

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

FORT WORTH, TEXAS, REGIONAL HEARING

TARRANT COUNTY CONVENTION CENTER

JUNE 10, 1995

COMMISSIONERS:

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WENDI LOUISE STEELE

ORIGINAL

1	I N D E X:	
2		2
3		PAGE
4	OPENING REMARKS.....	3
5	TEXAS	
6	Carswell AFB.....	6
7	Laughlin AFB.....	39
8	Kelly AFB.....	58
9	Public Comment.....	88
10		
11	OKLAHOMA	
12	Tinker AFB.....	99
13	Vance AFB.....	140
14	Public Comment.....	165
15		
16		
17	Court Reporter's Certificate.....	172
18		
19		
20		
21		
22		
23		
24		
25		

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**\$10 - 6th
AND REALIGNMENT COMMISSION**

	38:10	15th [1] 172:13	20.9 [2] 53:23 53:25	
-\$-		16 [4] 68:9 121:14	200 [1] 45:8	-4-
\$10 [1] 166:4		126:5 150:7	200-year [2] 100:2	4 [3] 22:14 69:6
\$10.5 [1] 149:16	0.0004 [1] 70:12	165 [1] 2:14	100:4	69:8
\$100 [1] 138:15		17 [5] 64:23 64:24	2001 [2] 117:21 139:14	4,119 [1] 117:22
\$101 [1] 74:2		68:8 72:21 158:25	21 [5] 33:4 35:8	4.85 [1] 63:2
\$108 [1] 35:12	-1-	17.3 [1] 73:17	53:21 53:25 53:25	4.9 [2] 112:13 112:13
\$11 [2] 139:6 139:10	1 [5] 7:1 7:2	172 [1] 2:17	214 [1] 172:18	40 [5] 80:15 82:5
\$114.5 [1] 35:18	31:11 31:22 63:5	18 [4] 51:1 66:21	21st [3] 95:7 95:23	117:2 117:5 156:12
\$12 [1] 149:19	1,000 [1] 132:22	90:17 143:18	163:8	40,000 [1] 158:20
\$129 [1] 119:20	1.3 [1] 74:23	18,000 [1] 162:7	220-2449 [1] 172:18	40,500 [1] 123:23
\$15 [1] 155:11	1.384 [1] 74:20	186 [1] 23:5	23 [3] 62:16 112:11	400 [4] 48:8 48:11
\$16 [1] 23:21	1.82 [1] 71:13	19 [3] 47:7 66:21	169:6	95:4 128:1
\$2 [1] 80:3	10 [10] 1:13 3:13	144:11	234 [1] 125:15	42 [1] 146:7
\$2.2 [1] 123:23	3:20 64:23 89:18	1968 [1] 123:10	24 [3] 69:6 89:6	42.3 [1] 146:5
\$21 [1] 23:20	120:11 120:11 146:4	1970s [1] 162:8	108:10	44 [1] 123:24
\$218 [1] 62:24	156:13 160:16	1974 [1] 56:3	24-minute [1] 5:8	45 [2] 82:7 83:5
\$23 [1] 126:1	10,000 [3] 70:13	1975 [1] 34:19	240 [1] 125:22	46 [2] 121:13 128:13
\$25 [1] 150:7	124:10 124:11	1980 [1] 110:2	24th [1] 16:9	46-year-old [1] 165:18
\$250 [1] 122:19	10.4 [1] 150:4	1986 [1] 162:6	25 [6] 7:4 8:19	48 [3] 130:16 130:19
\$30 [1] 34:22	10.6 [1] 73:15	1987 [2] 34:20 79:9	8:21 53:18 73:13	130:22
\$300 [1] 150:9	100 [8] 25:10 52:3	1988 [1] 84:10	125:4	49,000 [1] 162:5
\$307 [1] 119:23	90:16 121:13 127:10	1989 [2] 33:1 34:21	25,000 [1] 51:16	4th [1] 134:9
\$363 [1] 80:3	138:11 153:19 161:6	1990 [3] 35:3 35:7	26,000 [1] 117:20	
\$4 [2] 23:19 23:22	100,000 [1] 92:3	35:11	27 [2] 55:17 55:24	-5-
\$400 [2] 32:18 33:5	104 [1] 23:7	1991 [5] 31:11 47:25	27,000 [1] 162:6	5 [6] 6:24 7:1
\$5.6 [1] 138:4	104th [1] 135:18	54:13 54:17 85:10	27,598 [1] 142:4	71:1 80:24 118:25
\$52 [1] 138:12	10th [3] 95:6 130:15	1992 [3] 100:10 109:15	29 [3] 46:15 47:3	135:14
\$58 [1] 108:1	172:5	122:2	47:5	5,000 [1] 79:18
\$60 [1] 69:14	11 [3] 105:9 105:11	1993 [15] 5:19		50 [13] 22:14 46:14
\$659 [3] 63:4 63:11	143:17	22:19 25:11 28:20	-3-	47:3 47:5 76:3
\$7 [1] 126:5	12 [3] 32:3 69:11	28:25 29:5 30:7	3 [2] 2:3 70:25	81:3 95:12 108:10
\$728 [1] 34:21	170:11	32:3 62:15 72:19	30 [8] 44:4 55:14	110:25 111:11 124:8
\$750 [2] 70:1 86:21	23:10 35:17 156:4	74:15 74:21 84:23	55:14 55:17 69:14	142:3 153:20
\$765 [1] 79:19	158:18	85:11 94:18	119:21 156:13 163:16	50-year [1] 141:20
\$800 [1] 156:16	12.5 [1] 157:5	1995 [10] 1:13	30,000 [1] 117:19	5057 [1] 172:18
\$81,000 [2] 109:10	12.7 [1] 118:22	22:20 25:11 38:2	300 [1] 166:4	507th [2] 120:10
\$83 [4] 63:3 63:3	12.9 [2] 118:4 119:19	108:2 164:16 170:11	300 [3] 125:8 127:19	132:13
\$83 [4] 63:3 63:3	12/31/95 [1] 172:18	171:23 172:5 172:14	131:8	52 [3] 104:3 130:19
\$9.7 [1] 118:22	120 [2] 5:11 98:14	1996 [3] 30:25 31:6	301st [3] 16:22	130:22
\$92 [1] 122:3	125 [1] 166:3	91:15	17:25 18:13 18:23	53 [1] 153:10
\$945 [1] 73:23	12th [2] 15:19 16:25	1998 [1] 122:16	19:8 20:16 20:22	54 [1] 152:15
	13 [5] 69:8 71:24	1999 [1] 149:17	22:11 22:17 23:15	55 [1] 90:15
	76:1 119:11 155:22	19th [7] 16:20 100:20	23:20 23:23 24:2	56,000 [1] 155:14
	1300 [1] 126:24	101:10 111:24 116:24	24:4 24:10 26:25	57 [1] 118:13
	133 [1] 62:18	123:1 127:15	29:11 29:14 30:10	58 [1] 2:8
	137,000 [1] 93:13	1:00 [2] 5:11 96:23	36:8 37:8 37:10	59 [1] 122:19
	14 [2] 118:5 125:15		37:13 37:14 37:17	5th [1] 129:2
	140 [1] 2:13	-2-	38:12 38:13 89:23	
	145 [1] 5:8	2 [3] 31:23 66:8	89:24 90:19 90:25	-6-
	149 [1] 64:22	86:22	32 [1] 121:8	6 [1] 2:6
	15 [6] 4:23 71:25	2,000 [1] 46:20	34,400 [1] 80:4	60 [5] 17:16 55:25
	118:16 128:1 144:4	2.15 [1] 70:3	35 [3] 3:14 15:17	66:17 117:5 118:15
	160:23	2.4 [1] 119:8	148:8	600,000 [1] 72:22
	15,000 [2] 79:17	2.7 [1] 62:25	350 [1] 156:16	61 [1] 80:14
	146:4	20 [10] 5:12 30:14	365 [1] 78:15	640 [1] 172:17
	150 [3] 51:25 65:9	34:18 35:11 51:23	38 [1] 39:4	65 [1] 55:25
	85:2	63:4 74:24 98:20	3800 [1] 120:7	659 [1] 74:23
	1500 [1] 120:18	122:20 146:24	39 [2] 2:7 73:18	6th [1] 158:3
	158 [1] 157:3	20,000 [1] 29:15	3:00 [1] 59:21	
		20-year [3] 63:2	3:25 [1] 5:16	
		63:14 150:8		
'70s [1] 146:23				
'87 [1] 34:23				
'91 [4] 35:3 35:8				
35:17 169:12				
'93 [8] 30:2 30:15				
30:17 31:4 32:11				
33:7 36:1 169:12				
'94 [3] 70:12 94:3				
149:15				
'95 [8] 30:23 33:8				
71:23 72:19 74:13				
163:7 169:12 170:19				
'96 [3] 30:16 30:18				

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**Airborne - arrive
AND REALIGNMENT COMMISSION**

136:25	137:6	139:8	47:3	93:25	144:10	157:7	171:9	64:10	65:16	66:3	appropriations [2]			
139:19	140:4	141:1	airspace [42]	8:18	amended [1]	5:18	69:20	69:20	79:2	79:8	129:8	129:21		
142:2	143:1	144:23	8:21	13:1	18:11	America [24]	6:9	79:9	79:16	79:20	approval [2]	31:13		
146:1	147:25	148:2	22:15	22:19	22:23	7:17	13:2	79:21	79:23	80:2	31:14			
150:18	153:22	153:23	22:25	23:1	25:8	43:5	51:13	80:5	80:15	80:17	approved [3]	20:24		
158:6	158:15	159:19	25:15	25:24	41:4	52:14	54:10	80:21	80:21	80:24	29:5	35:15		
160:19	160:19	161:6	41:5	43:13	48:1	81:4	107:2	81:2	81:7	81:8	approximate [1]			
161:16	161:20	161:21	50:16	51:11	52:10	110:4	110:8	81:22	81:25	82:2	23:17			
162:5	162:14	162:15	52:12	57:3	57:6	126:19	141:9	83:1	83:7	84:9	April [13]	28:25		
162:15	162:21	165:4	57:7	57:15	57:20	159:4	159:8	85:3	87:11	88:15	35:11	95:6	100:20	
167:12	168:1	168:7	57:25	90:10	93:23	168:13	168:25	94:22	95:7		101:10	111:24	114:23	
168:17	168:19	168:21	108:7	108:9	111:5	America's [1]	81:2	Antonio's [1]	65:24		116:24	117:14	117:17	
168:24	169:1	169:18	142:25	143:2	143:3	American [6]	8:5	anxiety [2]	103:22		123:1	127:14	170:11	
169:19	169:23	170:2	143:8	143:11	143:19	43:4	61:9	103:22			apt [1]	12:25		
170:19	170:20	171:3	144:3	156:25	157:4	91:20	161:5	Anytime [1]	103:20		aptly [1]	141:24		
Airborne [1]	122:16		160:21	167:12		Americans [2]	42:25	apologize [1]	113:22		arbitrarily [1]	7:1		
aircraft [31]	11:19		airtight [1]	40:24		164:19		appear [1]	42:2		arbitrariness [1]	67:6		
17:16	17:25	20:7	Al [10]	1:21	3:4	Americas [1]	172:17	appeared [1]	159:9		arbitrary [2]	66:21		
23:5	23:7	45:10	12:3	39:6	39:21	Amistad [1]	42:7	applauded [1]	111:20		68:13			
57:22	57:22	59:17	44:2	45:12	45:25	ammo [1]	109:20	applause [75]	6:4		area [49]	6:21	20:9	
64:17	66:13	66:17	47:4	98:6		among [6]	21:19	7:15	7:24	9:6	32:13	42:9	42:9	
70:10	71:18	73:9	Alan [4]	1:20	3:10	22:3	72:6	10:10	11:14	11:23	42:10	46:23	65:5	
73:13	73:14	73:16	98:6	100:9		72:10	86:24	12:21	12:24	13:4	65:12	77:16	90:13	
75:11	76:23	78:2	ALC [3]	85:14	86:15	amount [8]	5:1	13:23	15:1	15:16	91:4	91:6	93:21	
83:3	93:25	118:23	87:20			5:2	75:3	15:20	18:22	19:3	93:23	107:16	108:5	
119:16	120:6	120:11	ALCs [4]	69:13		125:7	133:9	20:18	21:4	24:7	110:24	111:3	123:14	
127:10	144:9	163:2	84:19	84:25	86:11	166:6		25:23	28:10	29:21	123:15	129:20	135:20	
aircrafts [1]	125:11		Alexander [4]	16:18		ample [1]	66:5	36:5	38:8	38:25	137:2	142:24	143:9	
airfield [4]	24:23		21:3	21:5	24:17	analyses [3]	46:7	39:2	40:15	40:16	143:23	144:6	144:6	
25:6	28:24	152:17	Alfredo [1]	39:5		54:15	83:8	54:11	58:15	75:23	144:7	145:10	145:15	
airfields [1]	141:8		alive [3]	7:22	152:3	analysis [26]	17:13	78:23	83:17	88:17	145:16	146:11	146:19	
airframe [3]	26:16		152:7			23:18	24:1	96:25	98:8	98:11	147:5	147:13	150:21	
103:7	132:9		alleged [3]	29:24		55:3	55:4	100:7	100:14	102:1	153:1	154:9	155:5	
airframes [9]	24:20		30:20	32:18		66:19	66:20	102:5	105:5	105:16	155:7	155:17	156:7	
26:11	26:18	26:20	allies [1]	90:18		67:7	68:15	105:25	110:9	110:15	156:22	159:18	159:21	
27:1	130:9	131:10	allotted [1]	59:2		84:20	84:22	112:9	113:9	113:18	168:15	170:3		
131:11	132:19		allow [4]	3:25		87:3	87:4	116:12	128:23	129:3	areas [13]	23:14		
airlift [6]	139:1	139:17	40:7	87:23	144:15	110:12	124:15	133:19	137:12	141:3	23:15	24:20	24:23	
139:1	139:2	139:17	allowed [1]	40:22		150:21	162:12	141:11	148:4	151:11	57:8	87:12	96:10	
139:18	139:20		allowing [3]	39:12		165:20		152:5	152:9	157:13	118:18	123:23	143:17	
airlifts [1]	139:12		40:1	96:4		analysts [1]	108:25	158:22	159:2	159:12	143:18	155:18	155:20	
airline [2]	51:12		allows [3]	25:24		analyze [1]	108:24	161:14	162:17	163:10	arenas [1]	136:14		
51:12			153:19	155:12		analyzing [2]	134:1	164:7	164:14	165:2	argue [5]	118:8		
airliner [1]	52:2		almost [4]	42:22		134:7		169:10	171:5		169:13	169:14	169:15	
airliners [4]	25:3	57:23	66:19	70:23	71:17	Andy [1]	56:9	apply [2]	119:22		169:16			
47:15	57:21	57:23	alone [5]	38:15	106:16	angle [2]	128:15	119:23		appreciate [16]	argument [5]	8:20		
airlines [1]	51:14		66:7	69:13		128:17		appreciate [16]	11:25	15:23	30:8	30:9	30:19	
airman [2]	24:3		160:16			annual [2]	23:22	15:23	16:6	80:9	33:7			
156:16			along [6]	29:16		93:19		94:25	99:9	99:11	Arizona [2]	95:17		
airmen [1]	156:13		32:7	51:17	74:9	answer [11]	38:18	100:21	110:22	129:5	96:7			
airplane [12]	45:19		95:4	119:15		47:10	52:20	133:3	133:21	164:1	armed [19]	13:7		
49:11	49:13	49:21	alternate [1]	90:12		61:1	88:10	164:4	165:21	171:12	13:20	14:6	15:3	
49:24	49:24	49:25	altitude [2]	108:10		126:14	138:2	appreciated [3]	4:21		21:21	28:18	105:7	
50:6	52:2	146:16	163:1			151:12		38:6	134:13		105:14	106:5	107:8	
147:9	147:11		Altus [1]	109:20		answered [1]	52:19	appreciation [1]	99:11		109:15	109:16	109:19	
airplanes [13]	45:8		Alvin [2]	89:1		answers [1]	165:23	appreciative [2]	88:2	88:6	109:25	110:6	131:23	
45:16	45:23	48:5	93:7			anticipate [1]	34:6	army [7]	22:4	25:16	133:17	136:1	142:4	
48:8	51:18	122:20	always [27]	6:10		Antonians [1]	59:20	25:18	79:12	92:8	arrival [2]	23:1		
127:25	141:22	142:2	6:13	6:14	6:15	Antonio [51]	10:5	93:3	152:17		25:13			
142:6	142:9	144:25	13:9	13:16	13:17	10:16	45:5	approach [5]	52:21		arrive [2]	156:9		
airport [14]	11:18		14:2	22:12	45:11	46:1	49:15	52:22	53:7	53:12	164:23			
25:7	30:12	30:13	50:9	51:8	51:9	49:16	51:24	145:11			arrangement [1]	103:10		
32:25	34:18	34:23	54:16	78:19	99:14	59:3	59:18	approaches [2]	121:3		arrival [2]	23:1		
35:11	47:2	47:14	111:7	111:8	134:15	60:17	60:19	121:4			25:13			
90:9	92:22	93:24	134:20	135:1	135:5	60:24	61:17	appropriate [3]	5:4		arrive [2]	156:9		
147:4			136:16	156:24	157:6			48:13	131:2					
airports [4]	46:13													

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**commander's - consultants
AND REALIGNMENT COMMISSION**

44:10 44:10 44:12	43:18 43:25 47:9	79:15 80:6 80:12	comptroller [1] 32:24	congressional [4]
45:7 48:6 55:18	58:17 59:5 84:17	98:17 101:18 101:22	con [1] 138:5	9:10 16:9 16:25
56:5 56:7 56:7	88:13 91:2 93:9	102:12 107:14 107:16	concentrate [1] 143:25	164:2
56:16 56:19 56:21	96:18 98:5 99:8	111:1 111:9 122:23	concept [9] 19:19	congressman [36]
56:23 56:24 89:22	105:18 110:21 111:21	123:4 123:11 123:19	21:17 29:1 29:5	15:19 15:21 16:10
145:8	117:24 129:6 129:7	126:23 132:22 134:10	37:23 61:23 73:1	16:12 16:25 29:20
commander's [1]	133:13 133:21 134:23	135:4 136:10 137:7	91:17 124:21	29:22 31:3 31:23
24:12	134:23 134:25 136:13	151:21 153:15 153:24	concern [2] 67:10	32:19 34:9 34:14
commanders [4]	137:15 137:17 140:24	154:6 154:8 154:11	67:23	39:6 39:9 39:11
19:11 56:4 56:13	151:17 158:5 158:19	156:3 156:6 156:7	concerned [6] 13:6	39:18 40:17 41:15
56:13	161:11 161:17 163:19	156:17 156:18 156:19	95:13 103:20 107:3	41:17 44:1 114:2
commend [1] 133:4	165:17 167:23	157:21 158:17 159:13	107:13 166:19	114:2 116:1 116:1
commended [1] 61:10	Commissions [1]	159:15 161:8 161:19	concerning [3] 37:25	129:2 129:4 133:14
comment [22] 2:9	72:20	167:3 167:11 171:13	101:21 134:6	133:14 133:18 133:20
2:14 5:9 5:12	commitment [25]	community's [2]	concerns [2] 36:10	137:8 158:4 158:5
5:13 5:15 5:22	21:21 28:12 28:13	59:22 159:16	135:6	158:23 159:3 159:13
6:18 7:25 33:24	28:14 28:17 28:18	companies [1] 95:12	conclude [4] 5:16	conjunction [1] 168:11
52:10 52:15 88:20	28:19 28:20 29:19	comparable [2] 26:19	110:5 110:10 127:12	connected [3] 154:18
88:23 89:4 98:20	30:24 31:1 31:5	81:1	concluded [6] 30:3	154:21 168:4
99:21 99:25 138:21	32:21 33:25 35:18	compare [3] 18:20	61:16 66:20 162:10	consensus [1] 106:9
140:11 140:21 160:2	38:10 76:2 76:21	60:6 108:13	162:14 162:20	consequences [1]
commenting [2]	77:24 91:13 91:14	compared [2] 40:18	concludes [5] 88:18	80:13
139:21 139:25	91:16 91:19 100:17	62:22	96:22 137:9 151:10	Consequently [1]
comments [10] 23:24	commitments [1]	compares [1] 19:21	163:11	162:7
88:12 89:9 93:12	28:14	comparing [1] 75:9	conclusion [8] 83:12	conservative [1]
101:21 102:9 134:13	committed [11] 4:15	comparison [2] 8:25	85:14 92:23 96:13	95:20
142:24 158:12 164:3	4:16 7:20 7:21	150:2	109:3 109:8 150:18	consider [7] 4:9
Commerce [4] 53:16	8:13 43:1 76:15	compelled [3] 21:11	170:21	78:9 85:18 95:21
53:21 60:24 114:5	77:25 78:16 129:19	95:3 95:5	conclusions [4] 68:12	131:15 144:20 168:8
commercial [2] 25:3	156:20	compelling [2] 59:12	84:20 84:22 163:6	considerable [1]
92:22	committee [19] 13:7	163:25	concrete [2] 24:24	114:7
commissary [2] 80:1	13:21 14:6 15:3	competently [1]	24:25	72:17
147:23	39:21 39:23 104:21	104:23	concur [1] 170:1	consideration [7]
commission [39]	105:14 106:5 107:9	competing [1] 109:11	condition [1] 72:3	12:1 30:10 35:22
1:6 3:3 3:4	109:15 109:16 109:19	competition [1] 44:22	conditioned [1] 72:5	83:21 116:9 136:24
3:11 4:3 4:24	110:1 110:6 129:8	competitive [2] 71:14	conditions [7] 31:12	166:14
5:20 7:9 8:2	133:18 135:21 169:24	166:3	31:21 31:21 128:10	considerations [2]
15:21 16:13 18:19	commodities [4]	competitor [2] 72:22	143:13 146:4 146:6	19:1 30:2
19:5 21:6 21:20	66:21 67:9 67:11	109:10	conducted [2] 3:24	considered [9] 17:7
29:5 30:2 33:9	87:6	competitors [4] 108:8	162:13	17:9 18:20 55:20
34:16 39:25 55:20	commodity [7] 6:24	109:1 109:4 142:15	conducting [1] 4:4	68:14 68:25 71:10
61:10 61:14 78:25	66:19 67:7 68:15	compiles [1] 75:2	confidence [3] 104:20	72:11 93:14
89:12 89:18 90:3	85:4 87:3 87:4	complaint [1] 70:9	134:2 134:3	consistently [4]
98:5 98:15 105:8	commonality [1]	complaints [1] 70:9	confident [10] 7:11	27:7 69:20 77:12
111:20 114:8 149:14	22:2	complete [4] 36:2	7:14 7:18 43:22	92:12
163:21 169:5 169:20	communication [5]	74:1 79:5 96:1	88:1 104:23 105:3	consolidate [4] 63:22
171:15 171:24 172:9	92:6 92:7 92:16	completed [3] 95:16	112:24 134:6 136:23	117:10 119:17 122:11
commissioned [1]	120:23 120:24	142:11 169:6	configuration [1]	consolidated [4]
31:25	communications [8]	143:21 147:7	142:14	20:1 121:7 121:17
commissioner [33]	33:8 67:13 86:5	completing [3] 66:3	confirmation [1]	122:9
3:1 6:1 9:7	119:4 119:4 121:2	71:15 78:1	106:4	consolidation [2]
12:9 15:17 30:5	121:6 154:16	complex [6] 22:13	confirmed [2] 25:11	36:22 120:1
38:16 38:20 39:3	communities [22]	61:21 61:22 66:18	77:10	constrained [1] 19:11
39:15 41:10 58:16	3:15 4:7 4:14	72:24 72:25	conflict [2] 15:13	constraints [1] 135:19
58:20 58:25 88:12	5:6 29:17 46:12	compliance [7] 60:11	55:21	construction [17]
88:19 88:25 89:16	84:2 103:23 106:9	64:13 68:23 72:12	conflicts [3] 14:3	23:6 72:7 79:25
91:1 91:23 93:7	107:14 107:15 108:2	72:14 72:16 75:6	14:4 14:10	129:9 129:14 129:20
94:11 94:21 96:21	111:9 112:17 112:23	compliment [2] 29:7	congested [1] 30:12	131:1 131:25 135:15
99:18 99:20 100:8	124:13 134:12 136:7	102:21	congestion [1] 144:9	135:17 137:23 138:1
101:7 111:18 138:17	136:8 136:19 155:24	component [5] 18:3	congratulated [2]	138:6 138:7 138:14
139:21 158:7 165:22	171:14	21:13 22:9 129:12	77:7 100:4	139:2 139:24
commissioner's [1]	community [60]	130:11	Congress [6] 35:7	consultant [5] 32:20
46:5	4:9 16:7 28:6	composite [1] 18:2	106:13 129:11 129:18	33:19 35:5 35:25
commissioners [47]	28:22 28:23 29:4		135:18 135:23	75:20
1:19 3:9 4:13	29:8 29:15 40:5			consultants [1] 54:19
12:11 24:9 27:10	42:14 42:23 51:16			
27:17 29:22 35:21	52:22 53:4 56:15			
36:6 38:9 41:8	59:19 60:20 78:22			

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**Dear - division
AND REALIGNMENT COMMISSION**

Dear [1] 37:16	defined [3] 94:6	department [26] 4:17	103:1 103:25 104:10	difficult [14] 6:6
decide [8] 8:9	118:9 118:10	10:20 20:24 34:3	116:25 117:15 119:22	9:15 17:8 18:19
9:18 15:14 40:25	definition [1] 134:2	34:6 35:15 38:14	130:14 130:16 130:21	41:14 74:14 99:10
84:18 86:15 98:18	deflector [1] 126:6	53:16 53:21 59:16	131:3 134:19 138:15	102:13 115:24 133:3
145:14	degradation [1] 139:18	60:12 65:18 71:8	138:22	133:23 136:6 136:24
decided [3] 12:17	degrcc [4] 76:19	78:11 78:18 83:11	depth [1] 68:14	164:23
112:4 150:19	168:8 168:10 168:16	118:9 123:6 125:9	descendants [1] 161:4	dignity [1] 161:2
decides [1] 53:5	Dcl [28] 10:6 39:5	135:10 139:5 139:9	described [1] 168:2	digress [1] 29:23
deciding [1] 17:9	39:19 40:2 42:1	169:17 169:21 169:22	describes [1] 30:24	diligence [1] 61:11
decimating [1] 80:8	42:6 42:10 42:13	departs [2] 85:8	description [1] 128:20	diligently [1] 95:18
decimation [1] 79:6	42:15 42:19 42:21	151:8	desert [7] 50:1	diminish [1] 37:8
decision [30] 11:9	42:25 43:8 43:20	departure [2] 23:2	50:5 53:11 67:23	direct [12] 30:17
29:7 31:10 35:13	44:18 44:21 45:4	25:13	71:20 125:5 125:7	33:21 70:20 70:21
63:13 64:16 68:18	45:5 45:25 46:5	depend [1] 82:7	deserve [1] 40:25	70:22 70:24 118:1
83:22 83:25 84:1	46:16 49:8 49:14	dependence [1] 124:7	deserves [3] 11:13	118:3 135:14 138:4
84:3 84:3 85:10	49:17 53:7 55:10	dependent [1] 96:4	11:22 12:1	150:2 161:4
86:9 86:11 102:15	delay [2] 36:10	dependents [2] 153:21	design [1] 32:16	directed [2] 8:11
102:16 104:14 104:16	139:25	168:9	destiny [1] 78:6	117:20
104:17 104:18 104:24	delays [6] 15:9	depending [1] 69:14	destroy [3] 43:7	directly [1] 43:18
115:23 116:6 130:20	23:2 25:14 144:23	depicted [2] 25:14	80:12 80:12	director [2] 56:6
131:25 139:13 162:20	145:4 145:10	69:3	destruct [1] 82:17	168:1
164:24 167:5	delegation [9] 9:10	depiction [1] 26:18	destruction [2] 80:9	directs [1] 117:18
decisions [17] 3:21	88:11 116:2 133:16	depicts [2] 74:13	83:7	disappear [1] 53:22
9:15 9:16 9:22	133:22 138:19 140:12	154:7	detail [4] 64:14	discount [2] 62:25
10:1 29:7 32:15	164:2 171:11	deploy [1] 26:3	66:20 111:7 114:7	63:6
33:6 65:2 67:2	delegations [1] 99:24	deployed [1] 121:5	determine [5] 5:6	discovered [2] 42:15
68:16 78:4 86:12	Delhams [1] 109:25	deployment [1] 23:16	14:13 85:15 114:19	77:3
129:16 133:5 133:6	deliberations [8] 9:14 11:3 17:9	deployments [1] 26:7	133:24	discuss [7] 6:16
164:24	84:17 87:17 88:3	depot [78] 12:3	determined [3] 5:1	59:25 60:5 60:16
decrease [1] 37:4	144:1 162:13	14:20 60:6 60:9	38:3 76:17	64:5 78:21 146:18
decreases [1] 63:3	delicate [1] 17:18	61:21 62:4 62:6	determiners [1] 18:12	discussed [1] 114:6
dedicated [3] 83:4	delighted [2] 43:17	62:16 63:10 63:12	detracts [1] 143:23	discussion [1] 143:11
88:5 164:19	103:8	63:18 63:19 63:23	devastate [4] 43:8	discussions [2] 29:23
dedication [6] 43:2	deliver [1] 60:20	63:23 64:2 64:12	59:18 60:19 79:3	77:19
43:6 59:22 96:15	delivered [2] 77:8	65:13 66:9 66:10	devastated [1] 82:6	disenfranchise [2] 83:4 83:5
127:17 127:21	82:21	66:13 66:16 68:16	devastating [2] 11:5	displaced [1] 80:25
deep [3] 40:10 76:2	deliveries [1] 71:18	68:18 68:24 69:19	155:25	displayed [1] 131:7
167:17	delivering [1] 130:9	69:21 69:24 70:2	developed [2] 8:6	disposal [2] 94:3
defect [1] 70:12	delivers [2] 136:22	70:7 70:15 71:7	20:24	154:20
defect-free [3] 76:22	168:6	71:9 71:15 71:21	developing [2] 19:25	disregard [2] 170:23
77:11 78:2	delivery [6] 71:11	72:1 72:9 72:10	21:13	170:23
defects [1] 70:13	71:23 71:24 71:24	72:13 72:24 73:2	development [7] 29:4 75:20 95:19	disrupt [1] 138:25
defend [1] 171:19	102:25 127:10	73:4 74:8 74:24	96:8 112:19 146:22	disruption [2] 36:10
defended [1] 13:12	demands [1] 135:25	75:1 79:12 80:18	147:5	140:2
defense [50] 1:6	demise [1] 36:11	82:15 85:22 87:1	deviated [2] 71:12	dissimilar [1] 20:9
3:3 3:6 4:17	demographic [1] 17:19	87:14 87:14 104:3	169:22	distant [1] 82:15
6:8 6:13 6:15	demographics [1] 18:9	109:20 116:15 117:3	deviation [1] 163:5	distinct [2] 28:7
10:20 20:24 28:19	demonstrate [5] 37:22 60:2 60:7	117:9 117:11 117:11	DFW [3] 11:18	36:18
29:16 29:19 36:13	60:18 65:4	118:15 118:19 118:20	25:13 93:23	distinguished [4] 6:2 19:4 59:24
37:4 59:16 60:13	demonstrated [1] 25:20	120:2 120:3 120:9	Dick [1] 113:7	171:10
61:11 65:18 66:10	demonstrates [1] 77:24	120:16 120:20 121:7	difference [8] 10:13	distractions [1] 160:8
70:5 71:8 78:11	demonstrating [1] 81:9	121:7 121:25 122:1	14:5 23:21 50:18	district [9] 15:19
78:18 79:10 83:11	demonstration [1] 111:14	122:14 122:21 123:3	51:2 71:2 167:8	16:9 17:1 109:17
83:25 90:16 93:12	dense [1] 93:20	123:3 124:17 124:23	171:20	109:18 129:2 134:9
95:12 107:11 113:6	density [1] 163:1	127:4 139:25	differnces [1] 118:23	134:14 158:3
118:9 121:8 121:12		depots [44] 15:14	different [12] 12:16	diverge [1] 95:2
125:9 129:18 131:21		61:5 61:12 61:15	20:7 36:16 48:17	diversified [1] 103:16
132:25 135:10 135:22		61:24 62:3 62:12	50:18 62:3 85:13	diversify [1] 95:13
136:3 139:5 139:9		64:21 66:18 69:7	85:17 124:14 125:6	diversities [1] 17:19
143:5 165:6 169:17		69:15 69:22 69:23	131:9 145:2	diversity [3] 13:13
169:21 169:25 171:23		70:5 70:6 70:11	differently [2] 31:8	16:20 76:24
172:8		70:18 71:1 71:17	108:5	
Defense's [1] 38:14		72:3 72:8 72:17		
deferred [1] 71:20		73:2 82:24 82:24		
deficiency [1] 86:23		82:25 85:17 86:2		
define [1] 85:19		102:19 102:20 103:1		

