are several reasons for this: the location of Abilene Regional Airport, the location of the local assault strips and the air cargo drop zones, and the time block usage in the traffic pattern.

Abilene Regional Airport is located about 10 miles to the east of Dyess AFB. Through joint agreements between the airport and Dyess AFB, aircraft can fly multiple approaches to both airfields thus maximizing local air crew training. It must be noted that Abilene Regional Airport charges no fees to use any of its facilities.

The assault landing strips and air cargo drop zones are positioned just to the west of the main runway at Dyess AFB. The facilities do not interfere with air operations on the main runway. Assault landings or cargo airdrops can be accomplished simultaneously with main runway activity by employing established dual runway procedures. These safe effective procedures have been in effect for many years. These dual activities also improve the effectiveness of the local aircraft traffic pattern at Dyess AFB.

Dyess tower and approach personnel state that increased traffic could be handled even during peak hours without compromising safety. The Air Force has and will continue to install new approach lighting and PAPI systems at Dyess. Additionally, a new state of the art Doppler weather radar has been activated at Dyess. These new upgrades combined with the improvements to the taxiways and runways will allow increased utilization of the traffic pattern without compromising safety.

## C-130 OPERATIONS

C-130 flying training operations in the Dyess area are extensive. They primarily use a Low Altitude Tactical Navigation (LATN) Area: a 100 NM radius area from the Abilene VORTAC with altitudes from 300' - 1500' AGL. Most of the low level tactical training is accomplished within this area. The C-130s use five (5) tactical drop zones within this LATN, and an additional ten (10) drop zones just outside the LATN for combat airdrop practice. The availability of numerous drop zones fosters flexible and realistic training. Also within the LATN and in close proximity, there are 6 Station Keeping Equipment (SKE) routes, 15 SR routes, 5 IR routes, and 11 VR routes utilized by C-130s and neighboring base aircraft for low level navigation training. C-130 operations within the LATN are unhampered by other aircraft and population centers.

Flexibility and training will be greatly enhanced with the anticipated approval of the IMC-capable drop zones in the near future. This capability has required extensive coordination with Federal Aviation Administration (FAA) and regional Air Traffic Control (ATC) agencies. Approval of these procedures is anticipated in the next few months.

FT Bliss (El Paso, TX) and FT Hood (Killeen, TX) house C-130 supported Army units near our location. Dyess is centrally located to allow efficient and quick response to short notice and extensive taskings from III Corps and subordinate divisions.

In addition to local training requirements, numerous real-world missions are flown from Dyess. In Panama and South America, missions are flown under the operational control of SOUTHCOM. There is also a biannual rotational requirement to Saudi Arabia, four months in duration, which is flown by both Dyess assigned C-130 squadrons under the operational control of CENTCOM.

On a monthly basis, Dyess C-130s utilize 20-25 different JA/ATT mission users. Dyess allocates anywhere from 3 to 5 aircraft per day on a monthly basis for these JA/ATT missions. Being centrally located, Dyess C-130s can rapidly respond to any real world situation. Several special classified missions are supported by Dyess C-130s. Dyess also provides aircraft for SAAM missions. On a monthly basis, C-130s provide support for 3 to 5 SAAM missions per day. The SAAM missions supported are: DEA, Counter Drug, and several other DOD users.

### **ASSAULT LANDING STRIPS AND AIRDROP ZONES**

Dyess AFB is a unique Base possessing two assault landing strips (one asphalt and one dirt) and air cargo/personnel drop zones within the confines of the base. These training assets are located just to the west of the main runway. The use of these facilities does not interfere with the activities of the main runway because of their location. Aircraft using these facilities are able to fly a local traffic pattern mission profile, thereby saving valuable resources. Less money is spent on fuel and expensive flying hours are devoted to productive training instead of transit time enroute to other training areas. Aircraft take off and immediately enter one of several low-level training routes or fly approaches to the drop zone. These training routes all end at Dyess AFB's assault strips or air cargo drop zones avoiding waste flying hours in transit to a low-level route, assault strips, or air cargo drop zones. All flying time is used effectively and productively. These training assets are in place and are being used daily. United States Air Force dollars are currently being saved. Additionally, special instrument procedures for C-130 IMC drops have been developed for the express purpose of increasing wartime training flexibility.

## **BARE BASE ACTIVITY**

Dyess AFB has a very unique working relationship with the Abilene Regional Airport. Not only does the airport encourage Dyess aircraft to practice approaches/landings at the airfield free of charge, but the airport has also cooperated fully with the 7th Wing in conducting several bare base training exercises at the airport. The airport has ample ramp space, extra hanger space, government contract fuel, approved air cargo drop zones, and is located only 10 miles from Dyess AFB. These exercises have been highly successful. The airport management endorses the use of Abilene Regional Airport for these exercises. Use of the local regional airport facilities is very cost effective and provides excellent training for the Air Force.

Deployment costs are kept to an absolute minimum. It is only several minutes flying time to the airport, not hours. Flying hours are costly. Some materials that would normally have to be flown in, can be moved by truck. Additive costs are thereby avoided. Since the airport does not charge the Air Force for using facilities or services, the bare base exercises conducted at Abilene Regional Airport are very cost effective.

The training received by the military members in these exercises has been superb. The most important fact to consider is the cost savings in both monies spent and man-hours saved in deployment/redeployment time. Abilene Regional Airport contributes greatly to enhancing the unique capabilities of Dyess AFB.

## SUMMARY

Dyess AFB units are trained to fight in support of national objectives. Air operations at Dyess encompass all aspects of forward theater requirements, i.e. joint and composite operations. Operations in and around Dyess AFB allow for real time scenarios to be developed thus improving readiness, enhancing mobility, and preparing the force for Major Regional Conflicts that may occur throughout the world.

**ECONOMIC IMPACT**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## ECONOMIC IMPACT

Dyess AFB is the single largest employer in the Abilene area. It has a total population (military, dependents, civilians and retirees) of approximately 14,000 which is 13% of the population of Abilene.

The figures on the following pages were extracted from the "Economic Resource Impact Statement, Fiscal Year 1992" published by the Comptroller Division of the 7th Wing. A review of the figures clearly depicts the economic importance of Dyess AFB to the community of Abilene. The Base has a total economic impact of \$311 million dollars and creates 1,838 plus secondary jobs in the Economic Impact Region (EIR) which includes the nine counties surrounding Dyess AFB. In addition, the annual expenditures of the Base supports a total of 7,815 jobs in local employment.

The community has numerous opportunities for dependent employment. Air Force active duty dependents are heavily employed in our financial institutions, school districts, retail trade, medical offices, hospitals, and food service industries. The community uses Dyess' labor pool availability to attract industries. Close coordination between the Chamber, City and the Family Support Center have proven beneficial to those seeking employment.

Retirees and those separating have proven to be an excellent skilled labor pool for potential employers. Many of these individuals are employed by State, County and City agencies. Others have found opportunities within the manufacturing sector such as Lockheed, Pride Refining, Abtex Beverages and many others. Abilene welcomes these former military personnel into our community.

Overall Dyess AFB has provided excellent employees for our community and we are committed to continue expanding job opportunities for the families stationed at the Base.

**VALUE OF RESOURCES AND EXPENDITURES**

**Weapon Systems**

	<b><u>NR</u></b>	<b><u>Unit Cost</u></b>	<b><u>FY 88 Dollars</u></b>
B-1B	32	\$222,800,000	\$7,110,200,000
KC-135A	16	22,300,000	356,800,000
C-130H	27	19,400,000	<u>543,200,000</u>
Total			<u>\$8,010,200,000</u>

**Real Estate and Structures**

(Current Market Value 1991) **\$736,609,000**

<b><u>BUILDINGS</u></b>	<b><u>NUMBER</u></b>	<b><u>TOTAL SQ. FT.</u></b>
Industrial & CE	89	432,206
Aircraft Maintenance	46	621,385
Base Supply Warehouse	67	390,922
Administration	39	325,578
AAFES	8	67,388
Commissary	1	72,989
Recreation	42	279,199
Hospital	3	161,587
Education & Training	<u>11</u>	<u>170,099</u>
TOTAL	306	2,521,353

**VALUE OF RESOURCES AND EXPENDITURES**  
**(As of September 30, 1992)**

**WEAPON SYSTEMS**

Aircraft	\$8,010,200,000
Support Equipment	<u>20,903,629</u>
<b>TOTAL</b>	<b>\$8,031,103,629</b>

**CAPITAL ASSETS**

(Land, Bldgs, and Real Property)	<b>\$218,845,382</b>
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**EQUIPMENT**

Appropriated Fund	\$233,377,533
Nonappropriated Fund	<u>1,390,953</u>
<b>TOTAL</b>	<b>\$234,768,486</b>

**INVENTORIES**

Stock Funds	\$17,179,553
Sales Outlets	
Base Exchange (BX)	2,149,193
Commissary	885,000
NAF	<u>655,612</u>
<b>TOTAL</b>	<b>\$20,879,358</b>

**RETAIL SALES**

BX	\$9,786,153
Commissary	18,099,000
NAF Activities	<u>2,878,458</u>
<b>TOTAL</b>	<b>\$30,763,611</b>

<b>BASE OPERATIONS &amp; MAINTENANCE OUTLAYS</b>	<b>\$48,282,641</b>
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**MILITARY OF PERSONNEL BY CLASSIFICATION AND HOUSING**  
**LOCATION**  
 (As of September 30, 1992)

Classification	Living On Base	Living Off Base	Total
<b>APPROPRIATED FUND MILITARY</b>			
Active Duty Permanent Party	1707	3314	<u>5021</u>
Active Duty Military Dependents	<u>2050</u>	<u>5254</u>	<u>7304</u>
<b>TOTAL</b>	<b>3757</b>	<b>8568</b>	<b>12325</b>
<b>APPROPRIATED FUND CIVILIAN</b>			
General Schedule			324
Federal Wage Board			94
Other			<u>1</u>
<b>TOTAL</b>			<u><b>419</b></u>
<b>NONAPPROPRIATED FUND, CONTRACT CIVILIAN, &amp; PRIVATE BUSINESS</b>			
Civilian NAF			250
Civilian BX			120
*Contract Civilian			167
Private Businesses on-base by type:			
Branch Bank/Credit Union			16
Vendor Services			34
*Other Civilians			0
<b>MILITARY RETIREES</b>			
Air Force			2131
Army			392
Navy			197
Marines			40
Coast Guard			<u>2</u>
<b>TOTAL</b>			<b>2762</b>

\*(NOT INCLUDED ELSEWHERE)

**SUMMARY OF GROSS PAYROLL BY CLASSIFICATION AND HOUSING  
LOCATION**

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(Fiscal Year 1992)

Classification	Living On-Base (\$)	Living Off-Base (\$)	Total (\$)
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**APPROPRIATED FUND MILITARY**

Active Duty Permanent Party	\$31,589,453	\$96,137,350	\$127,726,803
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**APPROPRIATED FUND CIVILIAN**

\$11,444,086

**NONAPPROPRIATED FUND, CONTRACT  
CIVILIAN, & PRIVATE BUSINESS**

Civilian NAF			\$2,188,050
Civilian BX			1,313,325
Private Businesses on-base by type:			
Branch Bank/Credit Union			268,422
<b>TOTAL</b>			<b>\$3,769,797</b>

**MILITARY RETIREES**

Air Force			\$31,572,000
Army			5,160,000
Navy			2,328,000
Marines			576,000
Coast Guard			25,608
<b>TOTAL</b>			<b>\$39,661,608</b>

**SUMMARY OF CONSTRUCTION, CONTRACTS, AND EXPENDITURES FOR  
MATERIALS, EQUIPMENT, AND SUPPLIES VALUE OF RESOURCES AND  
EXPENDITURES**

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(Fiscal Year 1992)

Actual Annual  
Expenditure

**CONSTRUCTION**

Environmental Compliance	\$6,558,300
Military Construction Program	2,500,600
Nonappropriated Fund	349,000
Military Family Housing	4,161,500
O & M	6,097,700
Other	<u>381,100</u>
<b>TOTAL CONSTRUCTION</b>	<b>\$20,048,800</b>

**CONTACTS AND PROCUREMENT: SERVICES  
MATERIALS, EQUIPMENT, AND SUPPLIES**

Service Contracts	\$11,234,782
*Other Services	<u>520,621</u>
<b>TOTAL SERVICES</b>	<b>\$11,755,403</b>

Commissary	\$3,323,667
Base Exchange	497,346
Health	8,019,481
Education (Impact Aid & Tuition Assistance)	968,491
TDY	1,714,400
*Other Materials, Equipment and Supplies Procurement	<u>7,776,773</u>
<b>TOTAL EXPENDITURES</b>	<b>\$54,109,361</b>

**\*(NOT INCLUDED ELSEWHERE)**

**COMMUNITY RELATIONS**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## COMMUNITY RELATIONS

The military and West Texans share a legacy of continuing friendship and cooperation that span over 130 years.

This legacy reaches back to dusty trails, cattle drives, Indians and to a small but crucial Army post in West Texas near the Clearfork and Brazos Rivers, known as Fort Phantom Hill, established in 1852. Though the Fort has gone the way of its name, its ruins stand as a testament to the special relationship between West Texans and the American military forged so long ago.

However, the Army was not gone long from West Texas and its big clear skies. By 1940 and the onset of World War II, the Army established Camp Barkeley, near Abilene, for infantry training. Then, in 1942, flying training was begun at Tye Army Airfield, a Camp Barkeley adjunct.

At the end of World War II, both installations were closed and Tye Army Airfield was sold to the City of Abilene for one dollar.

Spurred by the outbreak of the Korean Conflict in 1950, several community leaders -- led by the late William P. "Dub" Wright, an oil and gas marketer -- raised \$893,000 to purchase additional acreage for a permanent military installation. They wanted this installation to be built in Abilene. They took their deed along with their intentions to Offutt AFB for a personal meeting with General Curtis E. LeMay.

Finally, in 1952, the dream of Dub Wright and his fellow visionaries became a reality as Congress approved funds to construct what would later become Dyess AFB.

Abilene and Dyess AFB have had a blessed union since. This union is well known throughout the United States military. In fact, in 1988, Dyess proclaimed the City of Abilene a "Wing" alongside the 7th Wing (ACC). Today, the City's emblem stands alongside that of the 7th Wing at the entrance gate to the Base.

An integral part of the union is the Chamber of Commerce's Military Affairs Committee. The committee's 304 members act as a liaison between the community and the base. Throughout its history, the contributions of the Military Affairs Committee and other community groups to the Base have been nothing short of outstanding.

The Chamber and its Military Affairs Committee have assisted with funding several base projects. The Distinguished Visitor's lounge at Base Operations was given \$5,000 for furnishings while \$24,000 was donated towards furnishings in the Abilene House. Another \$30,000, raised through a combination of Chamber efforts and a matching grant, was used for memorials in Dyess' exemplary Air Park was.

In 1993, General Michael Loh, Commander, Air Combat Command, established the ACC Commander's Air Power Support Group. A consortium of citizens representing ACC bases throughout the nation, the group has as its purpose the sharing of information and events that may impact ACC, its bases and local communities. Mr. Frank Puckett, President of the Abilene Reporter News newspaper and current president of the Abilene Chamber's Military Affairs Committee, was elected the Support Group chairman.

The year 1993 marked the 28th consecutive year that the Military Affairs Committee, in conjunction with other civic organizations and volunteers, hosted Dyess personnel and their families to a barbecue dinner. Known as the "World's Largest Barbecue," the effort expresses the

Abilene community's appreciation to the men, women, and families of Dyess AFB. Again, more than 13,000 people attended this year.

During Desert Storm, Abilene embraced the spouses and families of those deployed to the conflict. A number of area businesses offered discount merchandise and services to families while the Military Affairs Committee gave financial support to the Base Chapel's Desert Storm Spouse Support Program. A local floral designer and several volunteers made and sold Texas "Yellow Rose" ribbon pins and donated the proceeds to the Dyess chapel for its use.

The community of Abilene gets involved at the squadron level as well. The Honorary Commander Program allows a volunteer civilian to see the military up close and assist a squadron commander with individual recognition programs, attendance at squadron functions, awards, outings, promotions, and changes of command. This has been and continues to be a very successful program.

The Base and community were brought together in mourning when three crewmembers lost their lives in the crash of a B-1B aircraft in Colorado in 1987. Abilene offered not only comfort and sympathy but hope for the future when all three private universities offered full scholarships to the children of those killed.

In 1988 and 1991, Strategic Air Command recognized the efforts of the citizens of Abilene by awarding it the Barksdale Award for outstanding cooperation and support of a SAC base. It was well deserved. In 1989 community leaders established the Abilene Community Support trophy which is awarded by the Abilene Chamber. It has been proposed that with the base realignment the trophy be awarded to a community that supports ACC in an outstanding manner.

Base personnel and their families are an integral part of the community. Dyess AFB is well represented in many civic organizations, projects, and fund-raising activities. Examples are:

The 1993 Combined Federal Campaign raised \$226,388, which includes \$83,951 donated to our local United Way Agencies, numerous squadrons participated in Walk America, and the annual West Texas Rehabilitation Center Telethon and Telethon for Crippled Children had hundreds of base volunteers manning phones.

In addition, the Company Grade Officer's Council, the First Sergeants' Association, and the Officers' Wives Club donate time and funds to several charitable causes on and off base.

The presence of Dyess personnel and their families are felt in many ways throughout the community. Examples are:

Each year, hundreds of military families extend their hearts and hands in the spirit of giving to organizations such as the Special Olympics, Meals on Wheels, and Big Brothers/Big Sisters.

The Saturday Scholars is a group of base affiliated personnel who volunteer their Saturday mornings tutoring children at one of the local elementary schools. In addition, many military spouses volunteer in the school district as classroom "moms" and teacher's aides.

In keeping with the "Don't Mess with Texas" Beautification Program, several squadrons have adopted parts of highways for cleanup. Also, Dyess AFB personnel participated in the "Abilene Clean and Proud" Program picking up trash along other nearby roadsides and fostering recycling in our community.

Besides the annual Big Country Appreciation Day/Open House, the community has many chances to see and hear about Dyess and the Air Force through on-going programs such as the Public Affairs sponsored speaker's bureau, base tour program, and the Dyess Channel.

Base involvement in the community was again recognized in 1989 when SAC awarded Dyess AFB the Strategic Air Command Base Community Relations Award.

It is not for recognition that Abilene and Dyess AFB are so involved with one another, it is that they are truly a "team" and a "family."

**WEATHER PROFILE**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## WEATHER

The weather at Dyess AFB is excellent for conducting year-round air operations or any other Department of Defense mission. Since 1956, the average number of usable flying days has been 355. The 10 days of unusable weather is mainly the result of freezing precipitation. Included in the 10 days is an average of only two days when the ceiling and visibility are less than the 200 feet, and one-half mile required for an instrument approach. Dyess AFB has an average rainfall/snowfall per year of 24.76/5.6 inches. The average amount of days when the weather is better than 3,000 feet and three miles visibility is 321. A more detailed analysis of the effects of weather on flying operations is contained in the Air Operations Section of this report.

Abilene is on the boundary between the humid east Texas climate and the semi-arid west and north Texas climate. The station elevation is 1,750 feet above sea level. The rainfall pattern is typical of the Great Plains. Most precipitation occurs from April to October and is usually associated with thunderstorms. Severe storms are infrequent, occurring mostly in the spring.

The large range of high and low temperatures, characteristic of the Great Plains, extends south to the Abilene area. High daytime temperatures prevail in the summer, but are normally broken by thunderstorms about five times a month. Rapid cooling after sunset results in pleasant nights with low summertime temperatures in the upper 60's associated with fair skies, southwesterly winds, and low humidities.

Rapid wintertime temperature changes occur when cold, dry, Arctic air replaces warm moist tropical air. Drops in temperature of 20 to 30 degrees in one hour are not unusual. However, cold weather periods are short lived. Fair, mild weather is typical.