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**envy - fields
AND REALIGNMENT COMMISSION**

135:5 135:8 135:9	36:21 46:11 51:18	expenses [2] 131:4	fabric [2] 80:10	fall [2] 63:1 76:8
envy [1] 99:11	65:4 65:12 77:23	131:5	81:5	falls [2] 50:8 104:15
equalled [1] 157:10	85:1 85:6 118:14	expensive [11] 61:15	fabulous [1] 11:4	false [1] 28:15
equally [3] 62:23	138:15	61:18 62:2 64:2	face [2] 67:20 86:6	familiar [2] 142:15
120:21 160:10	examples [2] 65:3	74:15 74:22 75:16	face-to-face [4] 27:5	149:10
equations [1] 66:21	68:11	75:17 92:19 92:21	27:7 27:22 27:22	families [4] 9:4
equipment [12] 15:7	exceed [1] 129:21	124:17	faccd [3] 4:19	81:15 82:14 160:7
62:2 62:8 67:24	excelled [1] 81:13	experience [5] 50:19	83:10 110:1	family [12] 40:8
68:7 73:4 73:5	excellence [1] 135:8	74:3 96:7 114:23	8:7	76:1 81:18 81:18
85:21 85:22 86:5	excellent [9] 8:24	141:13	8:14 10:19 23:4	92:4 123:8 141:14
137:22 148:23	18:11 24:23 57:8	experienced [5] 47:16	60:10 61:22 62:3	141:19 141:21 147:22
equipments [1] 72:25	101:23 102:10 102:10	47:17 127:19 161:20	68:22 72:3 72:4	157:12 157:16
equipped [2] 103:17	103:12 115:12	164:12	72:10 73:1 73:7	family's [1] 78:5
142:20	except [1] 137:23	experiences [1] 67:21	73:19 73:24 74:5	famous [3] 27:10
equivalent [1] 79:10	exception [1] 35:23	Experiencing [1]	74:9 75:15 106:17	33:1 35:8
Ernest [2] 108:17	excess [20] 13:9	17:19	107:4 114:11 116:5	fantastic [1] 19:21
129:2	13:11 13:14 13:18	experiment [2] 36:1	116:10 118:17 118:22	far [12] 13:21 26:4
erred [2] 170:5 170:9	15:11 23:3 62:4	36:2	119:2 120:16 121:25	40:10 43:15 48:2
especially [5] 91:7	63:10 63:23 85:18	expert [2] 55:13	123:7 129:23 130:5	86:20 98:6 107:3
134:9 150:22 157:11	85:18 85:20 96:11	55:14	131:3 131:5 132:12	107:13 130:22 130:22
159:15	104:2 104:12 104:13	experts [2] 162:13	132:18 134:7 134:15	139:12
essence [1] 77:11	118:11 131:20 136:3	170:3	136:9 136:11 137:22	farm [1] 159:17
essential [2] 42:4	*138:3	Expiration [1] 172:18	147:24 148:8 149:9	farming [1] 154:6
142:25	exchange [1] 155:11	explain [2] 19:14	161:10 161:21 164:11	fast [1] 13:22
establish [1] 20:25	excited [1] 135:1	74:25	facility [43] 8:3	fate [2] 78:4 88:1
established [1] 22:2	exciting [1] 21:24	express [3] 4:8	20:2 25:2 34:21	faulty [1] 83:9
estate [1] 79:6	exclusive [2] 25:2	95:8 165:5	41:3 41:25 43:3	favorable [1] 81:23
estimated [4] 62:11	90:7	extend [1] 45:25	53:12 73:10 73:12	favorably [1] 25:17
79:22 93:19 158:18	excuse [2] 48:21	extending [1] 132:25	73:14 73:16 73:18	favorite [2] 44:15
estimates [1] 62:15	55:1	extensive [2] 161:7	73:20 73:21 73:21	51:11
ethic [5] 76:5 112:7	excute [1] 38:4	162:13	73:22 85:17 103:14	51:11
127:21 134:21 161:3	executed [1] 21:25	extent [1] 65:15	103:14 115:16 119:12	51:11
Europe [1] 56:5	execution [1] 22:6	extra [3] 14:5 58:1	121:12 121:18 122:12	51:11
European [1] 18:5	executive [2] 64:19	131:3	125:9 125:12 125:19	51:11
evaluate [1] 44:13	104:9	extremely [6] 66:10	125:24 126:4 126:10	51:11
evaluated [1] 64:20	exemplary [1] 3:22	70:17 74:14 115:5	137:1 137:24 138:9	51:11
evaluating [3] 3:5	exercise [1] 84:5	134:5 168:3	139:14 139:16 139:22	51:11
13:10 69:18	exercises [1] 26:20	eyes [1] 30:21	148:25 151:8 158:16	51:11
evaluation [3] 86:12	exercising [1] 61:10	Ezzell [4] 165:9	161:7 168:4 168:4	51:11
168:22 169:22	exercising [1] 61:10	166:16 166:18 166:19	fact [27] 17:10 23:8	51:11
evaluations [1] 106:2	exist [2] 8:7 131:5	-F-	24:22 26:21 30:2	51:11
eventually [1] 166:5	existed [1] 30:1	F [1] 1:23	32:23 41:23 42:9	51:11
everybody [2] 50:4	existing [2] 132:24	F-100 [1] 73:22	43:15 60:14 69:13	51:11
143:12	142:13	F-111 [3] 85:25	69:24 75:7 78:9	51:11
everybody's [2]	exists [1] 29:24	86:3 128:2	80:14 94:9 100:15	51:11
12:23 54:13	exit [1] 41:12	F-111s [1] 127:24	102:25 106:20 110:25	51:11
everywhere [1] 78:3	expand [7] 15:6	F-14 [1] 118:7	118:10 127:9 129:19	51:11
evidence [3] 94:12	28:22 43:19 119:9	F-14s [2] 20:13	145:3 146:21 157:17	51:11
158:23 170:5	132:21 154:24 155:3	118:6	171:17	51:11
evidenced [2] 18:15	expanding [2] 110:13	F-15s [1] 47:17	factor [7] 17:23	51:11
134:18	133:12	17:15 17:16 17:25	20:6 32:7 69:18	51:11
evident [1] 159:20	expansion [2] 58:8	24:10 25:21 26:14	72:2 72:11 150:14	51:11
evolution [1] 152:13	135:12	26:14 90:14 90:19	factors [8] 18:10	51:11
evolved [4] 152:21	expect [3] 108:16	92:14	57:1 68:20 72:8	51:11
153:17 154:2 154:12	108:17 108:18	F-16 [1] 17:13	145:23 148:13 162:24	51:11
evolving [1] 153:25	expectations [1]	17:15 17:16 17:25	163:1	51:11
exact [1] 15:3	77:19	24:10 25:21 26:14	factory [1] 40:7	51:11
exactly [4] 25:25	expected [1] 23:9	92:14	facts [10] 41:20	51:11
42:21 51:23 148:15	expeditiously [1]	F-16's [1] 26:19	131:15 169:13 169:14	51:11
examine [2] 30:20	67:24	21:11 47:17 132:14	169:14 169:16 170:1	51:11
31:9	expended [1] 13:17	F-16s [4] 20:13	170:9 170:9 170:23	51:11
example [11] 19:25	expended [1] 27:9	F-18s [1] 20:13	fail [1] 7:10	51:11
	expenditures [3]	FAA [8] 22:20 22:21	fair [4] 8:24 9:20	51:11
	53:15 72:7 80:3	25:11 31:14 35:17	9:21 12:12	51:11
		53:5 53:5 53:7	fair-minded [1] 88:5	51:11
			fairly [2] 9:14	51:11
			62:22	51:11
			fairness [1] 4:16	51:11

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**instrument - ladies
AND REALIGNMENT COMMISSION**

instrument [1] 121:3	ironclad [1] 33:4	joint [58] 7:20	28:8 170:12 170:17	139:7 139:11 139:22
instruments [1] 87:7	Island [1] 46:21	7:22 16:22 18:21	KC-135 [1] 132:14	Kelly's [18] 62:19
insurance [3] 49:5	issue [19] 13:8	19:7 19:9 19:11	Keating [6] 113:11	66:8 69:5 69:11
49:6 50:13	14:25 15:13 30:6	19:16 19:18 20:12	113:21 140:21 151:15	69:19 69:25 70:22
integral [4] 18:1	38:5 65:15 66:5	20:16 20:25 21:8	158:2 171:10	70:24 71:14 71:22
26:16 26:17 158:14	72:18 85:2 87:8	21:16 21:22 21:24	keenly [2] 95:22	72:5 72:8 72:10
integrate [1] 96:9	90:8 90:21 90:22	22:5 22:6 22:7	135:21	72:16 76:17 76:21
integrity [2] 115:20	90:22 90:23 93:12	25:25 27:22 28:19	keep [18] 24:19	77:4 138:21
116:3	93:13 138:24 158:13	28:20 28:21 29:1	28:12 28:14 31:20	Kelly-related [1] 80:16
intelligent [1] 88:5	issued [3] 32:23	29:12 29:12 36:11	57:15 57:16 57:16	kept [1] 131:4
intend [2] 4:20	32:23 32:25	36:11 37:3 37:8	58:10 58:11 69:1	key [14] 14:16 17:21
125:22	issues [5] 13:10	37:18 37:19 37:22	84:11 90:24 116:6	18:12 23:25 26:12
intended [1] 168:22	65:23 87:9 114:6	37:24 38:7 38:12	117:5 156:13 162:3	30:21 31:3 31:8
intending [1] 129:21	158:11	38:13 67:16 67:21	169:18 171:4	32:14 37:1 74:5
intensive [3] 48:1	Istook [5] 108:17	85:5 89:18 89:21	keep [8] 23:23	75:18 92:25 129:12
48:4 48:13	114:2 116:1 129:2	90:3 91:4 91:7	28:14 72:13 74:8	keys [1] 142:25
intent [1] 112:3	129:4	91:10 91:16 92:12	89:23 115:15 116:10	kid [1] 50:2
intention [2] 89:4	items [4] 64:22	93:1 93:3 103:8	136:25	kids [7] 47:19 48:5
101:8	64:23 64:25 70:13	103:9 104:6 104:10	keeps [3] 33:2	48:15 48:15 52:6
interact [1] 26:19		109:2 134:16 169:24	74:8 146:15	153:9 153:13
interaction [3] 4:9	-J-	jointly [4] 26:13	Kelly [15] 2:8	kind [19] 4:21
22:2 77:17	J [1] 1:20	27:13 90:6 90:19	6:16 6:18 6:22	52:23 53:1 53:24
interest [5] 19:12	J.C [3] 108:18 133:14	jointness [14] 17:23	8:12 10:6 10:15	59:9 73:8 86:8
55:21 63:15 96:6	133:18	20:4 21:17 21:19	10:16 10:17 10:20	106:23 124:3 124:12
110:14	J.D [1] 16:16	24:1 24:4 28:2	10:21 11:5 11:7	125:5 125:10 127:17
interested [3] 53:5	J.T [1] 17:1	29:10 29:11 37:1	13:6 13:6 14:21	127:20 127:21 127:21
53:6 114:11	Jack [1] 37:16	90:2 92:7 92:25	44:21 44:24 45:10	128:24 143:5 155:15
interesting [2] 56:11	Jake [2] 31:3 31:5	Jones [4] 165:10	45:13 45:20 46:2	kinds [1] 120:20
124:3	James [4] 89:1	167:21 167:23 167:24	59:8 59:10 59:13	Kinney [1] 46:22
interestingly [1] 32:11	91:1 91:2 91:2	Jose [2] 60:16 78:20	59:14 59:15 59:17	Kirkpatrick [2] 39:6
intermediate [1] 124:22	JCS [6] 67:8 67:25	Journal [1] 170:12	59:22 60:1 60:2	39:20
intermingling [1] 91:11	68:2 68:4 68:7	Jr [1] 17:2	60:4 60:5 60:7	kit [1] 120:25
internal [1] 77:6	68:13	JRB [32] 16:6 18:8	60:8 60:8 60:9	Kling [3] 1:22
interrupt [1] 41:10	jealous [1] 129:11	21:7 21:9 21:13	60:10 60:11 60:15	3:9 98:6
interservicemen [1] 118:6	Jerry [2] 39:7 39:20	21:17 21:23 22:1	60:16 60:17 60:19	knew [6] 32:7
interservicing [6] 106:22 107:2 107:5	jet [1] 73:19	22:25 23:2 23:10	60:25 61:17 62:24	32:20 33:15 35:5
121:23 121:23 130:1	Jim [2] 131:18 141:25	23:25 25:1 25:8	63:12 64:2 64:6	77:11 115:3
introduce [10] 16:14	job [29] 5:2 6:6	25:14 25:17 26:17	64:9 64:16 64:22	knockout [1] 60:20
19:1 39:13 59:1	6:7 9:2 12:20	26:18 27:2 28:1	65:5 65:12 66:10	knowing [3] 33:17
59:2 59:23 78:20	15:22 45:15 76:6	36:2 36:21 37:6	66:12 66:16 68:9	104:21 140:23
105:6 105:15 113:7	76:20 78:10 80:16	37:12 38:15 89:23	68:10 69:8 69:12	knowledge [1] 172:8
invaluable [1] 41:5	80:19 81:20 81:23	90:5 90:7 90:10	69:15 69:20 69:25	known [3] 76:3
invest [1] 114:19	98:16 99:10 101:23	90:20 90:21 90:25	70:9 70:11 70:14	154:4 154:5
invested [5] 63:14	104:23 105:8 110:18	JRB's [1] 22:18	70:18 71:2 71:7	knows [4] 35:24
114:22 115:9 115:13	115:12 128:20 128:22	judge [12] 39:5	71:11 71:17 71:20	35:24 35:25 103:2
122:3	129:12 137:3 151:20	39:19 43:21 60:5	71:25 72:3 72:7	Krier [7] 60:5
Investing [1] 74:22	155:7 156:10 161:25	60:6 64:4 64:6	72:20 72:20 72:23	60:7 64:4 64:6
investment [8] 59:15	jobs [25] 9:25 53:20	64:7 65:22 75:24	73:7 74:8 74:14	64:7 75:24 85:6
61:19 63:4 63:9	53:22 54:1 76:8	85:6 94:8	74:19 74:22 75:4	
85:16 86:9 114:22	77:25 78:8 79:10	judgment [4] 61:10	75:7 75:9 75:12	-L-
124:18	79:18 80:4 80:6	88:1 114:13 114:13	75:13 75:13 75:14	labor [27] 6:19
involved [6] 13:8	80:18 80:21 81:1	July [1] 94:3	75:14 75:15 75:16	60:8 68:21 69:4
91:8 115:23 136:13	82:3 82:14 84:10	June [3] 1:13 172:5	75:17 75:18 75:21	69:9 69:12 69:13
136:16 169:11	112:13 112:20 112:21	172:14	76:1 76:2 76:5	69:17 69:25 70:20
involvement [1] 95:19	123:23 155:22 156:4	just-in-time [1] 130:12	76:9 76:13 76:15	70:20 70:21 70:22
involves [1] 36:19	161:2 166:25	Justice [1] 35:15	77:12 77:24 78:7	70:23 70:24 70:25
iron [2] 128:15 128:17	Joe [4] 89:1 93:8	justifiably [1] 8:5	78:12 78:14 78:17	74:10 75:5 75:13
	93:9 94:14	justified [1] 94:4	78:21 78:25 79:3	86:19 87:10 118:2
	John [3] 38:6 56:9	justify [1] 94:9	79:14 80:2 80:11	118:3 138:4 138:21
	95:3	justly [1] 161:23	80:11 80:14 80:16	139:4 140:3
	Johnson [1] 29:1	-K-	80:18 80:19 80:25	lack [4] 66:25 67:1
	John [3] 38:6 56:9	Kathryn [4] 165:10	81:9 81:11 81:12	130:13 156:25
	95:3	167:21 167:23 167:24	81:24 82:1 82:6	ladies [8] 3:1
	Johnson [1] 29:1	Kay [5] 12:10 16:23	82:20 82:21 83:2	75:12 83:14 85:15
	join [3] 19:12 101:14		83:4 83:5 83:12	
	114:1		83:15 84:15 84:25	
	joining [3] 3:9		86:17 86:17 86:20	
	59:20 101:8		86:21 86:24 87:6	
			87:6 94:22 95:16	
			95:24 126:12 138:18	

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**LOUISE - million
AND REALIGNMENT COMMISSION**

LOUISE [1] 1:24	122:13 122:14 124:21	master's [1] 168:9	mechanics [1] 11:19	117:16 118:5 125:17
love [7] 6:11 10:8	124:22 127:4 132:15	matched [1] 10:19	media [1] 73:12	125:21 137:13 140:24
42:9 42:16 42:24	148:19 149:6 149:6	matching [1] 41:4	medical [1] 20:3	144:9 147:14 160:8
54:7 93:24		material [3] 4:16	meet [6] 13:25 17:24	170:20
loved [1] 10:8	major [20] 9:2	87:5 117:20	57:11 95:22 114:8	mike [7] 16:5 99:21
loves [1] 10:5	14:3 14:4 16:16	Mather [1] 79:12	126:14	151:16 165:9 165:15
low [6] 57:9 62:10	20:15 24:22 25:8	matter [4] 17:7	meeting [2] 59:7	165:17 165:17
63:23 71:3 108:10	25:17 26:2 26:20	57:3 85:20 172:8	99:24	mil [1] 138:5
143:8	42:12 56:19 112:10	mature [1] 101:10	megacenter [1] 121:12	mile [2] 22:14 125:8
low-level [1] 144:13	120:1 120:4 126:18	Maverick [1] 46:23	member [13] 3:4	miles [12] 46:14
lower [14] 14:1	129:20 132:18 138:6	maximize [2] 12:18	7:8 13:7 13:20	47:3 47:5 51:25
20:21 69:6 69:9	149:1	63:24	15:19 129:10 129:14	52:3 65:9 85:3
69:11 69:21 69:22	makers [1] 31:10	maximizing [1] 130:3	130:25 131:24 133:15	108:11 143:17 143:18
70:10 72:16 72:17	makes [7] 26:22	may [26] 3:13 3:20	133:16 135:20 166:20	147:3 160:22
146:22 149:21 153:3	66:15 81:7 84:14	31:1 32:11 41:10	members [23] 4:6	military [113] 3:6
lowest [18] 6:18	136:4 143:15 161:8	61:1 62:4 71:19	15:21 16:12 19:4	3:16 4:1 4:2
10:18 51:5 60:7	mall [1] 156:2	74:19 87:4 95:1	21:6 34:16 39:13	6:12 7:20 7:21
60:10 69:12 69:19	man [2] 100:1 100:4	95:7 99:20 109:22	39:25 40:8 59:2	9:19 10:5 10:8
69:21 70:9 72:6	man's [1] 128:13	122:2 129:7 130:5	78:24 81:18 89:17	10:8 10:9 13:16
72:9 75:13 86:20	man-hours [5] 72:22	130:15 130:20 130:21	92:4 98:17 106:13	13:21 16:19 17:24
87:12 146:20 150:12	119:8 119:19 119:21	132:1 140:12 140:17	113:21 114:2 114:8	25:4 27:20 28:12
155:25 162:22	135:14	146:10 146:11 146:12	116:2 129:11 140:12	29:2 29:8 29:9
loyal [1] 83:5	management [5] 87:9 87:9 130:11	mayor [39] 16:23	169:4	29:23 36:19 36:20
Lubbock [4] 10:6	139:5 139:9	28:8 28:11 28:13	memo [1] 117:17	36:22 36:25 37:2
12:2 55:3 170:11	managers [1] 125:11	30:21 31:2 31:7	men [4] 116:5 131:23	38:4 39:21 39:22
Lucas [6] 108:18	manages [2] 66:12	31:23 32:19 33:17	168:16 171:18	42:3 42:16 42:20
158:3 158:5 158:23	66:16	35:4 35:24 39:5	mention [8] 11:2	47:22 47:23 50:15
159:3 159:13	managing [2] 71:10	39:18 59:1 59:3	31:14 47:22 53:15	52:23 53:1 53:4
Lucius [1] 65:22	71:11	59:4 61:7 65:6	101:20 105:9 117:16	53:6 53:8 53:11
lucky [1] 27:17	mandate [2] 70:21	91:3 110:16 110:17	125:17	53:15 57:1 57:22
lunch [2] 5:10	71:2	110:19 110:21 112:10	mentioned [12] 12:2	64:5 65:16 65:24
97:1	maneuver [1] 49:20	114:3 114:16 123:2	31:16 92:14 100:22	68:12 79:8 79:18
	maneuvers [1] 144:6	123:11 151:16 151:17	109:9 118:23 121:22	81:11 84:4 84:4
	Manor [7] 34:20	151:19 151:20 152:6	122:13 123:1 123:2	84:15 86:11 90:1
	34:22 34:23 35:9	152:10 157:14 158:1	123:12 162:18	90:7 90:23 90:24
	35:11 35:18 35:19	168:2 169:7	merely [2] 43:8	91:6 91:11 91:18
	manpower [5] 19:12	McAlester [1] 109:20	43:21	91:22 92:4 92:21
	20:5 120:17 149:20	Meacham [1] 93:24	merit [3] 9:23	92:23 93:5 93:14
	149:21	mean [11] 14:10	12:4 144:20	94:6 96:10 104:24
	manufacturing [1] 80:22	14:10 14:11 25:2	merits [1] 43:21	105:1 105:2 106:7
	map [4] 41:22 41:25	27:23 42:21 47:1	12:4 144:20	107:11 108:3 111:2
	51:15 52:7	48:4 79:18 132:1	message [3] 10:21	111:13 111:14 111:15
	maps [1] 107:19	146:10	24:15 26:25	113:2 123:4 124:5
	March [1] 32:3	meaningful [1] 11:8	met [1] 77:12	126:20 129:9 129:14
	margin [1] 162:25	means [19] 13:14	methodologies [1] 83:9	129:19 129:20 130:25
	Marine [3] 20:13	13:14 60:11 74:6	methodology [2] 7:11 130:13	131:24 131:24 135:22
	22:4 23:11	76:14 80:16 80:24	methods [1] 114:24	136:1 136:3 136:4
	Marines [3] 92:8	81:19 81:22 90:3	metropolitan [3] 110:24 124:1 137:2	137:23 138:1 138:5
	92:15 93:3	123:25 124:22 137:21	Mexico [3] 51:24	138:6 145:6 147:15
	Mark [1] 25:21	142:19 142:23 148:10	65:11 85:2	147:18 149:23 150:1
	market [3] 9:3	148:15 148:16 157:11	microphone [1] 99:8	151:13 153:16 154:14
	93:22 95:13	meant [2] 28:19	midair [1] 49:11	156:9 161:9 162:13
	marks [1] 18:17	106:3	middle [7] 48:20	171:19
	Martin [1] 16:8	measure [4] 70:22	48:22 67:24 81:16	million [64] 22:14
	Marwick [2] 32:1	70:24 144:20 161:24	82:5 103:12 148:21	23:19 23:20 23:21
	32:3	measured [1] 15:9	middle-class [2] 80:15 80:17	23:23 32:18 32:20
	Mary [4] 89:2	measurement [3] 62:18 146:14 146:15	midway [1] 132:8	33:5 34:21 34:22
	59:17 61:12 61:21	measurements [1] 150:24	Midwest [1] 134:11	34:24 35:12 35:18
	64:18 66:13 66:16	measures [7] 69:4	might [20] 32:7	62:24 63:3 63:3
	69:24 70:2 71:1	70:19 71:4 71:6	48:17 49:1 52:25	63:4 63:11 63:13
	71:19 71:21 72:4	71:9 95:25 137:21	55:21 63:9 75:7	69:14 70:1 71:1
	72:6 72:9 72:24	mechanic [1] 76:12	105:9 113:12 113:12	73:11 73:13 73:15
	75:11 76:11 80:22	mechanical [1] 48:16		73:17 73:18 73:24
	83:3 86:18 86:20			74:2 74:18 74:19
	103:1 103:14 120:9			74:23 74:24 79:19
				80:4 86:22 108:1
				118:3 118:4 118:22
				118:22 118:25 119:8
				119:11 119:20 119:21
				119:23 122:3 122:19