South is the prevailing wind direction, and southerly winds are frequently high and persist for several days. Strong northerly winds often occur during the passage of cold fronts. Dusty conditions are infrequent, occurring mostly with westerly winds. Dust storm frequency and intensity depend on soil conditions in eastern New Mexico, West Texas and the Texas Panhandle.

Based on the 1951-1980 period, the average first occurrence of 32 degrees Fahrenheit in the fall is November 13 and the average last occurrence in the spring is March 25.

# ABILENE, TEXAS

## Weather Averages

AVERAGE ANNUAL TEMPERATURE                      64.5°

		<u>Average</u>
<u>OCTOBER THROUGH MARCH</u>	<u>65°</u>	<u>High</u>
	<u>43°</u>	<u>Low</u>

<u>APRIL THROUGH SEPTEMBER</u>	<u>85°</u>	<u>High</u>
	<u>64°</u>	<u>Low</u>

AVERAGE RELATIVE HUMIDITY                      58.5%

AVERAGE ANNUAL RAINFALL                      23.26"

AVERAGE WIND SPEED                                      12.1 mph/sse

**ENVIRONMENTAL STRENGTHS**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## ENVIRONMENTAL

INTRODUCTION: Environmental compliance has become one of the greatest challenges to our nation's defense in the 90's. Dyess AFB and the Big Country are meeting this challenge by instilling an environmental ethic at all levels. Dyess AFB is not now, nor projected to be on the EPA's National Priorities List of Cleanup Sites. Headquarters Air Combat Command considers Dyess AFB one of the best in the ranking of sites at risk. Air, water, biological, cultural, and natural resources are being managed to provide Dyess AFB as a platform to project its military mission around the world with the least impact on and from the environment. The following is a discussion on how key areas are being addressed with the emphasis on common sense.

### AIR

Dyess AFB is located in the Abilene-Wichita Falls Air Quality Control Area (no. 210). There are no non-attainment areas within 50 miles of Dyess AFB. This area is in compliance with all existing primary air quality standards. The air quality is not expected to change in the future. Activities at Dyess AFB contribute less than 2% of the total air emissions for Taylor County according to an EPA survey.

### WATER AND WASTEWATER

Dyess AFB receives potable water and wastewater treatment from the City of Abilene. Abilene derives its water from Lake Fort Phantom, Lake Abilene, and Hubbard Creek Lake. Abilene has also procured water rights from the new Ivie Reservoir which will ensure ample water supplies beyond the year 2050. After receiving potable water from the City of Abilene, Dyess AFB retreats the water and distributes on-base.

## **BIOLOGICAL**

**HABITAT:** The biological habitat at Dyess AFB consists of native grasses, trees, and shrubs in undisturbed areas. Dyess AFB has introduced species in the developed areas along a xeroscape theme which minimizes maintenance and enhances survivability. Animal life is primarily rabbits, squirrels, turkeys, and a few reptile species, none of which are endangered.

**THREATENED AND ENDANGERED SPECIES:** No threatened or endangered species are known to exist in any of the habitats on Dyess AFB. Those identified for the Big Country area are of a transient nature and no suitable habitats for these species occur in or near Dyess AFB.

**WETLANDS:** There are no identified wetlands on Dyess AFB, therefore no detriment to future expansion.

## **CULTURAL RESOURCES**

Dyess AFB is entirely within the Lower Plains Section of the Central Lowlands Physiographic Province. The prehistoric peoples in this region were of the Prehorse Plains culture throughout the Seventeenth Century. They were hunters and gatherers who left little evidence of their presence. Comanches were known to be in this region during the Nineteenth Century. The Comanches were nomadic hunting people, and their sites are similar to their predecessors. An archaeological survey of Dyess AFB has been completed, but no cultural resources have been found.

Eight foundations of buildings associated with Tye Army Airfield are located west of the airstrip. Tye Airfield was constructed in the early days of World War II and served as a training base for pilots. The airfield was closed when the war ended, but the building foundations and remains of the Tye airstrip remain.

### PRIME AND UNIQUE FARMLANDS

The primary uses of land in and around Dyess AFB are military (Dyess AFB), agricultural, industrial, and residential. The cultivation of wheat, cotton, grain sorghum in crop rotation, and hay on non-irrigated cropland constitutes the primary agricultural activity. The soils on and around the base are designated as prime farmland but not unique farmland. There is no aquifer to support crop irrigation.

### MINERAL/ENERGY RESOURCES

Even though limited oil and gas resources have been identified south and southwest of the base, no oil and gas resources are known to exist at Dyess AFB. There are no other known mineral or energy resources on Dyess AFB.

### HAZARDOUS MATERIAL-SOLID/HAZARDOUS WASTE

Dyess AFB is recognized as a leader in pollution prevention and hazardous waste management. The base is currently developing a unique supply system which will minimize the conversion of hazardous material to hazardous waste. They are also constructing a waste reduction facility which will reduce the waste stream by more than 50%. Asbestos is present in some of the facilities at Dyess AFB and is maintained until it can be removed during renovation or demolition. A complete base site survey is being completed according to building renovation schedule.

A base wide Radon study revealed Radon levels were non-detected or well below action levels.

Dyess AFB is served by a regional landfill for solid waste with a projected life span of 115 years.

## SOIL CONTAMINATION

Limited soil contamination exists at Dyess AFB. This contamination primarily comes from petroleum related activities before 1980. These areas are addressed in the Installation Restoration and Environmental Compliance Programs. The contamination levels are low to moderate. They pose no risk to the public as the contamination is immobile and there are no immediate pathways or routes of exposure. The majority if not all of the soil contamination is being addressed by on-site treatment methods in keeping with the base landban policy.

## INSTALLATION RESTORATION PROGRAM

Dyess AFB has been selected as the pilot project base to implement the "cradle to grave" remediation strategy. One contractor oversees the fast track remediation of all the sites from initial investigation to final close-out with approval by the regulatory community. Dyess AFB expects to be the first "clean" base in the United States Air Force and will have all the sites under remediation contract by June 1994.

Dyess AFB is not now, or projected in the future to be on EPA's National Priorities List of Cleanup Sites. This ranking is based on potential risk to the public and none of the sites at Dyess AFB pose a risk to the public.

## SUMMARY

Minor environmental problems do exist at Dyess AFB as they do most everywhere from past practices. However, Dyess AFB did pass all environmental criteria for siting of Rail Garrison. Dyess AFB and The Big Country are committed to environmental compliance today through common sense management and an aggressive cleanup program of past problems. Dyess AFB has received recognition for its progressive thinking in pollution prevention and is the model base for the environmental cleanups. Increased emphasis on environmental compliance is evident by the amount of time and resources dedicated to it by the top base management. These efforts will

ensure that Dyess AFB remains a valuable platform from which to project its military mission from well into the 21st century.

**HISTORICAL ENVIRONMENTAL COMMITMENTS**

<u>YEAR</u>	<u>PERSONNEL</u>	<u>BUDGET(Million)</u>
1988	1	\$2.5
1989	4	\$2.0
1990	4	\$4.0
1991	5	\$8.0
1992	9	\$12.0
1993	22	\$18.6

**ENCROACHMENT/ZONING/LAND USES**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## ENCROACHMENT/ZONING/LAND USE

One of the most critical attributes of any Air Force Base with a flying mission involves the surrounding land use, both current and future. Military aircraft are designed and operated to achieve maximum performance, unencumbered by noise/vibration reduction devices. Any restrictive pressure applied by the surrounding inhabitants to minimize operational annoyances degrades the mission and reduces the value of the facility to both the Department of Defense and the public.

Dyess AFB, much like most existing facilities, was sited and constructed away from the surrounding communities. Commercial, residential, and industrial enterprises are attracted to these facilities. Adjacent property owners feel that they should benefit from these higher land values through the development process. Intensive pressure is applied through the land use process to allow this development to occur. Airports are unusually susceptible to encroachment problems since the facility which attracted development can become a nuisance to the development which occurred. Many commercial and military airfields are now forced to close or operate at less than desirable conditions due to encroachment caused by poor zoning restrictions.

Another facet of the encroachment/zoning issue centers on future missions. Many facilities lose their ability to accept new missions through failure to enact "flexibility buffers". Missions which require flatter approach/departure angles or generate an increase in noise levels will have difficulty gaining acceptance at a facility where these characteristics were not planned for. Additionally, mission changes which require additional land acquisition cannot be economically added to a facility surrounded by development.

In an effort to provide guidance to adjacent governing bodies, the United States Air Force developed a comprehensive planning tool, which if enacted and followed will assure that bases can maintain their mission status, remain good neighbors, and accommodate future mission growth. This guidance is titled Air Installation Compatible Use Zone (AICUZ). The primary characteristics of AICUZ are:

Defines Accident Potential Zones which are the areas in which the probability of aircraft accidents are high. The first area is the Clear Zone, a 3,000' X 3,000' area at each runway end. Since 39% of the accidents occur in this area, this land was either purchased or a restrictive easement acquired. The next area is Accident Potential Zone 1, which is a 5,000' X 3,000' wide area beginning 3,000' from the runway end. Of the accidents that occur, 7.9% are in this area; hence, restrictive zoning by the local government is solicited. The remaining area is a 7,000' X 3,000' wide area beginning 8,000' from the runway end and designated Accident Potential Zone II. Of the accidents that occur, 4.9% are in this area; hence, restrictive zoning by local government is solicited here as well.

Compatible Use Districts (CUDs) were developed which combine the accident potential with the averaged noise levels to describe the type and treatment of facilities which can be developed in these areas. These developments may be restricted by diversity of people, intended use of facilities, or restrictions on the type of construction to reduce the noise level.

The AICUZ concept was developed for Dyess AFB in February 1978 and presented to all governmental agencies and the citizens for adoption shortly thereafter. The concept was readily accepted without reservation. The primary problem faced by all United States Air Force bases is that development had already occurred which became incompatible upon enactment. The level of pre-existing development ranged from extensive to minimal nationwide, with Dyess AFB falling

into the minimal conflict category. Since enactment, the City of Abilene and its Planning and Zoning Department have made exceptionally excellent use of the AICUZ concept to protect the eastern and northern boundaries of Dyess AFB. The southern and western boundaries of Dyess are in Taylor County, which has no zoning powers under Texas law. The City of Tye occupies a portion of the runway's north end Accident Potential Zones, as well as some incompatible land use areas based on noise levels. These areas were practically all developed prior to implementations of the AICUZ concept in 1978.

Efforts continue to solicit the annexations of an area totally encompassing Dyess by the City of Abilene. This action will assure that future adjacent development will be controlled by an agency having the legal power to zone these areas in compliance with the AICUZ concepts. The City of Abilene fully supports AICUZ and holds regular meetings with the community to discuss and plan for development around the Base.

Dyess AFB today has the capability to accept any mission change at minimum cost. There is extensive available land both on-base and off-base, which can be developed at minimum cost. The area west of the base can readily accept tremendous expansion today and in the future if annexation occurs. Over the past 10 years, numerous studies have been made for mission changes at Dyess AFB. Every study concluded that the mission being evaluated could be accommodated at Dyess AFB. The decision to locate the B-1B and the Rail Garrison at Dyess AFB followed a vigorous nationwide search. A major portion of these basing decisions were predicated on the surrounding environment and land use.

**CONSTRUCTION ENVIRONMENT**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## CONSTRUCTION ENVIRONMENT

Dyess AFB enjoys an extremely healthy construction environment. Essentially this area affords year round construction. This fact greatly enhances the ability to provide facilities ahead of mission requirements. As an example, the \$90 million construction program to establish the B-1B at Dyess was reduced from the normal three to four year lead time to less than 18 months. Amazingly, this program was completed under budget, without a single missed flight attributed to a facility deficiency.

Construction costs are less than the national average. Components determining these costs are the weather, which reduces costly delays, the availability of a knowledgeable work force, the supply system, and the local cost of living.

Primary benefits attributable to weather include:

- Equipment downtime is reduced since the weather does not force work stoppage.
- Expensive weather protection and supplemental heating is not required.
- Year round work attracts and retains higher quality employees.
- The supply chain is easier to manage.

Abilene is home to a quality work force. Most large construction projects are performed by a small contingent of imported company officials, coupled with numerous local subcontractors and employees. This concept reduces the cost of travel expenses for the work force. The geographic location of Abilene places it within ready access to practically any desired construction material. Asphalt, aggregate, concrete, steel, lumber products, finish materials, etc., are all readily available. More complex products are accessible by way of two major railroads, an Interstate Highway system, and a full service Regional Airport. The cost of living in the Abilene area is conducive to attracting a work force. There is housing and shopping to suit everyone's taste and budget. In essence, the contractor does not need to pay a premium to attract his imported work force.

**UTILITY SERVICES**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## UTILITY SERVICES

A pivotal factor in the analysis of an industry or a military facility is its potential to acquire the necessary utilities to operate efficiently without impacting the surrounding area. The current system must ensure supply is not decaying to the point where future demands exceed availability. If this event occurs, missions are impacted and adjacent customers suffer due to unsatisfied needs and lack of growth potential.

Nationally, water is rapidly becoming the utility of primary concern, both in quantity and quality. Dyess AFB acquires its water from the City of Abilene. Dyess adds chlorine and fluoride, and distributes the water on-base. The annual consumption of water by Dyess AFB is 3.9 million gallons, compared to a total of 7.1 billion gallons utilized by the other customers. Through exceptional foresight and in spite of the small annual rainfall, Abilene has sufficient water sources to meet normal growth through the year 2050. This long-range supply was acquired by constructing a second pipeline to Lake Hubbard and obtaining a share of the water impounded at Ivie Reservoir.

Waste disposal services are provided by the City of Abilene. The current outfall from Dyess AFB has sufficient capacity to accommodate practically any anticipated growth. The ability to environmentally treat this sewage has been recently enhanced by upgrading and expanding the existing facility. Future expansion is programmed with a facility near Dyess AFB when the need arises. One additional benefit of this future treatment plant is its ability to provide Dyess with recycled water at a very nominal cost for irrigation purposes.

Dyess AFB is located among the Natural Gas Fields, which supply a significant portion of the United States. The only limiting factor ever encountered is the ability to transport, not to acquire

natural gas. The natural gas supply distribution system continues to improve as the demand increases, hence, no limiting factor applies to natural gas supply in West Texas.

West Texas Utilities is the supplier of electrical service to Dyess AFB. The annual consumption at the Base is 80 million KWH, compared with a consumption of 1.16 billion KWH for the surrounding area. The growth potential and existing excess capacity greatly exceeds any future requirement for Dyess AFB. West Texas Utilities is the first utility company in the United States to seek a key role in the Shared Energy Savings Program, recently enacted by Congress. This program will permit the utility company to share in the energy reduction retrofit costs and share the generated savings. The initial program will provide a share of the cost to install ground source heat pumps in selected Military Housing Units. A contract will be awarded in December 1994 to install 20 ground source heat pumps. This unique concept will provide larger benefits to the rate payor, than if initiated by the private sector. Both the Department of Energy and Oak Ridge National Laboratories will participate in this program which will serve as the prototype for others around the nation.

While not normally classified as a utility, the supply of jet fuel to Dyess AFB has the characteristics of a utility. Pride Refinery, located nine miles northeast of Dyess AFB, is the nation's largest, single producer of jet fuel to the military. The company has the ability to expand its production base as needed. Fuel is provided to Dyess through a pipeline from the refinery directly to on-base storage facilities. Pride is one of the few refineries able to supply JP8 to the Department of Defense. It also meets all EPA standards put in effect on October 1, 1993. The refinery has numerous other contracts with military bases throughout the Southwest. Dyess AFB also has the ability to receive and process fuel via railroad tank car.

**MILITARY/CIVILIAN  
INDUSTRIAL FACILITIES**

**ABILENE AND DYESS AFB  
AN INVESTMENT FOR THE FUTURE  
REVISED NOVEMBER 1, 1994**

## MILITARY/CIVILIAN INDUSTRIAL FACILITIES

DYESS AIR FORCE BASE: The Dyess AFB industrial facilities and 1.2 million sq. yards of parking aprons were modernized in the early 1980's to accommodate the new B-1B bomber.

Listed below is a breakdown of facilities:

### Buildings and Fuel Capacity

Industrial	44
Aircraft Maintenance	47
Civil Engineering	12
Supply Warehouses	22
Fuels Storage	6,283,000 gallons

### Aircraft and Parking Capability

#### Assigned Aircraft:

<u>B-1B</u>	<u>45</u>
<u>C-130H</u>	<u>27</u>
T-38	4

#### Available Parking Spots:

<u>Flightline Parking</u>	<u>132</u>
<u>Hot Cargo Spots</u>	<u>2</u>
<u>Hangar Spots</u>	<u>17</u>
<hr/>	
<u>Total</u>	<u>151</u>

The ramp has seventeen hangar spaces for aircraft in maintenance, modification/retrofit, wash/corrosion control, and refurbishment. A modern 3-bay hangar is climatically controlled and has aircraft cooling air, cooling fluid (PAO), and electrical power. There is a completely enclosed corrosion facility (with a second under construction) and a hangar specifically designed with all safety devices required to conduct fuel cell work. A large 4-bay hangar was modified to simultaneously conduct phase maintenance on four B-1B/KC-135-sized aircraft if required. There is an additional 4-bay hangar with capability for in-depth C-130 isochronal inspection and aircraft refurbishment. In addition, a specialized modern facility exists for all functions necessary to support aerial port operations. Large parachute drying towers exist along with equipment to prepare, rig, and load airdrop pallets for 12 drop zones throughout Texas and Oklahoma.

The aircraft parking ramp currently has 21 aircraft locations with a Consolidated Aircraft Servicing System (CASS) that provides cooling air, tool air, cooling fluids (PAO), electrical power, and fuel to B-1B aircraft. In addition, there are 26 spots that have a Prichart Type II refuel system available for use by assigned or transient large aircraft. A hydrant system expansion is underway and will add another 25 positions to the ramp area providing for a total of 46 fully operational fueling spots. This system expansion is part of the FY 93/94 military construction program.

The numerous modern equipment/component repair shops have the capability to perform heavy maintenance on large aircraft. There is a unique automated tube bending machine and autofrettage capability to make hydraulic and fuel lines of varying diameters up to 3-inches. In addition, large surface composite repair and aluminum welding capability also exists. The large Aerospace Ground Equipment (AGE) maintenance facilities repairs over 850 pieces of powered AGE. Newly installed above ground tanks for fuel and contaminated liquids have eliminated all environmental hazards. The new Jet Engine Intermediate Repair Facility can simultaneously repair four turbojet and eight turbofan engines. A new T-9 Jet Engine Test Cell eliminates all

environmental noise. Dyess AFB currently is a Queen Bee facility for all C-130 turboprop engines and also has a modernized engine test cell. A modern Precision Measurement Equipment Laboratory is operated by a civilian contractor and provides regional support to other military installations along with Dyess AFB. The machines shop is ultra-modern and provides unique capability to the base and local area to include Goodfellow Air Force Base.

There are modern avionics maintenance facilities on base. Stable electrical power and conditioned air are available to run the B-1B Intermediate Level Automatic Test Equipment used to repair Line Replaceable Units (LRUs). Additional floor space is available to repair LRUs from all four B-1B bases. Three aerospace contractors currently operate intermediate and depot level repairs along with modification work for all four B-1B Bases. In addition, two contractors provide support to operate and maintain both the B-1B and C-130 simulators. Effective 1 Jan 94, all contractor provided repairs on B-1B hydraulics components, and repairs for a select number of previously coded expendable (throw away) components, are performed at Dyess AFB.

The equipment Maintenance Squadron has nine new drive-through storage facilities capable of storing a wide variety of munitions. Numerous earth covered igloos are also available for both conventional and nuclear storage. The latest intrusion detection devices are installed in all storage facilities. Munitions are stored on-base with short primary and alternate convoy routes to the flight line. A unique Explosives Ordinance Disposal (EOD) capability exists which provides that service to the Southwest region. An on-base EOD range is licensed to dispose up to 10 lbs. of explosives. Munitions arrive by air, truck, or rail and are off/on-loaded in safe locations from the base population. A Conventional Munitions Preparation Facility construction project has been authorized and will have a contract awarded in January 1995.

The industrial complex is linked via a computerized local area network (LAN) that allows speedy communication to all organizations on-base. A video system with cameras is installed at strategic

locations to allow the battle staff in the command center to monitor outside activities as they occur.

Base Supply manages 80,000 line items and stores 48,000 items in 165,000 sq. feet of warehouse space. Currently occupied buildings are being modified internally to reduce administrative areas and increase storage capacity within existing building square footage. Warehouse space both on and off-base is available if needed. Every month 650 off-base requisitions are made, of which 20% are from the local area. Most local requisitions are for housekeeping supplies and vehicle parts. Dyess AFB receives all supplies via truck, rail, or air. Premium shipments are available from four commercial carriers for next-day service. Jet fuel is delivered from the Pride refinery via pipeline at 50 million gallons per year. Rail and truck shipments are also available and periodically used to exercise these modes of transportation. The rail lines are class II tracks, are active, and certified for large tank cars.

The transportation squadron maintains over 600 motor vehicles. Its maintenance facility has been completely renovated to allow for all work to be completed inside. This ultra modern maintenance facility can handle automobiles, complex fire fighting trucks, and heavy road equipment vehicles.

Numerous funded modernization programs are in the works to improve the Dyess AFB industrial complex. All underground fuel tanks have been replaced by above ground diked storage tanks. The new munitions weapons load trainer building provides a modern indoor facility for aircraft munitions load training. The facility is completed and awaiting the installation of the simulator, scheduled for FY95. A new vehicle wash rack provides wash capability for both motor vehicles and powered AGE equipment. An additional aircraft Corrosion Control Facility will provide 24,000 sq. ft. of indoor aircraft hangar space to wash and paint aircraft. It is scheduled for

completion in late CY94. Finally, numerous projects were completed to upgrade aircraft fire fighting foam (AFFF) equipment in aircraft hangars and at additional fuel cell repair locations.

For the future, the Air Combat Command has programmed construction of additional igloos and a dual fence for the WSA to further enhance both nuclear and conventional capabilities of Dyess. In addition, a 20,000 sq. ft. Squadron Operations building, and two aircraft hangars of 40,000 sq. ft. each are currently programmed. The 436 Technical Training Squadron which provides both operations and maintenance training and is currently occupying temporary facilities, has under construction a new \$3 million, 40,000 sq. ft facility which will be completed within 18 months. Finally, a Marine Reserve Unit moved on base and temporarily occupied existing facilities. Approximately \$2 - \$3 million in new construction is planned to accommodate their activities.

ABILENE FACILITIES: Located in Taylor County, Abilene is a West Central Texas city, approximately 183 miles west of Dallas, 250 miles from San Antonio, 352 miles from Houston, and 284 miles from Oklahoma City. It is easily accessible from seven major highways, two rail lines, and a modern regional airport. Abilene thrives on agriculture, ranching, military facilities, and the oil industry. There is a total civilian labor force of approximately 50,000-with unemployment at approximately 6% to 7%. West Texas Utilities Company provides electricity, Lone Star Gas Company provides natural gas, and the Abilene Water Department provides water from three separate reservoirs. All utilities companies more than adequately satisfy the needs of Dyess AFB today and growth potential for the future.

The major industries in the Abilene area are led by Lockheed and Pride Refinery which could provide technical support to Dyess AFB if called upon to do so. There is an excellent supply of labor and small businesses from which the base can and does contract for services needed at reasonable rates. Lockheed is a superb facility that currently builds and machines parts for the F-16, F-22, C-130 and numerous commercial aircraft. It has potential to assist the Air Force in joint

ventures such as the mid-life upgrade to the F-16, structural repairs upgrade to the C-130 fleet or development of the F-22 production. The use of the Lockheed facilities in conjunction with the ramp space available at Dyess AFB would produce a cost effective program and assist the Air Force in meeting its needs beyond the year 2000.

Pride Refining is one of the most modern, environmentally sound facilities in the nation. It currently provides JP8 for several Air Force installations in the Southwest. Pride has a direct pipeline and storage facility to Dyess thus allowing the base to receive high quality, cost effective and unlimited supply of its newest fuel, JP8.

TRANSPORTATION SERVICES: To reach Abilene, there is one Interstate Highway, I-20, four U.S. Highways, and two major Texas State Highways. Abilene is serviced by fourteen motor freight carriers who offer overnight service within a 500 mile radius. Dependable bus service is provided by five different companies.

Union-Pacific and Burlington Northern provides reliable rail service five days per week to Abilene and Dyess AFB. The rail line is connected directly to the base where the rails are maintained in fully operational condition. A pipeline is available to deliver fuel. Air service consists of three commuter airlines providing daily flights to and from the Dallas-Ft. Worth Airport and Austin. In addition, there are four highly competitive companies involved with overnight delivery of cargo. Even though no port facility exists in the immediate area, ports are easily accessed via truck and rail to Houston, Texas or Louisiana.

SUMMARY: Dyess AFB industrial facilities are modern, environmentally efficient, and well suited for use into the 21st Century. Excess capacity on the aircraft ramp and warehouse locations exists and are available for future expansion. Reliable transportation, facilities, pipeline, air service, rail roads, and motor transport exists to Abilene and Dyess AFB assuring ease and

rapid distribution of commodities. Abilene's commercial, industrial enterprises, and utilities are in plentiful supply and readily available for use by Dyess AFB today and in the future. Abilene and Dyess AFB's industrial complex are indisputably and favorably linked to provide a strong, phenomenal community-base relationship well into the 21st Century.

**QUARTERS AVAILABILITY/COST**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

### QUARTERS AVAILABILITY/COST

BASE HOUSING: Dyess AFB and the Abilene community can more than meet the housing demands of an increase in base population as a result of added missions now or in the future.

Dyess' military population of approximately 6,000 personnel reside on-base, in Abilene, and in surrounding communities.

The Capehart housing at Dyess has undergone continuous upgrading since its construction in 1957 and 1958. Wiring, plumbing, insulation, and kitchen/bath areas have been recently upgraded.

The following is a breakdown of base housing by number, designation and size:

<u>Designation</u>	<u>Officers</u>	<u>Enlisted</u>	<u>Totals</u>
<u>2 Bedroom</u>	<u>0</u>	<u>248</u>	<u>248</u>
<u>3 Bedroom</u>	<u>116</u>	<u>549</u>	<u>665</u>
<u>4 Bedroom</u>	<u>26</u>	<u>51</u>	<u>77</u>
<u>TOTALS</u>	<u>142</u>	<u>848</u>	<u>990</u>

Uppermost in the minds of Dyess AFB officials is the future housing needs of personnel and their families.

In the initial stages of conception is a long-range, eight-phase plan that, when completed, will provide exciting quality of life changes for residents of base housing.

The Housing Community Plan, which was selected as the best in the Air Force will totally rebuild every housing unit. This will bring these units up to private sector codes and standards. Anticipated construction start is October 1994.

The architectural designs call for a garden community. Existing streets will be converted to parks. Entry access to units and garages will be from the rear. The addition of playgrounds, recreation areas, bike trails, and landscaping will give residents the feeling of living in a park.

**DORMITORIES:** Dyess AFB offers its single men and women 12 dormitories. All but four have been renovated to provide outside entrances, shower upgrades, and added ventilation systems. Dormitory rooms are comfortable and exceed the required square footage per person by six feet. All dorms are programmed for total renovation in the Military Construction Program and O & M Program. Two are currently being renovated and it is anticipated that at least two per year will be funded.

Future projects include improvements to interior finishes, replacing electrical wiring, construction of exterior steel balconies for second and third floors, concrete sidewalks, exterior lighting and converting hallways to closets.

In August 1992, one dorm was completely renovated to house 36 temporary duty students of the 337th Squadron in 18 suites.

TRANSIENT BASE HOUSING: There are 40 temporary lodging units at Dyess AFB. Each unit can accommodate six people. All are equipped with stove, refrigerator, microwave, and cooking utensils. In addition, five buildings house 11 Distinguished Visitor Suites. Each suite accommodates two people. Occupants of each building share a community kitchen.

OFF-BASE HOUSING: With a population over 106,000, the City of Abilene and the surrounding area has fine and affordable housing to offer its citizens as renters or buyers.

According to the Abilene Board of Realtors, as of January 1994, there were 522 homes listed for sale. Abilene and its surrounding communities offer 7,200 apartment/condominiums for lease with an average rent of \$400 per month. As of January 1994, occupancy rate was listed at 94%. Currently, conditions here favor the buyer. The average selling price of a home in Abilene for the month of January was just at \$70,000. Rent for a 3 bedroom/2 bath home averages \$450 to \$700 per month.

Unlike other parts of the country, buying a new home in the Abilene area is not only affordable for the average buyer, but for young families as well. The average price of new, single-family homes sold between January and December of 1993 was approximately \$99,000.

Newcomers to Dyess AFB and the Abilene area can also choose from among 18 apartment complexes both furnished and unfurnished. Average monthly rent for a 2 bedroom unit is \$300 to \$400 per month plus utilities. The area also offers 15 mobile home parks.

**EDUCATION SERVICES**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## EDUCATION SERVICES

Dyess Air Force Base and Abilene offer an almost limitless choice of public and private schools, as well as post-secondary education opportunities. Currently, the AISD has 20 elementary schools, six middle schools and two high schools. In addition to new school construction, a 1990 bond issue added 13 physical education facilities to elementary and middle schools plus classroom additions, new math wings, and new cafeterias to both high schools. Additionally, the Wylie ISD, located adjacent to Abilene and well within driving distance to Dyess AFB, completed and occupied its new high school in August 1994. Expansion and renovation to existing middle and elementary school buildings are also nearing completion.

The current school population in the Abilene ISD is 19,743. The new facilities will enable the district to consolidate and centralize the student population, creating a neighborhood school concept. They will also give the district the ability and flexibility to accommodate any future growth.

Within the Abilene ISD, the teacher-pupil population, on average, is at or below the state mandate of 1:22. The student attendance rate for the 1992-93 school year was 96.63% while the drop-out rate of less than 2.4% is lower than the national and state average. Scholastic Aptitude Test scores continue to be above the state average. Statistics for the 1992/93 school year show that 70.4% of graduating seniors plan to pursue post-secondary education while 6.3% plan on attending community colleges or technical training. The Abilene ISD also offers parents and students full-day kindergarten classes. As of the current school year AISD and WISD receive a total of approximately \$875,000 in federal funding and \$100,000 for impact aid.

There are 10 private and parochial schools in Abilene to include a school for special needs/mentally impaired students. These schools offer an alternative to public education.

There are numerous opportunities for post-secondary courses both on and off base. Abilene boasts three senior private liberal arts universities. Hardin Simmons University (HSU), McMurry University (MU), and Abilene Christian University (ACU). These three universities are within the city limits and are complemented by the presence of Cisco Junior College and Texas State Technical College.

**MASTERS DEGREE PROGRAMS:** HSU offers a Master of Business Administration, giving students a choice of a 30- or 36- hour program, depending on whether or not the students elect to write a thesis. ACU offers a Master of Science degree in Organizational and Human Resource Development requiring 30 semester hours. These degrees may be obtained by attending classes held at Dyess AFB. In addition, both HSU and ACU have fully-staffed graduate departments on their respective campuses, offering various other graduate degrees.

**ON-BASE BACCALAUREATE DEGREE PROGRAMS:** MU has an academic program organized under six divisions. Business Administration, Fine and Applied Arts, Education, Science and Mathematics, Social Sciences and the Humanities. Majors are obtainable in many fields within each division, and course work is offered in several additional fields. Extensive noon-hour, evening and weekend courses are available at Dyess AFB.

All three universities offer a wide assortment of undergraduate degrees on their campuses. In 1993, ACU began offering a new undergraduate non-traditional degree called a Bachelor of Applied Studies geared towards students 25 years and older who have completed 2 or more years of work or college. Portfolio credit is given for work experience and may be applied towards the fields of Corporate Training and Development, Industrial Technology or Education. In addition to traditional fall and spring semesters, the universities hold mini-terms, May terms, and summer sessions. MU holds one of its summer sessions at Dyess AFB. There is also an Intercollegiate

School of Nursing available in Abilene, offered through the university systems, in conjunction with the local hospitals. An external degree program is also available at Dyess AFB through the State of New York Regents' College, that has no residency requirement.

**ASSOCIATE DEGREE PROGRAMS:** MU, Cisco Junior College and Texas State Technical College (TSTC) all offer associate degree programs though MU's degree program is in nursing only. Only MU offers academic classes at Dyess AFB. The other two colleges, while offering only vocational classes at Dyess AFB, host technical, vocational, and academic programs at their respective campuses.

**CERTIFICATION PROGRAMS:** Cisco Junior College, the West Texas Regional Training Center, operated by the Texas Engineering Extension Service at Texas A & M University, and TSTC all offer many certification programs. TSTC offers programs in such areas as Building Codes Inspection, Fire Protection, Law Enforcement, Emergency Medical Technician, Aircraft Power Plant Licensing and FCC Licensing. These classes are all taught on campus.

Other available and smaller institutions in Abilene include Aladdin Beauty College, American Commercial College, Texas University of Cosmetology, and the Stenograph Institute of Texas.

A great deal of renovation and new construction has been ongoing in an effort to expand all existing facilities and allow for future growth. Hardin Simmons University has recently completed construction on three new buildings for the School of Theology, the School of Business, and the Athletic Field House. Abilene Christian University has completed construction on a new School of Biblical Studies building, a new building for the School of Business, and a new baseball field. McMurry University has completed construction on a new cafeteria and expanded their athletic facilities. The old cafeteria building was renovated for the School of Education. An older donated building has been restored to become the new home of the Abilene\_Regional Business

and Education Center, which houses in part, the Abilene extension of TSTC. In addition, TSTC has renovated a 30,000 square foot hangar at Abilene Regional Airport for the development of an Airframe and Power Plant School. The West Texas Regional Training Center has completed a classroom expansion at their facility. In the summer of 1991 Cisco Junior College finished renovating a local facility and opened its academic campus in Abilene.

In summary, the educational opportunities in Abilene are superb for those looking to further their careers.

**MEDICAL SERVICE**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

## MEDICAL SERVICES

The Big Country area and Dyess AFB are serviced by three major medical facilities located in Abilene, Texas. Two of these facilities are The Abilene Regional Medical Center and Hendrick Medical Center both of which are modern, fully-staffed and provide full services in all areas of medicine. The third facility is the 7th Medical Group Hospital located at Dyess AFB. In addition to excellent facilities, the medical professionals serving the area are specialists providing a full array of necessary services.

Other medical services available include Woods Psychiatric Hospital and Abilene Minor Emergency Clinics.

The Health Care Finders program, between the military and civilian communities, is second to none. There are approximately 140 specialists providing care for the military community under the auspices of the CHAMPUS program and four are actively involved in the Internal Partners Program.

The dental needs of the military community are cared for by a fully remodeled clinic located on the Base which underwent an approximate \$1,000,000 upgrade in 1991-92. The dependents' needs are met by the Base and 44 dentists participating in the Delta Dental Plan, which has wide acceptance among the military community. With the exception of catastrophic medical problems requiring immediate evacuation to a major medical center such as Wilford Hall in San Antonio, the Abilene/Dyess community has excellent services available.

The 7th Medical Group hospital is fortunate to have 125 retirees who volunteer their time in various clinics to include out-patient and pharmacy services, labs, radiology and patient records. Abilene's veterans are served by the VA Hospital in Big Spring with a bus that runs twice weekly between points. The future, however, will require a review of the Base services in light of the closure of Carswell AFB. It is anticipated that Dyess Medical Group Hospital will service a larger CHAMPUS population which will use the facilities based on availability and financial need.

Any increase in utilization should be matched by an upgrade of services, both plant and physician, at Dyess. If this occurs then CHAMPUS costs would be reduced, the needs of the population met and the financial burden of the population diminished. Without it, we run the risk of marginal medical care for a large segment of the military retiree community. Additionally, the VA beneficiaries that now use the Dyess hospital would benefit greatly and reduce the burden of care provided by the VA hospital in Big Spring, which is approximately a 2-hour drive west of Abilene.

Currently, the Dyess hospital is undergoing several renovation projects. The Base hospital has completed refurbishing the emergency room, life safety upgrade throughout the facility, new cooling towers, upgrading lighting and electrical power to delivery and surgical rooms, and a \$1.1 million dollar funded renovation of former nurses quarters to the new flight medicine wing. Additionally, through a voluntary self-help effort, the Base squadrons completed an "Adopt a Room" program on the wards. Each squadron chose one ward room, completely repainted it,

remodeled the decor and installed new tile flooring. This noteworthy effort, however, still falls short of the overall needs of the facility in the out years.

Abilene Regional Medical Center and Hendrick Medical Center each have added facilities and programs in the past few years. Abilene Regional now includes the Heart and Vascular Institute and the Well Health Center. In 1993, Hendrick Medical opened a multi-million dollar rehabilitation complex, which, along with the West Texas Rehabilitation Center brings to two the number of facilities serving the rehabilitative needs of Abilene, West Texas, and neighboring states. Additionally, Hendrick has added a Trauma Center and Cardiovascular Center. Sears Methodist Nursing Home is constructing an Alzheimer Center.

In summary, the present needs of our community are being met. As we move toward the next century and the population of the Base increases, the needs of the medical community should be reviewed in regard to upgrade of Base medical facilities and services provided by the hospital.

**SUMMARY**

**ABILENE AND DYESS AFB**  
**AN INVESTMENT FOR THE FUTURE**  
**REVISED NOVEMBER 1, 1994**

## SUMMARY

The needs of the Air Force in the future are obviously directly related to our national security. The decisions to be made in regard to Base Realignment and Closures must consider the total picture of the needs of the force structure. Dyess is a critical location in this regard.

At Dyess AFB the Air Force has established a location that meets its needs, now and in the future.

Dyess AFB has:

- Excellent Year Round Weather
- Unencumbered Air Space
- Minimal Encroachment
- Zoning Protection
- Access to Ranges
- Access to Joint Service Training Opportunities and Capabilities
- Modern Infrastructure
- Growth Potential
- Efficient Operating Cost
- Excellent Geographic Location in Regard to Major Regional Areas of Conflict
- Superior Quality of Life(low crime, reasonable housing, excellent schools)
- Superb Community Relations
- Dependent Employment Opportunities
- Etc.

The Air Force can ensure the safety and security of the Nation by continuing to use Dyess AFB as an active duty installation. The Base offers the Service the opportunity to meet the needs of our current and future force structure.

Virtually no other Air Force or Department of Defense installation offers the capability and potential of Dyess AFB. The Abilene community, in cooperation with the Department of Defense, wants to meet the needs of the Nation and Service by ensuring Dyess AFB is retained as an active force installation well beyond the year 2000. Dyess AFB and Abilene are ready now to meet the needs of our country in the 21st century and this document validates that fact.