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**AND REALIGNMENT COMMISSION
nice - organizational**

nicc [1] 48:24	47:21 48:7 51:23	136:8 160:8	once [9] 14:7 40:20	116:20 131:4 136:25
Nickles [21] 99:7	54:20 54:20 55:6	occurred [3] 35:2	40:24 57:23 87:19	160:12 163:12 169:19
100:11 100:15 102:2	56:5 58:1 61:2	77:22 127:24	87:20 154:4 161:11	171:4
102:6 105:6 108:19	63:3 64:4 69:15	occurs [1] 122:18	168:17	opened [2] 119:11
110:16 113:10 113:16	74:1 78:20 79:4	October [1] 111:24	one [162] 4:10 5:10	121:13
115:25 133:13 133:20	83:15 84:10 85:13	odds [1] 111:14	6:21 7:2 7:3	opening [2] 2:3
137:9 140:17 140:19	89:3 89:8 89:24	off [7] 44:20 46:3	8:14 11:4 14:11	42:18
161:15 163:15 163:19	91:7 96:17 98:22	123:17 128:18 135:4	14:16 14:19 14:21	openness [1] 4:15
166:13 171:10	100:8 104:3 107:13	144:24 147:12	18:7 18:7 19:19	operate [6] 7:21
night [3] 23:16 26:9	108:4 109:11 110:16	offended [1] 109:22	20:1 20:2 20:2	20:1 20:25 74:10
101:12	111:17 112:20 118:1	offer [6] 37:6 37:21	20:3 20:11 25:16	90:6 122:5
nine [3] 73:24 150:12	118:2 118:3 118:8	42:6 57:8 108:25	26:12 27:16 32:23	operated [1] 90:17
150:13	119:1 119:7 119:9	160:8	33:23 36:18 41:18	operating [21] 18:11
Ninth [1] 90:14	119:21 119:25 120:20	offered [2] 160:3	41:19 41:22 42:19	19:24 27:16 48:6
nobody [1] 45:12	123:20 125:3 127:12	164:10	45:14 45:18 46:11	74:7 92:20 92:22
nominees [1] 10:3	130:25 132:14 136:15	offers [3] 18:8	46:12 47:22 50:15	108:12 118:3 118:12
noncompliance [1] 93:21	137:11 139:15 141:8	58:8 58:12	51:3 51:4 51:20	118:13 118:16 119:1
none [3] 20:10 28:5	142:6 142:11 142:15	office [2] 112:20	52:8 52:18 52:21	119:8 122:2 122:3
29:18	144:2 144:18 146:18	169:25	53:14 54:9 54:13	127:25 130:16 132:4
nonexistent [1] 63:16	147:14 150:10 154:6	official [4] 68:4	54:17 55:6 55:16	144:10 146:11
nongovernment [1] 107:17	161:18 164:15 165:3	145:22 163:11 165:8	55:17 55:18 55:19	operation [9] 28:4
noninstructive [1] 73:14	nowhere [1] 168:13	officially [1] 61:14	55:22 55:22 55:23	48:1 72:15 127:18
noon [2] 5:10 5:16	number [35] 5:1	officials [4] 5:4	56:15 56:17 56:20	144:21 144:22 145:18
nor [1] 36:9	24:18 31:23 41:19	28:25 58:6 98:17	57:14 58:11 58:11	149:4 149:16
Norick [6] 110:16	46:15 54:13 54:17	often [4] 26:3 40:18	61:18 65:4 67:15	operational [6] 24:12
110:20 110:21 112:10	55:5 55:23 56:15	42:10 105:21	68:6 68:10 71:11	24:13 25:4 37:24
114:3 114:16	56:17 67:15 73:7	oil [3] 141:7 159:16	72:5 73:8 73:10	117:2 117:11
normal [5] 35:22	85:7 85:21 98:16	167:1	76:25 77:18 78:9	operationally [1] 122:7
35:23 63:19 120:11	106:6 106:6 106:7	Oklahoma [56] 2:11	80:5 81:2 81:25	operations [15] 13:16
120:17	106:8 107:4 107:5	5:11 5:12 5:15	82:2 83:10 85:7	16:22 18:13 19:13
normally [1] 147:15	107:6 112:14 117:19	68:9 96:23 98:13	87:14 87:20 89:19	22:19 23:2 23:9
Norman [6] 165:10	119:7 124:9 124:9	98:19 98:20 98:24	91:5 92:19 93:16	23:16 24:9 26:8
169:3 169:4 169:5	124:15 127:10 130:22	101:7 105:23 110:17	93:19 93:21 93:24	26:21 68:19 93:19
169:11 171:2	146:7 148:8 162:2	110:19 110:23 111:18	94:14 99:10 102:15	118:12 127:16
north [4] 16:4	162:6	112:1 112:2 112:11	102:17 104:6 104:7	operator [1] 160:12
113:22 123:17 147:3	numbers [27] 14:23	112:12 112:15 112:21	104:7 104:8 104:9	operator [1] 160:12
Northrup [1] 148:18	15:5 46:6 46:8	113:24 114:3 114:4	104:10 104:15 106:6	opinion [2] 10:14
northwest [4] 46:19	46:9 46:10 50:18	114:10 114:11 115:2	106:7 106:11 106:19	102:13
157:1 157:2 157:2	51:5 51:5 51:6	115:3 115:4 116:5	107:5 107:5 107:7	opinions [1] 89:5
note [5] 18:6 25:1	51:6 51:7 53:23	123:24 124:11 129:6	109:21 111:16 112:18	opportunities [6] 18:9 20:20 29:4
56:11 56:11 100:9	53:24 54:14 54:15	133:16 133:22 134:8	113:3 115:24 115:24	36:11 37:9 81:10
noted [3] 34:17	54:20 55:13 62:19	134:9 134:10 134:11	116:14 117:9 120:6	opportunity [22] 17:5 17:13 19:13
47:25 73:1	62:21 62:22 83:9	134:24 135:7 137:2	121:14 121:15 121:24	20:8 37:22 40:1
nothing [9] 28:6	117:22 119:9 124:14	147:17 152:3 152:8	122:6 122:10 124:6	64:9 81:20 81:23
35:1 35:2 35:20	numerous [5] 10:19	152:11 152:22 157:11	124:20 125:5 126:3	92:10 96:11 110:22
48:15 51:22 109:7	26:15 90:14 135:9	157:23 158:4 158:10	128:11 129:8 129:10	129:5 133:21 133:22
117:22 172:7	144:14	160:21 163:24 165:19	130:20 131:14 131:14	137:4 141:12 141:15
notice [4] 54:16	-O-	169:9	132:1 132:13 135:9	141:25 159:23 168:7
113:10 131:7 145:4	O'Grady [3] 8:4	Oklahomans [10] 99:9 100:12 111:20	138:8 139:15 143:25	opposed [1] 150:23
noticed [1] 46:13	25:21 92:14	114:12 114:25 127:13	143:25 144:19 145:5	Ops [1] 145:7
notified [2] 5:4	Oaks [1] 56:5	127:14 134:21 157:15	146:10 146:24 150:5	optics [1] 154:20
61:14	oath [2] 5:20 89:14	161:4	150:7 153:17 154:7	optimized [2] 61:24
November [1] 128:10	objective [2] 108:23	old [4] 7:9 21:7	154:7 155:17 155:23	73:2
now [90] 4:22 5:15	110:11	24:3 128:13	155:24 156:14 158:25	options [1] 17:8
8:4 13:5 14:3	objectives [2] 14:7	old-fashioned [1] 35:14	160:4 160:13 160:16	oral [1] 33:8
14:10 15:4 16:8	131:14	Olson [4] 16:17 19:2 19:4 20:19	160:19 162:9 162:10	order [2] 26:3 124:8
17:2 21:2 21:7	obligation [1] 83:23	ominous [1] 83:11	162:11 167:15 170:12	ordinance [1] 146:25
22:11 24:2 24:24	observe [1] 6:8	omission [1] 31:15	170:25	organization [3] 92:24 92:25 93:5
26:6 26:10 31:18	observed [1] 83:8	on-time [6] 71:18	one-half [1] 63:5	organizational [1] 75:20
33:1 33:13 34:3	obtained [1] 76:19	102:25 103:4 127:10	one-time [3] 23:21	
34:16 37:20 37:25	obvious [3] 42:2	130:8 130:10	62:8 63:22	
39:3 46:3 46:16	111:23 166:7	ONB [2] 63:1 63:1	ones [2] 120:4 144:14	
	obviously [6] 20:4		ongoing [1] 23:22	
	30:9 114:3 115:21		onto [3] 27:12 128:14	
			128:15	
			open [17] 4:18	
			7:19 11:22 14:12	
			42:7 101:19 101:20	
			115:16 116:7 116:10	

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**plane - public
AND REALIGNMENT COMMISSION**

31:25	32:1	32:12	population [8]	11:6	premise [1]	37:2	125:13	125:15	131:2	167:8	168:2	168:10		
33:10	94:18	118:1	11:8	17:22	22:13	prepare [1]	23:15	139:18	145:3	168:11	168:14	168:16		
125:23	167:12	-	57:25	112:13	112:14	prepared [1]	38:18	problems [6]	22:25	168:18				
plane [1]		108:6	158:20			presence [2]	28:12	27:7	67:3	71:18	programs [1]	135:10		
planet [1]		7:14	port [6]	65:6	65:7	28:15		120:23	145:4		progress [5]	19:21		
planned [2]		21:25	85:2	85:3	125:2	present [14]	28:8	procedure [1]	5:5		21:12	82:9	91:6	
23:7			125:4			57:6	59:12	59:23			155:19			
planning [4]		29:12	portion [7]	5:22		61:2	63:2	64:4	proceedures [1]	35:23	project [3]	8:21		
95:18	96:7	145:23	21:15	93:20	96:22	75:19	75:21	93:4	proceed [4]	4:22	32:10	66:15		
plans [3]		34:3	123:9	147:15	150:25	105:23	137:5	143:13	41:1	88:22	140:18			
166:22	166:23		Portsmouth [2]	99:23		152:19			proceedings [1]	165:9	projected [1]	34:21		
plastic [1]		73:11	100:2			presentation [17]			process [29]	4:15	projects [2]	78:1		
play [2]	32:14	62:24	position [7]	17:6		30:22	36:17	39:23	19:18	35:23	137:23			
played [1]		6:14	38:14	76:20	96:16	43:25	52:5	59:6	45:2	45:2	66:24	promise [16]	29:24	
players [2]		30:21	105:22	106:12	114:17	60:23	83:16	88:18	67:1	72:24	83:21	30:1	30:3	30:20
31:8			positions [2]	85:21		98:13	98:19	98:24	84:7	84:23	85:10	30:22	32:19	33:1
playing [1]		62:21	117:19			112:25	113:8	137:10	85:11	87:13	88:10	33:4	33:6	33:16
plays [1]		78:7	positives [1]	114:18		137:18	139:24		89:12	91:10	134:5	34:9	35:4	35:9
Plaza [1]		172:17	possibility [1]	170:8		presentations [1]			136:6	136:24	157:9	35:21	37:23	89:19
pleasant [1]		45:2	possible [10]	3:12		46:12			160:11	161:18	165:24	promised [1]	59:7	
pleased [3]		16:1	25:7	27:8	28:5	presented [4]	29:1		165:25	166:22	171:16	promotes [1]	42:5	
103:23	160:5		36:7	36:11	36:14	64:15	91:13	91:14	171:17			proof [1]	28:16	
pleasure [8]		17:5	39:17	90:19	164:24	preserved [1]	132:23		procure [1]	131:22		propellers [1]	7:6	
19:1	28:7	59:7	post [2]	95:14	122:16	preserving [1]	133:11		procurement [1]			proper [2]	17:24	
64:8	104:21	105:6	postscript [2]	114:15		president [4]	92:1		92:18			61:11		
105:15			166:24			92:2	105:13	114:4	produce [4]	70:7		property [2]	72:5	
plenty [2]		24:25	posture [1]	66:10		President's [1]	129:22		76:17	162:1	163:5	156:24		
127:1			pot [1]	35:15		pretty [3]	53:25		produced [2]	76:16		proportions [1]	82:12	
plot [1]	113:24		potential [8]	21:10		111:23	113:23		102:24			proposal [3]	38:2	
Pluribus [2]	95:1		60:3	79:23	117:25	prevented [1]	123:12		70:14	75:14		84:11	130:17	
96:17			118:5	126:23	127:2	prevention [1]	126:17		produces [2]	7:3		proposed [1]	37:17	
plus [5]	66:6	66:7	130:4			previous [3]	4:23		43:4			proposing [1]	34:20	
123:15	159:9	160:16	potentially [1]	132:1		14:1	84:8		producing [7]	57:1		prospect [1]	83:11	
point [22]		8:14	pour [1]	24:25		price [2]	11:1	93:15	76:22	78:16	128:1	prospective [1]	116:17	
24:12	25:4	26:12	pouring [1]	24:24		pride [13]	21:8		128:6	161:25	162:2	protect [6]	65:18	
30:11	32:9	32:17	power [3]	33:14		42:16	76:2	76:6	product [10]	6:19		111:5	152:14	157:4
52:7	60:25	96:18	66:15	84:6		78:13	136:17	157:22	7:2	24:6	76:16	167:10	171:19	
123:18	124:20	125:17	practical [2]	35:2		157:23	159:3	159:4	76:22	77:10	77:12	protection [1]	167:12	
127:23	137:19	141:23	36:16			159:7	159:7	171:18	77:20	166:1	166:11	proud [24]	10:16	
146:9	146:18	146:21	practice [2]	25:25		primarily [2]	47:22		production [1]	117:5		19:6	75:18	78:17
147:16	151:13	155:20	92:16			160:20			productive [11]	57:2		96:3	102:22	102:23
pointed [3]		42:17	practiced [1]	169:5		primary [2]	67:22		60:9	70:18	71:7	102:23	102:24	102:25
63:1	135:15		practicing [1]	92:17		85:9			75:14	114:20	115:5	105:11	110:19	113:5
points [3]		68:6	prayer [1]	87:25		prime [2]	36:21		116:22	117:12	134:20	113:5	136:20	136:25
89:18	138:19		prayerful [1]	136:23		37:21			158:9			137:1	137:7	152:18
police [3]		82:22	pre-Carswell [1]			principal [1]	24:13		productivity [21]			157:17	157:17	157:19
148:1	149:24		94:7			principle [1]	35:14		6:20	62:1	64:12	157:25	168:3	
policies [1]		50:13	precious [2]	27:8		priorities [6]	67:8		68:22	70:17	70:20	provide [15]	17:24	
policy [4]		13:9	131:21			67:21	68:4	68:5	70:24	71:4	71:6	20:13	22:10	26:9
16:20	49:6	49:6	precise [1]	146:15		68:14	85:6		74:6	75:5	78:1	31:19	42:5	66:4
political [1]		170:8	precision [3]	25:25		priority [10]	65:13		82:25	85:11	86:23	72:9	74:9	111:5
politically [1]		55:24	67:1	80:22		67:14	67:25	68:2	87:8	115:11	116:4	113:6	114:12	114:21
politics [2]		104:25	preclosure [1]	94:5		68:7	68:8	68:10	136:18	136:21	140:3	135:24	136:2	
136:15			predecessor [1]	29:4		72:18	72:20	85:7	products [3]	77:9		provided [7]	36:14	
pollutants [1]	94:5		predominant [2]			private [6]	70:6		78:10	78:17		67:19	74:13	111:8
polluting [1]	94:9		26:15	90:14		79:6	93:24	96:5	professional [2]			162:21	162:23	162:24
pollution [1]	94:7		preface [1]	93:11		96:10	104:13		34:15	110:11		provides [5]	22:13	
pool [3]	11:18	22:16	preferred [1]	13:17		privately [1]	113:15		professionals [3]			113:2	113:3	155:22
156:12			prejudiced [2]	108:19		privilege [1]	27:19		106:8	108:23	109:12	169:20		
pools [1]		123:7	108:20			privileged [1]	158:6		professor [1]	7:10		providing [3]	6:14	
poor [2]	54:7	63:9	preliminary [1]	72:7		probability [1]	146:3		profit [1]	96:5		11:8	76:20	
populated [2]	57:8		premier [4]	18:21		problem [12]	25:12		program [20]	16:10		prudence [1]	131:25	
57:9			151:2	161:11	168:23	71:22	82:16	82:17	19:24	60:22	63:20	prudent [1]	104:14	
						93:17	94:9	117:2	107:25	142:8	153:19	public [17]	2:9	
									155:8	155:9	156:8	2:14	4:18	5:8
									156:13	160:2	160:5	5:12	5:13	5:15

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**relative - San
AND REALIGNMENT COMMISSION**

132:20	156:21	159:7	Representative [1]	respect [1]	87:8	rework [1]	77:9	roll [1]	145:14
relative [1]	62:9		158:3	respectful [1]	85:4	reworked [1]	55:4	Romans [1]	92:24
relativity [2]	48:3		representatives [6]	respectfully [1]	83:20	rewriting [1]	20:4	Ron [5]	89:1 91:23
58:4			16:14 30:15 109:17	respective [1]	20:21	rhetoric [2]	117:12	91:25 109:25	110:16
relied [1]	30:16		133:17 137:10 163:23	responded [1]	82:21	167:17		room [9]	24:25 39:16
relief [1]	167:6		represented [2]	3:18	127:18	rhetorical [1]	93:18	41:12 52:4	59:6
relies [1]	26:5		59:10	representing [2]	38:24	Rhode [1]	46:21	119:9 155:10	155:11
relocate [2]	38:12		92:3 112:11	represents [5]	16:9	ribbon [1]	119:12	160:4	
131:17			request [2]	21:14 61:20 69:23		rich [1]	21:24	roots [3]	8:16 81:19
relocated [2]	130:5		146:2	74:18		richly [1]	100:3	82:14	
133:12			requesting [1]	129:22		ride [1]	153:9	round [4]	9:23
relocating [1]	63:21		168:19			rides [1]	57:4	26:1 40:15	131:19
relocation [1]	37:17		requesting [1]	168:19		right [54]	5:24	rounds [1]	142:8
relocations [1]	131:16		require [1]	5:19		12:7 15:4 21:2		routes [5]	25:13
remain [8]	20:16		required [4]	26:3		24:16 24:17 24:24		41:23 108:10	143:8
26:17 33:10 43:14			71:21 74:1 121:5			27:2 34:3 39:8		144:13	
81:22 88:19 116:20			requirement [2]	34:7		44:20 44:25 47:6		routine [1]	22:6
160:12			119:21			47:8 47:21 52:9		Royal [1]	56:5
remained [1]	117:4		requirements [3]			54:24 58:23 63:18		rules [2]	5:13 90:3
remarkable [2]	100:18		13:25 18:24 57:11			68:17 89:13 99:1		rumors [1]	157:9
134:22			requires [3]	35:22		101:19 102:18 104:3		run [5]	152:1 152:1
remarks [10]	2:3		61:22 72:25			109:11 111:17 117:13		154:7 163:3	163:4
24:19 39:24 42:18			rescue [4]	25:20		118:1 118:2 118:3		running [2]	99:23
44:17 44:18 59:10			92:13 127:16 127:18			119:1 119:7 119:9		150:12	
140:22 151:10 163:12			rescued [1]	92:15		119:21 120:15 120:20		runs [3]	40:10 42:24
remember [10]	40:3		research [2]	8:3		125:3 125:12 127:5		74:3	
67:22 71:19 76:24			8:10			139:15 140:7 140:15		runway [9]	23:7
78:14 101:1 101:3			resembles [1]	81:1		144:20 146:13 147:16		23:8 23:9 23:13	
101:4 116:24 159:23			reserve [47]	12:17		150:19 153:7 153:10		32:16 35:17	58:2
remind [6]	9:16		16:17 16:18 16:22			161:18 165:13 166:17		123:17 147:3	
10:2 10:7 10:24			17:15 18:3 18:21			166:18 167:25		runways [3]	103:13
12:2 59:22			19:6 19:7 19:16			right-size [1]	118:18	125:15 148:13	
reminded [3]	66:12		19:20 20:16 20:25			right-sized [1]	136:2		
133:25 134:2			21:13 22:3 22:4			right-sizing [1]	96:11		
removed [1]	123:16		22:5 22:9 22:22			rightfully [1]	146:2		
Renew [1]	126:19		23:11 26:6 28:19			rightsizing [1]	116:24		
rental [1]	156:12		28:21 29:1 31:19			ring [1]	89:9		
repair [8]	73:10		34:1 34:2 34:4			Rio [27]	10:7 39:5		
73:20 118:23 118:25			34:12 36:12 37:18			39:19 40:2 42:1		S [1]	1:22
124:24 132:15 148:12			37:19 37:19 37:25			42:6 42:10 42:14		SAC [1]	17:2
149:3			38:12 89:19 91:4			42:15 42:19 42:21		Sacramento [1]	79:13
repaired [1]	128:3		91:7 91:10 91:16			42:25 43:8 43:20		safe [3]	48:24 49:9
repeat [4]	9:20		92:8 93:2 93:3			44:18 44:21 45:4		57:1	
12:15 41:17 171:8			120:10 132:13 143:9			45:5 45:25 46:5		safely [2]	52:7
repeatedly [1]	33:3		167:9			46:16 49:8 49:14		153:9	
replacement [7]			Reserve's [1]	17:6		49:17 53:7 55:10		safety [5]	8:4
73:11 73:13 73:15			reserves [14]	11:19		59:10		22:23 45:19	56:6
73:16 73:18 73:23			29:25 31:15 31:15			rise [7]	5:23 39:8	162:25	
103:3			32:2 32:4 32:6			40:14 58:23 99:1		Saint [3]	107:24 107:25
replicate [1]	87:22-		32:7 32:10 32:14			140:13 149:18		155:8	
replicated [1]	74:5		35:1 35:20 89:22			rises [1]	54:16	salaries [1]	69:8
replication [1]	74:1		90:6			risk [1]	15:4	salary [1]	69:7
report [2]	21:20		reservists [2]	26:2		risks [2]	13:10 63:16	sales [1]	80:4
30:17			91:22			River [3]	12:3	salesperson [1]	135:2
reported [1]	172:10		resident [4]	91:3		113:23 122:10		saltwater [6]	54:20
Reporter [1]	172:3		93:10 165:18 170:17			road [1]	164:12	54:21 54:21 54:22	
Reporter's [1]	2:17		resolution [4]	31:10		roads [1]	148:13	54:23 54:24	
reporting [1]	144:13		31:18 31:22 31:22			Robert [1]	89:1	San [53]	10:5 10:16
represent [3]	55:25		resolve [1]	96:16		Roberts [1]	56:9	45:5 45:6 46:1	
93:11 165:4			resort [1]	170:24		Robins [1]	71:19	49:15 49:16 49:16	
representations [1]			resources [7]	8:13		Robles [1]	165:22	51:24 52:1 59:3	
29:17			13:18 43:16 107:18			rock [1]	151:21	59:18 59:18 59:20	
			107:23 111:8 131:21			role [3]	6:14 38:13	60:17 60:19 60:20	
						78:7		60:24 61:17 64:5	
								64:9 65:16 65:23	
								66:3 69:20 79:2	
								79:8 79:9 79:16	
								79:19 79:21 79:23	

-S-

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**

**AND REALIGNMENT COMMISSION
site - subcommittee**

142:22	someplace [1] 86:5	spent [8] 3:19	46:21 46:24 81:24	stories [1] 134:6
site [4] 30:6 35:9	sometime [1] 14:13	12:12 21:15 44:4	82:15 94:18 98:13	Storm [3] 53:11
41:24 165:22	sometimes [4] 46:8	44:8 44:8 128:8	98:15 100:23 101:7	125:5 125:7
sits [2] 152:16 156:24	47:13 134:3 145:2	167:9	104:25 115:2 115:10	story [6] 33:20 46:6
sitting [2] 45:8	somewhat [3] 41:13	spin [1] 73:21	124:1 124:7 124:11	127:24 133:23 135:3
125:3	155:2 164:2	spinoff [1] 112:21	126:24 135:6 137:6	137:6
situation [5] 7:4	somewhere [2] 8:9	spirit [2] 152:7	152:22 153:2 155:24	straight [3] 34:15
28:1 134:4 155:16	8:17	167:3	172:1 172:4	40:19 158:13
165:20	son [1] 48:18	spite [1] 30:14	state-of-the-art [3] 8:7 168:4 168:5	straightforward [2] 31:13 68:19
six [13] 8:6 12:5	soon [2] 98:25 121:17	spokespersons [2] 170:13 170:22	statement [4] 33:12 89:2 94:2 94:16	strategic [9] 56:8 66:14 67:18 67:23 67:25 68:18 95:18 96:7 136:5
14:11 39:10 56:3	sophisticated [1] 72:25	sports [1] 42:8	statements [1] 114:17	strategy [1] 38:5
58:24 68:9 73:10	sorry [2] 46:7 144:11	spouse [1] 153:20	stats [24] 3:7 11:21 32:14 33:14 44:4 47:25 51:13 52:6 54:10 57:12 73:22 82:19 83:6 93:25 100:5 110:14 114:24 115:22 121:13 124:4 124:9 143:1 147:24 161:16	streamlined [1] 93:4
99:3 108:1 128:10	sort [7] 120:15 121:4 121:10 122:24 126:6 138:14 140:4	spouses [3] 9:3 160:3 168:9	statutes [1] 114:17	streamlining [1] 37:23
151:5 155:14	sortic [1] 146:10	spread [1] 77:16	status [1] 32:2	streets [4] 40:5 40:8 40:12 42:22
sixth [3] 65:7 72:11	sorties [4] 48:11 108:12 108:12 142:18	spring [1] 9:15	stay [13] 7:19 11:13 11:22 30:16 30:18 31:20 33:11 34:2 34:12 81:18 101:19 101:20 157:25	strength [3] 29:3 42:11 42:13
size [4] 46:21 46:24 128:13 131:10	sorts [1] 145:1	squadron [4] 20:14 44:10 132:7 148:1	stays [1] 38:13	strengths [3] 42:2 43:13 161:23
skepticism [1] 84:19	soul [1] 78:8	squadrons [2] 20:10 20:21	steal [1] 115:7	stressed [1] 157:15
skill [1] 48:16	sound [2] 9:23 41:13	squads [2] 20:10 20:21	Stealth [2] 119:14 119:15	stretch [2] 135:22 170:14
skilled [3] 22:16 90:12 137:21	source [1] 24:24	squares [2] 148:8 160:22	statistics [1] 104:1	stretched [1] 139:1
skills [4] 80:19 80:22 80:23 82:4	sources [1] 66:4	squeeze [2] 36:13 129:17	status [1] 32:2	strictly [1] 5:3
sky [4] 141:9 151:24 159:11 168:25	south [6] 45:1 45:3 54:18 123:14 172:17	stable [1] 159:15	stay [13] 7:19 11:13 11:22 30:16 30:18 31:20 33:11 34:2 34:12 81:18 101:19 101:20 157:25	strip [1] 23:12
slapping [1] 51:17	Southwest [1] 57:8	staff [14] 4:13 15:22 38:7 41:9 55:7 67:16 67:21 89:21 124:16 163:21 164:11 164:19 164:20	stays [1] 38:13	strong [17] 6:8 6:13 8:19 10:9 16:6 21:21 40:11 45:4 45:5 81:17 93:12 136:3 139:24 158:17 162:24 167:3
slide [11] 51:11 52:18 74:12 116:22 142:9 142:19 144:18 147:2 147:5 147:14 150:5	space [4] 23:3 23:5 102:12 125:16	stake [1] 152:4	steal [1] 115:7	stronger [2] 29:18 161:3
slides [1] 151:22	spaces [2] 42:7 143:22	staked [1] 152:2	Stealth [2] 119:14 119:15	strongly [3] 20:23 24:4 157:19
slight [1] 166:6	spare [2] 110:3 125:11	stand [5] 42:23 88:15 136:20 137:2 161:1	Steele [9] 1:24 3:9 98:7 138:16 138:17 139:21 158:7 171:6 171:8	structure [5] 13:24 17:15 34:5 37:5 57:7
slightly [1] 63:5	sparsely [1] 57:8	standard [3] 70:8 94:8 107:1	steps [1] 45:23	student [9] 7:11 40:18 48:14 49:5 49:12 49:18 50:11 51:13 109:11
small [11] 15:4 60:3 61:20 63:21 94:24 95:15 96:12 144:9 147:25 159:17 164:18	speak [8] 5:14 5:21 21:12 89:7 95:3 95:6 98:21 158:6	standards [1] 72:14	stick [1] 45:3	student-to-teacher [1] 153:3
smaller [9] 36:20 36:21 36:22 37:7 90:1 93:25 120:4 148:9 148:10	speaker [2] 28:8 99:5	standing [3] 48:11 128:12 128:14	stick-to-itness [1] 127:22	students [6] 49:22 149:17 149:18 153:11 160:22 160:23
smallest [1] 148:8	speaking [3] 39:14 93:10 94:21	standpoint [1] 165:21	stifle [1] 38:24	studied [1] 102:16
smarter [1] 27:16	special [8] 35:22 43:20 62:14 77:14 78:7 81:7 136:17 136:17	stands [2] 77:23 106:16	still [14] 33:10 51:22 54:24 65:10 70:14 74:2 74:22 87:17 93:2 110:5 118:11 118:16 135:23 149:23	studies [2] 55:8 150:17
smooth [1] 145:18	specialization [4] 61:24 61:25 68:24 73:2	star [5] 52:9 92:3 170:24 171:2 171:3	stood [1] 145:20	study [11] 6:21 6:23 7:9 32:9 32:11 34:19 35:12 52:16 54:19 55:1 143:5
smoothly [2] 142:21 144:22	specialized [3] 80:19 85:22 142:7	start [16] 19:10 42:1 44:15 44:20 46:3 51:16 93:17 106:12 128:6 137:18 140:10 140:20 141:6 164:8 165:7 165:15	stop [4] 41:11 89:10 145:11 147:15	studying [1] 168:9
Smotherin [1] 56:19	Specific [1] 27:4	started [7] 35:25 44:5 46:4 111:2 113:11 152:15 152:15	storage [2] 20:2 154:5	subcommittee [6] 107:8 110:7 129:10 129:14 131:1 131:24
snowing [1] 128:10	specifically [2] 14:17 23:1	starting [1] 47:19	store [1] 159:10	
sobering [1] 100:24	speculative [1] 10:25	starts [1] 148:6	stores [1] 40:7	
social [2] 80:10 80:13	speed [1] 77:8	state [36] 4:25 5:7 5:18 9:24 9:25 10:2 10:4 10:9 11:4 11:6 12:1 15:25 32:24		
sold [2] 32:18 34:22	spend [6] 41:5 44:2 143:22 144:7 148:11 164:22			
soldier [1] 15:11	spending [4] 63:11 79:25 107:12 129:12			
soldiers [1] 13:18				
solid [1] 151:21				
solo [1] 49:19				
solving [1] 27:6				
someone [5] 33:16 35:4 126:12 133:8 156:18				