**MAPS**

**ABILENE AND DYESS AFB**

**AN INVESTMENT FOR THE FUTURE**

**REVISED NOVEMBER 1, 1994**

# TEXAS HIGHWAY MILEAGE

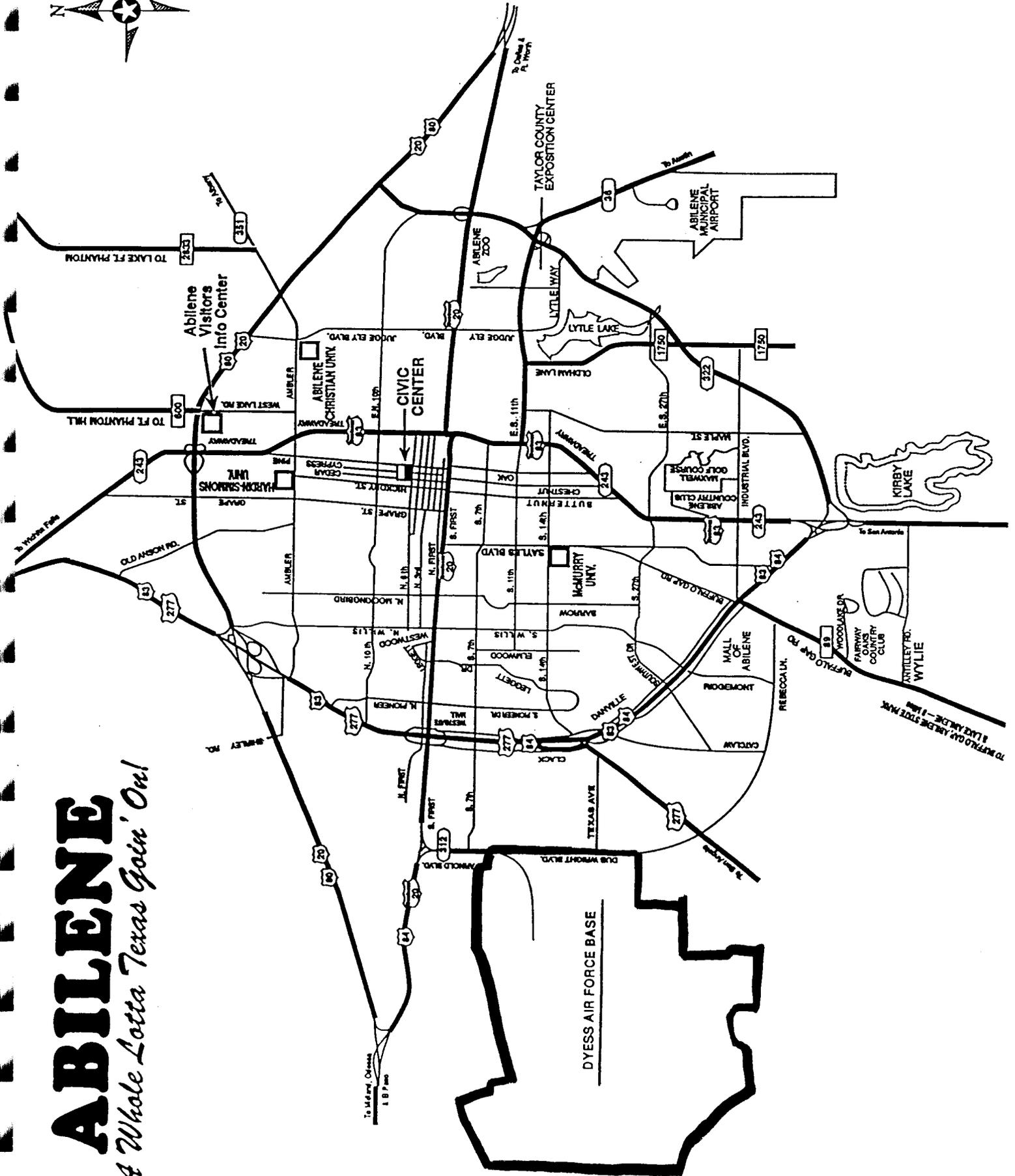
The following indicates highway mileage from Abilene to various cities throughout the state of Texas.

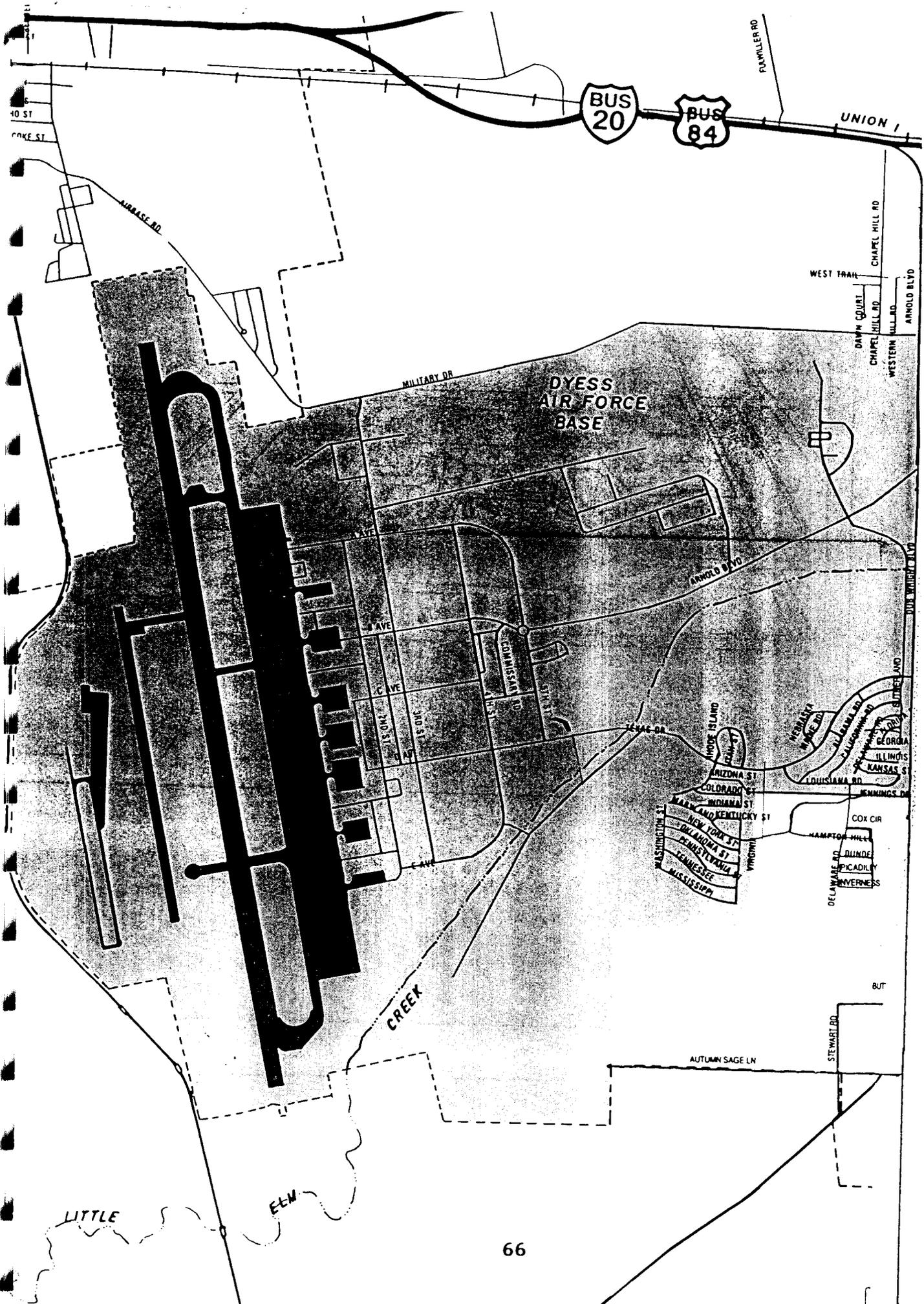
AMARILLO	269	HOUSTON	351
AUSTIN	216	LUBBOCK	167
BROWNSVILLE	556	ODESSA	172
CORPUS CHRISTI	392	SAN ANGELO	91
DALLAS	186	SAN ANTONIO	247
DEL RIO	304	WACO	186
EL PASO	459	WICHITA FALLS	143



# ABILENE

*A Whole Lotta Texas Goin' On!*





BUS 20

BUS 84

DYESS AIR FORCE BASE

STATE ST  
ARIZONA ST  
COLORADO ST  
INDIANA ST  
MARYLAND  
KENTUCKY ST  
NEW YORK ST  
DELAWARE ST  
PENNSYLVANIA ST  
TENNESSEE  
MISSISSIPPI  
VIRGINIA  
WEST VIRGINIA

# Document Separator

# **White Paper**

on

## **Fairchild AFB's BRAC 93 Air Force Ratings**

January 17, 1995

## A White Paper on Fairchild AFB's BRAC 93 Air Force Ratings

During the Defense Base Realignment and Closure (BRAC) 1993 process, the Air Force collected an array of data from the field (bases) and major commands. The Air Force then applied ratings to key information elements using the eight DoD approved criteria. These ratings were in the form of color codings; Green, Yellow, and Red. In keeping the meanings to these color coded ratings simple, "Green" equals retain, "Red" equals candidate for closure and/or realignment, and "Yellow" is somewhere in the middle. Of course, one red rating did not drive a closure recommendation nor did one green rating drive a retention decision. Those overall BRAC decisions were based on overall analysis results and comparisons. Specifically, this paper will address all ratings below Green and will discuss perceived and actual variations in grading. The results of this paper could be used to identify potential historic and BRAC 93 Air Force reported strengths and weaknesses of Fairchild AFB.

Note: Source documents for this paper were obtained from the material provided by the DoD to the 1993 Defense Base Realignment and Closure Commission to support the DoD's BRAC 93 recommendations.

A review of all Fairchild's BRAC 93 ratings, by criteria and element, that fell below a green rating follows:

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**Criteria I** (Current and future mission requirements and the impact on operational readiness of DoD total force)

**Element:** Primary Force Structure

**Rated:** Yellow

**Rationale:** The Air Force was reducing B-52 force structure. Possible ratings: Green rating was force structure is a key part of the force structure plan-no significant programmed reductions. Yellow rating was force structure is an integral part of the force structure plan-but has significant programmed reductions. Red was force structure is being phased out in the force structure plan.

**Comment:** Partial-concur with rating. However, the fact that a base's force structure is being phased out or reduced does not drive a base closure. The base must be judged on its overall merits, not just a force structure reduction in one system.

**Element:** Runways adequate to support mission

**Rated:** Yellow

**Rationale:** Certified questionnaire reported emergency airfield within yellow range. Possible ratings: Green rating indicates the airfield has two runways or a single runway with an emergency landing airfield within 20 minutes. Yellow rating indicates the airfield has only one runway with an emergency runway within 21-30 minutes. Red indicates anything else.

**Comment:** Non-concur with rating. The Air Force's color codings are confusing. For example, for an airfield with a single runway to obtain a green rating, it must have an emergency landing airfield within 20 minutes. However, that same single runway airfield needs an emergency runway, not airfield, within 21-30 minutes for a yellow ratings. There is a major difference between emergency landing airfield and emergency runway—the Air Force's objectives are unclear. Fairchild has emergency landing facilities within 5 minutes (Spokane), but was rated yellow. Fairchild should have been rated "GREEN".

**Element:** Overall rating for Geographic Location Supports Missions(Bomber)**Rated:**Green minus  
**Rationale:** Air Force combined all geographic location supports mission subelements for this rating.

**Comment:** Non-concur with rating. The Air Force's rating for the runways adequate to support mission was in error. Rating should have been green vice yellow. Therefore, overall rating should be "GREEN" not green minus.

**Element:** Distance to the Strategic Training Range Complex (STRC) **Rated:** Yellow  
**Rationale:** : Fairchild was 620 NM from the selected measuring point of the STRC complex. Possible ratings: Green rating was 600 NM or less. Yellow rating was greater than 600 NM but less than or equal to 1200 NM. Red was greater than 1200 NM.

**Comment:** : Non-concur with rating. The importance of the distance to the STRC (now the TTRC) complex's selected measuring point is overemphasized. The STRC complex is extensive and numerous training opportunities exists, some are closer and some are further away. Several hundred miles is not a critical training factor for bomber type aircraft as witnessed by the actual Air Force approved rating ranges, however, 600 NM would have been green , and Fairchild exceeded this range by only 20 NM. Additionally, encroachment within STRC has negatively affected the training accomplished within the complex. The overall STRC capabilities and extensive area suggest that Fairchild should have been rated "GREEN".

**Element:** Potential for airspace/training area growth **Rated:** Yellow  
**Rationale:** Access to Fairchild's airspace & areas are expected to remain constant or increase. Possible ratings: Green rating was airspace available for future expansion; supports advanced basing concept. Yellow rating was status quo. Red rating was reductions possible.

**Comment:** Non-concur with rating. Additional DoD closures and/or major realignments could drive "GREEN" rating. Fairchild's ability to operate and train assigned aircrews cost effectively has not nor was it projected to be impacted by airspace availability. In fact, Fairchild had supported and retained the capacity to absorb additional aircraft and aircrews without encountering any operational or training problems. In fact, Fairchild's surrounding airspace has and will support the advanced basing concepts required by DoD forces in the Northwest Region and the multiple missions assigned to that area. Note: No certified information or guidance

was found that clarified "supports advanced basing concept". Certified questionnaire projected no future airspace/training area problems. In fact, the certified questionnaire reported that Fairchild's airspace/training areas can accept increased usage and new tactics. Subelement should be rated "GREEN".

**Element** Overall rating for Geographic Location Supports Missions(Tanker) **Rated:**Green minus  
**Rationale:** Air Force combined all geographic location supports mission subelements for this rating.

**Comment:** Non-concur with rating. The Air Force rated all geographic location supports mission subelements green, so how could the overall rating be green minus. Therefore, overall rating should be "GREEN" not green minus.

**Element:** Tanker saturation within the region **Rated:** Red  
**Rationale:** Fairchild reported being located within a tanker rich region. Possible ratings: Green, region is tanker poor. Yellow, region is tanker balanced. Red, region is tanker rich.

**Comment:** Concur with rating.

**Element:** Refueling events supported within 700 NM **Rated:** Red  
**Rationale:** Apparently, Fairchild supports between 0 and 299 events. Possible ratings: Green was greater than 750 events. Yellow was 300 to 750 events. Red was less than 300 events.

**Comment:** Source of answer could not be found. Question was not in the basic certified questionnaire that was to used to rate and rank bases.

**Element:** Tanker wartime mission **Rated:** Yellow  
**Rationale:** Unknown. Used classified data.  
**Comment:** Suspect the rating was based on supporting the nuclear response plan.

Criteria I - Overall criteria bomber rating was the highest within the group. However, the tanker criteria rating appears to be an error--when the element ratings are corrected, this tanker rating should be "GREEN MINUS" vice yellow plus. Additionally, a green minus rating is more in line with overall subcategory ratings, e.g., Barksdale.

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**Criteria II** (Availability and conditions of land, facilities, and associated airspace at both the existing and potential receiving locations)

**Element:** Base facilities (base conditions) **Rated:** Red  
**Rationale:** Possible ratings: Green is greater than or equal to the mean. Yellow is greater than or equal to minus one standard deviation and less than the mean. Red is less than minus one standard deviation.

**Comment:** This subelement appears to have missed the mark in evaluating Fairchild's overall facilities conditions. Yes, several buildings are code 2 or 3. However, overall the base is in excellent shape, including airfield and housing infrastructure.

Criteria II - Overall criteria rating was in error and not consistent with other criteria overall ratings. Fairchild had only one non-green rating and should have received an overall "GREEN" vice green minus rating. Fairchild's individual criteria subelement ratings were equal to or higher than the three bases that received the highest overall criteria rating. To maintain consistency in ratings, Fairchild's criteria rating should be the same as KI Sawyer, Little Rock, and Minot--a solid "GREEN" vice a green minus rating.

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**Criteria III** (Ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving location)

**Element:** C-141 MOG

**Rated:** Red

**Rationale:** Fairchild reported a C-141 working MOG of two. Possible ratings: Green was five or more. Yellow was three to four. Red was less than three.

**Comment:** Partial-concur with rating. Fairchild, being the home of large aircraft bomber and tanker missions, could easily support a variety of airlift requirements. However, Fairchild personnel used specific guidelines to produce their questionnaire responses, thus the element answer was two. In reality, Fairchild could have easily supported a "GREEN" rating.

**Element:** Hot Cargo

**Rated:** Red

**Rationale:** Fairchild reported not having a publicized hot cargo area. Possible ratings were green or red. Green - hot cargo area available. Red - hot cargo area not available.

**Comment:** Partial-concur with rating. Fairchild, being the home of large aircraft bomber and tanker missions, could easily support a requirement for a hot cargo pad. However, these types of hot cargo pads are not normally available to transits. In reality, Fairchild could have easily supported a "GREEN" rating.

**Element:** Geographic location (base located within 150 NM of) Army/Marine Base **Rated:** Red

**Rationale:** Questionnaire stated Fairchild did not have Army or Marine installations within 150 NM, therefore, the element was rated red. Possible ratings were green or red. Green - Army/Marine bases located within 150 NM or Red - Army/Marine bases not located within 150 NM.

**Comment:** Partial-concur with rating. However, this 150 NM limit might be overstated--Fairchild can easily provide support for Ft Lewis (about 200 NM) and others in the Northwest Region, to include joint training at Yakima about 100 NM from Fairchild.

**Element:** Geographic location (base located within 150 NM of) port **Rated:** Red

**Rationale:** Questionnaire stated Fairchild did not have port facilities within 150 NM, therefore, the element was rated red. Possible ratings were green or red. Green - port available. Red - port not available.

**Comment:** Concur with rating. However, the port requirement may be overstated.

**Element:** Future force requirements -- Fighter mission **Rated:** Yellow

**Rationale:** Fairchild's certified questionnaire reported the ability of supporting a fighter mission. For example, a fighter base need numerous air-to-ground ranges and other special use airspace nearby. Possible ratings: Green was meets most requirements of MARCO look. Yellow was meets some requirements of MARCO look. Red was meets few requirements of MARCO look.

**Comment:** Non-concur with rating for fighter mission. Fairchild is not an ideal location for a fighter mission, however, all of the basic support requirements are available. Therefore, this subelement should have been rated "GREEN".

**Element:** Future force requirements -- Pilot training mission **Rated:** Red

**Rationale:** Fairchild did not meet the requirements to support a basic pilot training mission. For example, a pilot training base needs three parallel runways. Possible ratings: Green was meets most requirements of MARCO look. Yellow was meets some requirements of MARCO look. Red was meets few requirements of MARCO look.

**Comment:** Concur with rating for basic pilot training. However, Fairchild was ideally suited for advanced and mission related aircrew training. In fact, advanced and mission training was one of Fairchild's primary missions.

Criteria III - Overall criteria rating (Y+) was in error and not consistent with other criteria overall ratings. Fairchild had only two non-green summary ratings (yellow) and should have received an overall "GREEN minus" vice yellow plus rating. Fairchild's individual criteria subelement ratings were equal to bases that received higher overall criteria ratings and were much higher than bases that received the same yellow plus rating. To maintain consistency in ratings, Fairchild's criteria rating should be changed to a "GREEN minus" vice a yellow plus rating. Then, if the rating corrections are applied, Fairchild would receive a GREEN or GREEN minus rating, as a minimum.

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#### Criteria IV (Cost and manpower implications)

Fairchild's cost and manpower implications were noteworthy.

- Out of 21 large aircraft bases, Fairchild was the eleventh most expensive to close.
- 20 year net present value of closure option would net \$37 million--the **fourth lowest** of 21 large aircraft bases.
- Steady state savings were **the lowest** for any of the 21 large aircraft bases.
- Manpower reductions realized were low.

Criteria IV - Fairchild's projected cost and manpower implications do not support it as a closure candidate.

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**Criteria V (Return on investment)**

A Fairchild closure, as discussed above, would not realize a payback for 14 years--the fifth longest payback of 21 large aircraft bases.

Criteria V - Fairchild's projected return on investment does not support it as a closure candidate.

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**Criteria VI (Economic impact on communities)**

**Element:** Income

**Rated:** Yellow

**Rationale:** Reported regional personal income losses caused by closure were estimated at \$139 million, or 2.5 percent of the region of influence (ROI) -- Spokane County of \$5.6 billion. Possible ratings: Green was projected reductions exceed the historic high reduction (1969-1989). Yellow was projected reductions are between 50% of historic high reduction and the historic high reduction. Red was projected reductions are less than 50% of historic high reduction (1969-1989) or negligible.

**Comment:** Concur with rating. Apparently the reported data falls within the yellow ranges.

**Element:** Local government operating revenues/expenditures

**Rated:** Yellow

**Rationale:** Local governments in the ROI (Spokane County) are projected to experience revenue shortfalls of approximately \$3 million as local government revenues will decrease by \$10 million and local government expenditure savings will be \$7 million. Possible ratings: Green was projected net fiscal impact on local government is negative and comparatively large (expenditures savings are less than 75% of revenue loss). Yellow was projected net fiscal impact on local government is negative and comparatively small (expenditures savings are 75% or more of revenue losses). Red was projected net fiscal impact on local government is neutral or positive (expenditures savings exceed revenue losses).

**Comment:** Concur with rating. Apparently, these projected revenues and expenditures fall within the yellow range.

**Element:** Installation Restoration Programs (IRP)

**Rated:** Red

**Rationale:** Actual cleanup time was projected to be relatively short. Possible ratings: Green was actual cleanup time is estimated to be lengthy (greater than five years).

Yellow was actual cleanup time is estimated to be moderate (about five years). Red was actual cleanup time is estimated to be relatively short (less than years).

**Comment:** Non-concur with rating. Fairchild was considered a model environmental base. It had excellent programs and was basically a clean base. However, this element uses reverse ratings, i.e., less time required to accomplish cleanup actions drives a red rating vice what one would expect should be a green rating. Fairchild should receive credit for its excellent status and cleanup programs—it should be rated “GREEN”.

Criteria VI - Overall criteria rating was in error and based on questionable facts. For example, Fairchild received a red IRP rating based solely on the fact that it was a clean base and had excellent programs. By rating Fairchild in this manner, the Air Force is, in fact, penalizing Fairchild for not being environmentally dirty and/or having average/below average IRPs. Therefore, one could say a dirty base with below average IRPs will not close. This rating scale appears divergent with DoD's consistent statements that they would not downgrade a base or select it for retention or closure based on its environmental cleanup status.

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**Criteria VII** (Ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel)

**Element:** Community infrastructure (off-base housing -- affordable) **Rated:** Red

**Rationale:** Certified questionnaire reported rental housing as expensive and scarce. Possible ratings were green or red. Green, if housing was affordable and red, if housing was not affordable.

**Comment:** Concur with rating. However, VHA is used to offset high housing expenses.

**Element:** Community infrastructure (off-base housing -- available) **Rated:** Red

**Rationale:** Certified questionnaire reported rental housing as scarce. Possible ratings were green or red. Green, if housing was available and red, if housing was not available.

**Comment:** Concur with rating. However, supply and demand will drive the market to meet increased demands.

**Element:** Community infrastructure (Transportation -- commute time) **Rated:** Yellow

**Rationale:** Certified questionnaire reported a round trip average commute time of 55 minutes (38 miles round trip at average speed of 40 MPH). Possible ratings: Green, if round trip commutes are less than or equal to 40 minutes; Yellow, if round trip

commutes are 41 to 60 minutes; and Red, if round trip commutes are greater than 60 minutes.

**Comment:** Concur with rating.

**Element:** Community infrastructure (off-base recreation) Aquarium **Rated:** Red

**Rationale:** Certified questionnaire reported no aquarium within the area. Therefore, aquarium is located more than 2.5 hour driving time from Fairchild. Possible ratings: Green was aquarium less than 1.5 hour drive. Yellow was aquarium between 1.5 and 2.5 hour drive. Red was aquarium more than 2.5 hour drive.

**Comment:** Concur with rating.

**Element:** Local area crime rate (violent crime rate) **Rated:** Yellow

**Rationale:** Certified questionnaire reported violent crime rate of 723.4 per 100,000 population. Possible ratings: Green was 600 or below. Yellow was 601 to 899. Red was 900 or above.

**Comment:** Concur with rating. However, recent crime rate reports indicate a drastic improvement in this area, e.g., 1993 Crime Report indicates a 498.3 violent crime rate.

**Element:** Local area crime rate (property crime rate) **Rated:** Red

**Rationale:** Certified questionnaire reported property crime rate of 8,430 per 100,000 population. Possible ratings: Green was 4000 or below. Yellow was 4001 to 6000. Red was greater than 6001.

**Comment:** Concur with rating. However, the Air Force rating for red is in error. Red should read, "greater than 6000", as reads, gives no rating for property crime rates of 6001 per 100,000.

**Element:** Education (pupil to teacher) **Rated:** Red

**Rationale:** Certified questionnaire reported the following ratios: K-1 - 24 to 1, Grade 2 - 25 to 1, Grade 3 - 26 to 1, Grade 4 - 29 to 1, Grade 5-6 - 31 to 1, Grades 7-12 - 30 to 1. Possible ratings: Green was less than or equal to 25 to 1. Yellow was 26-30 to 1. Red was greater than 30 to 1.

**Comment:** Subelement rating was based on the worst case--Grade 5-6 - 31 to 1. One less student in this area would drive a yellow vice red rating. If averages were used, Fairchild would receive at least a yellow rating.

Criteria VII - Overall criteria ratings were in error. For example, the Air Force omitted the overall Education ratings from its criteria rollup. Fairchild's overall education should have been green minus. However, it would not affect Fairchild's already highest criteria rating for all 21 large aircraft bases.

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**Criteria VIII** (The environmental impact)

**Element:** Environmental Impact (Water)

**Rated:** Yellow

**Rationale:** Certified questionnaire reported adequate water supplies from aquifer. Possible ratings: Green, if adequate water supplies and no known contaminants present. Yellow, if suspect water supplies; contaminants present within a non-potable water zone. Red, if inadequate water supplies and/or region within a state of over draft and/or contaminants detected within potable water zone.

**Comment:** Partial-concur with rating. Certified questionnaire reported adequate water supplies and no water problems, however, groundwater beneath the base was reported to be contaminated with TCE, 1, 2DCE. Subelement could have been rated "GREEN". Suspect yellow rating was based on minor groundwater contamination.

**Element:** Environmental Impact (Haz Mat--asbestos)

**Rated:** Red

**Rationale:** Certified questionnaire reported 45 percent of base-wide facilities surveyed with 65 percent of them having been identified as having asbestos. Possible ratings: Green was less than or equal to 10% facilities with asbestos containing materials (ACM). Yellow was 10% to 25% facilities with ACM; survey incomplete, or unable to assess percentages. Red was greater than 25%.

**Comment:** Concur with rating.

**Element:** Environmental Impact (Haz Mat--radon)

**Rated:** Yellow

**Rationale:** Certified questionnaire reported 1,782 buildings surveyed. Some radon was found with the highest level being 5.9 pic/l. Possible ratings: Green, if radon not present or detected less than 4 pic/l. Yellow, if radon present; detection greater than or equal to 4 pic/l and less than or equal to 20 pic/l. Red, if radon present; detection greater than 20 pic/l.

**Comment:** Concur with rating.

**Element:** Environmental Impact (wetlands)

**Rated:** Yellow

**Rationale:** Certified questionnaire reported wetlands present (600 acres), but no impacts. Possible ratings: Green, if resources not present. Yellow, if resources present which do not currently constrain construction/operations. Red, if resources present which constrain current construction/operations or require "work arounds" to support current operations.

**Comment:** Concur with rating.

**Element:** Environmental Impact (geology/soils--mineral/energy) **Rated:** Yellow

**Rationale:** Certified questionnaire reported no mineral or energy resources. Resources currently exist, but no known constraints on current construction and operations. Possible ratings: Green was no known resources. Yellow was resources currently exist; no known constraint on current construction/operations. Red was resources exist and constrain on current construction/operations.

**Comment:** Non-concur with rating. Certified questionnaire reported no current mineral or energy resources. However, certified questionnaire did report evidence of past mineral or energy recovery. Subelement should be rated "GREEN".

**Element:** Environmental Impact (geology/soils--soil contamination) **Rated:** Yellow  
**Rationale:** Certified questionnaire reported soil contaminants present--BTEX and TpH. Possible ratings: Green was no soil contaminants present. Yellow was soil contaminants present which do not currently constrain construction/operations. Red was soil contaminants present which constrain current construction/operations.  
**Comment:** Concur with rating.

Criteria VIII - Overall criteria ratings were fair. Fairchild received the third highest overall rating of the 21 large aircraft bases, even with several downgraded subelements.

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**Overall white paper conclusion:** The Air Force made several minor rating errors during BRAC 93 with respect to Fairchild's individual element and overall ratings, as noted above. However, the resulting overall BRAC 93 analysis and ranking failed to place Fairchild where it belonged--*one of the top bomber and tanker mission bases within the large aircraft category*. During BRAC 93, Fairchild was rated below green on only a very few elements of the 160+ elements that the Air Force/DoD evaluated, and on those that were rated below green, none were military value primary elements. In fact, several of the "few" below green ratings were found to be in error, as discussed in this paper, and should have been rated higher. Additionally, Fairchild's BRAC 93 overall solid ratings were totally consistent with its BRAC 91 ratings. Therefore, given that *Fairchild's BRAC 91/93 solid ratings were based primarily on military value*, one would expect similar evaluation results and recommendations during BRAC 95, i.e., a decision to retain *Fairchild as an integral part of the DoD's present and future basing infrastructure*.



Christopher Anderson/The Spokesman-Review

Retired Air Force Gen. John Allen talks with David Shea of Momentum after a press conference Friday morning.

1-21-95 S/R

# Base supporters budget \$200,000

**Fairchild task force employs former general to lead defense**

By Jim Camden  
Staff writer

Spokane business leaders are preparing to spend up to \$200,000 on a strategy that will defend Fairchild Air Force Base against the threat of closure.

They said Friday they must mount such a defense — with funds from local businesses, development groups and government coffers — even though they are convinced the West Plains base is a vital part of the nation's military plan.

It should be kept open for its strategic value, not simply because it

represents 4,500 jobs and a \$350 million economic boost to the local economy, said Rich Hadley, president of the Spokane Area Chamber of Commerce.

The business leaders don't think they can relax, even though Fairchild was reviewed by the Base Realignment and Closure Commission two years ago, Hadley said at a news conference.

"The stakes are a lot higher this time," he said. "We need to be more competitive."

A special task force has hired former Brig. Gen. John Allen, who was a wing commander at Fairchild in the early 1980s, to coordinate that defense.

He said Spokane has a right to be cautious, even though Fairchild is a

good base.

The federal panel has already cut the fat, and even most of the meat from the long list of the nation's military installations, said Allen, who now works as a consultant for communities trying to save their bases.

"They are really and truly cutting down to the bone," he said. "There are going to be good, solid, effective bases closed."

One of those will probably be a base that is the home to a wing of aerial refueling tankers, Allen predicted.

He doubted Fairchild, the nation's largest tanker base, would be on the list of bases the Pentagon wants to

Continued Fairchild/B3

## Fairchild: Nethercutt doubts closure

Continued from B1

close, which will be announced March 1. But it may be put on a list of similar bases that the commission will compare with the Pentagon's list.

If that happens, Spokane must be ready to analyze the data, point out any errors and make a case that Fairchild is more vital than another tanker base.

U.S. Rep. George Nethercutt, who was present at the press conference via telephone, said he doubted the Pentagon would want to close the base. But the plan was a good "better safe than sorry" strategy, he said.

A member of the House Defense Appropriations Subcommittee, Nethercutt campaigned last year against wasteful government spending. Friday he said he couldn't speculate on what he would do if Fairchild was placed in the Pentagon's closure list.

"That's probably too hypothetical," he said, adding he was concerned the base was not pork but an "absolutely necessary" military installation.

January, 1995

BRAC ACTIVITY PLAN AND TIMETABLE

January 19-20	The John Allen team in Spokane to meet with BRAC '95 Community Task Force
January 25-27	Washington D.C. trip by Larry Stanley, Dave Shea, Rich Hadley and Mayor Jack Geraghty to meet with congressional delegation, USAF and BRAC staff.
February 1	BRAC Community Task Force meeting for debrief on Washington trip and meetings of resource teams.
February 6 (aprx)	Joint Chiefs of Staff Force Structure Plan announced.
February 13-15	John Allen meetings in Spokane.*
March 1	DOD recommendations sent to BRAC Commission. Secretary of Defense, Chairman JCS and Joshua Gotbaum, ASD for Economic Security testify before Commission.
March 6	Boatwright and/or M/G Blume testify before Commission for USAF.
March	Commission works on DOD recommendations
April-May	Commission conducts regional hearings and base visits.
May 17	Last day Commission can add bases for comparison review.
Mid-May/Mid-June	Commission conducts regional hearings and base visits for added bases.
Mid-June/July 1	Commission staff prepares report.
Mid June	Washington D.C. congressional hearings.
Late June	Commission final deliberations and vote.
July 1	Report to President Clinton.

\* Other trips by John Allen and/or Survivors Group to Spokane or to regional hearings will be as required.

**BRAC 95 COMMUNITY TASK FORCE ROSTER  
for Fairchild AFB**

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Spokane, WA 99220

## **GOVERNMENT REPRESENTATIVES**

Eric Skaggs  
Congressman George Nethercutt's Office  
W. 920 Riverside #594  
Spokane, WA 99201

Catherine O'Connell  
Senator Slade Gorton's office  
W. 920 Riverside #900  
Spokane, WA 99201

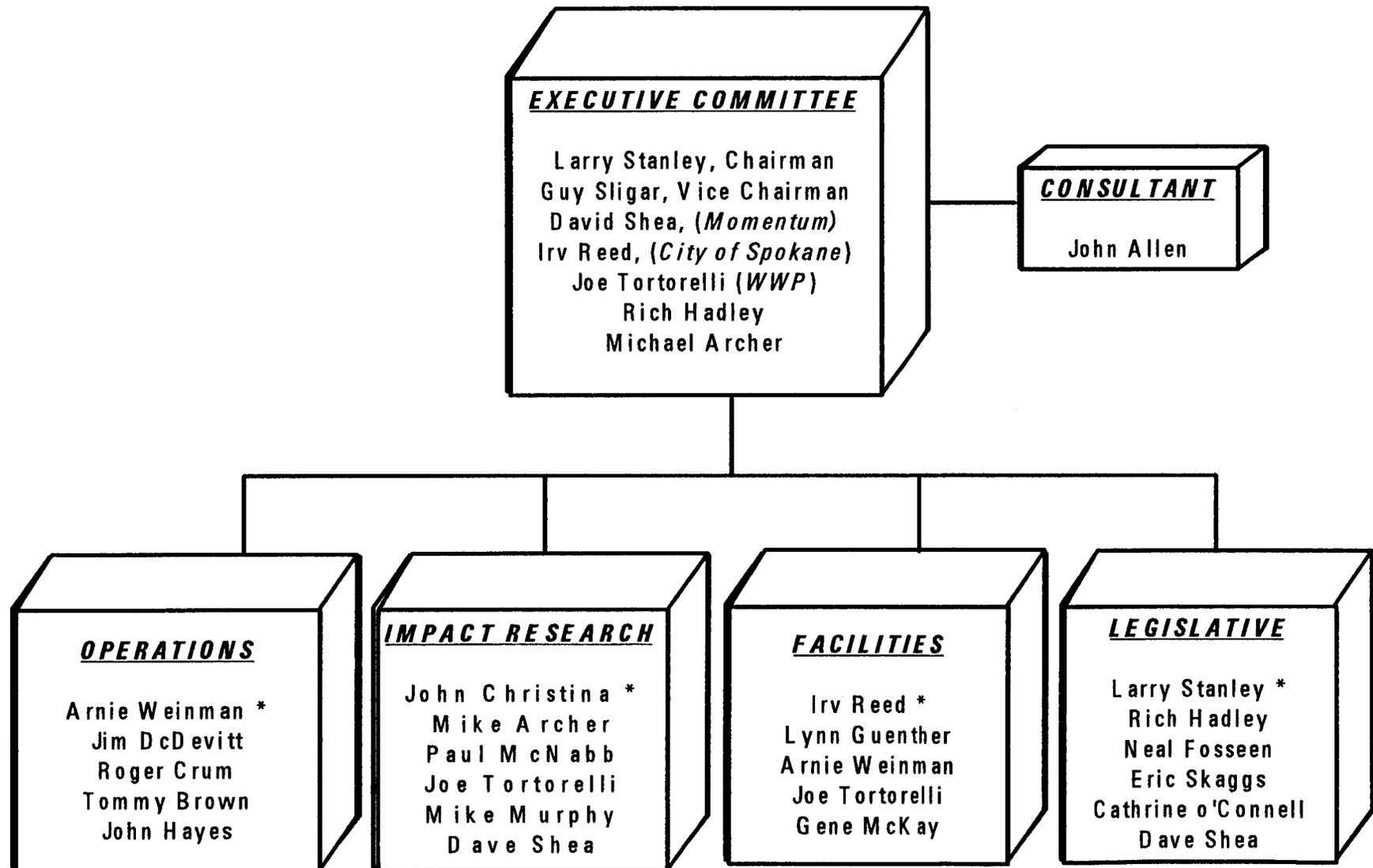
Steve Worthington  
Administrator  
City of Cheney  
609 2nd Ave  
Cheney, Wa 99004

Sharie Stearns  
Mayor of Medical Lake  
124 S. Lefecre  
Medical Lake, WA 99022

Jack Geraghty  
Mayor of Spokane  
W. 808 Spokane Falls Blvd  
Spokane, WA 99201

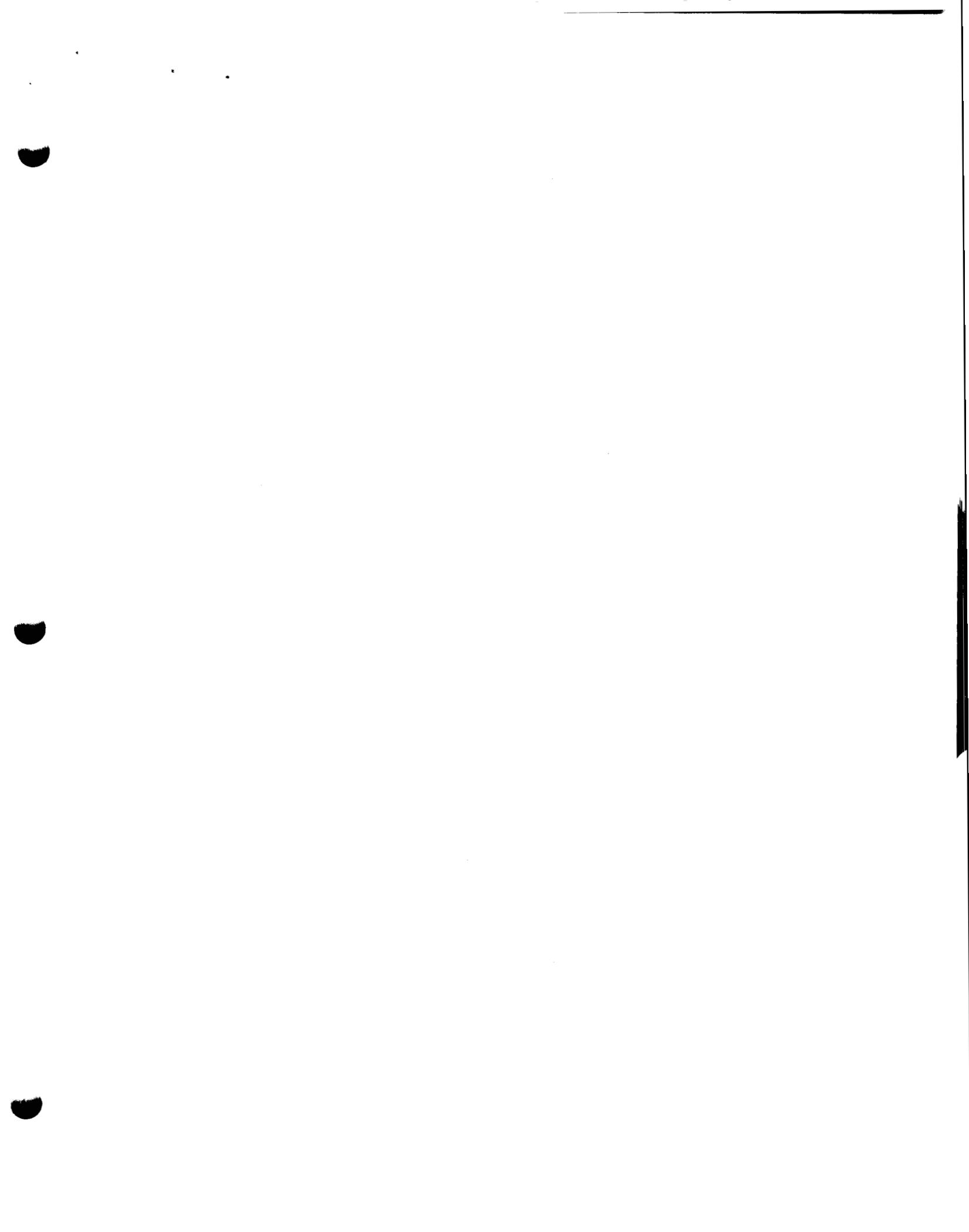
Don Harmon  
Mayor of Airway Heights  
S.1208 Lundstrom  
Airway Heights, WA 99001

# BRAC "95" COMMUNITY TASK FORCE



\* Denotes Group Leader

# Document Separator





**FAIRCHILD AIR FORCE BASE  
REVITALIZATION**

**MILITARY CONSTRUCTION PROGRAM  
FISCAL YEAR 1995-1998**

**APRIL 1994**

## FAIRCHILD REVITALIZATION

The mission of Fairchild Air Force Base is changing as of 1 July 1994, Fairchild AFB will be transferred from Air Combat Command (ACC) to Air Mobility Command (AMC). As a part of AMC, Fairchild AFB will become one of four major tanker bases in the United States.