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
**thinner - U.S
AND REALIGNMENT COMMISSION**

thinner [1] 150:1	124:9 124:12 124:16	28:25 51:2 51:4	56:3 56:20 56:21	trying [9] 9:11
third [9] 59:17 70:17	125:18 125:19 125:20	51:19 54:17 54:25	56:22 56:24 56:25	27:11 30:13 34:17
73:13 115:4 116:21	126:8 126:17 126:24	67:20 68:1 72:5	57:11 57:15 58:7	38:24 128:16 129:13
121:2 146:18 154:5	126:25 127:9 127:20	72:9 79:14 134:18	75:21 76:20 76:25	135:19 135:19
154:25	128:1 130:4 130:8	148:2 167:9	77:5 81:12 82:16	Tuesday [7] 59:7
Thornton [3] 59:3	130:12 131:12 131:16	torch [1] 128:17	82:17 90:8 92:12	65:7 73:9 74:20
59:4 65:6	132:6 132:16 132:20	torrent [1] 15:7	102:3 102:4 102:14	101:12 105:20 164:3
thought [7] 87:16	132:23 133:1 133:12	total [9] 4:4 6:25	108:15 109:5 109:9	tuition [1] 153:20
99:15 101:4 125:21	133:14 133:22 134:10	23:5 80:1 80:3	122:8 122:11 142:8	Tullos [2] 60:23
128:18 128:19 167:7	134:12 134:13 134:14	91:11 123:22 138:11	142:10 142:17 143:1	83:15
thousand [2] 51:12	134:16 134:18 134:19	138:14	143:24 144:4 144:5	Tulsa [1] 109:17
159:9	134:22 135:1 135:2	totaling [1] 73:23	144:15 144:16 144:22	turbine [1] 73:17
thousands [5] 9:17	135:3 135:5 135:7	145:7 145:9 145:11	145:7 145:9 145:11	turn [9] 12:6 14:14
78:4 104:19 154:19	135:12 135:13 136:15	145:17 148:5 151:3	158:15 159:24 160:9	14:24 15:18 22:11
166:25	136:18 136:22 136:24	158:15 159:24 160:9	160:17 160:23 161:7	77:12 78:10 82:15
threat [1] 57:9	137:3 137:6 137:9	161:8 162:8 162:13	162:23 163:8 166:8	123:20
three [27] 7:1	137:16 138:1 138:23	162:23 163:8 166:8	169:24	turned [3] 35:10
9:9 10:11 20:7	139:6 139:10 139:15	tough [7] 45:3	trains [1] 160:19	40:5 47:2
23:8 28:4 57:18	140:23 163:23 163:25	78:4 88:4 104:18	transcript [1] 172:11	turning [1] 76:15
59:12 69:3 70:19	Tinker's [3] 117:21	133:5 143:7 143:8	transfer [2] 31:13	turnout [1] 158:21
71:6 76:18 89:24	134:17 135:7	tour [2] 98:10 158:8	35:15	turnover [1] 80:23
104:5 115:1 116:13	tire [1] 120:13	tours [2] 44:8 44:8	transferred [2] 35:17	turns [1] 8:10
120:14 120:14 122:9	tired [1] 105:18	toward [4] 24:19	80:20	twice [1] 44:11
126:13 126:15 137:14	title [1] 161:23	77:5 107:18 108:3	transiting [1] 143:22	two [82] 7:2 8:1
147:3 147:21 148:2	today [57] 3:8	towards [3] 35:10	transition [2] 142:12	14:2 14:9 20:2
162:12 163:3	3:14 4:22 5:7	52:2 91:19	156:9	25:17 36:18 44:8
through [24] 17:8	6:12 6:16 8:19	tower [3] 53:2	translates [1] 108:11	55:7 56:25 62:13
30:20 30:25 31:6	8:19 8:21 17:6	144:18 172:17	Translating [1] 149:13	65:3 65:12 66:7
42:25 65:1 77:2	19:6 24:11 26:5	town [4] 54:3 156:9	translation [1] 150:3	66:21 68:2 68:8
83:21 84:7 87:13	26:16 28:16 29:9	158:20 166:21	transport [1] 71:18	68:20 71:9 74:17
88:3 90:2 96:13	34:6 36:7 39:13	track [1] 18:14	transportation [2]	79:11 84:16 84:23
114:18 115:17 117:12	39:14 39:19 40:1	trade [1] 104:17	22:15 124:25	86:16 89:9 89:10
118:15 122:24 136:6	40:13 40:24 45:14	tradition [1] 42:17	travel [3] 21:11	89:21 92:20 98:23
136:23 145:15 163:3	46:3 59:12 59:17	traffic [6] 22:24	27:4 41:23	99:13 99:25 100:2
163:4 168:4	59:20 65:3 72:11	25:3 41:25 51:12	traveling [1] 41:6	100:4 101:15 101:17
throughout [4] 42:8	86:15 88:7 88:9	53:6 53:6	travelled [1] 10:4	101:18 103:13 103:18
90:18 94:2 157:9	88:16 89:18 90:6	tragedy [2] 49:1	104:9 104:10 104:10	104:5 104:7 104:7
thumbs [1] 149:10	96:2 106:14 107:13	50:7	104:15 106:6 106:8	106:17 106:18 112:23
thumbs-up [1] 153:7	110:1 110:22 112:25	tragic [1] 114:23	106:17 106:18 112:23	117:8 117:9 118:21
Thurman [1] 114:4	118:16 119:19 133:21	train [20] 20:11	117:8 117:9 118:21	119:4 120:12 120:13
Tier [1] 66:8	151:20 158:6 158:24	26:22 27:14 27:21	119:4 120:12 120:13	124:6 124:9 124:20
ties [2] 45:4 45:5	160:14 161:4 162:7	37:3 41:7 43:15	125:23 127:9 129:17	125:23 130:21 132:1
tight [1] 142:22	169:7 169:16 171:7	52:25 53:10 53:12	129:23 130:21 132:1	132:8 132:14 137:23
tilted [1] 116:25	171:12 171:13	90:4 90:19 122:9	132:15 138:19 138:25	139:3 139:15 142:22
timeliness [1] 71:22	today's [7] 4:5	131:22 143:16 149:18	147:21 148:2 150:16	144:16 147:7 168:13
times [12] 9:11	17:23 26:22 36:17	151:6 153:23 157:24	154:8 155:20 158:10	two-hour [1] 65:8
23:8 45:1 71:11	42:3 96:22 159:1	167:25	165:4 167:22	two-level [1] 124:21
71:24 71:25 108:6	Todd [3] 30:22 31:7	trained [6] 142:4	two-thirds [2] 40:4	147:10
111:4 111:10 126:14	33:18	159:20 160:1 160:18	two-track [1] 142:10	type [8] 21:22 104:13
163:4 166:24	together [23] 6:9	166:2 166:4	type [8] 21:22 104:13	105:3 120:2 144:8
timewise [1] 100:17	7:22 11:16 11:17	training [104] 7:13	144:16 147:7 168:13	types [1] 50:18
Tinker [103] 2:12	12:18 22:5 25:20	7:16 7:17 8:4	typical [2] 111:20	111:21
100:13 101:15 102:21	26:11 27:5 27:6	8:24 9:1 11:21	U.S [9] 13:16 16:19	
103:4 103:7 103:8	27:16 27:21 45:4	13:2 18:8 18:21	17:2 25:16 63:14	
105:3 106:12 106:16	90:6 92:9 93:4	19:13 20:9 20:14		
106:19 106:23 107:1	106:21 106:24 107:25	20:19 21:22 21:25		
107:3 109:19 110:7	120:24 121:16 125:20	22:6 23:14 23:15		
110:13 110:23 110:25	141:8	26:3 26:7 27:8		
111:5 112:10 112:13	Tommy [1] 16:21	29:12 37:5 37:8		
112:17 113:8 114:9	too [19] 12:15 13:21	41:3 41:5 41:20		
115:18 116:15 116:20	13:21 61:15 61:18	42:1 44:5 44:9		
116:22 118:1 118:2	64:2 74:22 75:7	44:12 44:13 45:17		
118:15 118:18 119:6	81:9 95:15 100:11	47:13 47:13 47:18		
119:10 119:15 119:18	101:16 104:2 105:19	47:24 48:1 48:14		
120:2 120:9 120:15	109:7 111:9 144:3	48:16 49:3 49:9		
121:20 121:25 122:2	160:8 167:20	49:15 50:12 52:6		
122:5 122:21 123:25	took [5] 54:23 118:14	52:15 54:10 56:1		
	127:4 147:12 163:17			
	top [16] 6:22 18:16			

**THE DEFENSE BASE CLOSURE
FORT WORTH, TEXAS**
AND REALIGNMENT COMMISSION

91:8 169:7	William [2] 54:17	wonderful [7] 11:6	115:8 164:10 172:5	yourselves [1] 83:24
water [12] 65:15	59:3	21:17 53:9 115:4	Worth/Dallas [2]	<hr/> -Z- <hr/>
65:15 65:17 65:19	willing [5] 9:20	115:22 115:22 137:3	17:22 22:13	zero [1] 27:4
65:23 65:24 66:4	9:21 152:3 152:4	wonderfully [1]	wrap [1] 133:14	zone [1] 121:4
66:5 66:5 85:1	157:18	135:7	Wright [4] 165:9	zones [1] 147:7
128:11 154:16	willingness [2] 133:5	Wood [1] 123:14	165:16 165:17 165:18	
Watts [7] 108:18	164:1	word [6] 14:5 27:11	write [1] 55:15	
114:3 116:1 133:14	win [19] 14:2 14:9	77:16 159:22 171:7	writing [1] 172:11	
133:18 133:20 137:8	27:25 27:25 28:1	171:9	written [4] 33:8	
ways [5] 36:19 36:24	154:14 154:14 154:23	words [7] 13:9	33:9 89:11 94:12	
117:9 129:17 131:9	154:23 155:6 155:6	14:13 15:3 30:1	wrong [1] 10:21	
wealth [1] 20:19	155:15 155:15 156:17	33:22 51:12 146:4		
weapons [2] 85:24	156:17 157:7 157:7	worked [16] 75:25	<hr/> -X- <hr/>	
125:12	170:10 170:15	76:4 76:11 95:18	X [1] 2:1	
weather [26] 13:1	wind [1] 109:13	101:11 103:10 116:16	<hr/> -Y- <hr/>	
41:4 41:7 43:13	winds [1] 162:24	144:17 149:4 149:5	year [42] 23:9 24:2	
48:2 50:16 50:17	wing [29] 11:12	149:6 149:7 149:7	24:3 25:25 35:8	
50:17 50:20 50:21	17:25 18:14 18:23	153:2 154:15 156:7	43:3 43:3 48:6	
50:23 51:1 51:8	19:8 20:16 20:22	workers [6] 76:16	55:7 55:14 61:9	
57:2 57:5 57:16	21:11 22:12 24:10	80:25 82:13 114:20	69:14 77:22 78:1	
57:19 57:20 102:11	26:25 30:4 30:8	115:11 147:18	78:15 79:19 80:3	
113:22 142:25 145:19	36:8 36:9 37:18	workforce [12] 62:7	80:4 89:25 91:15	
145:21 150:23 150:23	44:10 55:18 56:13	75:18 76:18 76:21	93:19 108:2 117:18	
162:22	56:13 56:16 56:19	77:24 80:14 82:21	117:21 118:15 119:1	
Wednesday [10]	56:24 92:20 120:17	102:23 103:17 113:3	119:20 119:23 122:19	
101:8 101:10 101:13	120:22 120:22 141:24	113:4 152:25	127:8 129:21 132:14	
117:25 141:13 158:8	149:2	workhorse [1] 66:14	139:14 142:12 146:16	
158:18 159:23 161:12	winning [3] 148:24	workload [6] 62:7	149:19 150:7 150:10	
170:11	153:7 161:11	63:21 63:23 68:7	155:14 160:16 166:2	
week [4] 14:11 40:3	wins [6] 28:1 28:2	117:10 119:18	171:16	
92:14 165:22	28:3 76:9 76:9	workloads [2] 64:3	years [53] 8:19	
weeks [5] 9:18	104:25	67:10	8:21 30:14 34:18	
55:2 110:18 133:25	Winston [1] 92:5	works [6] 21:1	40:19 44:4 49:10	
151:6	wiping [1] 82:9	81:6 92:9 115:4	51:23 63:4 68:20	
weight [2] 68:3	wish [2] 98:3 98:21	122:7 159:19	69:19 70:1 71:14	
138:20	wished [1] 111:25	workshops [1] 76:25	74:17 74:24 76:1	
welcome [10] 3:2	wishes [1] 38:6	workstations [1]	76:3 76:11 79:4	
15:23 15:24 16:13	wishing [2] 5:14	118:10	79:15 79:16 81:11	
40:5 40:9 89:11	within [9] 8:11	world [21] 6:8	82:9 82:20 84:23	
98:3 140:3 159:19	22:14 46:14 47:3	15:5 21:21 26:8	86:4 91:7 92:5	
welcomed [1] 158:19	47:5 57:7 65:9	26:16 26:21 46:18	92:10 104:5 104:5	
well-known [1] 154:9	85:2 108:10	66:16 70:8 76:4	110:24 110:25 111:3	
well-manned [1]	without [20] 13:13	81:10 87:18 90:15	111:12 112:20 118:14	
17:12	13:15 23:6 24:24	90:18 92:6 114:24	142:3 146:24 147:22	
Wells [5] 60:23	28:5 37:13 54:20	142:24 151:7 157:24	148:2 150:12 150:13	
83:15 83:18 88:14	55:6 59:15 63:20	162:1 167:25	151:6 151:6 151:6	
88:18	69:17 90:19 114:10	worldwide [4] 81:8	152:15 161:6 162:3	
Wendi [4] 1:24	132:25 135:14 137:25	82:18 132:7 132:11	166:7 166:23 167:2	
3:9 98:7 171:6	138:5 155:2 164:22	worn [1] 159:8	169:6	
west [3] 25:13 93:20	164:25	worth [55] 1:11	yellow [2] 66:7	
143:18	witness [4] 58:24	10:7 11:12 15:24	123:23	
what [1] 141:7	92:13 140:20 141:1	16:4 16:6 16:14	yesterday [2] 37:16	
wherever [1] 121:5	witnessed [1] 158:17	16:15 16:22 16:24	143:5	
white [4] 43:1	witnesses [15] 5:21	17:1 18:8 18:21	yet [2] 67:25 119:1	
69:7 91:3 126:19	5:25 15:18 39:1	19:7 19:17 19:22	yield [4] 27:7 70:20	
whole [6] 102:8	39:4 39:10 58:22	21:1 22:21 22:22	70:23 70:25	
120:3 122:11 138:11	58:25 89:15 98:25	22:25 23:10 23:14	York [1] 157:10	
150:24 172:7	99:3 140:16 165:14	23:25 24:5 24:11	you-all [4] 88:4	
Wichita [1] 50:8	172:5 172:12	24:16 28:9 28:17	103:22 133:23 164:18	
wide [3] 11:3 17:8	woke [1] 112:4	28:21 29:3 29:12	you-can't-buy-it [1]	
42:7	women [5] 116:5	29:19 36:2 36:4	145:19	
wide-bodied [1]	131:23 168:16 171:9	36:10 36:21 37:10	young [8] 47:19	
73:16	171:18	37:18 37:20 38:12	48:5 48:15 49:4	
Widnall [1] 65:20	won [3] 126:18 135:8	51:3 51:4 51:11	49:5 49:18 50:11	
wife [1] 47:2	148:1	55:1 89:19 90:9	152:24	
		92:2 92:5 93:3		
		93:10 93:10 98:4		

1 COMMISSIONER CORNELLA: Good morning, ladies and
2 gentlemen, and welcome to this regional hearing of The
3 Defense Base Closure and Realignment Commission. My name is
4 Al Cornella, and I am a member of the commission charged with
5 the task of evaluating the recommendations of the Secretary
6 of Defense regarding the closure and realignment of military
7 installations in the United States.

8 Also here with us today are my colleagues,
9 Commissioners Wendi Steele and Lee Kling. Joining me shortly
10 will be Ben Montoya and Chairman Alan Dixon.

11 The commission is also authorized by law to add bases
12 to the secretary's list for review and possible realignment
13 or closure. On May 10, as all of you know, we voted to add
14 35 bases to the list. Today we will hear from some of those
15 newly affected communities.

16 First, let me thank all the military and civilian
17 personnel who have assisted us so capably during our visits
18 to the many bases represented at this hearing.

19 We have spent several days looking at the installations
20 that we added to the list on May 10 for review and asking
21 questions that will help us make our decisions. The
22 cooperation we've received has been exemplary.
23 Thanks very much.

24 The main purpose of the base visits we have conducted
25 is to allow us to see the installation firsthand and to

1 address with military personnel the all important question of
2 the military value of the base.

3 In addition to the base visits, the commission is
4 conducting a total of five regional hearings regarding added
5 installations, of which today's is the fifth.

6 The main purpose of the regional hearings is to give members
7 of the communities affected by these closure recommendations
8 a chance to express their views.

9 We consider this interaction with the community to be
10 one of the most important and valuable parts of our review of
11 the closure and realignment list.

12 And let me assure all of you that all of our
13 commissioners and staff are well aware of the huge
14 implications of base closure on the local communities. We
15 are committed to openness in this process, and we are
16 committed to fairness. All of the material we gather, all
17 the information we get from the Department of Defense, all of
18 our correspondence is open to the public.

19 We are faced with an unpleasant and painful task, which
20 we intend to carry out as sensitively as we can. Again, the
21 kind of assistance we've received here is very appreciated.

22 Now let me tell you how we will proceed here today. It
23 is the same format as at all of our 15 previous regional
24 hearings. The commission has assigned a block of time to
25 each state that is affected by the base closure list. The

1 overall amount of time is determined by the number of
2 installations on the list and the amount of job loss. The
3 time limits will be strictly enforced.

4 We notified the appropriate elected officials of this
5 procedure and left it up to them, working with the
6 communities to determine how to fill the block of time.

7 Today we begin the testimony from the state of Texas
8 for 145 minutes, followed by a 24-minute period for public
9 comment regarding Texas installations on our list.

10 We will break for lunch for one hour at about noon, and
11 at 1:00 p.m. we will hear from Oklahoma for 120 minutes
12 followed by the public comment of 20 minutes for Oklahoma.
13 The rules for the public comment will be clearly outlined,
14 and all persons wishing to speak regarding Texas should have
15 signed up by now. Sign-up for Oklahoma public comment will
16 begin at noon. The hearings should conclude at about 3:25
17 p.m.

18 Let me also state the base closure law has been amended
19 since 1993 to require anyone giving testimony before the
20 commission do so under oath, and so I will be swearing in the
21 witnesses, and that will include individuals who speak in the
22 public comment portion of the hearing. And with that I
23 believe we are ready to begin. Would you please rise and
24 raise your right hand if you will be testifying.

25 (Eleven witnesses sworn.)

1 was given a rating of three arbitrarily, from 5 to 1 percent
2 of the work product was given a rate of two, and below one
3 percent was given a rating of one. This produces an absurd
4 situation that a logistics center could do 25 percent of the
5 work of the Air Force and be rated below a center that fixed
6 landing gears, propellers and ground generators which would
7 be given a higher rating.

8 I have talked personally to all of you, to every member
9 of the base closing commission about this study. As the old
10 economics professor, I would fail any freshman economics
11 student that used this methodology, and I'm confident that
12 you understand it and that you will reject it.

13 Laughlin Air Force Base is the best pilot training base
14 on the planet, and I am confident that --

15 (Applause)

16 SENATOR GRAMM: -- as long as we are training
17 pilots in America that we're going to be training some of
18 them at Laughlin, and we're confident that it is going to
19 stay open.

20 In a military that is committed to joint service, in a
21 military that is committed to seeing our services operate
22 together, joint servicing is alive and well and working at
23 Carswell.

24 (Applause)

25 SENATOR GRAMM: I want to comment very briefly on

1 two other bases. The biggest surprise on the base closing
2 commission list to me was Brooks Air Force Base. Brooks is a
3 unique facility. It does research that is related to the
4 safety and training of our pilots. O'Grady, who now
5 justifiably is the American hero, used techniques to survive
6 for six days that we developed at Brooks.

7 Brooks has state-of-the-art facilities that don't exist
8 anywhere else in the Air Force. They're going to have to be
9 built somewhere else if you decide to close Brooks.
10 Cantonment at Brooks that turns it basically into a research
11 institute within the Air Force, controlled and directed out
12 of Kelly will save money, will save hundreds of millions of
13 dollars of resources which we have committed in brand-new
14 facilities. And one additional point I'd like to get you to
15 look at is, we're talking here about Ph.D scientists,
16 technical people who will not just pull up roots and move
17 somewhere else.

18 Finally, in Reese I want to ask you to look at airspace
19 not just today but 25 years from today. I believe a strong
20 argument for Reese which has not been made is that not only
21 does it have good airspace today, but if you project 25 years
22 into the future, I think Reese looks better. We do not
23 believe Reese is at the bottom of the list. All of our
24 training bases are excellent, but we believe with a fair
25 heads-up comparison that it will not be on the bottom of the

1 list. And finally it is the only air training base that is
2 in a big city, that has a major university, that has a job
3 market for spouses of the instructors and the pilots, which
4 is very important to those families in the quality of life.
5 We thank you very, very much for coming to Texas.

6 (Applause)

7 COMMISSIONER CORNELLA: Governor George Bush.

8 GOVERNOR BUSH: Thank you very much. It's good to
9 see you both again -- all three of you again. I first would
10 like to thank the Texas congressional delegation for their
11 hard work during these trying times for Texas and
12 particularly want to thank Senator Hutchison and Senator
13 Gramm for leading to fight to make sure that Texas is treated
14 fairly during your deliberations. I know you've got
15 difficult decisions as I said to you last spring, but I want
16 to remind you that when you make those decisions, there are
17 thousands of Texans that are going to be affected by what you
18 decide to do here over the next couple of weeks.

19 Texans understand that the military is going to
20 downsize. We're willing to do our fair share. I repeat
21 that, we are willing to take our fair share of the hit, as
22 long as those decisions, and I know they will be, will be
23 based upon sound reasoning and merit. This round of base
24 closures, though, appears to unfairly impact our state. We
25 could lose more jobs than any other state in the country.

1 And as you make these decisions, as the governor of the
2 state, I want to remind you that our economy could be
3 severely impacted by the nominees on this list. I know that
4 you have travelled our state and seen firsthand how much
5 Texas loves the military. You saw it in San Antonio at
6 Kelly. You've seen it in Texarkana and in Lubbock and in Del
7 Rio and in Fort Worth. But I want to remind you of this: We
8 loved the military before it was cool to love the military.
9 We've been a strong military state.

10 (Applause)

11 GOVERNOR BUSH: We talk about the three bases, and
12 I know I'll be echoing much of what Senator Hutchison and
13 Senator Gramm will say, but there's no difference in our
14 opinion.

15 First, Kelly Air Force Base, as the T-shirts tell you,
16 San Antonio is Kelly proud, and they have a reason to be.
17 Kelly has the best quality record of any air logistics
18 center, and it has the lowest environmental cost, and it has
19 numerous facilities that cannot be matched anywhere in the
20 Department of Defense. Closing Kelly will send the absolute
21 wrong message. If you're good at what you do, and Kelly is,
22 you should be rewarded not shut down.

23 Much has been made about the supposed cost savings that
24 the Air Force will incur. I remind you like Senator Gramm
25 did that these cost savings are speculative at best. But

1 consideration that I believe our great state deserves. Phil
2 Gramm mentioned Lubbock and Brooks. I also want to remind
3 you of this as I close, that Al Gore gave the Red River Depot
4 in Texarkana the merit award for efficiency. And like I said
5 before, how could you probably six months after he awarded
6 this great base with that award turn around and shut it
7 down? I know you'll do the right thing. Thank you very
8 much.

9 COMMISSIONER CORNELLA: Thank you, Governor Bush.
10 Senator from Texas, Kay Bailey Hutchison.

11 SENATOR HUTCHISON: Thank you, commissioners.
12 Your time and efforts spent in Texas to give us a fair
13 hearing is something we will never forget. You are truly
14 giving the public service.

15 I am not going to repeat too much of what my colleagues
16 have said. I want to take a different tack. But I must
17 first say that when the services decided to put reserve units
18 together to try to make sure that we maximize the best
19 talents and abilities and our taxpayer dollars, they chose
20 Carswell, and it's doing a terrific job.

21 (Applause)

22 SENATOR HUTCHISON: Second, Laughlin Air Force
23 Base is everybody's first choice.

24 (Applause)

25 SENATOR HUTCHISON: At Laughlin we are less apt to

1 ever have encroachment on airspace and weather of any
2 training base in America. They just are flat the best, so we
3 hope that you are not even looking at Laughlin.

4 (Applause)

5 SENATOR HUTCHISON: And now I want to focus on
6 Kelly. I am very concerned that Kelly was put on the list
7 because I am a member of the armed services committee, and I
8 am looking at the readiness issue. Those involved in
9 national security policy always use words like excess
10 capacity in evaluating the risks in base closure issues.
11 What is excess capacity? General Eisenhower said, if asked
12 to capture a village defended by a battalion, I would send a
13 division, and I would capture the village without
14 casualties. That's what excess capacity means. It means
15 accomplishing the mission without casualties. That has
16 always been the hallmark of U.S. military operations. We
17 have always in this country preferred to expend firepower and
18 resources, not our soldiers. That's what excess capacity
19 is.

20 I have gone on record as a member of the armed services
21 committee that we are drawing down our military too far too
22 fast.

23 (Applause)

24 SENATOR HUTCHISON: The current force structure
25 does not meet our national security requirements. And it is

1 even lower than the previous base force plan. The stated
2 goal of both forces has always been being able to win two
3 simultaneous major regional conflicts. Now we are saying
4 near simultaneous major regional conflicts. That is a huge
5 difference when we add that extra word. General
6 Shalikashvili testified before the armed services committee.

7 Once we reach the force and capability objectives and
8 feel the enhancement that came out of the bottom of review,
9 we will be able to fight and win two nearly simultaneous
10 regional conflicts. Now what does nearly mean? Does it mean
11 one week, or does it mean six months? We cannot afford to
12 have that question left open. And we cannot afford to wait,
13 in General Shalikashvili's words, to determine sometime after
14 the turn of the century when the force enhancements will be
15 put in place.

16 One of the enhancements that is key to readiness is
17 lift capacity. General Shalikashvili says specifically we
18 need C-17s as well as sea lift. What he says is we've got to
19 be able to get our troops overseas quickly. What is the one
20 depot that can take a C-5 while we are waiting for the C-17
21 to come on line. There's only one in America. It is Kelly.
22 And that's why we cannot afford to have a gap between the
23 C-5s and the C-17s that will not be ready in any numbers
24 until after the turn of the century. It is a readiness
25 issue.

1 (Applause)

2 SENATOR HUTCHISON: I want to end with General
3 Shalikashvili's exact words to the armed services committee.
4 The risk is this, right now we have the lift to move small
5 numbers of forces to any theater in the world very quickly,
6 but we don't have enough to rapidly expand this flow into a
7 torrent bringing in more and more forces equipment and
8 munitions at rates with which any of us could feel
9 comfortable. The delays in time will be measured quite
10 horribly in lives and territory loss, end of quote. There is
11 no such thing as excess capacity to a soldier on the ground
12 waiting for reinforcement and critical supplies during a
13 conflict. Please look at this readiness issue when you are
14 looking at the depots that you are going to have to decide
15 whether to close. Thank you very much.

16 (Applause)

17 COMMISSIONER CORNELLA: We have 35 minutes left
18 for the rest of the witnesses on the panel, and I'll turn
19 that over to Congressman Pete Geren, 12th District member.

20 (Applause)

21 CONGRESSMAN GEREN: Members of the commission and
22 your fine staff, you've got the hardest job in government,
23 and we appreciate your undertaking it, and we want to welcome
24 you to Fort Worth. We also want to welcome the citizens here
25 from all over the state. We regret the circumstances that

1 have brought you here, and we're pleased to have you in our
2 city, and we certainly hope you enjoy our hospitality. We
3 hope you come back under better circumstances.

4 And citizens of Fort Worth and North Texas and Senator
5 Mike Humphries, thank you for being here and showing your
6 support for JRB Fort Worth. We appreciate the strong
7 community support we get.

8 I'd now like to call on my colleague, Martin Frost, who
9 represents the 24th Congressional District who's going to
10 handle the program from this time forward. Congressman
11 Frost.

12 CONGRESSMAN FROST: Good morning to the members of
13 the BRAC commission. I'd like to also welcome you to Fort
14 Worth and introduce you to the representatives of team Fort
15 Worth from whom you are about to hear. First you will hear
16 from Major General J.D. Sherrard, vice commander, Air Force
17 Reserve; followed by Rear Admiral Olson, commander naval air
18 reserve force; then from Lieutenant General Minter Alexander,
19 U.S. Air Force retired, former DASD for military personnel
20 policy and commander of the 19th Air Division, Carswell Air
21 Force Base; next will be Colonel Tommy Dyches, commander
22 301st Operations Group, Fort Worth Joint Reserve Base. He
23 will be followed by the Honorable Kay Granger, mayor of the
24 city of Fort Worth. And then you will hear again from my
25 colleague Congressman Pete Geren of the 12th Congressional

1 District in Fort Worth; and finally from General J.T. Chain,
2 Jr., U.S. Air Force retired and former CINC SAC. And now
3 General Sherrard.

4 GENERAL SHERRARD: Thank you very much. It is
5 indeed my pleasure to have the opportunity to be with you
6 today regarding the Air Force Reserve's position in the
7 matter at hand. As you know, the Air Force has considered a
8 wide range of options as we went through the very difficult
9 deliberations of deciding which bases would be considered for
10 closure. We, in fact, were very, very careful to make sure
11 that we looked at this as close as we could because all of
12 our bases are well-manned and combat ready.

13 In our F-16 analysis we saw an opportunity for savings
14 by reducing our base infrastructure as part of our overall
15 F-16 force structure reduction. The Air Force Reserve is
16 reducing its force to 60 F-16 aircraft. Additionally, we
17 were very sensitive to the importance of maintaining a very
18 delicate balance between the infrastructure reduction and
19 demographic diversities. Experiencing indefinite feelings
20 and our subsequent high levels of peacetime activity have
21 validated the importance of maintaining a broad base in key
22 population centers such as Fort Worth/Dallas.

23 As you're well aware, jointness is a factor in today's
24 ability to provide the proper uses to meet national military
25 acceptance. The 301st fighter wing and the F-16 aircraft are

1 considerations. And it's my pleasure to introduce Admiral
2 Olson. Thank you.

3 (Applause)

4 ADMIRAL OLSON: Distinguished members of the BRAC
5 Commission, good morning. As the commander of the naval Air
6 Reserve Force, I'm proud to be with you today to address the
7 significance of NAS Fort Worth Joint Reserve Base and the
8 importance of 301st fighter wing as a critical element of
9 that joint base.

10 Let me start by saying I feel it's vitally important to
11 all the joint force commanders with constrained budgets and
12 manpower cutbacks that we join our forces in the interest of
13 enhanced training opportunity and economy of operations.
14 I'll explain why this is so critically important in a
15 moment.

16 First, as to the significance of the joint reserve base
17 here at Carswell Field in Fort Worth, I can tell you we are
18 well into the process of redefining and rebuilding the joint
19 base concept literally from the ground up. Only in one other
20 location, the combined NAS Atlanta Reserve Base in Georgia do
21 we have anything that compares with the fantastic progress
22 we're making here in Fort Worth.

23 I want you to understand that we're on the cutting edge
24 of a new way of operating and the model program we're
25 developing at this great base. We have learned, for example,

1 that a base really can operate with one consolidated security
2 force instead of two, one supply storage facility, one
3 medical clinic and one fire station. We are literally
4 rewriting the book on jointness. Why? Obviously to save
5 money in manpower.

6 But there's another factor as well. You see, with
7 three different models of fighter aircraft based here, we
8 have a golden opportunity for cross-training in a critical
9 area of readiness, dissimilar air combat training, or DACT.
10 With very few adversary squadrons maintained and none of
11 those nearby, we need to train one against another on fighter
12 tactics. At this joint base we are doing just that with Navy
13 F-14s, Air Force F-16s, and Marine F-18s provide some of the
14 best DACT training imaginable on the locally-based squadron.
15 I must say that I totally agree with Major General Sherrard
16 that the 301st fighter wing must remain at this joint reserve
17 base.

18 (Applause)

19 ADMIRAL OLSON: We enjoy a wealth of training
20 opportunities and get more done in terms of base support for
21 our respective squadrons with lower cost and with fewer
22 people than we would if we lost the 301st fighter wing.

23 In summary I must strongly recommend we follow the
24 Department of Defense plan developed and approved to
25 establish and operate a model of joint reserve base here in

1 Fort Worth with all branches of service. It works, and it is
2 the right thing to do. I will now be followed by Lieutenant
3 General Alexander

4 (Applause)

5 GENERAL ALEXANDER: Good morning, Mr. Chairman and
6 members of the commission. I was a former commander at the
7 old Carswell Air Force Base, which is now the JRB. I live in
8 Virginia, and from there I have watched with pride the joint
9 initiatives on the way at the JRB.

10 When I learned of the potential loss of the fighter
11 wing and its F-16s, I felt compelled to travel here from
12 Virginia and speak out. The progress that has been made by
13 the reserve component in developing the JRB is impressive and
14 represents enormous changes.

15 I spent the last portion of my career working in a
16 joint environment and know the value of the contribution to
17 jointness that the JRB will have. It's a wonderful concept
18 and will lead the way in pioneering new frontiers in
19 jointness among the services.

20 The recently published report from the commission on
21 world commitment for the armed forces gives a strong
22 enforcement for increased joint training and the type of
23 activities that will be going on at the JRB. There we have a
24 rich mixture of forces with exciting new joint tactical
25 training activities being planned and executed. We are

1 seeing parochial service barriers broken down and efforts of
2 commonality being established. There's a daily interaction
3 among the Air Force Reserve, Texas Air National Guard, Texas
4 Army National Guard, Naval Reserve and the Marine Corps
5 Reserve. They are working together in joint tactical
6 training and in the routine execution of joint service
7 functions. This joint activity is building increased
8 readiness for the dangers in time of hostilities. That
9 really is the ultimate mission of the reserve component to
10 provide ready forces for the war fighting centers.