Proposed Fiscal Year 1995 projects include construction of a replacement hazardous material warehouse, alteration of the storm water drainage system, and replacement of six senior officer quarters. The current houses have significant structural deficiencies and serious electrical, plumbing and asbestos problems.

In Fiscal Year 1996, the highlight of the program is projects that will support the transition to the AMC mission. These projects include two Squadron Operations/Aircraft Maintenance Unit facilities, a flight simulator facility and a 20 outlet hydrant fueling system. In 1996 Fairchild AFB will continue efforts to improve family housing conditions with Phase 5 of the Wherry housing improvement program (final phase) which will improve 14 housing units and provide neighborhood improvements for all five phases. With a continuing sensitivity to environmental concerns, Fairchild is pursuing a project to replace 18 underground fuel tanks serving the central steam plant with a single aboveground tank.

Fiscal Year 1997-1998 proposed projects are also listed. A short description of each project is attached.

Because of the emphasis on infrastructure and facility modernization, Fairchild AFB provides a unique potential for meeting long term needs of the Air Force and a variety of missions. Cooperative protection of airspace by surrounding governments protects flying operations. At the same time, proximity of educational, cultural, social and recreational activities provide for quality of life needs of assigned personnel.

Spokane nurtures the relationship between Fairchild AFB and supports the objective of continuing facility modernization as an important step in the Air Force fulfilling its needs in support of national defense.

FAIRCHILD AFB CONSTRUCTION PROJECTS

Fiscal Year 1981

Central Heat Plant Conversion  
Aircraft Instrument Landing System  
Energy Conservation Improvements  
Total \$20.4 million

Fiscal Year 1982

Air Launch Cruise Missile Facilities  
Rehab Three Dormitories  
Total \$19.0 million

Fiscal Year 1983

Control Tower  
Energy Conservation Improvements  
Tanker Alert Facility  
Total \$ 5.2 million

Fiscal Year 1984

Expand Alert Aircraft Area  
ALCM Igloos  
Energy Conservation Improvements  
Aircraft Refueling System  
400-Person Dormitories  
Renovation of Two Dormitories  
Dining Facility  
Renovation Base Personnel Office  
Total \$28.5 million

Fiscal Year 1985

300-Person Dormitory  
Alter Aircraft Maintenance Shops  
Back-up Satellite Operations Center  
Total \$16.4 million

Fiscal Year 1986

Upgrade Electric Distribution System  
Total \$12.5 million

as of 8 Apr 94  
OPR: ACE

Fiscal Year 1987

Renovate Consolidated Personnel Office  
Security Police Operations  
Sound Suppressor Support Facility  
Security Improvements  
Energy Conservation Improvements  
Total \$ 7.52 million

Fiscal Year 1988

Mission Operations Complex  
Replace Asbestos Insulation  
Improve Wherry Housing, Phase 1  
Total \$16.1 million

Fiscal Year 1989

Alert Crew Support Facility  
ALCM Igloos and Alter IMF  
Small Arms Range  
KC-135 Flight Simulator Facility  
Dorm/Dining Hall - Survival School  
Total \$18.05 million

Fiscal Year 1990

Temporary Lodging Facility  
Survival School Dorm  
Command Post  
Improve Wherry Housing, Phase 2  
Total \$25.6 million

Fiscal Year 1991

Alter Aircraft Maintenance Facility  
Aircraft Parking Apron Lighting  
Improve Wherry Housing, Phase 3  
Total \$21.35 million

as of 8 Apr 94  
OPR: ACE

Fiscal Year 1992

ALCM Fuel Storage Tank	
Parachute Training Facility	
Child Development Center	
Improve Wherry Housing, Phase 4	
Regional Sewer Connection	
Total	\$20.65 million

Fiscal Year 1993

Fire Training Facility	
Replace Underground Storage Tanks	
Total	\$ 2.24 million

Fiscal Year 1994

Intelligence Training Facility	
Hospital Utility/Life Safety Upgrade	
General Officer Quarters	
Inert Support Equipment Storage	
Total	\$13.93 million

Fiscal Year 1995

Hazardous Material Storage Facility	\$ 1,400,000
Storm Drainage Facility	\$ 2,450,000
Senior Officer Quarters	<u>\$ 1,035,000</u>
Total	\$ 4,885,000

PROPOSED BASE MILCON PROGRAM

Fiscal Year 1996

<u>TITLE</u>	<u>EST COST</u>
Squadron Operations/AMU	\$ 6,100,000
Squadron Operations/AMU	\$ 6,300,000
Additional KC-135 Flight Simulator	\$ 4,500,000
Hydrant Fueling System (20 Pits)	\$17,000,000
Underground Fuel Storage Tanks	\$ 1,550,000
Improve Wherry Housing, Phase 5	<u>\$ 8,033,000</u>
Total	\$43,483.000

Fiscal Year 1997

Corrosion Control Facility	\$ 9,000,000
Squadron Operations/Aircraft Maintenance Unit	\$ 6,700,000
Dormitory (157 PN)	<u>\$ 6,500,000</u>
Total	\$22,200.000

Fiscal Year 1998

Alter Dormitories 450, 451 & 621	\$ 7,700,000
Survival Training Support Complex, Phase I	\$ 4,500,000
Physiological Training Fac	\$ 1,967,000
Logistic Support Complex (AET)	<u>\$ 4,500,000</u>
Total	\$18,667.000

FY 95

-- Hazardous Materials Storage Facility

--- Total area 7,000 SF

---- Facility designed to accommodate flammable/hazardous materials

---- Allows consolidation of several outlying supply functions

---- Eliminates several fire safety discrepancies

---- Brings base into compliance for storage of hazardous materials

-- Storm Drainage Facility

--- Upgrades storm water system north of Thorpe Road

---- Allows continued compliance with Clean Water Act

---- Upgrades oil/water separators

---- Corrects cross connections

---- Routes storm water through containment/settlement structures

-- Construct Senior Officers' Quarters

--- Total area 10200 SF

---- Constructs six living quarters

---- Replaces six 1950s structures

---- To meet current standards

FY 96

-- Squadron Operations/Aircraft Maintenance Unit Facility

--- Total area 41,900 SF

---- Consolidates flying squadrons with pre/post flight maintenance

---- Improves coordination of flight scheduling

---- Provides facility that supports new mission/organizational structure and meets AMC facility criteria

---- Allows demolition of Korean war wooden structures, 2012 and 2013

-- Squadron Operations/Aircraft Maintenance Unit Facility

--- Total area 41,900 SF

---- Consolidates flying squadrons with pre/post flight maintenance

---- Improves coordination of flight scheduling

---- Provides facility that supports new mission/organizational structure and meets AMC facility criteria

-- Addition and Alteration KC-135 Flight Simulator

--- Constructs 16,500 SF and alters 12,700 SF

---- Modifies existing non-motion bay to accept motion base trainer

---- Constructs second motion base trainer bay

---- Provides instructor, records and admin space

---- Provides support for new tanker mission

--Hydrant Fueling System

--- Constructs new pump house and 20 outlets

---- Required to support 60 tanker mission

---- Will enable delivery of fuel to aircraft at rate required

---- Environmentally safer than trucking

---- Uses fewer resources than trucking

-- Underground Fuel Storage Tanks

--- Replaces 18 below ground tanks with a single above ground tank

---- Environmental project in support of central steam plant

---- Reduces tankage to needed capacity

---- Being done in advance of pending state environmental regulation

-- Improve Wherry Housing, Phase V

--- Completes neighborhood amenities for Wherry housing

--- Provides parks, tot lots, utilities and visual separation

--- Completes implementation of Housing Comprehensive Plan  
for Wherry housing

--- Improve 14 dwelling units

FY 97

-- Corrosion Control Facility

--- Total area 35,000 SF

---- Replaces existing nosedock facility

---- Provides new mission requirement for aircraft maintenance

---- Incorporates environmentally safe systems

-- Squadron Operations/Aircraft Maintenance Unit Facility

--- Total area 41,900 SF

---- Consolidates flying squadrons with pre/post flight maintenance

---- Improves coordination of flight scheduling

---- Provides facility that supports new mission/organizational structure

-- Dormitory (157 PN)

--- Total area 37,467 SF

---- For new mission impact

---- For E-1 through E-5

---- Will provide housing meeting AMC standards

FY 98

-- Alter Dormitories 450, 451, 621

--- Total area 83,115 SF

---- Upgrades existing facilities

---- Achieves net floor area now required per occupant

---- Provides for current privacy standards

---- Upgrades utilities

-- Survival Training Support Complex, Phase I

--- Total area 42,000 SF

--- Academic Training Facility: 18,850 SF

---- Currently located in Buildings 1212, 1228 and 1348

---- Includes three large classrooms (auditoriums)

---- Includes lab rooms, office space, conference room

---- Academic Lab and Library: 14,399 SF

----- Currently located in buildings 1302 and 1207

----- Includes library and exhibits lab

----- Includes shop and graphic arts areas

--- Storage and Miscellaneous Space: 8,850 SF

---- Currently located in buildings 1334, 1342 and 1348  
which will be demolished as part of project

-- Physiological Training Facility

--- Total area: 10,000 SF

---- Will house altitude chambers, hyperbaric chamber, night  
vision and vertigon training

---- Correct facility undersized for new class load

---- Supports Survival School and other AF units in  
the region

----- Correct electrical and mechanical support systems marginally adequate

----- Allows vacation of space in converted 1943 warehouse (Bldg 2001) to allow demolition

-- Logistics Support Complex

--- Total area: 25,000 SF

--- Supply Warehouse: 12,200 SF

----- Currently located in Buildings 1238/2000C

----- Includes the following:

----- Warehouse and office space

----- Delivery vehicle capability

----- Storage area for hazardous material



# Document Separator

**Are There Any Questions?**



**92d Air Refueling Wing**



# 92 ARW

## WING LEADERSHIP



**92d AIR REFUELING WING  
COMMANDER  
BRIG GEN GARY VOELLGER**

**SENIOR ENLISTED ADV  
CMSGT BOB VASQUEZ**

**VICE COMMANDER  
COL WALLY DILL**

**92 OG  
COL (SEL)  
MARK  
JOHNSON**

**92 LG  
COL JOHN  
BEATTIE**

**92 MDG  
COL CRAIG  
HINMAN**

**92 SPTG  
COL RICH  
WIRTH**

**92 DS  
COL LARRY  
JONES**

**TEAM FAIRCHILD**





# 92 ARW

## WING LEADERSHIP



**92d AIR REFUELING WING  
COMMANDER  
BRIG GEN GARY VOELLGER**

**SENIOR ENLISTED ADV  
CMSGT BOB VASQUEZ**

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COL CRAIG  
HINMAN**

**92 SPTG  
COL RICH  
WIRTH**

**92 DS  
COL LARRY  
JONES**

**TEAM FAIRCHILD**





# **92 ARW**

## **ASSOCIATE UNITS**



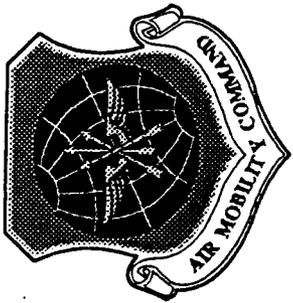
**141st AIR REFUELING WING (WANG)  
BRIG GEN DON POWELL**

**336th TRAINING GROUP (AETC)  
COL LARRY STRUBE**

**2d SUPPORT SQUADRON (ACC)  
COL GARY RYDEN**

**6th SPACE OPERATIONS (SPACECOM)  
MAJ CARLOS ARVIZU**





# 92 ARW



## OUR MISSION

**WE PROVIDE IMMEDIATELY RESPONSIVE KC-135 AIR REFUELING AND AIRLIFT SUPPORT TO THE UNITED STATES AND ALLIED FORCES; WE ENSURE THE HIGHEST STANDARDS IN SAFETY, COMBAT CAPABILITY, AND TRAINING ARE MAINTAINED; WE ENSURE QUALITY SUPPORT FOR ALL PERSONNEL AND ORGANIZATIONS ASSOCIATED WITH THE WING; WE PROVIDE AN ENVIRONMENT WHICH FOSTERS PERSONAL GROWTH AND CONTINUAL IMPROVEMENT IN OUR SERVICES.**

# TEAM AIRCRAFT



# *92 ARW*

## OUR MISSION



**WE DELIVER THE WORLD'S  
BEST AIR REFUELING AND  
AIRLIFT--ANYTIME, ANYWHERE,  
IN ANY CONDITIONS!**





# 92 ARW

## 336 TRG MISSION



TO PREPARE AIR FORCE CREWS THROUGH COMBAT  
SURVIVAL, EVASION, RESISTANCE, ESCAPE, AND  
RECOVERY TRAINING SO THAT THEY SHALL SURVIVE  
ANYWHERE, ANYTIME, AND RETURN WITH HONOR.

# TEAM FEARSCHIPS



# *92 ARW*

## 2SS MISSION



**THE 2D SUPPORT SQUADRON MAINTAINS AND PROVIDES SAFE, RELIABLE MUNITIONS IN SUPPORT OF GLOBAL POWER AND GLOBAL REACH MISSION REQUIREMENTS.**





# *92 ARW*

## DET 1, 6 SOPS MISSION



**OPERATE AND MAINTAIN THE PRIMARY SATELLITE TRACKING SITE AND ALTERNATE COMMAND AND CONTROL CENTER FOR THE DEFENSE METEOROLOGICAL SATELLITE PROGRAM. PROVIDE WEATHER DATA TO MILITARY OPERATIONS AND CIVIL USERS WORLDWIDE.**





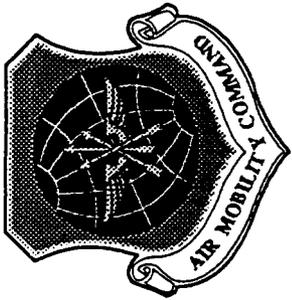
# 92 ARW



## KEY RESOURCES

- 5,691 Acres of Land Used
  - 4,264 acres possessed
  - 1,318 acres of easements
  - 109 acres leased
  - 13,901 x 200 foot runway
  - 69 KC-135 parking spots
- 263 Buildings
  - 20 KC-135 hanger spaces

**TEAM FAIRCHILD**



# 92 ARW



## FY 95-97 MILCON

FY 95 KC-135 FLIGHT SIMULATOR

KC-135 SQ OPS/AMU

STORM DRAINAGE SYSTEM

HAZARDOUS MATERIAL STORAGE

FACILITIES

(\$ M)

4.0

6.3

2.45

1.4

14.15

FY 96 ALTER DORMITORIES 450, 451 & 621

7.7





# 92 ARW



## FY 95-97 MILCON

	<u>(\$ M)</u>
FY 97 KC-135 SQ OPS/AMU	6.3
KC-135 HYDRANT FUELING SYSTEM	10.9
UNDERGROUND FUEL STORAGE TANKS	<u>1.1</u>
	18.3





**92 ARW**

**2SS MILCON**



**FY 95 STORAGE FACILITY EXPANSION  
BLDG 1414**

**(\$ M)  
1.4**

**HEAVY AIRCRAFT**



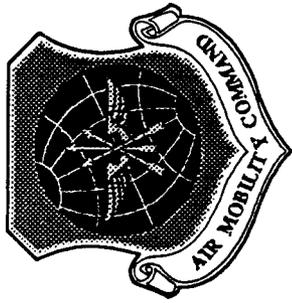
# 92 ARW

## SURVIVAL MILCON



<b>FY 95 Academic Complex-Phase I</b>	<b>3.75M</b>
<b>FY 96 Academic Complex-Phase II</b>	<b>UNK</b>
<b>FY 97 Logistics Complex</b>	<b>4.5M</b>
<b>FY 98 135-Person, Permanent Party Dorm</b>	<b>5.1M</b>
<b>FY 99 Mission Support Complex</b>	<b>4.0M</b>
<b>FY 00 Water Survival Training Facility</b>	<b><u>3.0M</u></b>
	<b>20.35M</b>





# 92 ARW

## SURVIVAL SCHOOL



- **Oct 95 --Opening date of Joint Combat SERE Training**
  - Consolidated Air Training at Fairchild
  - Consolidated Ground Training at Ft Bragg
- **Instructor manning will increase by 108**
- **Student enrollment will double to 114 per class**
  - Field training student/instructor ratio 4:1





# 92 ARW

## HOUSING UNITS



<u>Areas</u>	<u>Units</u>
Main Base	1103
Geiger Field	75
Geiger Heights	227
Cheney	<u>16</u>
	1421





# 92 ARW



## DORM IMPROVEMENTS

<b>FY 95</b>	<b>Repair Bldgs 2266/2268</b>	<b>\$2.4M</b>
	<b>Furnishings Bldgs 2266/2268</b>	<b>.5M</b>
	<b>Repair Doors, Windows, 450/451/621</b>	<b>1.8M</b>
<b>FY 96</b>	<b>Alter Bldgs 621/622/623</b>	<b>7.7M</b>
	<b>Repair Bldgs 2278/2279</b>	<b>2.4M</b>
	<b>Furnishings Bldgs 2278/2279</b>	<b>.5M</b>
	<b>Repair Exterior Bldgs 622/623</b>	<b>.3M</b>
<b>FY 97</b>	<b>Repair Bldgs 2274</b>	<b>1.3M</b>
	<b>Furnishings Bldgs 2274</b>	<b>.3M</b>

**TEAM FAIRCHILD**





# 92 ARW



## DORM IMPROVEMENTS

<b>FY 98</b>	<b>Construct new 157 PN Dorm</b>	<b>\$6.5M</b>
	<b>Repair Bldg 2276</b>	<b>1.3M</b>
	<b>Furnishings Bldg 2276</b>	<b>.3M</b>
<b>FY 99</b>	<b>Furnishings Bldgs 622/623</b>	<b>1.0M</b>
	<b>Furnishings new 157 PN Dorm</b>	<b>.4M</b>
<b>FY 00</b>	<b>Alter Bldgs 622/623</b>	<b>4.2M</b>
<b>FY 01</b>	<b>Furnishings Bldgs 622/623</b>	<b>.7M</b>
	<b>TOTAL</b>	<b>\$31.6M</b>





# 92 ARW

## AIRCRAFT



### UNIT

92 ARW

336 TG

141 ARW (WANG)

### AIRCRAFT

14 KC-135Q

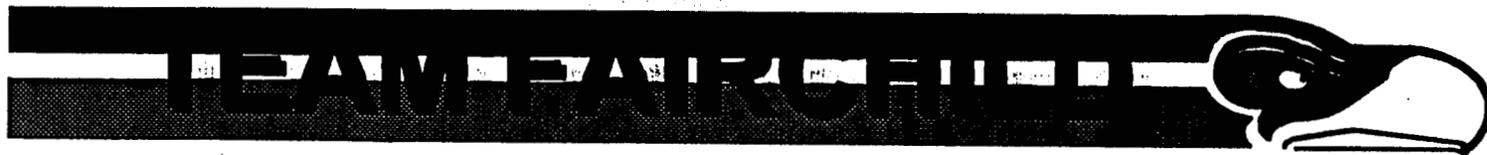
34 KC-135R

13 KC-135T

6 C-12

3 UH-1N

11 KC-135E





# *92 ARW*

## EXCELLENCE PROGRAMS



- Culture Building
- Aircraft
- AGE
- Vehicles
- Facilities
- Quality Air Force





# 92 ARW

## KEY CUSTOMERS



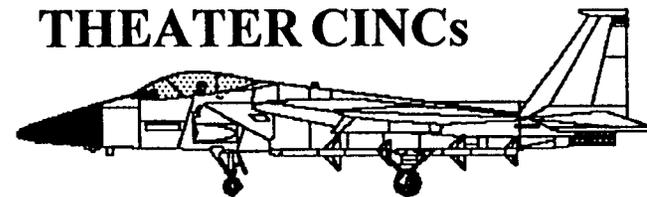
AIR MOBILITY COMMAND



USSTRATCOM



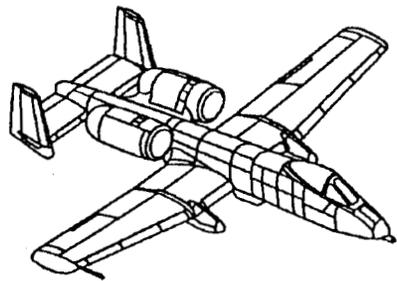
THEATER CINC's





# 92 ARW

## OTHER CUSTOMERS



→ AIR COMBAT COMMAND

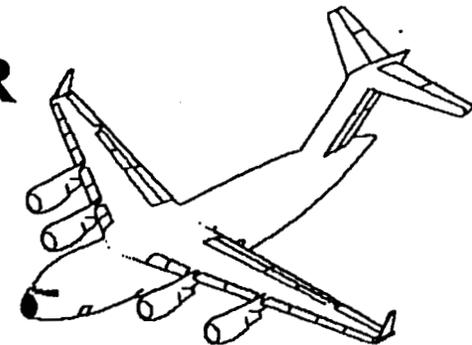
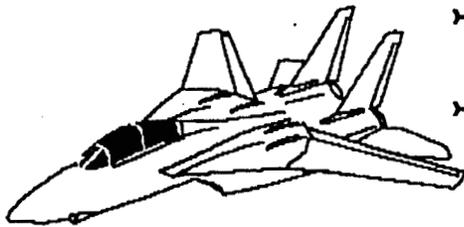
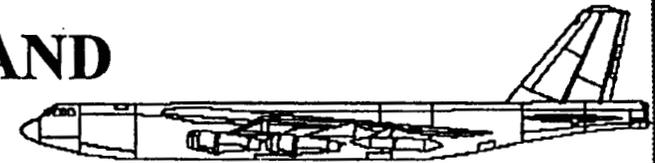
→ NAVAL AVIATION

→ AIR NATIONAL GUARD

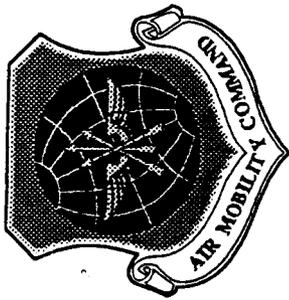
→ AIR FORCE RESERVE

→ AIR FORCE TEST CENTER

→ ALLIED AIR FORCES



**TEAM AIRCRAFT** 



# 92 ARW

## GLOBAL PRESENCE!



**REAL WORLD      BUSINESS EFFORTS**

**PACIFIC EXPRESS**

**Altus**

**GLOBAL SHADOW**

**Beale**

**BUSY RELAY**

**Castle**

**CORONET EAST**

**Edwards**

**CORONET WEST**

**Eglin**

**VIGILANT WARRIOR**

**Tinker**

**CLASSIFIED ALERT**

**Travis**

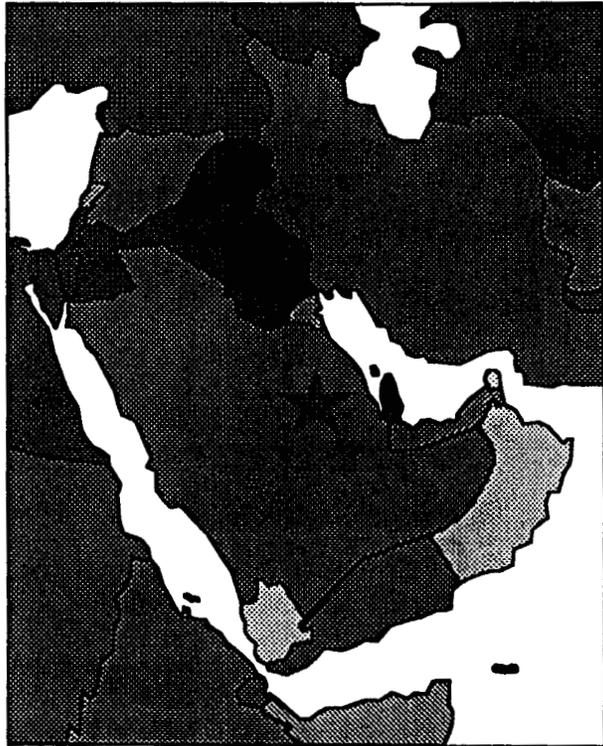
**SIOP**





# 92 ARW

## SOUTHWEST ASIA TTF



→ RIYADH, SAUDI ARABIA

→ 12 OCT 94 - JAN 95

→ 16 KC-135R

→ 22 CREWS

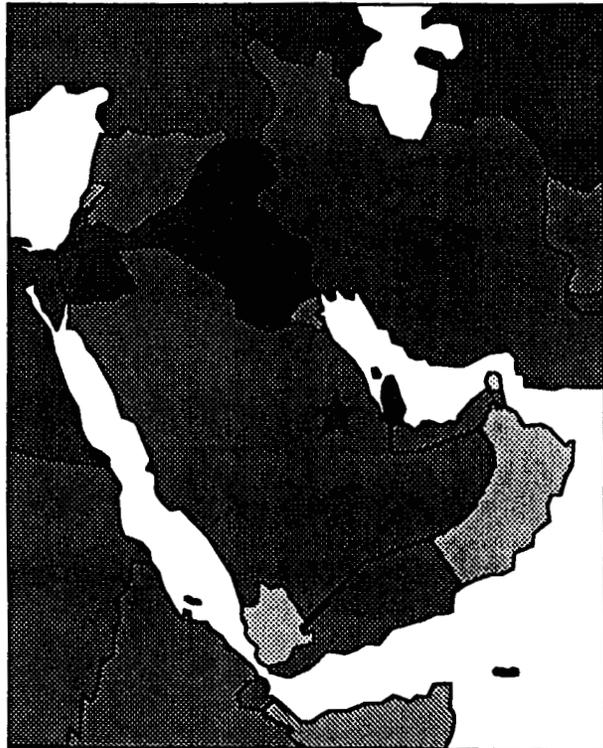
→ 260 PERSONNEL

**TEAM FAIRCHILD** 



# 92 ARW

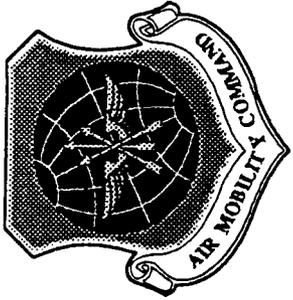
## VIGILANT WARRIOR



- SAUDI ARABIA
- 11 OCT 94 - DEC 94
- 24 KC-135R
- 31 CREWS
- 300 PERSONNEL
- 178 TONS OF EQUIPMENT

**TEAM FAIRCHILD**





# 92 ARW

## EUROPEAN TTF



- RAF MILDENHALL, UK
- 6 APRIL 94 - 18 JUNE 94  
(Includes PROVIDE COMFORT)
- 16 KC-135R
- 16 CREWS
- 98 PERSONNEL
- 304 SORTIES

# TEAM RESEARCH



# 92 ARW

## DENY FLIGHT



- PISA AP, ITALY
- NAS SIGONELLA SICILY
- NOV 93 - JAN 94
- 12 KC-135R
- 12 CREWS
- 191 PERSONNEL
- 176 SORTIES





# 92 ARW

## OUR FOCUS--SR<sup>2</sup>IPS



- SAFETY
- READINESS
- RELIABILITY
- INFRASTRUCTURE
- PEOPLE
- STANDARDS





# 92 ARW



## 1994 ANNUAL BUDGET

		CIVILIAN PAY	SUPPLIES SVCS, MISC	TOTAL BUDGET
FAIRCHILD BASE CORE	\$M	16,100	73,450	89,550
FAMILY HOUSING	\$M	550	5,350	5,900
HOSPITAL	\$M	<u>2,140</u>	<u>11,010</u>	<u>13,150</u>
TOTAL APPROPRIATED FUND	\$M	18,790	89,810	108,600





# 92 ARW



## 1994 ECONOMIC IMPACT

	BASE EXPENSE	PAYROLL	ECONOMIC IMPACT
TOTAL EXPENDITURES \$M	64.6	136.9	201.5
MULTIPLIER EFFECT \$M	<u>126.1</u>	<u>61.7</u>	<u>187.8</u>
TOTAL IMPACT \$M	190.7	198.6	389.3





# 92 ARW

## CHAIN OF COMMAND



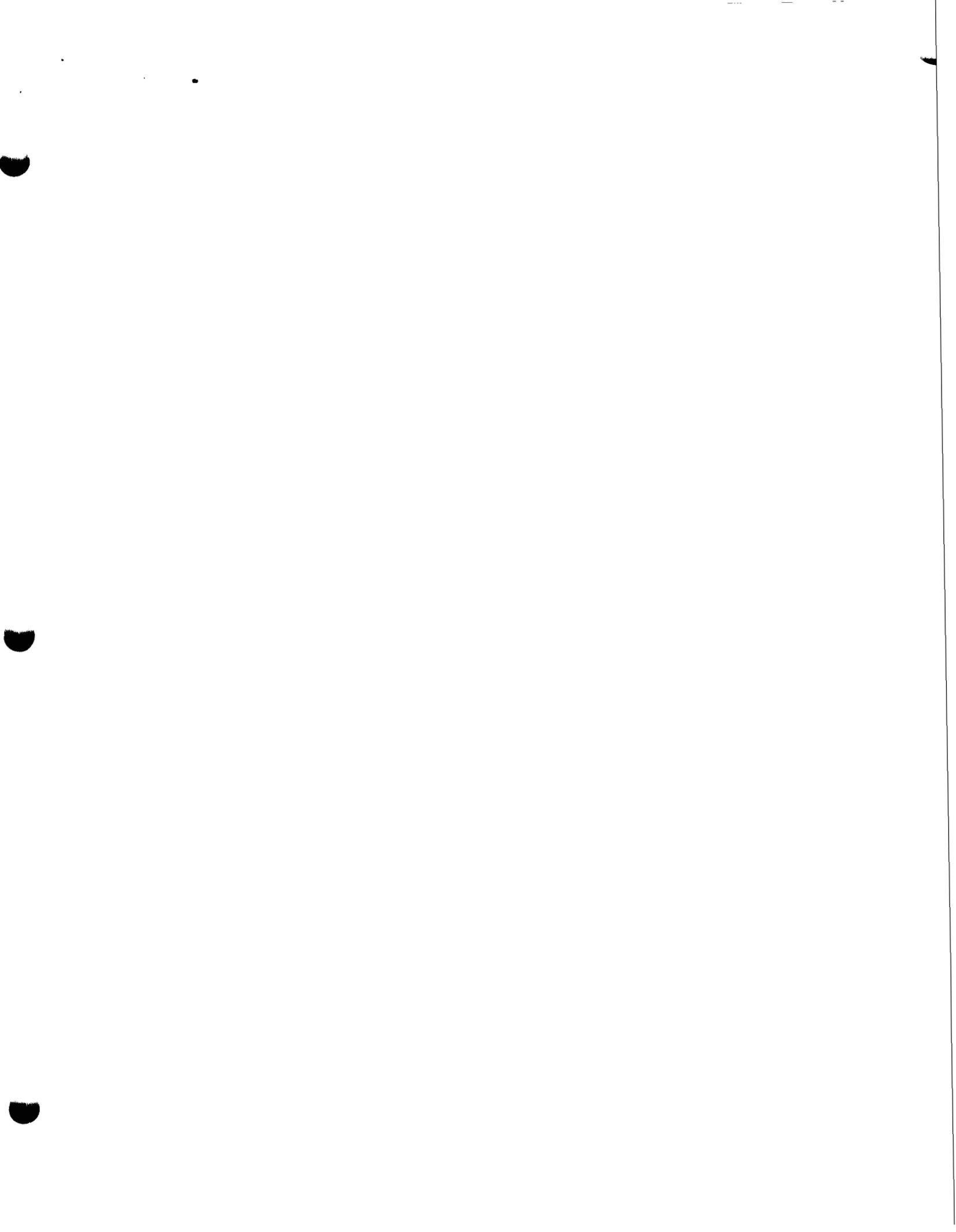
AIR MOBILITY COMMAND  
SCOTT AFB, IL  
GEN ROBERT RUTHERFORD

15th AIR FORCE  
TRAVIS AFB, CA  
LT GEN BRUCE FISTER

92d AIR REFUELING WING  
FAIRCHILD AFB, WA  
BRIG GEN GARY VOELLGER



# Document Separator





**SPOKANE AREA  
CHAMBER OF COMMERCE**

**BRAC '95 WASHINGTON TRIP**

**January 25-28, 1995**

**SPOKANE TEAM**

**Mayor Jack Geraghty  
Larry Stanley, Chamber Chairman  
Dave Shea, Momentum President  
Rich Hadley, Chamber President  
Consultants: John Allen & Don Massey**

**Wednesday, January 25**

**7:30 am** Departure on Northwest Airlines Flight 612:  
Stanley, Shea and Hadley

**4:09 pm** Arrive Washington National

**5:00 pm** Approximate check-in Hyatt Regency: 3 rooms  
Reservation # 391-9373

**5:30 pm** Meeting with Momentum lobbyists: Denny & Sandra  
Miller and staff

**7:00 pm** Dinner with Millers

**Thursday, January 26**

**9:00 am** Meeting with Congressman Nethercutt in his office,  
1527 Longworth Building.

**9:45 am** Meeting with Senators Gorton and Murray,  
Congressmen Nethercutt and Dicks and their staffs  
in Gorton's office at 730 Hart Senate Building.

Page 2

2:30 pm Meeting with General Fogleman, Chief of Staff, USAF, and James Boatright, Deputy Assistant Secretary for Installations, USAF, in Congressman Nethercutt's office, 1527 Longworth Building.

TBA Dinner

Friday, January 27

10:00 am Meeting with the BRAC Staff: David Lyles, Staff Director, Charles Smith, Executive Director and others. Fairchild delegation led by Congressman George Nethercutt. Complete list attached.

TBA Lunch

2:30 pm Tentative meeting with Rhea Graham, Director of the U.S. Bureau of Mines. (Rich Hadley and others)

5:00 pm Larry Stanley departure.

Saturday, January 28

Open schedule.

Sunday, January 29

6:45 am Departure on Northwest Flight 611: Hadley & Shea

10:47 am Arrive in Spokane



SPOKANE AREA  
CHAMBER OF COMMERCE

SPOKANE TEAM VISIT

BASE CLOSURE & REALIGNMENT COMMISSION

JANUARY 27, 1995, 10:00 A.M.

Congressman George R. Nethercutt  
District 5, State of Washington

Jack Geraghty  
Mayor of Spokane

Larry Stanley  
Empire Bolt & Screw  
Chairman, Spokane Chamber

Rich Hadley  
President  
Spokane Chamber

Dave Shea  
Shea Construction  
President, Momentum

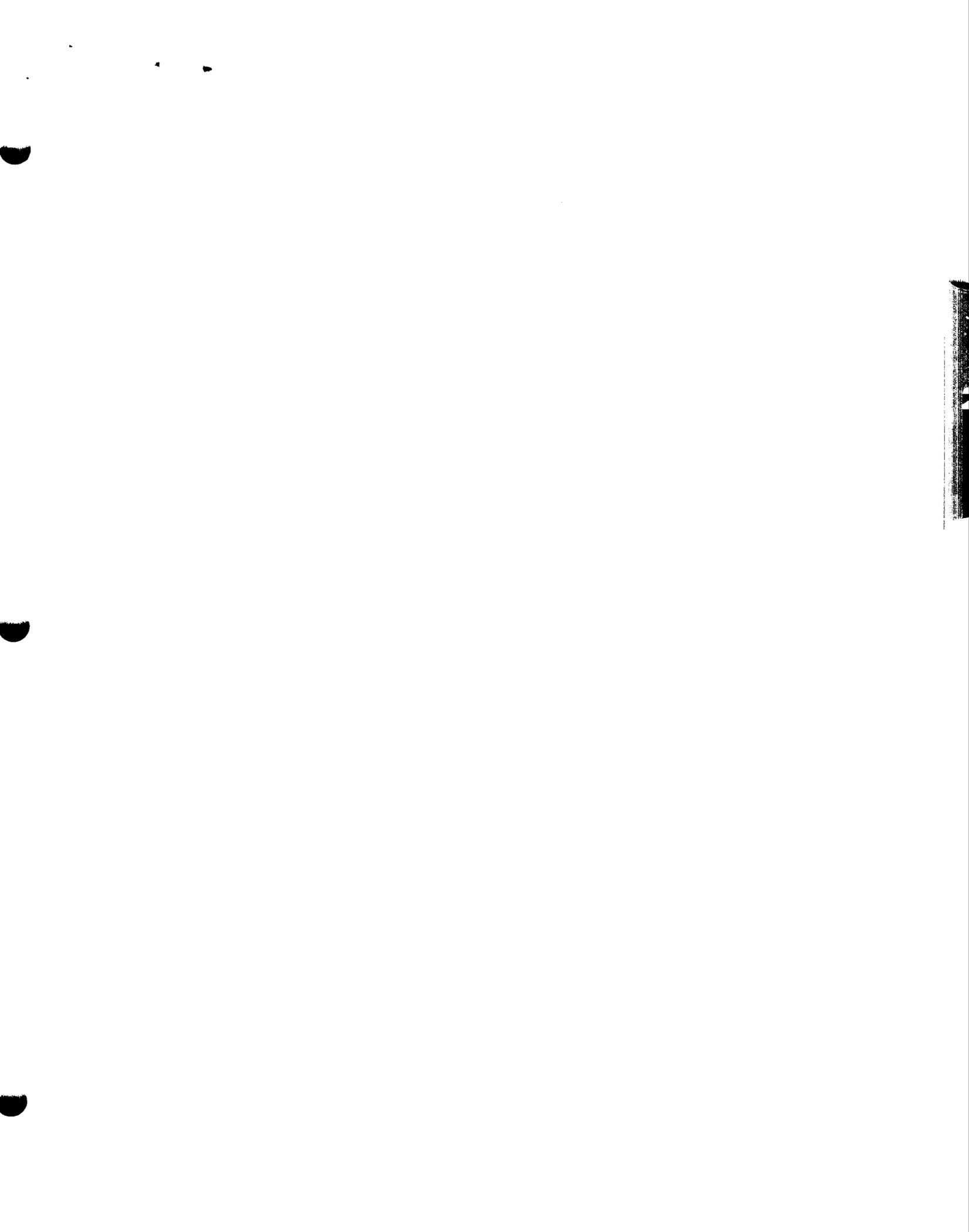
Shawn O'Donnell  
LA to Senator Slade Gorton