11 Let me turn now to the recruiting. The 301st fighter
12 wing has always been able to recruit from the best in the
13 country. The Fort Worth/Dallas complex provides a population
14 base of over 4 million within a 50 mile radius and a large
15 airspace and air transportation industry. A talented and
16 skilled pool of pilots, technicians, and other support
17 personnel are readily available for recruit by the 301st as
18 well as all the other units of the base. The JRB's ground
19 and airspace operations are not overcrowded. In 1993 and
20 again in 1995 the FAA fully supported moving the aviation
21 units at NAS Dallas to the Fort Worth JRB. The FAA stated
22 that moving the reserve units from Dallas to Fort Worth would
23 improve safety in the entire airspace system.

24 In addition, the air traffic controllers at the Fort
25 Worth JRB have said that there are no airspace problems,

1 specifically no airspace overcrowding or no arrival or
2 departure delays. As for ground operations, the JRB has the
3 advantage of excess ramp and hangar space. The naval
4 facilities engineering command survey shows that there will
5 be sufficient space for bedding down a total of 186 aircraft
6 without any additional ramp construction. The 12,000 foot
7 runway will easily accommodate the planned 104 aircraft.
8 And, in fact, the runway is capable of handling three times
9 the 71,000 runway operations that are expected this year.
10 Additionally, the Fort Worth JRB has a 12,000 foot parallel
11 taxiway that the Marine Corps Reserve C-130s plan to use as a
12 flat assault strip. That taxiway also serves as an emergency
13 landing runway.

14 Fort Worth has outstanding training areas and ranges.
15 These were the training areas the 301st used to prepare for
16 deployment of operations of night flying which is a UN
17 approximate peacekeeping efforts over Bosnia. Finally, from
18 DOD's COBRA analysis, we know that there is a net cost of
19 over \$4 million to close Bergstrom and a net cost of
20 approximately \$21 million to deactivate the 301st. That's a
21 one-time cost difference of over \$16 million. More
22 importantly, there is an ongoing annual savings of over \$4
23 million by keeping the 301st and closing Bergstrom.

24 In summary, let me go back to my comments at the
25 beginning. The key attributes of the Fort Worth JRB is the

1 contribution of jointness. The DOD analysis shows that
2 moving the 301st will cost more now and more every year and
3 year after. It is clear to an old airman like me who
4 believes strongly in jointness that leading the 301st in Fort
5 Worth is a bargain. Not only does it cost less, but the
6 nation gets a better product. Thank you, Mr. Chairman.

7 (Applause)

8 COLONEL DYCHES: Good morning, Mr. Chairman,
9 commissioners. I'm the operations group commander of the
10 301st fighter wing and currently fly the F-16. I'm here
11 today as a citizen of Fort Worth, but what I have to say will
12 be from an operational commander's point of view.

13 As an operational commander, my principal
14 responsibility is to make sure we're getting the mission
15 done. My message to you is that we have everything we need
16 right here in Fort Worth to get that mission done and get it
17 done right the first time. General Alexander has already
18 addressed a number of ingredients that go to a successful
19 recipe toward that end. So I'll keep my remarks brief in
20 those areas and focus mostly on the airframes and the actors
21 and how they relate to mission accomplishment.

22 The fact is we have major advantages over other places
23 in all five of those areas. Our airfield has excellent
24 source capacity right now without pouring new concrete. But
25 if we have to pour new concrete, there's plenty of room.

1 round.

2 Another major benefit is that our reservists are not
3 required to deploy nearly as often in order to get training
4 that is available here locally. This is far more significant
5 today than in the past because the nation relies on its
6 reserve forces to do a larger share of the mission now. Our
7 deployments these days are not so much for training as they
8 are to cover real world contingency operations such as the
9 night flight and to provide comfort.

10 What I'd like to do now is try and show you how the
11 various airframes and actors work together to get the mission
12 done. The key point is we can do every single one of our
13 missions better jointly than we can by ourselves.

14 These are the missions of the F-16. The F-16 is the
15 predominant and the most numerous multi-role fighter in the
16 world today. This airframe is integral in every war fighting
17 sense. And it must remain an integral part of the JRB.

18 This is the depiction of how the other JRB airframes
19 interact with the F-16's mission. You only find comparable
20 mix of airframes in major exercises such as Red Flag and, of
21 course, real world operations. The fact is this is the way
22 we fight today's wars. It only makes sense to train the way
23 we fight.

24 Here's what it looks like when we add the actors. The
25 main message here is if the 301st fighter wing is tasked to

1 do all those missions on the left, we have all the airframes
2 and actors right here at the JRB. We benefit greatly by
3 having them here, and they benefit greatly by having us here.

4 Specific value added benefits include zero travel costs
5 and a chance to work together face-to-face. There is no
6 substitute for working together side by side and solving our
7 problems face-to-face. This will consistently yield the
8 highest training possible for every precious dollar
9 expended.

10 As you know, commissioners, fighter pilots are famous,
11 or maybe infamous is a better word, for trying to get in a
12 parting shot, so here's mine. First of all, we're onto
13 something here. Jointly is the way we fight. And I'll say
14 it again, we must train that way. Second, the savings are
15 undeniable, and those savings will increase as we learn more
16 about one another and get smarter about operating together.

17 As you know, commissioners, I'm just about as lucky as
18 you can get. During my entire adult life I have had the
19 honor and the privilege of being trusted by my country to
20 help get its military missions done. I am telling you that
21 we can absolutely get our mission done if we train together
22 face-to-face as a joint force team. The face-to-face part is
23 important. I mean, after all we're not giving you this
24 briefing over the telephone.

25 We can't afford to miss out on this. It's a win, win,

1 win situation. The JRB wins in terms of the national
2 imperative for jointness. It wins in terms of cost
3 efficiency, and it wins in term of mission effectiveness.
4 Losing this operation is a loser on all three counts.

5 None of this would have been possible without our
6 community leadership. Their support has been nothing short
7 of outstanding. At this time it is my distinct pleasure to
8 present the next speaker, the Honorable Kay Granger, mayor of
9 Fort Worth. Thank you.

10 (Applause)

11 MAYOR GRANGER: You've heard from Austin that
12 there was a commitment to keep a military presence at
13 Bergstrom. As mayor I understand commitment. I understand
14 keeping commitments. There was no commitment to keep a
15 long-term presence at Bergstrom. Austin gave you false
16 information, and we show you proof of that today.

17 Fort Worth has a commitment. We're in a partnership
18 with our armed services for a commitment to national
19 defense. That commitment meant a joint reserve base for
20 joint readiness and was made in 1993. When that commitment
21 was made for NAS Fort Worth Joint Reserve Base, we supported
22 the change. The base needed to expand to our community and
23 we gladly accommodated that need foregoing community reuse of
24 the airfield.

25 In April 1993 top Navy officials with General H.T.

1 Johnson presented the concept of the joint reserve base to
2 include all branches of the military. And based upon the
3 strength of having all branches, we felt it was worth giving
4 up community development opportunities. Your predecessor,
5 the 1993 commission, approved that concept. And from that
6 time forward, we have done everything we can to support and
7 compliment that decision. Your decisions are based on
8 military value, cost savings, and impact to the community.

9 The military today has told you the very significant
10 value of jointness to the national security. They've told
11 you the significance of the 301st to the jointness of NAS
12 Fort Worth because the joint planning, joint training, and
13 recruitment. They've told you there will be a cost, not a
14 savings if you move the 301st. And as to the impact to a
15 community that's already lost 20,000 employees at Lockheed
16 along due to defense downsizing, what more can we say.

17 If there were any representations made to communities,
18 I say none was any stronger than that made to the City of
19 Fort Worth, and it's a commitment to national defense as well
20 as to this city. Congressman Geren.

21 (Applause)

22 CONGRESSMAN GEREN: Commissioners, I would like to
23 digress a moment from the discussions of military value
24 because the City of Austin has alleged that a promise exists
25 that shields Bergstrom Reserves from regular BRAC review. In

1 other words, that a promise existed that overrides all other
2 considerations. In fact, in BRAC '93 the commission
3 concluded that at that time such a promise did control, and
4 it retained Bergstrom Air Force Base wing against the DOD
5 recommendations. Although Commissioner Cox said during her
6 recent site visit here that this was no longer an issue, I
7 wanted to address it because as in 1993 it is a linchpin of
8 Austin's argument in their effort to save their wing. And if
9 you accept Austin's argument, obviously it affected the
10 consideration of the 301st here.

11 But first let me point out that Austin's plan to move
12 its airport out of its inner city congested location didn't
13 begin with BRAC. They have been trying to move their airport
14 for 20 years. And in spite of the clear language of BRAC
15 '93, Austin's representatives contend that the Air Force is
16 bound to stay beyond '96 and that Austin relied on that. And
17 I direct your attention to the BRAC '93 report which says,
18 stay until the end of '96. It is the linchpin of Austin's
19 argument.

20 Let's examine this alleged promise as seen through the
21 eyes of the key players in the Austin effort. Austin Mayor
22 Bruce Todd emphasizes the promise in its presentation to the
23 BRAC. But in a February '95 letter to DOD, a copy of which
24 is on the overhead, he describes a commitment as he
25 understands it. It lasts only through September of 1996. As

1 some in Austin may think there's a longer-term commitment,
2 but at least we know the mayor doesn't.

3 Other key figures, how does Austin Congressman Jake
4 Pickle see it. He led the '93 effort. Look on the
5 overhead. Jake Pickle understands that the commitment goes
6 through 1996, he told the Austin-American Statesman. So Mr.
7 Pickle and Mayor Todd understand, but what about the other
8 key players. Are there any that understand it differently?

9 Let's examine the actions of the Austin City Council,
10 the real decision makers. I refer you to council resolution
11 dated August 1, 1991, authorizing the move to Bergstrom. It
12 sets out the council's conditions for the move to Bergstrom.
13 They're very straightforward. Transfer of land and approval
14 by FAA and approval of a master plan. No mention of the
15 reserves. Was an omission of the reserves an oversight, or
16 maybe it was taken for granted and not mentioned. Go back to
17 the public record. On the very same day the city council of
18 Austin passed a resolution that's now on the overhead. I'll
19 provide you with a better copy. It asked the reserve to
20 stay. It urged the Air Force to please keep them there the
21 same day as they laid out their conditions. The conditions
22 are in Resolution 1. Austin's hopes were in resolution
23 Number 2. So the mayor, the Congressman and the council are
24 okay. Who else?

25 Austin commissioned a multimillion dollar master plan

1 by the firm Peat Marwick to plan to move to Bergstrom. How
2 did they review the status of the reserves? In the
3 Austin-American Statesman March 12, 1993, Peat Marwick said,
4 if the reserves do leave Bergstrom, if any, effect will be
5 minor. They said, further, like the next overhead, please.
6 The city's instructions (inaudible) reserves should be the
7 governing factor. All along we knew the reserves might not
8 be there.

9 Another point, you can also see in your study that they
10 project no cost for the reserves. We have a better copy in
11 your files. And interestingly in the May '93 study, Austin
12 actually shows that they plan to move their terminal in the
13 cantonment area in the future.

14 Further, also states the reserves play no part in key
15 decisions such as locating the entrance, where to locate the
16 second runway and how they design the terminal building.

17 Another point, some have been given the impression that
18 Austin has sold \$400 million in bonds on this alleged
19 promise. And although the mayor, the congressman, the city
20 council and a million dollar consultant knew there was not a
21 long-term commitment, somebody talked them into a bond
22 referendum. Well, regarding those bonds, they have not been
23 issued. Not one penny has been issued. In fact, according
24 to a recent letter from the comptroller of the State of
25 Texas, they have not issued a single bond for an airport in

1 Austin since 1989, now the famous Boatright promise that
2 Austin insists it keeps.

3 Austin asserts repeatedly that Secretary Boatright made
4 an ironclad promise to them at the February 21 city council
5 work session and that the \$400 million bond referendum and
6 other decisions were based on it. This promise, the linchpin
7 of Austin's argument, appeared time and again in '93 and
8 again in '95 in Austin's written and oral communications to
9 you. In the written brief to the commission they quote
10 Boatright as follows: Our plan is still and will remain,
11 we're going to stay at Bergstrom. This is a conveniently
12 abbreviated version of Secretary Boatright's statement, and
13 Boatright said much more that day. Now, Boatright had no
14 power to bind BRAC or the United States Government. And
15 surely Austin's attorney knew that. But if that quote is all
16 someone heard or if that was all he said, perhaps a promise
17 could be inferred. We can take comfort in knowing that Mayor
18 Todd was there, the council was there and so was the
19 consultant. They heard Boatright's contentions. What else
20 did he tell Austin that day? What is the rest of the story?
21 I direct you to the VCR. This is what he told them following
22 those words.

23 SECRETARY BOATRIGHT ON VIDEOTAPE: I need to add one
24 additional comment to what I said because I think the way you
25 phrased the question, we cannot make a long-term commitment

1 on that reserve unit. I can never sit here and tell you that
2 that reserve unit will stay there forever. I can tell you
3 right now that the Department of the Air Force's plans are to
4 have that reserve unit and to have it located here in
5 Bergstrom Air Force. But when the force structure changes
6 that this department is undergoing today and we anticipate in
7 the future, whether or not we have a requirement for that
8 unit in the future, I can't tell you for sure.

9 CONGRESSMAN GEREN: There was no promise. I ask
10 you to listen again.

11 SECRETARY BOATRIGHT ON VIDEOPTAPE: I can never sit
12 here and tell you that that reserve unit will stay there
13 forever.

14 CONGRESSMAN GEREN: Secretary Boatright is a
15 professional. He was very straight and very careful in what
16 he told Austin. And now members of the commission, as I
17 noted at the beginning, Austin's been trying to move its
18 airport out of its current inner city location for 20 years.
19 The first study we found was dated in 1975.

20 In 1987 Austin voted the move to nearby Manor proposing
21 a new facility there projected to cost \$728 million. In 1989
22 Austin sold \$30 million in bonds for the Manor location. So
23 as of '87 their airport was moving to Manor at a cost of 728
24 million.

25 When and how did the switch from Bergstrom come about?

1 Well, the record shows it has nothing to do with reserves,
2 nothing. For all practical purposes, the switch occurred in
3 1990 even before the '91 council actions. Why? Was there a
4 promise that someone other than the mayor, the council or the
5 million-dollar consultant knew about? Absolutely not.

6 When Secretary Cheney puts Bergstrom on the aborted
7 1990 closure list, later rejected by the Congress, more than
8 a year before BRAC '91 and 21 months before the famous
9 Boatright promise, the City halted all work on Manor site and
10 turned towards Bergstrom. Why? Simple. This is a headline
11 from the Austin-American paper April 20, 1990, "Manor airport
12 work halted. Study shows Bergstrom saves \$108 million." The
13 City's decision to move to Bergstrom is based on an
14 old-fashioned principle, it saves money. And to sweeten the
15 pot, the Justice Department approved a cost-free transfer to
16 Austin of Bergstrom's land and improvements including the
17 12,000 foot runway. And in '91 the FAA transferred the
18 commitment of \$114.5 million from Manor to Bergstrom. The
19 move to Bergstrom from Manor has everything to do with saving
20 money and has nothing to do with the reserves.

21 Commissioners, in summary was a promise made that
22 requires special consideration outside of the normal BRAC
23 process and exception to your normal procedures? No. The
24 mayor knows it, the council knows it, the million-dollar
25 consultant knows it. The record is clear. You started a

1 great experiment in BRAC '93. We're making it a success out
2 here at JRB Fort Worth. Let us complete our experiment.
3 It's a model for the future. We urge you to leave it in Fort
4 Worth.

5 (Applause)

6 GENERAL CHAIN: Mr. Chairman, commissioners, I am
7 troubled by what we are addressing today, the possible loss
8 of the 301st fighter wing. Let me make it clear, it's not
9 the loss of a particular wing nor the movement from Fort
10 Worth which concerns me. Rather it is the disruption, delay,
11 and possible demise of the joint opportunities at a joint
12 reserve base.

13 The defense dollars are so limited we must squeeze all
14 the combat capability possible out of the moneys provided and
15 at the same time enhance combat effectiveness by co-locating
16 units from the different services where practical.

17 As I listen to today's presentation, it is clear that
18 we are dealing with two distinct national imperatives. One
19 imperative involves finding ways to make the military
20 smaller, and the second is to make the military better while
21 getting smaller. The Fort Worth JRB is a prime example of
22 consolidation which helped make the military smaller by
23 closing several installations. But the second and perhaps
24 the most important national imperative is to find ways to
25 make the military even better.

1 Jointness is the real key to improve combat
2 capability. The basic premise of military readiness is that
3 we train and we fight and the way that we fight is as a joint
4 team. As our defense dollars decrease and the force
5 structure draws down, training dollars have become even more
6 critical. Initiatives such as the JRB offer us a way to get
7 better as we get smaller. To move or to deactivate the Air
8 Force 301st would substantially diminish the joint training
9 benefits and opportunities for our forces.

10 As you well know, to deactivate the 301st at Fort Worth
11 is not a base closure, and it would not be any base closing
12 savings. The fixed overhead cost of the JRB will continue
13 with or without the 301st. As the COBRA analysis showed, and
14 you and I know, deactivating the 301st would never pay back.

15 In closing I'd like to share with you a letter that I
16 received just yesterday. Dear Jack, thank you for your
17 letter regarding a proposed relocation of the 301st tactical
18 fighter wing from Naval Air Station Fort Worth Joint Reserve
19 Base to Bergstrom Air Reserve Base. The joint reserve base
20 now being created in Fort Worth with units from each of the
21 services and the Texas Air National Guard, offer a prime
22 opportunity to demonstrate the viability of joint basing.
23 This concept holds great promise for streamlining our
24 infrastructure and enhancing joint operational
25 effectiveness. Now, concerning Bergstrom Air Reserve Base

1 the CINCs, the service chiefs, and I have reviewed the Air
2 Force proposal to close this installation as part of the 1995
3 base closure process. And we have determined that it would
4 not impair our ability to execute the national military
5 strategy. Reviews of this issue are very important to us and
6 are greatly appreciated. With best wishes, John
7 Shalikashvili, Chairman, the Joint Chiefs of Staff.

8 (Applause)

9 GENERAL CHAIN: Commissioners, in summary it is
10 clear there is no commitment to Bergstrom beyond '96. There
11 is no base closure savings. Whether we deactivate or
12 relocate the 301st, the joint reserve base in Fort Worth is a
13 role model joint base only as long as the 301st stays here.
14 I urge you to support the Department of Defense's position
15 and leave the JRB alone. Thank you.

16 COMMISSIONER CORNELLA: Thank you, General Chain.
17 Thank you, sir. Sir, I didn't hear what you said.

18 GENERAL CHAIN: The team is prepared to answer the
19 questions.

20 COMMISSIONER CORNELLA: Thank you, sir. Does
21 anyone have any questions for the panel? Okay. We thank you
22 very much.

23 I would also say that when I do use the gavel, I'm not
24 trying to stifle the response to the audience. It's just
25 that the time we take for applause does come out of time that

1 our witnesses have to give us information. Thank you.

2 (Applause)

3 COMMISSIONER CORNELLA: We will now hear from
4 Laughlin Air Force Base for 38 minutes. Witnesses will be
5 Mayor Alfredo Gutierrez, City of Del Rio; Judge Ray
6 Kirkpatrick; Congressman Henry Bonilla; Brigadier General Al
7 Gagliaridi; and Mr. Jerry Horne and Lieutenant General
8 Boles. Would you please rise and be sworn. Raise your right
9 hands, please. Congressman Bonilla.

10 (Six witnesses sworn.)

11 CONGRESSMAN BONILLA: Thank you very much for
12 allowing us to testify on behalf of Laughlin Air Force Base
13 today. I'd first like to introduce the members of the panel
14 here, some of which will not be speaking today.

15 COMMISSIONER CORNELLA: Could we please have
16 quiet? As you leave the room, please try to be as quiet as
17 possible.

18 CONGRESSMAN BONILLA: First, we have Mayor
19 Guiterrez, who is here from Del Rio today; County Judge Ray
20 Kirkpatrick; General Billy Boles; Jerry Horne with the Texas
21 Military Affairs Committee; and Retired Brigadier General Al
22 Gagliardi, who is also here on behalf of the military affairs
23 committee making a presentation immediately following my
24 remarks.

25 Again, I thank the members of the commission for

1 allowing us to have an opportunity today and four of you who
2 visited Del Rio and Laughlin Air Force Base earlier this
3 week. And if you are like me, you will remember that day
4 probably for the rest of your life. Two-thirds of the entire
5 community turned out to welcome you, lining the streets that
6 day. Schools closed, the banks were closed, the H.E.B. food
7 stores were closed, the shoe factory closed to allow all
8 employees and family members to come out and line the streets
9 to welcome you and show you that the support for Laughlin Air
10 Force Base runs very deep and far into the culture and is
11 something that has been there in a very strong way for a long
12 time. Many of the people who were lining the streets that
13 day are here today at the hearing. And for just a second I
14 would like to ask them to please rise and recognize
15 themselves with a round of applause.

16 (Applause)

17 CONGRESSMAN BONILLA: Laughlin Air Force Base,
18 I've often compared to a student who's been in college for
19 four years making straight As, and suddenly just before
20 graduation they're asked to once again come before the board
21 of regents to have their grades reviewed and have a couple
22 more questions asked before they're allowed to graduate.

23 But we think that's okay because the case that we will
24 make today for Laughlin we feel is airtight, and once again
25 the board of regents will decide that, yes, you deserve to

1 graduate with flying colors and proceed as the best little
2 Air Force base in Texas.

3 No other undergraduate pilot training facility comes
4 close to matching Laughlin in terms of airspace and weather.
5 Airspace is invaluable in the time that we spend on training
6 and not traveling to the locations where the pilots need to
7 train. Weather is so good that fewer missions are
8 cancelled. Of course you already know that, Commissioners,
9 because your own staff has rated Laughlin.

10 COMMISSIONER CORNELLA: May I interrupt you a
11 moment. We will stop your time. Would the people in the
12 rear of the room either take a seat or exit into the hall,
13 please. The sound system in here is somewhat inadequate, and
14 it's difficult for us to hear. And we want to give the
15 congressman the courtesy of listening to the testimony.
16 Thank you.

17 CONGRESSMAN BONILLA: I'll repeat that last part
18 one more time because I think it's very important. Your own
19 staff has already rated Laughlin Air Force Base number one
20 for undergraduate pilot training. The facts are that simple
21 and that is clear. Laughlin is the ideal location for its
22 mission. One only needs to look at a map of civilian air
23 travel routes to realize it. In fact, if your mission were
24 in reverse and you were choosing the ideal site to build the
25 UTP facility and you looked at an air traffic map, you would

1 choose to start pilot training in Del Rio. Laughlin's
2 strengths are so apparent and so obvious. Both these lines
3 are the new buzz phrase of today's military.

4 With an all volunteer force, it's essential that we
5 provide a lifestyle that promotes retention and recruitment.
6 Laughlin and Del Rio have so much to offer: Beautiful lake
7 Amistad, the culture of Acuna, the wide open spaces of Big
8 Bend, hunting, fishing, golf and other sports throughout the
9 entire area. People love the area. In fact, many choose to
10 come back and often retire in the Del Rio area.

11 Laughlin has another strength which should not be
12 minimized. It has a major impact on the morale of forces and
13 their quality of life. The strength is the people of Del
14 Rio. The community support for Laughlin in its people is
15 unmatched. The people of Del Rio have not just discovered
16 patriotism. Love of country and pride in the military is a
17 long Texas tradition, as our governor pointed out in his
18 opening remarks.

19 And the people of Del Rio take a backseat to no one in
20 their support for the military. Those of you who were our
21 guests in Del Rio know exactly what I mean. You saw the
22 lined streets. You have seen almost every citizen of that
23 community stand up and be counted in support of Laughlin Air
24 Force Base. Patriotism, love of flag and country runs
25 through the veins of Del Rio. These patriotic Americans

1 bleed red, white, and blue and are committed to supporting
2 their Air Force base. Their hard work and dedication have
3 made Laughlin an award-winning facility year in and year out
4 which produces the best bang for the buck for the American
5 taxpayer. America is a great nation in history because we
6 have rewarded hard work and dedication.

7 Closing Laughlin would economically destroy and not
8 merely devastate Del Rio. Closing Laughlin would reject the
9 hard work and accomplishments which have served the Air Force
10 so well. Laughlin has given so much and has so much more to
11 give.

12 As we move into a new century, you can rest assured
13 that Laughlin's strengths, its airspace, weather, and people
14 will remain unchanged. We can rest assured that Laughlin can
15 do far more than has been asked. In fact, Laughlin can train
16 many more pilots with its current resources. Laughlin's
17 mission will more than double if need be. I was delighted to
18 hear commissioners ask questions directly that day about
19 Laughlin's ability to expand.

20 The people of Del Rio ask no special favors. They
21 merely ask that you judge Laughlin on its merits. We're
22 confident that you will agree that it is the best little Air
23 Force base that we have in this country.

24 At this time I'd like to call General Gagliardi up to
25 make his presentation. Thank you, Commissioners.

1 GENERAL GAGLIARDI: As the congressman said, I am
2 Brigadier General retired Al Gagliardi I'd like to spend the
3 first few minutes telling you a little bit about myself. I
4 spent virtually 30 years in the United States Air Force, all
5 of that in the pilot training business. I started out at an
6 air base in Mission, Texas. I was a buck instructor at
7 Laredo Air Force Base in Texas before it was closed. I've
8 spent two tours at Laughlin. I've spent four tours at the
9 headquarters of the Air Education and Training Command. I
10 was a squadron commander, the wing commander, and the command
11 inspector general twice. I was the person that was
12 responsible to the air training commander to go out and
13 inspect all of the pilot training bases, evaluate them and
14 give them recommendations as to how to improve.

15 But before I start talking about my favorite subject,
16 which is Laughlin Air Force Base, I'd like to make a couple
17 other and these are unsolicited remarks. I make these
18 remarks on behalf of the people of Del Rio, Texas, and I make
19 them on behalf of myself. And what that is, we'd like to
20 start off right at the beginning with you to say the people
21 of Del Rio support Kelly Air Force Base. We are not in
22 competition. And the reason that I am saying that is people
23 would say why do you want to take some of your time to talk
24 about Kelly? And I think that there are some very valid
25 reasons for it, and I think it is the right thing to do.

1 These are hard times in South Texas. The base
2 realignment and closure process is not a pleasant process for
3 people. In South Texas when things get tough, they stick
4 together. There are strong cultural ties between Del Rio and
5 San Antonio. There are strong economic ties between Del Rio
6 and San Antonio.

7 On the personal side when I was the commander of
8 Laughlin Air Force Base, I had over 200 airplanes sitting out
9 on my ramp. The people that I looked to to help support
10 those aircraft was Kelly Air Force Base. And as a customer
11 they were always there for me, you know, and during those
12 days nobody ever came up to Al Gagliardi and said, hey,
13 here's a customer satisfaction survey on Kelly, fill it out.
14 And I never filled one out. But I want to fill it out today
15 because they did a superb job of taking care of those
16 airplanes for me at Laughlin Air Force Base.

17 Then after that when I was the air training command
18 inspector general, one of the things I was responsible for
19 was flight safety. And every time an airplane went down,
20 some of the first people we called were Kelly technicians to
21 get on the scene of the crash. And they showed up at that
22 crash, and they dug in, and they helped us to find out what
23 happened to those airplanes so that we could take steps to
24 make sure that those things didn't happen again. So the
25 people of Del Rio and Al Gagliardi want to extend our hand

1 down the highway to the people of San Antonio and let them
2 know we're casting our votes for Kelly Air Force Base.

3 Now back to Laughlin. I'm going to start off today
4 with the same way I started with you when you were for the
5 commissioner's visit in Del Rio, and I told you a little
6 story about numbers. And when you get into all of these
7 analyses and I tell you that I feel sorry for all of you
8 because numbers sometimes can be very misleading. And it's
9 not just the numbers that are misleading, but the things that
10 we say that go with the numbers.

11 And as an example I said that I recently looked at one
12 of the presentations that one of the other communities were
13 going to make. And I noticed that in there it said airports
14 within 50 nautical miles of Laughlin. And I looked down and
15 there was the number 29.

16 Now, you got to think about Del Rio, Texas, and I'd
17 like to take you and drive you around that part of the
18 world. First, I could drive you up to Terrell County which
19 is a border county which is a little bit to the northwest,
20 and you'll find out there are only 2,000 people in Terrell,
21 which is about the size of the state of Rhode Island. And
22 then I could take you to Kinney County and on down to
23 Maverick County, and you'd find out that you have a land area
24 about the size of the state of Pennsylvania that has less
25 than 80,000 people in it.

1 And I'm not sure what people mean when they say
2 airport. And I turned to my wife, and I said look at this,
3 Cathy, they said there's 29 airports within 50 nautical miles
4 of Laughlin. She looked at me and she said, Al, there aren't
5 29 gas stations within 50 nautical miles of Laughlin. So I
6 went to the phone book and I looked it up, and she's right.
7 There's only 19 service stations in Val Verde County. And
8 the reason that I say that brings me right back to why
9 Laughlin. Why is Laughlin -- why should the commissioners
10 never even think about closing Laughlin? And the answer to
11 that question is simply that it's the best.

12 And I want to talk to you a little bit about the flying
13 training business, about pilot training. Sometimes I think
14 people think of an Air Force base or they think of an airport
15 and we think in terms of airliners being flown by very
16 experienced people, and we think in terms of, say, a fighter
17 base with very experienced pilots flying F-16s and F-15s.
18 That's not what you have in the pilot training business.
19 What you have is a bunch of young kids starting out.

20 And I would like to address some selection criteria
21 right now because the things that I'm going to focus on
22 primarily are military value. And I'm going to mention one
23 of these impacts down here, but let's talk about military
24 value and pilot training. And here's a quote from the United
25 States Data Call in 1991. It says, it should be noted that

1 in an intensive flying training operation, airspace and
2 weather are by far the most important. Everything else is
3 relatively insignificant.

4 What do we mean by intensive? I was talking about all
5 these young kids flying these airplanes. When I was the
6 commander of Laughlin and we were operating then, that year
7 our capability, which we are not doing now, which is the
8 reason why we are here, we were putting about 400 airplanes a
9 day into the air. If people like to use the term "beehive of
10 activity," if I could take you on a day when we were
11 launching 400 sorties in the air and standing on the ramp at
12 Laughlin Air Force Base, you know the term of beehive of
13 activity is very, very appropriate. That's what intensive
14 student training is.

15 And these kids are young kids. And there's nothing
16 magic about pilot training. It is a mechanical skill. It's
17 not any different than what you might do if you were to teach
18 your son or daughter how to drive an automobile.