Jamie Moore  
Chief of Staff, Cong.  
Nethercutt

Greg Koger  
LA to Cong. Nethercutt

Donald F. Massey  
Consultant to  
Spokane BRAC 95 Team

John R. Allen  
Brig. Gen., USAF, Ret.  
Consultant to the  
Spokane BRAC 95 Team



SPOKANE TEAM VISIT

2

THE SPOKANE AREA CHAMBER  
& FAIRCHILD AFB,  
A HISTORY

3

FAIRCHILD AIR FORCE BASE  
COMMAND & MISSION

4

BRAC 95 COMMUNITY TASK FORCE  
for FAIRCHILD AFB, WASHINGTON

5

TEAM CONSULTANT:  
JOHN ALLEN & ASSOCIATES

# Document Separator



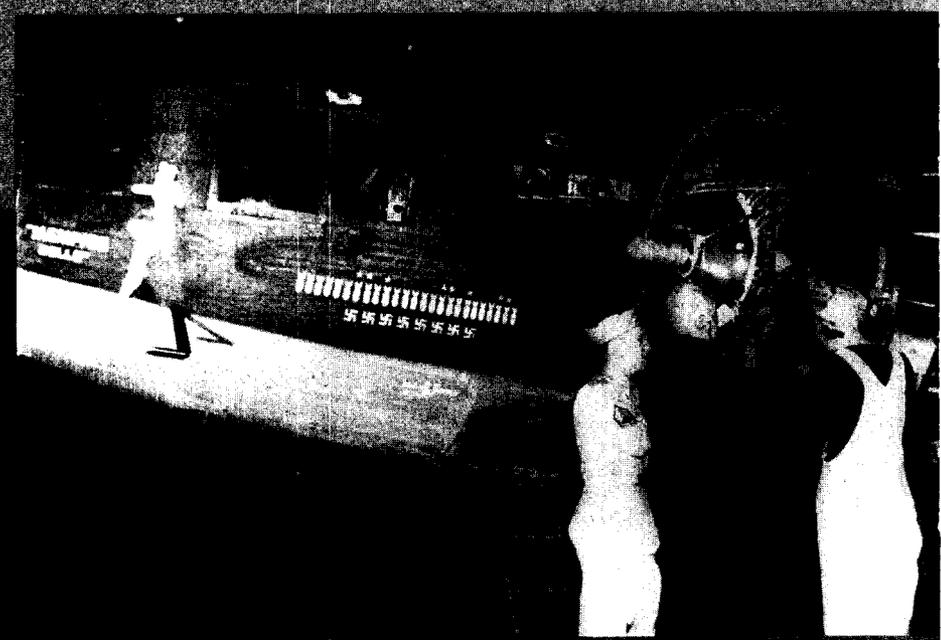
In Celebration  
of the  
**50<sup>th</sup>**  
Anniversary  
1942-1992

**Spokane Air Depot-  
Fairchild Air Force Base**

A historical perspective  
of the formative  
& crucial years

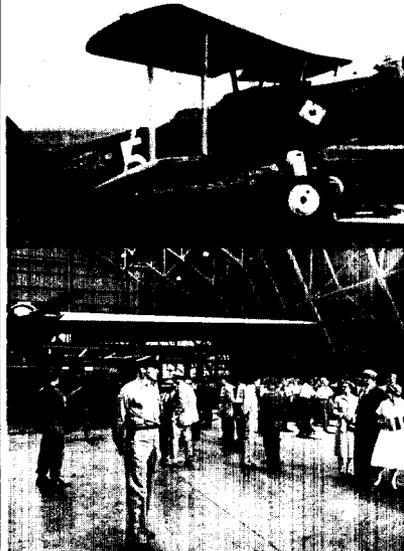
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Published by the  
Spokane Area  
Chamber of Commerce  
March 28, 1992



## Fairchild & Spokane, A Cooperative Effort

**Today, Fairchild AFB, the former Spokane Air Depot, continues to be Spokane's largest single employer. And, yes, we can thank the sincere efforts of the leaders of the Spokane Area Chamber of Commerce and the past and present commanders of Fairchild AFB for this stability.**



**General Omar Bradley's first military post was Ft. Wright. Later, Lt. Clark Gable would also be stationed there during WWII.**

From the inception of World War II through today, the volunteer effort put forth by members of the Chamber and community to support what we refer to today as the FAFB complex, have been tremendous. In the early 40's the job of raising the money to buy land and then to convince the Federal Government to locate the Base, was all done in a very short period of time by concerned citizens and members of the chamber. The same can be said in the decade of the sixties when the Survival School portion of the Air Training Command was located and established at FAFB. Volunteers put forth that effort.

Less volunteer effort was necessary when the Air National Guard was moved from Geiger to Fairchild. Without the volunteers efforts from 1941 to today, I wonder if there would be a FAFB. In the mid 70's the condition of FAFB was analyzed by the then Division Commander, Brig. Gen. Irving B. Reed (now Asst. City Mgr. for the City of Spokane), and Col. John Shaud the then Wing Commander (and just recently retired four-star General who last commanded SHAPE and now heads up the Air Force Association). These two individuals recognized the capital needs if the base was to remain viable with its then current mission. It was recognized that the base needed major capital infusion. The original contacts were with Congressman Foley, Senators Magnuson and Jackson. In an organized effort, beginning in 1978 through today, over \$166 million have been appropriated to upgrade the facilities- the SAC side as well as the ATC side. Other congressional help that has been of great aid has been Congressmen Norm Dix, Sid Morrison, Larry Craig, Larry Larocca, and Senators Slade Gorton, Dan Evans and Brock Adams.

We have had the benefit of working with one individual in the Dept. of Defense, Mr. James S. Boatright who is the Asst. Secretary of the Air Force Installations. The Chamber's annual lobbying visitations since 1978 have included the Chairman and Vice Chairman of the Board, selected volunteers and staff to carry forth this program. The coordination and cooperation with the separate commands has been superb in the arrangement of the project in the priorities that were required- a truly cooperative effort.

As much as we pat ourselves on the back as residents of Spokane County for Fairchild, we must recognize that it is a two way street. The personnel that have been assigned to the Base have most assuredly been involved in the community equal to or in some cases greater than the civilian involvement at Fairchild. We are so pleased that we were able to purchase a portion of Clear Lake for Fairchild personnel to enjoy "their" lake. Heritage Park which the community has recently dedicated is another way of saying 'thank you' to the base personnel for not just being good citizens, but great citizens.

**George Reitemeier**

President, Spokane Area Chamber of Commerce

### The Big Picture

"We want to know that the little things are little and the big things are big, before it is too late", observed historian Will Durant at the turn of the 20th Century. The story presented within these slender pages is an account of and commeration to the courage, cooperation and vision of those who gave of their time, money, effort and vision to establish the Spokane Air Depot (Fairchild Air Force Base).

Spokane has long been a military town. Ever since the Battle of the West Plains in 1858, near the site where Fairchild is located, there has been a military installation of some type in the Spokane region. The military/civilian relationship is a story that's best told in recounting these efforts to relocate the Spokane Air Depot here in 1942. As Chamber managing secretary James A. Ford characterized in his memoirs, "This

**To keep the civilian employees happy in 1943, a cafeteria was built that could feed 5,000 at one sitting. In 1947, this building became the NCO Club- with the Andrews Sisters and Skitch Henderson making appearances. This site is now near Deel Recreation Center.**



**James A. Ford**



**In 1944, Spokane County had 127,400 employees in the non-agricultural fields. Of this, 10,400 were civilian employees of military establishments (all branches).**

is one of the greatest and most interesting struggles this Chamber has gone through."

Why was Spokane selected and not Everett? After all, Senator Mon. C. Wallgren and then-Congressman Henry M. Jackson had lobbied hard to place the new air depot near Paine Field. And, for a time, the decision did hang on a thin wire. The success of this story is the direct cause of the individuals herein.

The attributes which made Spokane the best possible site included: location-inland, away from possible attacks, railroad access/lines, air fields, and community leadership which was united by a depression and the onslaught of a world war. As Ford hailed, "The citizens of Spokane responded, as they have always done, and the Spokane Air Depot which you folks secured through your Chamber of Commerce, is today Fairchild Air Force Base."

Spokane's attachment to aviation goes back to 1916. Felts Field was one of the first airports in the west. Spokane was one of the first cities in the U.S.A. to use air mail. This natural affinity was quickly recognized by officers of the Army Air Corps- the newest military branch.

By 1938, Ford had begun talking to government officials for some WPA projects. This resulted in Geiger Field which became the base of operations for two wings and three squadrons in 1940. In '41, Ford (who had been spending months in D.C.), wrote that "the military forces were preparing for the eventual war, and Spokane was constantly visited by generals and other high ranking officers of the Air Corps."

The results are here, captured from the intimacy of the Executive Committee minutes and the rich tradition of Spokane Affairs.

1943 saw Spokane had rapidly blossomed into an industrial metropolis. There was the aluminum reduction plant, the aluminum rolling mill, the magnesium plant, the Spokane Air Depot, Geiger Field and Farragut Naval Station- all of which the Spokane Chamber of Commerce had been instrumental in bringing to the area.

With the end of the war, the drawdowns became more severe. Thousands of high paying jobs were threatened. In less than a decade, the forefront of change again knocked on the Chamber's door. They responded magnificently, bringing Fairchild AFB and Henry J. Kaiser to Spokane. Today, these are the county's two largest employers.

As we celebrate the Golden Anniversary of a unique and growing relationship, let us also honor those who saw the "big things" before it was too late. That same fervence and enthusiasm exhibited in those board rooms during Fall '41 is no less in the Spring of '92.

A special salute to all!

**C. Michael Archer**  
Manager, Armed Services Committee, & Editor

## The Sponsors

This 50th anniversary publication honoring Fairchild AFB is made possible by the sponsorships of the following members of the Spokane Area Chamber of Commerce:

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## Credits & Sources

Executive Committee minutes,  
 1941-47

Spokane Affairs, 1941-1947

"Fairchild, Heritage of the  
 Spokane Plains, by Peggy Bai,  
 1976

Heritage Museum, Fairchild AFB

Chamber Editors: William G.

Oves, Don Bowsher

Paul McNabb, Armed Services  
 Committee history

Editor

C. Michael Archer

Art Director

Don Bowman

Photos from the collection of the  
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A special supplement to Spokane  
 Affairs, April 3, 1992

## A Chronological History of Important Dates & Events 1941-1992

❖ **July 1, 1941-** Executive Committee holds a special dinner meeting with officials of the Army Air Corps Board, which is visiting Spokane to select a site for a new Air Corps maintenance facility.

-The proposed depot would employ between 3,000 and 6,000 civilians with a payroll of \$8 million.

-Those in attendance were: Chamber president Raymond P. Kelley, presiding; James A. Ford, Mayor Frank Sutherlin, Roderick Lindsay, F. S. McWilliams, Kinsey M. Robinson, Harlan Peyton, and T. J. Menach.

-Army officers were: Major General John F. Curry, Lt.Col. C. C. Nutt (who gave most of the reports), Lt.Col. R.G. Breene and Lt.Col. Lacey V. Murrow.

-It was brought out that the board was pleased with the Spokane site, however, the City of Everett was offering free land and water. A motion was made by the Chamber to "make a definite offer to the War Department to furnish a free site should the War Department select Spokane for the location of the new air depot and maintenance base." Unanimously approved.

❖ **July 23, '41-** At the request of Colonel B.C. Dunn, US Army Corps of Engineers, the Chamber took up the matter of providing free water to the depot. City officials wholeheartedly agreed and such information was immediately transferred to the War Department.

❖ **Summer of '41-** Chamber sends James A. Ford to Washington D.C. to lobby for the depot.

❖ **August 27, '41-** A special meeting held to discuss latest developments. There was a dangerous threat that Congressman Henry M. Jackson was trying to get the depot located at Everett instead of Spokane.

❖ **September 9, '41-** On a conference call from D.C., Ford details reports/strategies on the status of the depot. He suggests the Chamber have cash in hand as soon as possible to buy the site.

❖ **September 10, '41-** Congressman Leavy phoned from his D.C. office to tell President Kelley that the War Department had formally selected Spokane as the air depot site-over Everett.

❖ **September 12,-20, '41-** Chamber conducts a fundraising campaign and raises \$121,133 to purchase 2400 acres on the west plains. There were 571 contributors. WWP gave the first check for \$10,000. The Early Birds Club gave \$5,000.

❖ **October 3, '41-** At a special executive session, W. S. Gilbert gave a report on the land appraisal, which ranged from \$21 to \$75 per acre. He also stated that "The program for the air depot has been greatly enlarged and the Army is proceeding with the greatest haste, and they are prepared to immediately construct a temporary depot adjoining Geiger Field until the main depot is finished." The board authorized sending \$19,260 (20%) immediately to the War Department as a deposit.

❖ **October 8, '41-** Checks totalling \$115,560 are sent to the Quartermaster of the US Army so that the government could take immediate possession of the land through "right of eminent domain".

❖ **November 17, '41-** Site is officially in the hands of the Army Air Corps. Lt.Colonel George W. Polk, commander of the 2nd Area Air Service Command, takes charge.

❖ **December 7, 1941-** Japanese attack Pearl Harbor. USA enters WWII, a cloak of secrecy is thrown over all aspects of the new depot- forbidding any groundbreaking ceremonies.

❖ **January 7, '42-** Col. Dunn reports that "it will be impossible to open bids for grading at a public ceremony." Bids were opened in Seattle with no publicity.

❖ **January 18, '42-** Colonel Frank M. Kennedy comes to Spokane as commander of the new Spokane Air Depot (SPAD).

❖ **March 1, '42-** US Army Corps of Engineers moves onto site.

❖ **March 4, '42-** Mr. Ford was in D.C. working with federal housing officials, insisting that Spokane's housing shortage be given immediate attention.

❖ **April 1, '42-** The Construction and Industry Committee begins working to find a solution to the traffic problems that will arise from the thousands of workers going to the depot.

❖ **May 27, '42-** Senator Wallgren sends a telegram to the Chamber relaying "Spokane has been allotted a quota of 300 housing units", from the FHA. That number would increase to 500 by September.

❖ **September '42-** The city's population is 136,000 and the county has 200,000 residents.

❖ **October 21, '42-** Col. Toohar assumes command of the depot and stresses to the Chamber a severe need for housing, transportation and child care.

❖ **December, '42-** The media gets its first look at the Spokane Air Depot.

❖ **January, '43-** Civilians start moving from their downtown offices (some 800) to the depot. Construction is in full swing.

❖ **Spring '43-** Chamber helps plant 10,000 trees and thousands of shrubs at the new depot. Aubrey L. White oversees the project.

❖ **June, '43-** First B-17 is repaired.

❖ **Summer, '43-** Employment peaks at 10,000 civilians with a payroll of \$22 million; 25% of the workforce was female. Construction totalled \$25 million.

❖ **October '43-** First aircraft engine is repaired. During its first full year of operation 10,000 engines are repaired, more than any other plant in the USA.

❖ **August 14, '45-** War officially ends with Japanese surrender, layoffs become more frequent.

❖ **August 27, '45-** Chamber contacts Sen. Magnuson by phone regarding future of the air depot. Within a few hours he calls back and reports that "The high Air Corps officials have given me the assurance that the Spokane Army Air Depot is on the drawing board for continued operations as part of the peace time Army Air Force."

❖ **October 16, '45-** H.H. Arnold, commanding general, writes to Mr. Ford saying "The excellent record of the operation of the Spokane Air Depot during war time is well known throughout the Army Air Forces, and every employee engaged in these operations has reason to be proud of that record." However, he cautions, "Every consideration will be given to establishing a future level of activities at the depot."

❖ **March 21, '46-** Maj. General Hale told the Chamber that "Ft. Wright is too well established and too valuable as a military base to ever be given up or abandoned." A few months later the base would permanently close.

❖ **April 4, '46-** President Braden conferred with Co. H. R. Spicer of the Headquarters, Air Forces, relative to establishing a National Guard squadron at Geiger Field. Such a squadron would have 312 men and 33 aircraft, with a payroll of \$200,000 per year.

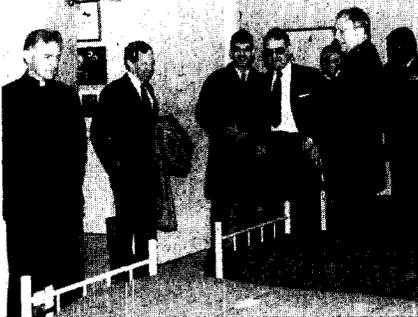
❖ **April 24, '46-** Gen. Maurice Thompson corresponded to the Chamber regarding the establishment of the Aviation Wing headquarters at Geiger Field. Members of the Chamber board said every "Effort should be put forward to establish the wing in Spokane."

❖ **August 12, '46-** The 15th Air Force announces it will move to Spokane with 2,100 personnel and 40 aircraft. The 15th had previously been the 2nd Air Force, which caused Chamber leaders to herald that "They are coming back home."

❖ **September 4, '46-** The Chamber brings General Charles Born of the 15th Air Force to Spokane to

discuss relocation to the depot site. Born says yes.

❖ **September 30, '46-** Col. Nelson P. Jackson of the 15th AF sends a letter to the Chamber stating "I learned through a telephone conversation today with General Born that the movement of the headquarters of this organization to Spokane has been cancelled due to an accumulation of circumstances of which you are already aware."



*The types of aircraft repaired at the depot included: B-17s, B-24s, Piper Cubs, A-24s, A-25s and A-27s.*

❖ **January, '47-** Civilian employment at the depot is 1,523. Also during 1951, James A. Ford retires after 35 years of service.

❖ **1957-** The first B-52 bombers arrive at Fairchild.

❖ **1958-** The first KC-135 tankers arrive at Fairchild.

❖ **March, '47-** Spokane Air Depot is officially deactivated.

❖ **March 12, '47-** President Drumheller is sent to D.C. in the interest of the air depot and its future. He receives assistance from Sen. Magnuson.

❖ **May 2, '47-** Drumheller (still in D.C.) sends a telegram to Spokane saying "Galena is out as a depot, but I was assured a bomber group would replace it and likely will use Ft. Wright. The 15th Air Force is still undecided. I have an appointment with the President (Truman) on Monday."

❖ **July 15, '47-** The 92nd Bomber Group moves onto the old depot site. The group comes from Kansas. Colonel A. J. Shower is their commander.

❖ **September 15, '47-** Geiger Field is officially turned over to the City of Spokane for a Municipal airport- later becoming Spokane International Airport.

❖ **November, '47-** 30 B-29s and 3,000 airmen arrive at the new Spokane Air Force Base.

❖ **July 20, 1951-** General Curtis E. LeMay conducts dedication ceremonies at the base, changing the name to Fairchild Air Force Base- in honor of General Muir S. Fairchild, vice chief of staff of the Air Force who died in 1950. Later, Gen. LeMay would found the Air Force Survival School- to relocate to Spokane in 1966.

❖ **November 1, 1951-** Base name is officially changed to Fairchild AFB.

❖ **March, 1992-** Fairchild Air Force Base celebrates its Golden Anniversary.