19 If you are going to teach them how to drive an
20 automobile, what you do is you take them out in the middle of
21 the afternoon -- excuse me. You would not take them out in
22 the middle of the afternoon on the Beltway in Washington,
23 D.C. What you would do is you would take them out to a
24 parking lot on a nice sunshiny day because it is safe. There
25 are no other automobiles around. There are no other people

1 around that might create a tragedy.

2 People talk about quality of life. You know, when it
3 comes to quality of life in the pilot training business, the
4 best quality of life that you can give to a young instructor
5 pilot and to a young student pilot is a good life insurance
6 policy. The best life insurance policy you can give them is
7 putting them out in a base like Laughlin Air Force Base in
8 Del Rio, Texas, and letting them fly out there because it is
9 safe. It's the parking lot of the pilot training bases.

10 You know there was a few years ago we had a T-38 at
11 Laughlin hit a light airplane, midair collision. Both the
12 student and the instructor ejected, and the people in the
13 light airplane landed, got it down on the ground, crash
14 landed. That didn't happen in Del Rio, Texas, it happened up
15 here in San Antonio. You don't want to do pilot training
16 around San Antonio. We don't do it around San Antonio. We
17 do it out in Del Rio.

18 Just a couple of months ago we had a young student
19 pilot solo, out there flying by himself, Laughlin Air Force
20 Base. He's doing a Cuban eight, an acrobatic maneuver, loses
21 control of the airplane, doesn't know what end's up. And
22 like I used to tell the students when I was there, hey, if
23 something like that happens to you, I want you to get out of
24 that airplane. I can buy another airplane, but I can't buy
25 another you. And that airplane is not going to hit anything

1 out there in the desert.

2 And so the kid did that. He flew it down in the
3 parachute, and they picked him up in the border patrol
4 helicopter, and everybody was happy that he was back. And we
5 went out and tried to clean up the desert a little bit. But
6 the airplane didn't hit anything.

7 And I contrast that with the tragedy which just
8 happened in Wichita Falls. Those things are going to
9 happen. But what we want to do is always try and put
10 everything that we can on our side and on the side of those
11 young student pilots and instructor pilots. That's what
12 pilot training is all about, and that's what quality of life
13 is all about, and that's the insurance policies I'm talking
14 about.

15 Here's another one of the military values. It says
16 basically the same thing. Weather and airspace. Let's look
17 at weather. This is the weather attrition that I use, you
18 will see all types of numbers. And difference or different
19 bases, I think these based on my experience are the most
20 correct. And you see that Laughlin leads in weather
21 attrition. All weather attrition is, it says how many
22 missions did you want to fly and how many did you lose
23 because of the weather.

24 So if I look up there on the T-37 for Laughlin, what
25 that says, and these are ten-year averages that historically

1 I lose 18 percent of my mission due to the weather. I have
2 to go back and make them up. The difference between the top
3 and the bottom there is one month's worth of flying. That's
4 one month's worth of flying that is reflected between the top
5 numbers and the lowest numbers. And I don't care what
6 numbers you put up there, you'll see a lot of numbers, but
7 every set of numbers that you see go up in front of you will
8 always have Laughlin having the best weather attrition. And
9 I always like to tell people that's because you can't fool
10 Mother Nature.

11 Airspace. My favorite slide. A picture is worth a
12 thousand words. That's airline -- scheduled airline traffic
13 in the United States of America. We don't want student
14 pilots flying around the airlines. I would like you to think
15 about, take that map, and let's take the little red dots for
16 every community that has over 25,000 people in it and start
17 slapping red dots on it. Then I would say let's look along
18 the coastlines, for example, with all the light airplanes
19 flying, and let's add general aviation on top of that. And
20 you'll find out for the center of that country you've got one
21 big glob. And down here where Laughlin Air Force Base is
22 there would still be virtually nothing. And if you came back
23 20 years from now, it would look exactly the same.

24 Coming out of San Antonio, if you want to go to Mexico,
25 you go down over Laredo. That's 150 miles away. Come out of

1 San Antonio or Houston, any of those places and you head up
2 towards El Paso, that airliner is going or the light airplane
3 is going to be over 100 miles away from Laughlin.

4 If I asked anybody in this room after my little
5 presentation here, if I said, hey, I want to put a pilot
6 training base in the United States of America where kids can
7 fly safely. Go up to the map and pick a point, tell me where
8 you'd put it. And every one of you would walk up there and
9 say right where that star is.

10 Airspace, again, another comment. Awhile back I called
11 Houston Center. I asked Houston Center what do you think
12 about Laughlin and its airspace. The chief controller at
13 Houston Center Federal Aviation Administration said to me it
14 is the absolute perfect place in America to have a pilot
15 training base. And there's a comment taken out of a blue air
16 study where Houston says it's virtually flawless out in
17 Laughlin.

18 And while I'm on this slide, I want to go back to one
19 of the questions that was answered in Laughlin, and I didn't
20 give you a very good answer. And it was a question about the
21 radar approach control, where somebody had asked you in one
22 community you can tell you if you have a civil approach
23 control and Laughlin has military; and, therefore, it kind of
24 costs more money to do it in Laughlin. And we said, well,
25 yeah, it might cost more money, but we need to train those

1 military people. We need to have them. And you're kind of
2 double counting some of the people in the tower.

3 But the real answer to that question is, if you go into
4 a community you either have civil or you will have military.
5 And the FAA decides what you got. FAA is interested in civil
6 traffic. They are not interested in military traffic. You
7 couldn't get the FAA to go to Del Rio and put in an approach
8 control. They say, let the military do it. And that's
9 wonderful because then we control it. We own it. We can
10 train our people there, and we need those people overseas.
11 When we have a Desert Storm, we have military controllers
12 that we train in the radar approach facility that are ready
13 to go.

14 Let's talk -- just one of the other things I'm going to
15 mention is economic impact. Military base expenditures and
16 here's something from the Texas Department of Commerce. If
17 you look up there, you'll find out in bucks if you close
18 Laughlin Air Force Base, 25 percent of the bucks walks out of
19 Val Verde County. That's a big, big hit.

20 You want to talk employment. How many jobs do we
21 lose? Again, Texas Department of Commerce, 21 percent of the
22 jobs in Val Verde County disappear when you close Laughlin
23 Air Force Base. Air Force numbers, and again 20.9, the
24 reason I show you is here's some numbers that kind of agree.
25 20.9 and 21 are pretty doggone close. 21 percent again of

1 the jobs in Val Verde County are closed if you close Laughlin
2 Air Force Base. If you close Laughlin Air Force Base, you're
3 closing an Air Force base, you're creating a ghost town.

4 And moreover, look at the per capita income, and look
5 at the historic ten-year unemployment in Val Verde County.
6 You know, the people in Val Verde County don't have very
7 much. They are very poor, but they have a great love for
8 this country, and you saw that the other day when you
9 visited. And the one thing they do have is the best pilot
10 training base in the United States of America.

11 (Applause)

12 GENERAL GAGLIARDI: And that's where this comes
13 from, that Laughlin is everybody's number one. 1991 and
14 again, here's numbers if you want to believe them. Here are
15 some numbers. Here are some analyses. And again you'll
16 notice that I'm saying Laughlin, the cream always rises to
17 the top, Laughlin 1991, number one when we closed William.

18 The South Texas people over in Corpus Christi did a
19 study awhile back, got some consultants to come in and do
20 it. Now here's some numbers. Now we have saltwater without
21 saltwater. The Navy thinks saltwater is important, and it's
22 important. The Navy likes saltwater. The Air Force does not
23 like saltwater. It's corrosion. So I took out the
24 saltwater, and we find out there's Laughlin still right up
25 there, if not at the top, awful doggone close.

1 Here's another study in Fort Worth -- excuse me -- in
2 Dallas just a few weeks ago, and I admire the people in
3 Lubbock, Texas. They went out and did an analysis after they
4 saw where they were. They reworked the analysis, and when
5 they did it, they came in and said, hey, Laughlin is number
6 one. And now we've got ice without ice.

7 And finally your staff this year has done two separate
8 independent studies. And in both cases the first time it was
9 7.8 and 7.2 between first and second. They went back and
10 redid it, and we got a little bit better up in Del Rio,
11 Texas.

12 And finally in summary I will tell you this, if you
13 don't like numbers, go ask an expert. I went and asked an
14 expert about 30 of them a year ago. I sent out 30 letters,
15 and I said, hey, folks write me back a letter and tell me
16 what you think about Laughlin or sign the one that I give
17 you. Of the 30, I got 27 back. One of them said, I don't
18 want to do it because I was a wing commander in one of the
19 other bases, and I don't want to make the people mad. One of
20 them said I'm being considered to be on the BRAC commission,
21 so it might be a conflict of interest. He didn't make it by
22 the way, so he didn't sign one either. And the other one
23 said, I know Laughlin is number one, but I'd just rather not
24 get into it politically. Those 27 people that I'm talking
25 about represent about 60 to 65 percent of the corporate

1 leadership of the air training command for the last quarter
2 century.

3 Since about 1974, there have been six air training
4 commanders retire. Four of them sent me letters. General
5 Bob Oaks, former commander of Royal Air Forces Europe, now
6 director of safety for US Air, Laughlin's the best; general
7 Ben Casey (phonetic), former ATC Commander, former commander
8 in chief for the Strategic Air Command, Laughlin Air Force
9 Base; and Andy Osway; John Roberts; and I could go on and
10 on.

11 The other thing that's interesting to note is the note
12 down at the bottom. Seven of the people that I sent those
13 letters to were wing commanders that had been wing commanders
14 at the other bases. And they came back and said Laughlin was
15 number one. And I could tell you no other community can say
16 that because every wing commander at Laughlin signed and said
17 Laughlin's number one.

18 And I'm going to end by just reading a few passages
19 from Major General Pat Smotherin (phonetic), a wing commander
20 at one of the other pilot training bases and a former vice
21 commander of the Air Training Command before it was changed
22 to Air Education and Training Command. And I think this
23 summarizes everything I said. He says, as a former commander
24 of a pilot training wing and vice commander of the Air
25 Training Command, I can attest that the two most important

1 factors in producing quality military pilots in a safe and
2 productive environment are good flying weather and a lot of
3 unencumbered airspace. It is a matter of the record that the
4 Laughlin attrition accounts for few additional rides and
5 review scores because of weather aborts and limits on
6 available airspace. There is no present or foreseeable
7 encroachment within the Laughlin airspace structure. The
8 sparsely populated areas of Southwest Texas offer excellent
9 low level flying with no threat to any populated centers.

10 The bottom line is there is no better active UPT base
11 available to meet the pilot training requirements of the
12 United States Air Force than Laughlin Air Force Base. Thank
13 you for asking.

14 I would further say one other thing, that when we talk
15 about pilot training, you keep talking about airspace, and we
16 keep talking about weather, and we keep talking about
17 encroachment. The other reason that those are so important
18 is because those are the three things that money cannot buy.
19 If you don't have good weather, why do you want to close the
20 base with the best weather? If you don't have airspace
21 that's free from encroachment from other airliners, light
22 aircraft, other military aircraft, that's what you need. You
23 can't change that. Once the airliners are there, it's
24 awfully hard to move them. And if you look down at the
25 bottom of your airspace and you see a lot of population

1 centers, you can't move them either. Now, if I need an extra
2 runway or if I need another building, we can come up with
3 some money and we can do that. All of those other things as
4 it was said earlier are relatively insignificant.

5 And the real bottom line on Laughlin was stated the
6 other day at Laughlin by the Air Force officials when you
7 were there. It said, Laughlin of all of the pilot training
8 bases offers the most capability for expansion in the
9 future. It has more capability than any of the other bases.
10 So if you were going to close all the bases and only keep
11 one, it would seem like you'd want to keep the one that
12 offers you the greatest capability in the future, God forbid
13 we should ever need it again. I thank you for your time and
14 attention.

15 (Applause)

16 COMMISSIONER CORNELLA: Is there any more
17 testimony of this panel? Do any commissioners have any
18 questions for the panel? Thank you very much.

19 (Pause)

20 COMMISSIONER CORNELLA: What I would like to do
21 while the crowd is filing in, if we could swear in the
22 witnesses. If everyone who is going to testify, would you
23 please rise and raise your right hand.

24 (Six witness sworn.)

25 COMMISSIONER CORNELLA: The witnesses have asked

1 that I introduce the mayor. He will take charge of the time
2 allotted to the panel and introduce the members of the
3 panel. Mayor William E. Thornton, City of San Antonio.

4 MAYOR THORNTON: Good morning, Mr. Chairman and
5 Commissioners. Thank you for letting us make this
6 presentation. I and many of the people in the room had the
7 pleasure of meeting with you last Tuesday, and as we promised
8 then, we would be talking again about the case for Kelly.

9 Let me thank General Gagliardi. We heard his kind
10 remarks as he represented Del Rio about Kelly, and for those
11 we are very grateful.

12 We are here today to present three compelling reasons
13 why the air logistics center at Kelly Air Force Base should
14 not be closed. First, closing Kelly would be an unacceptable
15 financial investment. Second, Kelly is without a doubt the
16 most cost-effective place in the Department of Defense to do
17 aircraft maintenance today. And third, closing Kelly would
18 devastate the San Antonio economy and the San Antonio
19 Hispanic community.

20 Joining us today as you will see are San Antonians who
21 boarded a bus at 3:00 a.m. this morning to be here with you
22 to remind you of our community's dedication to Kelly and its
23 mission. To present these reasons I will shortly introduce
24 several distinguished Texans.

25 First will be Dr. Bill Cunningham, and he will discuss

1 the financial implications of closing Kelly. He will
2 unequivocally demonstrate that the costs of closing Kelly are
3 so large and the potential savings so small that closing
4 Kelly would be an unacceptable use of taxpayers' money.

5 Then County Judge Cyndi Krier will discuss the Kelly
6 depot and compare it with other air logistics centers. Judge
7 Krier will clearly demonstrate that Kelly has the lowest
8 labor costs. Kelly is a high quality producer, and Kelly is
9 the most productive depot. Kelly has the second best
10 facilities, and Kelly has the lowest recurring environmental
11 compliance cost. All of this means that Kelly is the best
12 and the most cost-effective place in the Department of
13 Defense to do logistics business. It simply costs more, in
14 fact, much more to do business anywhere else.

15 Linda Barrera, a Kelly employee will then give you her
16 perspective on Kelly. Mr. Jose Villareal will discuss the
17 economic impacts of closing Kelly on the San Antonio and the
18 South Texas economies. He will demonstrate that closing
19 Kelly would devastate the San Antonio economy. It would
20 deliver a knockout blow to the San Antonio Hispanic community
21 and a scalding setback to the Air Force affirmative action
22 program.

23 After Mr. Villareal's presentation, Mr. Tullos Wells,
24 Chairman of the Greater San Antonio Chamber of Commerce will
25 summarize the case for Kelly. At that point we will be happy

1 to answer any questions you may have.

2 Now I would like to present Dr. Bill Cunningham. He is
3 the chancellor of the University of Texas system and the
4 former dean of the University of Texas business school. He
5 will address the financial implications of closing depots.
6 Chancellor Cunningham.

7 DR. CUNNINGHAM: Thank you, Mr. Mayor. Good
8 morning. Logistics is a big business. The cost to the
9 American taxpayer is billions of dollars each year. Thus in
10 my judgment, the commission is to be commended for exercising
11 proper due diligence by carefully assimilating defense
12 maintenance depots as part of your base closure and
13 realignment effort.

14 The Air Force has officially notified the commission
15 that depots are too expensive to close. After carefully
16 looking at the data, I have concluded that I agree with the
17 Air Force at least in the case of Kelly. The San Antonio Air
18 Logistics Center is too expensive to close. The one time
19 closure costs are so large and return on investment is so
20 small that simply it represents an unacceptable use of the
21 taxpayers' money. Depot maintenance is complex, and it
22 requires complex facilities.

23 Long ago the Air Force adopted a concept of
24 specialization. Each of its five depots was optimized for a
25 particular mission. This specialization did improve overall

1 productivity, and it limited the duplication of enormously
2 expensive equipment. It also caused each of the Air Force
3 depots to be different, truly unique facilities.

4 Therefore, even though there may be excess depot
5 capacity, the Air Force cannot just close and padlock the
6 depot gates and send everyone home. Everyone agrees the
7 mission, workload, work force, tenants and yes most of unique
8 equipment would have to be moved. That's why the one-time
9 closure costs are so high and the relative savings are so
10 low.

11 This chart shows the estimated cost of closing Air
12 Force depots. They are enormous and from the looks of the
13 chart very uncertain and indeed suspicious. The two bases
14 identified by the Air Force for special scrutiny show a
15 reduction in closure cost estimates from the certified 1993
16 data. While the other depot showed increases as much as 23
17 percent and in the case of Newark Air Force Station, a
18 revised actual measurement of 133 percent. You have recently
19 been told that Kelly's numbers do not include reallocating
20 many of its tenants, while the others are basically closing
21 the entire base. If so, these numbers are not level playing
22 field numbers and cannot be accurately and fairly compared.

23 The forecast savings are equally curious. The level
24 play COBRA savings for Kelly are shown as \$218 million.
25 However, that was using a 2.7 percent discount rating. As

1 GAO pointed out, ONB revised that rate last fall. Using ONB
2 revised 4.85 percent rate, the 20-year net present value
3 savings decreases to only \$83 million. Now, an \$83 million
4 savings over 20 years on an investment of \$659 million is a
5 return of slightly over one-half of 1 percent over the
6 discount rate.

7 I can assure you that no business that I've been
8 associated with and no individual that I know would make an
9 investment with such a poor return. Even though it might
10 reduce that elusive entity called excess depot capacity,
11 spending \$659 million of taxpayers' money to close the Air
12 Force logistics depot at Kelly to save at best -- at best \$83
13 million is an unacceptable financial decision. The money
14 will be much better used if it were invested in 20-year U.S.
15 government bonds. The interest rates would be higher, and
16 the risks would be virtually nonexistent.

17 From a financial and readiness perspective, there is a
18 better way. The right way to close a depot is to phase down
19 the highest cost depot over the long haul with normal mission
20 changes and program actions until it can be closed without
21 relocating the mission and workload and with very small
22 one-time closure costs. Over time this would consolidate the
23 workload at the low cost depot, reduce excess depot capacity,
24 avoid huge up-front closure costs, and maximize the savings
25 to the taxpayers.

1 The financial bottom line is absolutely clear. The
2 Kelly depot is too expensive to close since the missions and
3 workloads must be reallocated.

4 Now, I would like to present County Judge Cyndi Krier
5 who will discuss the military value of the San Antonio
6 Logistics Center at Kelly Air Force Base. Judge Krier.

7 JUDGE KRIER: Thank you, Dr. Cunningham. Good
8 morning. It is a pleasure to be with you again and to have
9 this opportunity to talk with you about Kelly and the San
10 Antonio Air Logistics Center. This morning I'm going to
11 share with you information about the installation and the
12 depot and about cost, productivity, quality, effectiveness,
13 environmental compliance, and cross servicing, about the Air
14 Force rankings. And I'm going to show you in some detail why
15 the logistics center rankings originally presented to you are
16 unacceptable for decision making and why Kelly Air Force Base
17 is the most cost-effective place in DOD to do aircraft
18 maintenance and absolutely should not be closed.

19 As you know, the base closure executive group,
20 generally called the BCEG, evaluated the installations and
21 depots. Let's look first at the installations' rankings.
22 The installations were scored on 149 separate items. Kelly
23 has identified 17 items, more than 10 percent that were
24 incorrectly scored. We don't have time to review all 17
25 items this morning, though that information has been

1 submitted through the Air Force, and I hope that you will
2 review it before making your decisions.

3 By showing you just two examples today, we can
4 demonstrate the flaws in the BCEG analysis. Example one, in
5 the contingency mobility area Kelly was scored down because
6 it supposedly was not located near a port. As Mayor Thornton
7 told you on Tuesday, the sixth largest port in the nation is
8 in Corpus Christi less than a two-hour drive away and well
9 within the 150 nautical miles of BCEG's criteria. Frankly,
10 we still can't understand how those doing the rankings missed
11 the Gulf of Mexico.

12 Example two, in the environmental impact area, Kelly,
13 which is the only depot that is not on the national priority
14 environmental cleanup list, was scored red. The reason given
15 was water. To the extent water ever was an issue for the
16 military bases in San Antonio, it no longer is.

17 The Texas Legislature has recently created a new water
18 authority that will protect the Department of Defense
19 installations. They have and will have all the water they
20 need, as Governor Bush certified to Secretary Widnall and the
21 Air Force.

22 Further, Federal Judge Lucius Bunton who monitors
23 regional water issues also has emphatically stated that San
24 Antonio's military bases will have the water they need for
25 their missions. And he has certified this. Here is his

1 letter which I will submit for the record after our
2 testimony.

3 In addition, San Antonio is completing negotiations
4 that will provide new water sources to further guarantee an
5 ample water supply. Water is not an issue. And the
6 environmental impact rating should be changed from red plus
7 to yellow plus. Changing these two rankings alone should
8 raise Kelly's installation ranging to Tier 2.

9 Next let's look at the depot rankings. As you know,
10 Kelly is an extremely important depot to the defense posture
11 and readiness of this great nation. Senator Hutchison
12 reminded you of that this morning. Kelly manages and
13 performs all the depot maintenance on all C-5 aircraft, the
14 backbone of strategic air lift and the workhorse of every
15 single effort our nation makes to project that power anywhere
16 in the world. Kelly also manages and does depot maintenance
17 on 60 percent of all aircraft engines in the Air Force.

18 The BCEG ranked depots using a complex system it called
19 a commodity analysis. As almost everyone who has looked in
20 detail at this analysis has concluded, it is a convoluted
21 system of 19 commodities, 18 equations, two sets of arbitrary
22 ratings, color code conversions and then subjective
23 rankings.

24 GAO criticized the subjective nature of the process,
25 the lack of a quantitative overall rating and the overall

1 lack of precision in the process, something you must have
2 when you are making decisions of this magnitude. We will not
3 take the time this morning to highlight all of the problems
4 the GAO identified with the BCEG analysis, but again, we
5 implore you to review them before you vote.

6 We will show you the arbitrariness, the subjectivity
7 and fundamental inconsistency of the commodity analysis
8 results with the published JCS logistics priorities. The
9 commodities identified by the BCEG as the ten most important
10 workloads are cause for serious concern.

11 Of all the Air Force logistics commodities, air lift,
12 bombers, tankers, fighters, missiles, it was ground
13 communications and electronics that was given the highest
14 BCEG priority. Ground CE, that's ground radar and radios.
15 Of course they're important, but number one? More important
16 than bombers and missiles? The joint chiefs of staff don't
17 think so.

18 And it's even harder to understand why strategic air
19 lift provided by C-5s and C-141s wasn't even found in the
20 BCEG's top ten. That flies in the face of the stated
21 priorities of the joint chiefs of staff and the experiences
22 of the American people who vividly remember that the primary
23 concern during the desert war was strategic air lift to get
24 our troops and equipment to the Middle East expeditiously.
25 The highest JCS priority is strategic air lift. Yet it

1 doesn't score in the BCEG top ten.

2 Neither does JCS priority two, bombers and tankers.

3 You simply cannot give the BCEG rankings greater weight than
4 the official JCS of logistics priorities and the resultant
5 AFMC funding priorities. It also raises questions to learn
6 that the BCEG ratings gave more points for one hour of work
7 on ground CE equipment, a JCS priority four workload than for
8 17 hours of work on priority two, B-1s, B-52s, C-135s at
9 Oklahoma City or 16 hours of work on engines at Kelly or six
10 hours of work on priority one C-5s at Kelly.

11 From the examples we've given, you see how the
12 conclusions were reached, that the BCEG's military value
13 rankings are arbitrary, subjective, and inconsistent with JCS
14 priorities. Nearly everyone who has considered them in depth
15 agrees the commodity analysis simply does not make sense for
16 depot closing decisions.

17 When you really think about it, the right criteria for
18 long-range strategic decision making regarding depot
19 operations are very straightforward. They are the same
20 factors that the DOD and the BRAC used just two years ago and
21 that businesses use every day: Labor costs, quality,
22 productivity, effectiveness, facilities, environmental
23 compliance.

24 Cross servicing depot specialization and closure costs
25 also should be considered. Let us look at these, and as we

1 do please keep in mind that we have used the Air Force system
2 for color coding.

3 First, cost. On this chart we have depicted three
4 separate measures of labor costs, the wage grade rate
5 reflects blue collar wages that are set by law. Kelly's
6 rates are 4 percent to 24 percent lower than the other
7 depots. The average salary rates reflect white collar
8 costs. The average Kelly salaries are 4 percent to 13
9 percent lower. The average labor and overhead costs are the
10 most important, for they reflect what the customer pays.
11 Kelly's costs are 7 to 12 percent lower.

12 Any way you look at it, Kelly has the lowest labor cost
13 of all the ALCs. In fact, labor costs alone would increase
14 by 30 to \$60 million per year depending upon which of the
15 other depots were assigned the work now done at Kelly. And
16 these costs are not included in the COBRA model analysis.

17 Labor costs are without question the single most
18 important and unyielding factor in evaluating the long-range
19 depot cost, and Kelly's costs are the lowest. Over the years
20 the San Antonio Logistics Center at Kelly has consistently
21 been the lowest cost depot, lower than all the other Air
22 Force depots and significantly lower than the red line which
23 represents the Navy depots.

24 In fact, if all Air Force depot maintenance had been
25 performed at Kelly or at Kelly's labor rates, the Air Force

1 would have saved \$750 million over the seven years shown.
2 And if Navy depot maintenance had been included, the combined
3 savings would have been 2.15 billion.

4 Second, quality. It's a very important part of any
5 business. However, it's critical at defense depots. Like
6 most private industries, Air Force depots get feedback from
7 their customers on the work they produce. The depot uses a
8 standard system for users all over the world to document
9 complaints. And Kelly has the second lowest complaint rate
10 for aircraft in its class, substantially lower than most of
11 the other depots. Feedback for all the work done at Kelly
12 during FY '94 is even better, a defect rate of 0.0004.
13 That's four defects per 10,000 items, which is nearly
14 perfect. Kelly is a high quality producer and still the only
15 depot that gives an unconditional warranty on all the work
16 they perform.

17 Third, productivity is also extremely important, and
18 all the Air Force depots are very productive. However, Kelly
19 leads the group. The Air Force uses three measures of
20 productivity: Direct labor efficiency, labor yield, and
21 output per paid mandate. Direct labor efficiency is a
22 measure of the efficiency of the work. Kelly's direct labor
23 efficiency is 96 percent, again, almost perfect. Labor yield
24 is a measure of the productivity of direct labor. Kelly's
25 labor yield is from 3 percent to 8 percent higher than the

1 other depots and over 5 million maintenance hours. That's a
2 big difference. Output per paid mandate at Kelly is a little
3 low, but it is improving rapidly.

4 All of these measures of productivity are important
5 because they drive costs from the cost data, and from the
6 combination of these three measures of productivity, you can
7 easily see that Kelly is the most productive depot in the
8 Department of Defense.

9 Fourth, two measures of depot effectiveness should be
10 considered: The effectiveness of managing cost and the
11 effectiveness of managing delivery times. Kelly is one of
12 the best at controlling costs. Its costs have deviated from
13 DOD's break-even goal by only 1.82 percent over the past five
14 years. And on competitive contracts, Kelly's cost control is
15 unmatched. It is the only depot that is completing its
16 contract work under cost.

17 Almost all of the depots including Kelly have had
18 problems with on-time deliveries of transport aircraft. As
19 you may remember, maintenance on the C-141s at Warner Robins
20 and C-5s at Kelly was deferred during the desert war. And
21 the catch-up depot maintenance required taking more time.
22 Kelly's working on that problem hard, and the timeliness of
23 delivery is already improving. During FY '95, the C-5A
24 delivery times have been reduced 13 percent and C-5B delivery
25 times have been reduced by 15 percent. Overall Kelly is a

1 very effective depot.

2 A fifth factor that should receive attention is the
3 condition of the facilities at the depots. Kelly has the
4 second highest percentage of its maintenance facilities that
5 are conditioned code one in top shape. Kelly's real property
6 maintenance costs are among the lowest. In addition, recent
7 preliminary construction expenditures at Kelly are among the
8 highest at the depots. These factors enhance Kelly's ability
9 to provide top quality depot maintenance at the lowest cost
10 of any depot. Kelly's facilities are among the very best.

11 A sixth factor that must be carefully considered today
12 is the cost of environmental compliance. This is not
13 environmental cleanup. It's the cost of keeping the depot in
14 full compliance with the latest environmental standards and
15 regulations necessary to permit continued operation. As you
16 can see from the chart, Kelly's compliance costs are lower
17 than all the other depots, considerably lower than some.

18 The issue of cross-servicing has been a priority of
19 both the 1993 and '95 Base Realignment and Closure
20 Commissions. It's also been a priority with Kelly. Kelly
21 leads the way in cross-servicing. It is 17 percent higher
22 than its nearest competitor and 600,000 man-hours ahead of
23 another. Kelly is the cross-servicing leader.

24 Finally, depot maintenance is a complex process that
25 requires complex and sophisticated equipments and

1 facilities. As Dr. Cunningham noted, the Air Force concept
2 of depot specialization has optimized each of its five depots
3 for particular missions, which is why the Air Force can't
4 just close the depot and sell the equipment. Most of the
5 unique equipment would have to be duplicated or moved to
6 another location.

7 Kelly has a number of facilities that are absolutely
8 one of a kind that would have to be moved. Five are pictured
9 here. You saw them Tuesday. First, the largest aircraft
10 repair facility in DOD capable of handling six C-5s at one
11 time, replacement cost 88 million. Second, the only plastic
12 media corrosion control facility in DOD for large body
13 aircraft, replacement cost 25 million. Third, the only
14 nondestructive test facility for large-bodied aircraft in
15 DOD, replacement cost 10.6 million. Fourth, the only paint
16 facility for wide-bodied aircraft in DOD, replacement cost
17 17.3 million. And fifth, the only gas turbine engine
18 facility in DOD, replacement cost 39 million.

19 When you add in facilities like the largest jet engine
20 repair facility in DOD, the largest engine test cell
21 facility, the only cryogenic spin test facility in the
22 United States, and F-100 unified control facility. The only
23 one in DOD, and you have replacement costs totaling \$945
24 million in just these nine facilities. And there are others
25 just as unique.

1 Now maybe complete replication would not be required.
2 Still, do you really believe the \$101 million shown in the
3 COBRA runs is sufficient? Like the Newark experience Dr.
4 Cunningham cited, it could be grossly understated. And if
5 these key facilities are not replicated efficiency,
6 effectiveness and productivity will suffer, and that means
7 higher operating costs.

8 We all know that keeping the depot at Kelly keeps these
9 facilities and the capabilities they provide along with the
10 most cost-effective labor force in DOD to operate them with
11 no up-front closure costs and no uncertainties.

12 And that brings us back to closure costs. This slide
13 depicts the '95 closure cost data provided by the Air Force.
14 It is extremely difficult for us to understand how Kelly
15 supposedly went from the most expensive to close in 1993
16 based on certified Air Force data to the next to the cheapest
17 to close just two years later. If as we suspect the \$659
18 million shown represents closing only part of the base, then
19 the real cost of closing Kelly may easily be the 862 million
20 that was briefed for you on Tuesday or perhaps even the 1.384
21 billion that was certified by the Air Force in 1993. Either
22 way it's still much too expensive to close Kelly. Investing
23 659 million or 1.3 billion to close the most cost effective
24 depot in DOD and save only \$83 million over 20 years is
25 virtually impossible to understand or to explain, even if it

1 Kelly Air Force Base for more than 13 years. My family feels
2 a deep sense of pride and commitment to Kelly going back more
3 than 50 years when the base was known as Duncan Field. My
4 grandfather worked there during World War II, and it was he
5 who installed a work ethic in me that I see all over Kelly in
6 my co-workers. That was do your job, do it well, take pride
7 in what you do. And most importantly help others do their
8 jobs well. When those pieces fall into place, everyone
9 wins. I believe everyone wins at Kelly Air Force Base, and
10 let me tell you why.

11 For more than ten years I worked in the maintenance
12 shops as an electronics mechanic. The leadership and the
13 guidance I received at Kelly inspired me to pursue a college
14 education. People count. What that means to you and me is
15 that Kelly is committed to quality, to turning out a quality
16 product produced by quality workers.

17 Because of Kelly's determined effort to produce a
18 quality workforce, I work full-time, raise three children and
19 obtained a college degree. This led me to my current
20 position of providing quality training where my job, my goal
21 is to continue Kelly's commitment to a quality workforce and
22 a quality product, to continue producing a defect-free
23 quality aircraft.

24 I remember a time when a team from the engine division
25 attended one of our quality training workshops. Their first

1 reaction was, oh, great, it's another class, another
2 lecture. As they moved through the class, they became more
3 of a unit and ultimately discovered just how much value they
4 had to Kelly's customers and suppliers.

5 Toward the end of training we brought in a group of the
6 team's internal customers. The customers were not only
7 satisfied with the work being done, but congratulated the
8 team on the speed and efficiency with which they delivered
9 their products. There was no need for rework which leads to
10 cost effectiveness. Quality testing confirmed the product
11 was defect-free. In essence they knew they could count on
12 Kelly to consistently turn out a quality product that met
13 their needs.

14 What is the result of all this? Something special
15 happened that day. The class was over and the team returned
16 to their work area. Word quickly spread about the
17 interaction they had with their customers. Their enthusiasm
18 was contagious. One team began talking to another team about
19 expectations. That led to discussions generated by the
20 employees on how they could make their next product even
21 better.

22 That incident occurred more than a year ago, but it
23 stands out in my mind because it is an example of the
24 commitment the work force at Kelly demonstrates every day.
25 We are committed to doing our jobs, doing them well,

1 increasing our productivity every day of the year, completing
2 projects on time and flying defect-free aircraft.

3 I know you hear the same lines everywhere you go, that
4 you have tough decisions to make, that the fate of thousands
5 of people, their lives and their family's lives are in your
6 hands. The destiny of our city does indeed rest with you.
7 Because of the incredibly special role that Kelly plays, it
8 is more than just jobs. It is a part of our cultural soul.

9 But I urge you to consider one additional fact. We
10 turn out high quality products. We are doing a good job for
11 you and the Department of Defense for America.

12 I am very thankful for what I have at Kelly and take
13 pride in what we have been able to accomplish for our
14 customers. I urge you to remember that the people at Kelly
15 Air Force Base are working for you every day of the year, 365
16 days. We are people who are committed to producing quality
17 products, people who are proud of how Kelly Air Force Base
18 supports the mission of the Department of Defense. We are
19 always there for you, and we urge you to be there for us.

20 Now I would like to introduce Mr. Jose Villarreal who
21 will discuss the impact closing Kelly would have on our
22 community and our people.

23 (Applause)

24 MR. VILLARREAL: Mr. Chairman, members of the
25 commission, as you've heard, Kelly Air Force Base really is

1 an unmatched national asset, and it is enormously important
2 to the economy of San Antonio. Let there be no doubt,
3 closing Kelly would devastate our city, a city that is just
4 now recovering from eight years of serious economic
5 recession, a complete restructuring of our financial sector,
6 the decimation of our private and personal real estate and
7 enormous personal financial losses.

8 San Antonio has already suffered its share of military
9 cutbacks. Since 1987 San Antonio has lost more than 8,000
10 civilian defense industry jobs. That's the equivalent of
11 closing two Air Force fighter bases and nearly as much as
12 closing both the army depot and Mather Air Force Base in
13 Sacramento.

14 Closing Kelly on top of the losses for the past few
15 years would have a scalding impact on our community. It
16 would take San Antonio at least ten years to recover. It
17 would be an additional loss of approximately 15,000 civilian
18 and 5,000 full-time military jobs. Those losses would mean
19 payroll reductions of more than \$765 million per year in San
20 Antonio.

21 Using the San Antonio submodel of the Texas
22 multiregional impact assessment system, we have estimated the
23 impact of these potential reductions on the San Antonio
24 economy. We included the losses from payroll reductions,
25 reduced construction spending, local contract and health

1 care, commissary and so on. The total economic impact on San
2 Antonio from closing Kelly would be enormous, a loss of more
3 than \$2 billion in total expenditures each year. \$363
4 million in retail sales each year and 34,400 permanent jobs.
5 One of every ten people in San Antonio would be unemployed
6 with virtually no hope of finding jobs in our community. It
7 would be an economic catastrophe.

8 In addition to decimating the economy of our city, I
9 want you to understand and appreciate the other destruction
10 and unbridled tearing away of the social fabric of the
11 closing Kelly would cause. Closing Kelly would virtually
12 destroy our Hispanic community. Yes, I said destroy with
13 very serious social consequences.

14 The Kelly workforce is 61 percent Hispanic. In fact,
15 40 percent of all middle-class Hispanics in San Antonio are
16 employed at Kelly or in a Kelly-related job. That means that
17 nearly half of all middle-class Hispanics in San Antonio
18 would lose their jobs if the Kelly depot were to close.

19 The job skills at Kelly are highly specialized and very
20 unlikely to be transferred to the civilian sector in San
21 Antonio. San Antonio only has about 9,000 jobs in the
22 precision manufacturing and maintenance skills, and there's
23 little growth and very little turnover in these skills. That
24 means the San Antonio economy could absorb very few, 5
25 percent of the displaced Kelly workers in anything that

1 resembles comparable jobs.

2 San Antonio is one of America's unique cities. It is
3 also more than 50 percent Hispanic. It is the most
4 completely bilingual and bicultural big city in America.
5 Multiculturalism is the part of the basic fabric of our city,
6 and our success at making our multiculturalism works for San
7 Antonio is what makes us so special. In that regard San
8 Antonio is a model for cities worldwide.

9 Kelly too has been a model, demonstrating for the
10 entire world to see the multicultural opportunities in the
11 military. For years Hispanics have looked at Kelly for
12 employment, mobility, training, and careers, and at Kelly
13 they have excelled. They have built an outstanding
14 performance record for the Air Force, built successful
15 careers for themselves and their families and moved into the
16 middle class.

17 Hispanics have an enormously strong feeling for the
18 family. They want to stay near their family members and the
19 roots of their Hispanic heritage, even if it means foregoing
20 an opportunity for a better job. We see this phenomena with
21 Hispanic college graduates, more than 92 percent of whom
22 remain in San Antonio after graduation, even if it means a
23 less favorable job opportunity than they could find in
24 another city or another state. Therefore, closing Kelly
25 would leave one of every five Hispanics in San Antonio

1 unemployed. Let me say that again, closing Kelly would leave
2 one of five Hispanics in San Antonio unemployed with
3 virtually no hope of finding new jobs in their current
4 skills.

5 The Hispanic middle class, 40 percent of whom work at
6 Kelly, would be devastated causing untold impacts on the
7 hundreds of Hispanic businesses that depend on them and 45
8 percent of all the Hispanic civilians in the Air Force would
9 be out of work, thereby wiping out years of progress in the
10 Air Force.

11 In addition it would undoubtedly cause an employment
12 crisis of huge proportions for the Air Force at the bed-down
13 location because Hispanic workers will not leave their
14 families and their cultural roots to follow their jobs in
15 another depot in some distant state. And that in turn would
16 cause a monumental recruiting and training problem for the
17 Air Force, a training problem that would destruct support to
18 the C-5 worldwide and reduce the readiness capability of the
19 United States which this country cannot afford.

20 Over the years our nation has asked a lot of Kelly and
21 the Kelly workforce has delivered. They have responded to
22 every contingency, crisis, police action, and war, and they
23 have performed well. With better cost effectiveness than
24 other depots, with higher quality than other depots, with
25 greater productivity than other depots and with superb

1 efficiency and effectiveness, making the San Antonio
2 Logistics Center at Kelly Air Force Base the best place in
3 the nation to perform aircraft maintenance.

4 To close Kelly would disenfranchise the dedicated and
5 loyal employees at Kelly. To disenfranchise 45 percent of
6 all Hispanics in the United States Air Force and to cause the
7 utter destruction to the San Antonio economy based on what
8 many of you have observed are highly questionable analyses,
9 faulty numbers, and flawed methodologies would be
10 unconscionable. One can only guess that faced with this
11 ominous prospect, the Department of Defense arrived at the
12 only responsible conclusion in not recommending Kelly for
13 closure.

14 Ladies and gentlemen, I leave you with this. Que no se
15 acabe Kelly. Now, I would ask Tullos Wells to summarize the
16 presentation and to take your questions. Thank you.

17 (Applause)

18 MR. WELLS: Good morning again. Let me visit with
19 you in closing about just a couple of things. Questions that
20 we -- I would like to respectfully address to you for your
21 consideration when you have to go through the process of
22 making this decision.

23 First, I want to say we understand the obligation that
24 you have taken upon yourselves to review the DOD list of
25 defense infrastructure, and you make the final decision about

1 the value to the taxpayers. You make the final decision
2 about which communities you will impose pain upon. But most
3 important you make the decision -- you make the decision of
4 what this military infrastructure, what our military
5 capabilities will be into the next century. You exercise, as
6 you know, awesome power and responsibility as you take us
7 through this downsizing process.

8 And as you know from our previous conversations, San
9 Antonio has already shared in the pain of downsizing over
10 8,000 civilian DOD jobs lost since 1988. And now more with
11 our proposal to surrender Brooks Air Force Base and keep only
12 some in the missions.

13 So here's what we did and we're asking you to do. As
14 we did with Brooks, we looked at whether it makes economic
15 and military sense to close Kelly Air Force Base. Here are
16 two questions that we came up with which I hope are helpful
17 to you, Commissioners, in your deliberations.

18 First, how will you decide which, if any, of the five
19 ALCs to close when there's clearly skepticism about the Air
20 Force data, their analysis and their conclusions. We
21 understand such doubts after all the Air Force bases'
22 analysis and conclusions are fundamentally inconsistent with
23 what they did just two years ago in the 1993 process.

24 And the installation rankings are clearly unreliable
25 for Kelly and perhaps other ALCs. We've said it before, but

1 the best example is they missed a large body of water called
2 the Gulf of Mexico on the issue of a port within the 150
3 nautical miles from San Antonio, the port of Corpus Christi.
4 And to be frank but respectful, the commodity analysis is
5 seriously flawed. It is. It does not recognize the joint
6 chiefs' priorities. The example that Judge Krier gave,
7 number one priority is radios and radar. It just doesn't
8 make sense. But particularly since the BCEG departs from the
9 primary focus, what the Air Force was all about in its
10 decision making process and found paramount in the 1991 and
11 1993 closure process, cost effectiveness, productivity and
12 realistic closure costs.

13 Now, for different reasons perhaps the Air Force came
14 to what we believe is the correct conclusion. Closing an ALC
15 base, ladies and gentlemen, as I hope you will determine,
16 really appears to be a core investment of taxpayer dollars
17 because depots are different from any other facility that
18 you're going to consider. Excess capacity, not excess
19 capacity, how you define it as Senator Hutchison said no
20 matter what you think of excess capacity you're going to have
21 to move a large number of positions and a bunch of equipment,
22 specialized equipment if you close the depot. And it really
23 is cheaper to draw them down than close them over time.

24 Over time you have a weapons system. You have an
25 F-111. You have a C-141. That system is being taken out of

1 the arsenal. When that system is phased out, you create new
2 systems at the most cost-effective depots. Why pay to move
3 the line of the F-111 when we're going to close it out over
4 the next several years? Why pay to close out a line of
5 communications equipment and move it someplace else when
6 we're going to face it down as new technology comes on
7 board? That's where you save money. You avoid the horribly
8 high up-front costs of moving. That's the kind of closure
9 decision that I think is the best investment of taxpayer
10 dollars. And why would you want to make a clearly painful
11 and perhaps a military uncertain decision on closing ALCs
12 when the DOD evaluation to guide those decisions is suspect
13 and when you have a better way to downsize it?

14 Last question with which I want to ask your courtesy in
15 leaving you today. If you really do decide to close an ALC
16 or heaven forbid to close two of them, why would you close
17 Kelly? Why would you close Kelly? It's clearly the most
18 cost-effective place to perform maintenance work. We've
19 shown you with certified Air Force data the labor costs at
20 Kelly are lowest by far. If you've done all the maintenance
21 work at Kelly, over a seven-year period we show you save \$750
22 million, over 2 billion if you include the NADEP work. And
23 the productivity and deficiency are clearly quite high, but
24 Kelly is clearly among the highest.

25 So why would you vote, ladies and gentlemen, to shut

1 down a depot that can perform all the work you need to do if
2 you want to move it around but costs less to do the work.
3 The commodity analysis is certainly no reason to do so. What
4 I don't understand about the commodity analysis and what may
5 cause you pause as well is material command AFMC can assign
6 commodities. Kelly used to have landing gear. Kelly used to
7 have B-52s and fighters and instruments.

8 And the same issue with respect to productivity and
9 efficiency. These are management issues that AFMC management
10 can deal with, but labor costs and the related costs are
11 really unique to the region. And San Antonio is clearly
12 undisputed the lowest of the five areas. And the reason
13 we're going through all this painful process after all is to
14 save money. So why would you close the depot, the one depot
15 that clearly can save you more money than any other?

16 But most of all I want to leave you with this thought
17 as you begin your deliberations. This still is an uncertain
18 world, and it will continue to be so. As Senator Gramm said,
19 we need to continue to be the lion, not the lamb. Once you
20 close an ALC, ladies and gentlemen, once you close one of
21 these things, it's never coming back. You will never have
22 the money to replicate it again. You won't have the money
23 even assuming the environmental laws would allow you to do
24 so.

25 So here's our prayer to you. We're going to leave our

1 fate in your hands, and we are confident in your judgment and
2 are enormously appreciative of you and the service you are
3 performing to our nation as you go through the deliberations
4 you have to make. We know it's tough. We know that you-all
5 are fair-minded, intelligent and most dedicated people, and
6 for that we are most appreciative. I want to thank you on
7 behalf of all my colleagues who have been here today before
8 you. I particularly want to thank you on behalf of all these
9 fine people who have come here today to be a part of this
10 process with you. At this time we'd be happy to answer any
11 questions you have of our delegation.

12 COMMISSIONER CORNELLA: Any questions or comments
13 from the commissioners?

14 MR. WELLS: Mr. Chairman, if I could, I'd just
15 like to ask the San Antonio people to stand and be recognized
16 and thank you very much for coming today.

17 (Applause)

18 MR. WELLS: That concludes our presentation.

19 COMMISSIONER CORNELLA: If you would please remain
20 in your seats, we have a period of public comment, and we
21 have very few people signed up for that, so we would like to
22 proceed before everyone moves out of the auditorium. If
23 those people who have signed up to make public comment would
24 please come forward and be sworn.

25 COMMISSIONER CORNELLA: We have Gordon England,

1 James Herring, Ron Stephen, Robert Adams, Alvin Cook, Joe
2 Waller and Mary Corcoran. I'll just read a brief statement,
3 and then I will swear you. We are now ready to begin the
4 period set aside for public comment. Our intention is try to
5 ensure all the opinions or recommendations affecting Texas
6 are heard. We have assigned 24 minutes for this period. We
7 asked persons wishing to speak to sign up before the hearing
8 began, and they have done so by now. We have also asked them
9 to limit their comments to two minutes, and we will ring a
10 bell at the end of that time. Please stop after your two
11 minutes are up. Written testimony of any length is welcome
12 by the commission at any time in this process.

13 If all of those signed up will raise your right hands,
14 I will administer the oath.

15 (Five witnesses sworn.)

16 COMMISSIONER CORNELLA: Okay. Gordon England.

17 GORDON ENGLAND: Mr. Chairman and members of the
18 commission, I heard 10 points today regarding the joint
19 reserve base in Fort Worth. One, there was no promise to
20 Bergstrom, and that record is clear.

21 Two, the joint chiefs and chief of staff in the Air
22 Force, the commander of the reserves, they all support
23 keeping the 301st at the JRB.

24 Three, moving the 301st will cost more now and more
25 every year hereafter.

1 Fourth, as our military gets smaller it needs to get
2 better. It gets better through jointness. As stated by the
3 rules and means commission, the joint chiefs and all the
4 service chiefs, you need to train the way you fight.

5 Fifth, at the JRB all the services the guards and
6 reserves operate jointly together, and they do that today.

7 Sixth, the JRB is an exclusive base, so the military
8 can do all of their mission training. And there is no issue
9 with the Dallas/Fort Worth Airport.

10 Seventh, JRB has readily available airspace and
11 ranges.

12 Eighth, skilled and alternate version recruits are
13 available in this area.

14 Ninth, the F-16 is predominant and most numerous
15 multi-role fighter in the world. It's 55 percent of the
16 general force. It's 8 percent of the U.S. defense force, 100
17 of the multi-role force, and it's operated by 18 of our
18 allies throughout the world. And quite simply it's not
19 possible to train jointly without the F-16, the 301st at the
20 JRB.

21 And tenth, this is not a JRB issue, and it is not a
22 Bergstrom issue, and it is not a Texas issue. This is a
23 national military issue. And as a citizen of this nation, I
24 ask you to support our national military leadership and keep
25 the 301st here at the JRB. Thank you.

1 COMMISSIONER CORNELLA: Mr. James Herring.

2 JAMES HERRING: Commissioners, I'm James Herring,
3 Mayor of the City of White Settlement, Texas, and resident of
4 the area around Carswell Air Force Base -- the joint reserve
5 base. It seems like giving testimony as one having lived in
6 the area and watching the progress of the military over the
7 years and now especially as a joint reserve base, I am very
8 much involved on the base and watching the activities that
9 take place there. There has been and has been testified to,
10 the joint reserve process taking place there. There is a
11 total intermingling of the various military goods, and it
12 does seem to be working.

13 The commitment that has been presented by Austin has
14 been presented to you, and I feel like that the commitment
15 has been made there beyond the year 1996. We do feel like
16 there has been a commitment made to the joint reserve base
17 concept, which Carswell is the model for the future of the
18 military services, and we would ask that you look more
19 towards the commitment that really is made to us, the
20 American taxpayer. This is something that is working. It is
21 something that is efficient and will be a model for both
22 reservists and active military in the future. Thank you.

23 COMMISSIONER CORNELLA: Thank you, sir. Mr. Ron
24 Stephen.

25 RON STEPHEN: Thank you very much. I am coming to

1 you as a retired Air Force colonel and as president of the
2 Fort Worth chapter of the Air Force Association, president of
3 Lone Star Retirement Club and representing 100,000 or so of
4 retired military personnel and family members who live in
5 greater Fort Worth. Fifty years ago Winston Churchill said,
6 communication is that what we have least of in this world.
7 That's what jointness is all about, improving communication.
8 At Carswell the Army, Navy, Marines, Air Force, Reserve,
9 Guard units are active all working together. It works.

10 In the past couple years, I've had the opportunity to
11 work and talk close with the leaders of Carswell. They
12 convincingly and consistently emphasize that joint training
13 is working at Carswell. Witness the rescue of Captain Scott
14 O'Grady this week who was mentioned earlier. The F-16 pilot
15 rescued by Marines backed up by Navy and Air Force units
16 takes communication and takes practice to do that. I'm also
17 a practicing hospital administrator, and I'd like to address
18 costs and procurement. The cost analysis is a way of life
19 for me. Bottom line on cost, one base is less expensive than
20 two. And a fighter wing operating as a tenant unit on a
21 military base is clearly less expensive than a fighter unit
22 operating at a commercial airport.

23 In conclusion looking at the history of the military,
24 the British, the Romans and others, effective organization is
25 a key element. Jointness is about organization

1 effectiveness. You can't take the Air Force out of a joint
2 reserve base and still be effective. Naval Air Station Fort
3 Worth Joint Reserve Base with Army, Navy, Marines and Air
4 Force working together present a model of future streamlined
5 organization of the U.S. military. Let's give it a chance.
6 Thank you very much.

7 COMMISSIONER CORNELLA: Mr. Adams? Alvin Cook?
8 Joe Waller?

9 JOE WALLER: Commissioners, thank you. I'm a
10 resident of Fort Worth. I'll be speaking about Fort Worth.
11 I represent no particular group. I'd like to preface my
12 comments by saying I support a strong defense. The issue of
13 PX and hospital for 137,000 retirees is a separate issue from
14 what should be considered an active military base or not.

15 As the governor said, you can't put a price tag on some
16 things, and one of them is health of the citizens of Tarrant
17 County. I suggest we have a problem here. I'd start by
18 asking a rhetorical question: Would you build a new air base
19 estimated to have 80,000 annual operations a year or one
20 every four minutes in the west center portion of a dense
21 urban area; one already in ozone quote moderate noncompliance
22 of the federal Clean Air Act; and the eighth largest market
23 in the country in an area of crowded airspace, the DFW
24 Airport, Love Field, Meacham, one of the busiest private
25 airports in the United States and many other smaller aircraft

1 installations.

2 Throughout this final environmental impact statement
3 dated July '94 the disposal of Reese and Carswell Air Base,
4 we have justified Reese and Carswell based on economics and,
5 quote, Carswell preclosure levels, unquote, of pollutants as
6 defined by the military as being okay as a baseline. We're
7 using pre-Carswell levels of pollution as a baseline. Should
8 that be the standard by which we judge future activity?
9 Should the fact that we had a polluting problem base justify
10 another base?

11 COMMISSIONER CORNELLA: Thank you, Mr. Waller. We
12 will take any written testimony you have into evidence in
13 this hearing.

14 JOE WALLER: I would like to say one last
15 sentence, and that is that I believe the federal -- this
16 final environmental impact statement to be incorrect. It was
17 based on assumptions that are not true, and it relates to the
18 SIP, the state implementation plan of 1993 which was not
19 implemented and was supposed to have been. Therefore, the
20 initial assumptions are incorrect.

21 COMMISSIONER CORNELLA: Thank you, sir. Speaking
22 for San Antonio for Kelly Air Force Base, Mary Corcoran.

23 MARY CORCORAN: Thank you. Good morning. My name
24 is Mary Corcoran from the Corcoran Corp. I'm a small
25 independent contractor, and this morning I appreciate that as

1 you are pursuing Pluribus and ultimately reach Unum, may I
2 diverge my personal viewpoint?

3 I felt compelled to speak out, and John has passed
4 along to you petitions signed by 400 people that were
5 gathered in less than an hour and a half. I felt compelled
6 to speak out after reading the April 10th AIA letter from Don
7 Fuqua as published in the May 21st edition of the San Antonio
8 Express.

9 While I can agree the DOD must reduce its Cold War
10 Infrastructure Fixed Costs, I am suspicious of Mr. Fuqua's
11 motives. The big picture must be viewed. I would say Mr.
12 Fuqua that he and the 50 defense industry companies of the
13 AIA need to diversify their market and not be so concerned
14 with their piece of the post war cold war DOD pie.

15 My view is unique in that I too am a small contractor
16 at DOD at Kelly Air Force Base. I have just completed my
17 four-year term as a city councilwoman in Arizona where I've
18 diligently worked on strategic planning for economic
19 development. That involvement has taught me the importance
20 of public/private partnerships. I'm a fiscal conservative
21 and an environmental economist. I consider myself to be
22 keenly aware of the need to reinvent our government to meet
23 the needs of the 21st century.

24 At Kelly Air Force Base, it is clear that some
25 cost-saving measures are necessary. However, most people are

1 doing their very best, mindful of the cost to complete the
2 task and certainly have been seen here today. They're very
3 proud of what they do.

4 Allowing our national security to become dependent on
5 the private sector which is profit motivated is not in the
6 best interest of our citizens.

7 My experience with Arizona Strategic Planning for
8 Economic Development has taught me that value of
9 public/private partnerships. We need to integrate the
10 private sector on military bases in unsecured areas. The
11 excess land from right-sizing could create a rare opportunity
12 for undercapitalized small business.

13 In conclusion I see that you certainly can read through
14 the rest of that letter, and I would like to thank you for
15 your dedication in eliciting as much public input as
16 necessary to resolve this into a single position. You've
17 clearly captured Pluribus and now must reach Unum. And the
18 work your commissioners are doing will be a critical point in
19 the history of how well we did or did not reinvent our
20 government. Thank you.

21 COMMISSIONER CORNELLA: Thank you, Ms. Corcoran.
22 This concludes this morning's portion of today's hearing. We
23 will reconvene at 1:00 p.m. with Oklahoma. Thank you, ladies
24 and gentlemen.

25 (Applause)

(Lunch recess)

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1 CHAIRMAN MONTOYA: Good afternoon, ladies and
2 gentlemen. I am Ben Montoya, and I'm the chairman for the
3 afternoon session. I wish to welcome all of you to the
4 second half of our day here in Fort Worth. With me are my
5 fellow commissioners, the chairman of the commission to my
6 far left Senator Alan Dixon, Mr. Al Cornella, Mr. Lee Kling
7 and Ms. Wendi Steele.

8 (Applause)

9 CHAIRMAN MONTOYA: Thank you. I think that's the
10 first ovation we've heard in our entire tour. Thank you.

11 (Applause)

12 CHAIRMAN MONTOYA: This afternoon we will hear
13 presentation from the state of Oklahoma, which will last for
14 120 minutes. As is the case with all our regional hearings,
15 the commission has given a block of time to the state based
16 on the number of installations on the list and the job loss.
17 We have left it to elected officials and community members to
18 decide how to fill the block of time.

19 After the Oklahoma presentation, there will be a period
20 of 20 minutes for additional public comment from Oklahoma.
21 The persons that wish to speak at that time should have
22 signed up by now in the lobby. They will be asked to limit
23 themselves to two minutes, and that limit will be enforced.

24 We will be ready to begin the Oklahoma presentation as
25 soon as I have sworn in the witnesses. And so, gentlemen, if

1 you would please rise and raise your right hand, I will swear
2 you in, and we'll then begin with the testimony.

3 (Seven witnesses sworn.)

4 CHAIRMAN MONTOYA: The governor is who I've got
5 listed as our first speaker. I don't see him, so, Senator,
6 are you going to take the lead?

7 SENATOR NICKLES: I'll be happy to take the lead.
8 Is the microphone on? To all the commissioners I want to say
9 on behalf of all Oklahomans we very much appreciate your
10 service. You have a very difficult job, one that we do not
11 envy. We appreciate your time. As part of our appreciation
12 we're going to try and -- Admiral, we're going to try and
13 give you some of that time back. Hopefully we won't need two
14 hours. I know my colleagues -- Senator Dixon, I always
15 thought when we were chairing a hearing if you could make it
16 a little shorter that would make you happy. We're going to
17 try and make you happy.

18 COMMISSIONER DIXON: Mr. Chairman?

19 CHAIRMAN MONTOYA: Yes, Senator.

20 COMMISSIONER DIXON: If I may just make this
21 comment. I'm not sure the mike is working. I just wanted to
22 say to my colleague that when we were holding the hearing in
23 Portsmouth your friend Senator Bill Cohen was running the
24 meeting for the Maine and New Hampshire delegations. And in
25 the public comment period limited to two minutes each, they

1 had a man out there that said I'm going to try and tell the
2 200-year history of Portsmouth in two minutes. And he did
3 so. And when he finished, I said, sir, you're to be richly
4 congratulated. A man that can tell a 200-year history in two
5 minutes ought to be in the United States Senate. And the
6 crowd cheered. The crowd cheered.

7 (Applause)

8 COMMISSIONER DIXON: Now, Don, a moment later I
9 had a note from Bill Cohen, and he said, Alan, this guy ran
10 against me in 1992.

11 SENATOR NICKLES: I think that shows too for the
12 Oklahomans that are here. We have a lot of people from Vance
13 and Tinker here.

14 (Applause)

15 SENATOR NICKLES: The fact that you've had
16 hearings in Maine and California and every place in between I
17 just think shows the commitment that you've made timewise is
18 remarkable.

19 Several of us were here when you had your regional
20 hearing on April 19th in Dallas. And that's a day that this
21 crowd -- this group will never forget. And I appreciate your
22 accommodating us. We mentioned that we needed to return
23 early and go back to our state, and you helped us with that,
24 and I thank you because that was a very sobering day. It's a
25 day that we will never ever forget.

1 I remember that testimony and somebody asked me
2 earlier, are you going to say the same thing that you said in
3 Dallas? And I said, well I don't really remember what I said
4 in Dallas, but I do remember saying that I thought that our
5 bases were outstanding bases and had great support. We had
6 the regional hearing or you had both -- I think every
7 commissioner here visited the state of Oklahoma last
8 Wednesday. And, Senator, we had every intention of joining
9 you, but we also had the vote that was caused by the violence
10 on April 19th just happened to mature last Wednesday. And we
11 tried -- we worked with Senator Dole, and we tried to get
12 that bill finished on Tuesday night, and we had final passage
13 and several important votes on Wednesday.

14 So we weren't able to join you, but I know that you saw
15 in visiting both Vance and Tinker you saw two outstanding
16 bases. You saw bases that -- is that too loud? It seems
17 awfully loud. You saw two bases that have overwhelming
18 community support. You saw two bases that the Air Force has
19 said that they want to have stay open, and they're right.
20 They should stay open. You saw -- and I'll just mention both
21 bases and make several comments concerning both. You look at
22 the bases -- when you go into Vance and you see a community
23 that has done an outstanding job and has an excellent
24 relationship with the base. You look at Vance and you see a
25 base that the --

1 (Applause)

2 SENATOR NICKLES: You look at Vance and you see
3 the most economical of all the pilot training bases -- the
4 most economical of all pilot training bases.

5 (Applause)

6 SENATOR NICKLES: I'm going to ask all of our
7 friends -- I told them we're going to save them some time.
8 If we have a whole lot of that, that won't happen, so we want
9 to make our comments. You look at a location that's
10 excellent and you look at a location that has excellent
11 flying weather. You look at a place that has more flying
12 space. You look at a community that has great support. You
13 look -- in my opinion, if you have a difficult case because I
14 know there's several fine pilot training bases, and you'll
15 have to make the decision which one to close.

16 The Air Force looked at that decision. They studied it
17 very seriously, and they said Vance should be one of the
18 survivors, and I believe they're right.

19 You look at the Air Force depots, and, again, in this
20 case you've got five depots, and you visited all of them, and
21 I compliment you for it. At Tinker Air Force Base we're very
22 proud because we happen to think we have the best. We're
23 very proud of the workforce. We're very proud of the
24 people. We're very proud of the work that's produced. We're
25 very proud of the fact that we have the best on-time delivery

1 of all the depots. Depots do work. They do maintenance.

2 I grew up, as Senator Dixon knows, in a machine shop.
3 We make replacement parts. Part of the test of that is to do
4 it on time and do quality work. And Tinker does on-time
5 work, and it does quality work. I've talked to councils of
6 people in the Air Force. They want to have their engines
7 serviced at Tinker. They want to have their airframe
8 serviced at Tinker. The Navy was delighted to have joint
9 servicing where we serviced the E-6H. Because of the joint
10 servicing arrangement, it worked out very well, and it saves
11 the government some money.

12 We have an excellent location in the middle of the
13 country. We have two large runways. We have the largest
14 maintenance facility. We have a large hangar facility. We
15 do very good work not only on engines but on mainframes and
16 avionics. They have a very diversified, very talented, very
17 equipped workforce.

18 So if you look at those two bases and both bases,
19 neither base takes this thing for granted. Both bases, I
20 think, are concerned. Anytime anyone has their name listed
21 on a closure list, I guess it's cause for a great deal of
22 anxiety. And you-all have shared that pain and anxiety with
23 a lot of communities. And I know that you'll be pleased when
24 it's over.

25 I know you're looking at Air Force depots and that you

1 see all those statistics from the Air Force that says you
2 have too much capacity, maybe a lot of excess capacity. The
3 average depot right now is working 52 percent. A couple are
4 working significantly less than that.

5 Two years ago or three years ago the Air Force
6 recommended closing one. The joint servicing group had
7 recommending closing one as well or two -- one or two. Other
8 recommendations from groups that recommended closing one or
9 two. The Air Force base closure group executive group, one
10 or two. The joint cross-service group, one or two depots
11 should be closed.

12 You do have excess capacity. I know in my days in the
13 private sector if you had that type of excess capacity then
14 instead of downsizing all, surely the more prudent decision
15 would be to close one or two. And that falls in your lap,
16 and that is not an easy decision. And I do not -- I wouldn't
17 want to trade places with you for that decision. That is a
18 tough decision because you're impacting lots of lives,
19 thousands of lives.

20 I would just say I've had a great deal of confidence in
21 this committee, and I've had the pleasure of knowing many of
22 you and working with several of you, and you've taken your
23 job very seriously, very competently. And I'm confident
24 you're going to make a decision on military value, not on
25 politics, not on the wins, not on which state has the most

1 electoral votes, but on military value, how can we get the
2 most bang for our buck in the military. And I'm very, very
3 confident that on that type of criteria both Vance and Tinker
4 will be survivors.

5 (Applause)

6 SENATOR NICKLES: It's my pleasure to introduce my
7 colleagues, Senator Inhofe, who serves on the Armed Services
8 Commission who's done an outstanding job in the Senate.

9 I might mention, Chairman Dixon, that we have 11 new
10 senators in the Senate. All are outstanding. All are
11 unique. And I'm very proud to say of the 11 of the new
12 senators in the freshman class that Senator Inhofe was
13 elected president of that group. He really is a leader, and
14 I'm glad he's on the Armed Services Committee, and it's my
15 pleasure to introduce him at this time.

16 (Applause)

17 SENATOR INHOFE: Thank you very much. I think
18 these commissioners are going to be tired of hearing from us
19 before too long, and we'll be talking to you again in
20 Washington, D.C., on Tuesday.

21 You know, I've often said that it would be terrible to
22 be in a position where you didn't have the best, and you
23 tried to present that case. We in Oklahoma do have the
24 best.

25 (Applause)

1 SENATOR INHOFE: I recall the original eight
2 criteria that were used in making the evaluations. There are
3 a couple of them that meant a lot to me. And if you'll
4 recall during our confirmation hearings before the Senate
5 Armed Services Committee, we talked about those criteria, and
6 it was my feeling that the number one and number two criteria
7 would be number one, the military recommendations what the
8 professionals say and number two the contribution of the
9 local communities. And I think there's a general consensus
10 of agreement on that.

11 I'd like to real briefly take them one at a time.
12 Let's start with Tinker. It's not Don's and my position or
13 the members of Congress to get technical and show you the
14 charts. You're going to see all that today. You've seen
15 some of that already. But what you can see is from an
16 overview from us is that Tinker in this case stands alone.

17 If you look at the two criteria, facilities and
18 readiness, you know, we have two missions for readiness at
19 Tinker Air Force Base. One, of course, the Air Force and the
20 Navy, the Air Force AWACS and the Navy TACAMO. And the fact
21 that they work so well together it's called jointness or
22 interservicing.

23 You know, it's kind of fun to go to Tinker to see not
24 only does the Navy and the Air Force work well together, they
25 even talk to each other. They even like each other. I don't

1 think anyone would question that Tinker has set the standard
2 for interservicing in America. I think that's
3 incontrovertible. So as far as Tinker is concerned, I think
4 everyone agrees that in terms of its facilities, it's number
5 one, in terms of interservicing it's number one, and in terms
6 of making the greatest contribution to readiness it's number
7 one.

8 I served on the subcommittee of the Senate Armed
9 Services Committee on Readiness, and I know that's really
10 what this is about, how much can we get in this day and age
11 of cutting back on our military for the rare defense dollars
12 that you are spending.

13 Now, as far as Vance is concerned, you'll see today the
14 impact to the community, the surrounding communities, Enid
15 and other communities. You'll see the contribution of the
16 community. This is an area, I think, that is very
17 significant because these are nongovernment dollars in energy
18 resources that go toward, in this case, Vance Air Force Base,
19 not just to land. I'm sure you'll see the maps and the
20 charts about the contribution of the land that will be
21 vividly put before you in a very understanding way, and I'm
22 sure you've already seen that.

23 The educational resources -- I saw a sign a minute
24 ago -- hold that up again, the Saint Mary's sign. Yeah,
25 Saint Mary's has put together a program with Vance that has

1 saved the taxpayers \$58 million in the first six months
2 fiscal year 1995. That's contributions from the communities
3 toward the military.

4 Now, as a pilot, I look at some other things a little
5 bit differently. I've come in and out of the Vance area so
6 many times in my plane I know your controllers by their first
7 names. I look down there, and I see the airspace advantages,
8 and this is not true of any of the other competitors, that we
9 have more airspace to look at and to use than anybody else
10 has. We have 24 low altitude routes that go within 50
11 nautical miles. Others don't have that. And that translates
12 into sorties and the cost of operating these sorties. And if
13 you compare that to Columbus, Reese, or Laughlin, they don't
14 have it.

15 So I think in terms of training, it's better and
16 cheaper to be done. But you know you would expect me to say
17 that. You would expect Ernest Istook to say that. You would
18 expect J.C. Watts to say that and France Lucas and Don
19 Nickles because we're prejudiced. Everyone up here is
20 prejudiced. We came here believing that we are the very
21 best.

22 So I guess what I want to leave with you is, listen to
23 those who are the objective professionals who look at and
24 analyze the contributions that are made and those bases that
25 can offer the most. Look at the Air Force analysts. They

1 say that Vance is better and cheaper than its competitors.
2 Look at the joint cross-services group. They come to the
3 incontrovertible conclusion again that Vance is better and
4 cheaper than its competitors. But then the AETC, the Air
5 Education and Training Command, those are the people that do
6 this for a living. We don't do it for a living. We do other
7 things too. They do nothing but that for a living, and they
8 have come to the conclusion also that Vance is better and
9 cheaper at training. Don mentioned it's cheaper. It is
10 \$81,000 cheaper than any other competitor we're up here
11 competing with right now, \$81,000 a student. That's what the
12 professionals say.

13 Let me go ahead and wind up with the big picture. I'm
14 new to the Senate as you all well know, and I'm on the Senate
15 Armed Services Committee. But in 1992 I got on the House
16 Armed Services Committee. And at that time while I was in
17 the House of Representatives I had a district of just Tulsa.
18 I didn't have any bases in my district. I didn't get on the
19 House Armed Services Committee to save Vance or Tinker or
20 Fort Sill or Altus or the ammo depot in McAlester. I got on
21 it for one reason, to save America. And I tell you what, and
22 I know that a lot of people may be offended when I say this,
23 but I have to say this because it comes from the heart. I
24 saw what was happening in the Clinton administration. I saw
25 Ron Delhams go in as the Chairman of the House Armed Services

1 Committee, and I saw a budget that we're faced with today,
2 and it's the same budget that we had in 1980 when we couldn't
3 afford spare parts. We had hollow forces. So I got on to
4 rebuild America.

5 So I guess I would conclude that I'm still not on the
6 Senate Armed Services Committee and the readiness
7 subcommittee to save Tinker or save Vance. I'm on there to
8 save America.

9 (Applause).

10 SENATOR INHOFE: And I would conclude by saying by
11 all professional, objective, quantitative and qualitative
12 analysis that it is incontrovertible that saving and
13 expanding both Tinker and Vance is in the vested security
14 interest of the United States of America. Thanks so much.

15 (Applause)

16 SENATOR NICKLES: Now I ask Mayor Ron Norick, who
17 is not only mayor of Oklahoma City but has just done an
18 outstanding job in the last several weeks since the bombing,
19 and I'm very proud of his leadership in Oklahoma City. Mayor
20 Norick.

21 MAYOR NORICK: Good morning, Mr. Commissioners. I
22 appreciate very much the opportunity to be here today. Our
23 partnership with Tinker Air Force Base in Oklahoma City and
24 the surrounding metropolitan area goes back many years. In
25 fact, 50 years ago Tinker Air Force Base, the land was

1 purchased by the community and given to the Air Force.

2 So we have started a partnership with our military
3 services in our area that goes back many years and not only
4 on that time but many times since then we have been called
5 upon to protect the airspace of Tinker to provide additional
6 land. General Burpee is going to go over that in some
7 detail. But we have always come to the front. We have
8 always provided our resources, the city, the county. And I
9 don't know too many communities -- the business community on
10 several times have signed personal guarantees of banks to go
11 out and buy land and donate to the Air Force over the last 50
12 years.

13 We are a partner with the military. We are never at
14 odds with the military. You have never seen a demonstration
15 against the military at our base, any of our bases, Vietnam
16 or any other time, and you never will see one such as that.

17 Also I don't think it's so hard right now to tell you a
18 little bit about the people of Oklahoma. The commissioner
19 made a response while ago that that's the first time they've
20 applauded the commission. That's typical of Oklahomans,
21 Commissioners. That's very, very typical to get a reception
22 like that.

23 I think it was pretty obvious as the senator said on
24 October -- April 19th I was supposed to be here also. We all
25 wished that I was here because we wouldn't have had the

1 circumstances that happened in Oklahoma, and we don't want to
2 use that as something to have sympathy for Oklahoma. That
3 isn't the intent. But I don't think there's any doubt that
4 the country woke up. The country decided that it was time to
5 get back to the moral fiber of what made this country great.
6 I think you saw the quality of the character of our people.
7 I think you saw the work ethic of our people. I think you
8 saw the moral fiber of our people.

9 (Applause)

10 MAYOR NORICK: Tinker is a major economic machine
11 in central Oklahoma. I am here representing 23
12 municipalities that make up central Oklahoma. The loss of
13 jobs at Tinker is 4.9 percent of our population. That's 4.9
14 percent of our population. That is a huge number. And in
15 central Oklahoma, Enid is part of our association, and the
16 same thing goes for Vance. What happens at Vance and what
17 happens at Tinker is felt by both communities tremendously.
18 We are all in one.

19 I do economic development and have been in -- I've been
20 in office for eight years now. And jobs at Enid are just as
21 important as jobs in Oklahoma City because the spinoff
22 affects all of us. So I want you to know it is a large
23 economic generator for our two communities.

24 I also want you to know that I am confident that as you
25 hear the presentation today by General Burpee that you will

1 see that we have a fine base that is economical to the
2 government and economical to the military. It provides a
3 good service. It provides quality workforce and is one that
4 you'll find I don't think any better workforce in the
5 country. And we are proud of our people. And we are proud
6 of what they provide to the defense of our country.

7 At this time I would like to introduce General Dick
8 Burpee, who will make the presentation for Tinker.

9 (Applause)

10 SENATOR NICKLES: General Burpee, I notice
11 Governor Keating is here. And before you get started, you
12 might want to make -- you might get bumped just for a few
13 minutes.

14 CHAIRMAN MONTOYA: We're going to swear the
15 governor in privately.

16 SENATOR NICKLES: You need to swear the governor
17 in. You can't trust these guys.

18 (Applause)

19 CHAIRMAN MONTOYA: Governor, having been duly
20 sworn, you've got the floor.

21 GOVERNOR KEATING: Mr. Chairman and members, I
22 apologize for my tardiness. The weather north of the Red
23 River is pretty grim. I want you to know that that wasn't a
24 plot against Oklahoma. It was a natural calamity, and it
25 wasn't a thing I could do about it. But I'm here, and I'm

1 very honored to be able to join my colleagues from the Senate
2 and members of the House, Congressman Istook and Congressman
3 Watts and obviously Mayor Norick of Oklahoma City and Dr.
4 Thurman, the president of the Oklahoma City Chamber of
5 Commerce.

6 We have discussed these issues, I think, in
7 considerable detail in the course of the last several days.
8 I've been honored to meet with members of the commission,
9 both at Vance Air Force Base in Enid as well as Tinker in
10 Oklahoma City. It goes without saying as Governor of
11 Oklahoma I'm very interested in these facilities not only
12 because they provide employment for Oklahomans, but also
13 because they are in my judgment, and I think in the judgment
14 of the senator, very viable for our nation's security.

15 But let me say something as a postscript to what others
16 have said, and I think Mayor Norick and I are in as good a
17 position as any to make these statements. When you add up
18 the positives and negatives, when you go through the charts
19 and you determine how best to invest taxpayers' money, where
20 do you have the most productive workers? Where can you
21 provide the best bang for the buck? Where is the best
22 investment of the taxpayers' dollars to be invested? I think
23 the tragic experience that we suffered in April showed the
24 United States and certainly showed the world of the methods
25 of Oklahomans.

1 There are three lessons. First, that there is an
2 Oklahoma, and those in our state certainly were not surprised
3 to learn that. We knew it. But secondly, Oklahoma has a
4 wonderful people and third, that Oklahoma works. It's an
5 extremely productive and efficient place.

6 If I were choosing to hire people, I would want to make
7 sure that those people would not steal from me, that they
8 would show up on time, they would put in a dollar's worth of
9 time for a dollar invested. And then the fortunate thing
10 about our state is that you get that, and you get that in
11 superlatives, the tremendous productivity of our workers, the
12 tremendous focus on doing an excellent job for the least
13 dollar invested.

14 I know when we were in Enid and Vance, we talked about
15 those enormous savings associated with the keeping of that
16 facility open. I know General Burpee in a minute will go
17 through the very significant cost savings associated with the
18 missions at Tinker. But I think when it's all said and done,
19 it's the caliber and the quality of the people, the
20 tremendous integrity and the vitality of the people.

21 Obviously there are bases here who are affected that
22 have wonderful people, and there are wonderful states
23 involved. And I don't question that this decision isn't an
24 easy one. It's a very, very difficult one. But I can assure
25 you, and I know Senator Nickles and Senator Inhofe and

1 were a little bit heavier than the war fighting capability.
2 And the problem is we've lost 40 percent of our operational
3 forces in the Air Force, and our depot capability has
4 remained about the same. So we have not come down in our
5 infrastructure to keep that 40 percent production and 60
6 percent of our forces. Next chart.

7 When you sift it all out and you really get down to
8 what you really are all about, the only two things -- there
9 are only two ways to save money in the depot business. One
10 is to consolidate the workload, and the other is to co-locate
11 operational units at a depot where that depot can be the most
12 productive. So when you get through all the rhetoric, that's
13 where it all belongs, right there.

14 I showed you this chart in April. I just want to show
15 you again that as you continue to downsize the depots, the
16 cost, the unit cost will increase. And I might mention that
17 since April I've learned that there is a memo out that was
18 dated about a year ago that directs the Air Force to
19 eliminate 30,000 civilian positions. Of that number the Air
20 Force Material Command has been directed to eliminate 26,000
21 by the year 2001. Tinker's share of that reduction is
22 4,119. So if we do nothing, these numbers are going to
23 continue to come on down.

24 This chart was shown to a couple of our commissioners
25 last Wednesday, and it shows the growth potential and where

1 Tinker is right now in the next four-year plan for the direct
2 labor hours and what they're achieving right now. Tinker
3 right now is operating at about 7.3 million direct labor
4 hours, and they have a capacity of 12.9 million. So we have
5 all this growth potential. I might add that 14 percent of
6 that is done by interservicemen because the Navy F-14s and
7 all the F-14 engines for the Navy are in that package.

8 Now, you can argue about whether you have capacity in
9 terms of whether the Department of Defense has defined that,
10 and they defined it by workstations. The simple fact is you
11 still have a tremendous amount of excess capacity. Under the
12 DOD operations, we're operating under 93 percent. Under this
13 we're operating at about 57 percent capacity. And a good
14 example of that is just a few years ago if you took all the
15 B-52s, about 60 a year ran through the depot at Tinker.
16 Today there's only 15, but they're still operating out of the
17 same facilities.

18 We say right-size Tinker, and here are some areas that
19 can be added to the depot that would help you fill up the
20 depot.

21 The avionics, there are two brand-new avionics
22 facilities at 12.7 million, \$9.7 million.

23 Aircraft repair, I just mentioned the B-52 differences
24 in capacity.

25 Blade repair, they have the capacity to do 5 million

1 blades a year. And yet right now they're operating at
2 750,000, way, way below the capacity, and all the facilities
3 are there.

4 Communications, we have two large communications units
5 at the base, and I'll talk about that. But they could be
6 co-located at Tinker.

7 Engines, we do a large number of engines right now.
8 We're operating at about 2.4 million man-hours. And there's
9 a lot of room to expand. According to the numbers right now,
10 they could do all the engines in the Air Force at Tinker.

11 Fuel control, they just opened up a 13 and half million
12 dollar fuel control test facility. They cut the ribbon on it
13 just about a month ago.

14 And of course, the Stealth. We have the B-2 coming to
15 Tinker. We have all the Stealth capability to go along with
16 that aircraft.

17 So if we do those things, if we add -- consolidate
18 workload at Tinker, here's what happens. If you fill up this
19 capacity from where we are today 7.3 to 12.9 man-hours, that
20 would save the Air Force \$129 million a year. The Air Force
21 requirement is 30 million man-hours right now. And if you
22 apply the -- by the way, this is true of all depots -- if you
23 apply the same formula, it would be \$307 million a year
24 savings to the Air Force.

25 If we switch now from co-location -- or from

1 consolidation to co-location these are the major tenants that
2 are at Tinker. No other depot had these large type tenants
3 at their depot. And of course there are a whole host of
4 smaller tenants there, but I just listed the major ones. And
5 I'd like to talk about those in a couple of groups.

6 The first one is aircraft units such as the AWACS. As
7 you know, it's about 3800 people that work at the AWACS at a
8 great savings. It's in the center of the country. They do
9 all of their depot maintenance at Tinker. The Navy TACAMO,
10 as you see up there, the 507th Reserve. By the way, that's
11 the 10 -- the 10 aircraft versus the normal 8.

12 The savings -- of course, you know they don't have two
13 tire shops. They don't have two fuel cells and don't have
14 three engine shops. You don't have three battery shops and
15 all that sort of thing. It's all done right at Tinker and
16 done at the depot. Great savings in terms of facilities and
17 also in terms of the manpower available. A normal wing such
18 as the AWACS would probably have another 1500 people added to
19 it, as would the Navy if they had to continue to do these
20 kinds of things in addition to the depot activity right now.

21 If we look at the ground units, equally important, the
22 engineering installation wing is the only wing in the Air
23 Force that engineers the communication problems, the
24 communication systems for the Air Force. They put together a
25 kit and they fly it out and put the cable in or do whatever

1 they have to do.

2 The Third Combat Communications Group, they do all of
3 the instrument landing approaches, the radar control
4 approaches and that sort of thing for any combat zone we have
5 wherever it's required in the country and they're deployed
6 from D.C. And these communications are all done at another
7 depot. They ought to be consolidated and put at our depot.

8 The Defense Logistics Agency has 32 modern up-to-date
9 buildings with fully automated automatic retrievers and that
10 sort of thing to feed the supply to (inaudible) and other
11 units.

12 The defense megacenter at its brand-new facility just
13 opened up, and it services about 46 states and 100 Air Force
14 and Air National Guard installations. It's one of only 16.
15 It's the last one that was built. They used all of the
16 technology in the others to put it together. And that, as I
17 understand, will soon be consolidated down to five of those
18 units. But it is truly a first-class facility. The savings
19 certainly as you can see them here it's a great savings to
20 the Air Force to have these at Tinker contributing to the
21 increased responsiveness and readiness as Senator Inhofe
22 mentioned a little while ago.

23 Interservicing, we've heard a lot about interservicing
24 this morning. There's really only one place that has the
25 Navy facilities on an Air Force depot, and that's at Tinker.

1 The Navy calls this their E-6 fleet depot by the way. The
2 Navy came to Tinker and became operating in May of 1992, and
3 they invested \$92 million to become operating at that unit.
4 And I show you the location here. The reason they came to
5 Tinker is because of its central location. They can operate
6 and serve both LANT and PAC, and do it in one central
7 location, and it works out just super operationally.

8 The advantages, of course, they're training. They
9 train with the AWACS people they consolidated three units
10 from the Navy, one from Huntsville, Waco and Packs River.
11 And they consolidate all their training, the whole purpose of
12 the AWACS people in the same facility (inaudible). And as
13 we've already mentioned, the maintenance and what they do
14 there is the depot handles all of their maintenance
15 activity.

16 By 1998 the Airborne Command Post will be phased out of
17 the Air Force, and that activity will be given to the Navy in
18 the TACAMO unit. And when that occurs, the Navy will realize
19 about \$250 million a year savings. Then we'll go from 59
20 airplanes in the Air Force down to 20.

21 Why should we -- why Tinker over some other depot? And
22 I'd like to go over just a couple of charts on that. I want
23 to talk about these things: Community support, economic
24 impact and that sort of thing, and let me just go through
25 that.

1 I mentioned to you back on the 19th of April, you saw
2 this chart before, as the mayor mentioned, we're the only
3 depot -- the only depot that I know of, the only Air Force
4 base that I know, maybe military base where the community
5 bought the land, purchased it and gave it to the War
6 Department. We've seen places where they build swimming
7 pools, (inaudible) facilities or they put some barbecue or
8 something like that for family visitation, but not just give
9 the land. That's been done. The last portion given was
10 1968.

11 Another thing the community supports, as the mayor has
12 mentioned, they have prevented encroachment. This land here
13 was purchased by the City, and there can be no encroachment
14 from the south. This was an area called Glen Wood, some 756
15 homes plus a school that was in that area. Those were bought
16 by the county and removed because it was encroaching or
17 limiting the activity off the north end of the runway. And
18 there's others, but I think you get the point, we've had
19 great community support.

20 I'd like to turn now to economic impact. We've heard a
21 lot about the economic impact, and what I'd like to show you
22 is the total bottom line. We're looking at some -- nearly
23 40,500 jobs for impact of \$2.2 billion. The yellow areas
24 indicate people who live in 44 of the 77 counties in Oklahoma
25 and drive and work at Tinker, which means that it's more than

1 just a local metropolitan impact. It's a state impact,
2 really, when you look at it.

3 Another economic impact, this is kind of an interesting
4 chart. We've heard about the hardship on other states that
5 have large military bases and large Air Force bases in them.
6 And what this chart tells you is two things: The first one,
7 dependence of state economies on civilian employees who work
8 at the largest bases. This ranks them in the order of 50
9 states. Tinker is number two. If you look at the number of
10 people affected, we're saying that for every 10,000 people,
11 84 out of every 10,000 people in the state of Oklahoma,
12 civilian employees, work at Tinker. It kind of puts in
13 perspective the impact of all the communities.

14 Cost to close, we've heard different numbers this is
15 the latest number we got on a COBRA analysis, the Air Force,
16 and your staff, and it shows that Tinker is clearly the most
17 expensive depot for closure, and it also takes the longest
18 time to get a return on investment.

19 Location, you've heard a lot about location already.
20 But I think there's two things I want to point out. One is
21 the Air Force has a two-level maintenance concept. And that
22 means they've taken intermediate maintenance away from the
23 individual bases. And they ship the parts to a depot, and
24 then they repair them and get them back out to the units.
25 And that's important in terms of transportation to be

1 centrally located.

2 We also have an aerial port there that's not in use
3 right now, but it's sitting there available. That aerial
4 port handles 25 percent of all of the logistics that went
5 during Desert Storm. One of the things that was kind of
6 different about it was, it handles all of the mail that went
7 to Desert Storm, which was a significant amount.

8 We've talked about the Building 3001. It's a mile
9 long. It's the only facility in the Department of Defense
10 that has this kind of capability. The flexibility of doing
11 engines, aircrafts, spare parts, the managers of those
12 weapons systems are located right in the same facility. If
13 you have a problem on the engine line or with an engine, you
14 can get an engineer down there in just a few minutes and he
15 fixes the problem. Dual runways, large hangars, 14, and 234
16 acres of space.

17 I might mention at this point that I've been asked
18 about the C-5. Can Tinker handle the C-5 if we build a
19 facility at Tinker, and I think we know. And the Air Force
20 has put together a package for the C-5 to be done at Tinker,
21 and I thought I might just show you that location. What they
22 intend to do is -- this is Building 240. What the Air Force
23 plan is that they would have two docks, hangar docks for the
24 C-5. They would modify that facility. You can get a C-5 in
25 there all but the tail, and you'd have to (inaudible), so it

1 has to be modified. That modification costs about \$23
2 million.

3 They'd also come over here and add one other hangar
4 dock in the corrosion control facility, and we're talking
5 about \$7 million for that, another 16 or so to do the
6 utilities, hook in a blast deflector fence and that sort of
7 thing.

8 But the answer is that Tinker can handle the C-5 by
9 modifying this building, putting in a corrosion control
10 facility and another dock, they will have the capability to
11 do the C-5.

12 Someone asked me, well, they have five docks at Kelly.
13 How can you do it with only three docks? And the Air Force
14 answer to that is if you meet your flow times, you can do it
15 with three docks.

16 Environment, you've heard a lot of things about
17 environment, cleanup and prevention in the Air Force. Tinker
18 has won all the major awards for that. They just came back
19 from the White House with a Renew America Award for lead
20 paint testing. They were the only military installation in
21 the federal government -- only federal government
22 installation to do that.

23 Growth potential, the city, the community, and the
24 state has purchased land that's adjacent to Tinker, some 1300
25 acres that can be used for Tinker if they need it. It's

1 available, and it's there. So there's plenty of growth
2 potential.

3 We have heard a lot about people and performance. We
4 took there out of the depot maintenance indicators book so
5 we'd have it right at the bottom line, so we'd have some
6 numbers that you can understand and believe in. And when you
7 look at these performance indicators, we went back to the
8 last year and a half, and these are the numbers that are in
9 the DOD book. And, in fact, the last two quarters Tinker has
10 had 100 percent aircraft on-time delivery. So that number
11 will change in a short period of time.

12 Now I'd just like to conclude by telling you about
13 Oklahomans. And you heard our governor talking about
14 Oklahomans. As we were driving back from Dallas on April
15 19th and were listening to the radio at the Murrah Federal
16 Building, we were listening to all the rescue operations, I
17 was not surprised to hear about the dedication and the kind
18 of people that were responding to the rescue operation in the
19 building. I had experienced that when the Building 3001, the
20 big building caught on fire at Tinker. Saw the same kind of
21 dedication, the same kind of work ethic, the same kind of
22 stick-to-it-ness that you found at the Murrah building.

23 And not to belabor that point, I would just like to
24 close with a story. When that fire occurred, we had F-111s
25 were operating their airplanes, and they're changing engines

1 SENATOR INHOFE: Next we'll hear from our
2 Congressman 5th District, Ernest Istook.

3 (Applause)

4 CONGRESSMAN ISTOOK: Thank you, Senator Inhofe.

5 I appreciate the opportunity to be with the BRAC
6 commissioners and so many good people from Oklahoma. As the
7 commissioners may be aware, if not, I'll tell you. I served
8 on the House Appropriations Committee. One of the
9 subcommittees which I served is the military construction
10 subcommittee. And as a member of -- frankly, one of the
11 members of Congress, was very jealous about controlling
12 federal spending, which is a key component of your job.
13 You're trying to work in cooperation and unison there.

14 As a member of the military construction subcommittee,
15 particularly, I would like to focus on that aspect of the
16 decisions you have to make. Because in that service I really
17 see only two viable ways to squeeze the most bang out of our
18 defense dollar. And the current Congress is certainly
19 committed to improving the military. In fact, you will find
20 the military construction budget is the only major area of
21 appropriations where this year we are intending to exceed the
22 President's budget request. That's the level of our
23 commitment to improving facilities. The first way of the two
24 is to make the most of what you've got. And the second is to
25 look for the improvements with the synergy, such as

1 interservicing.

2 If you want to make the most of what you've got, the
3 first way is maximizing what you have already. General
4 Burpee in his charge has illustrated the potential of Tinker
5 to absorb work that may be relocated from other facilities
6 which do not have the same record of efficiency, which do not
7 have the same record of quality, which do not have the record
8 of performance. You've seen the on-time figures for Tinker,
9 unexcelled in delivering the work, whether it be airframes or
10 engines or avionics in an on-time basis. That is a very
11 important component of any modern management, the
12 just-in-time systems. Tinker has the ability to perform in
13 that methodology that others lack.

14 In regard to other depots, you don't have the same
15 quality record. In the May 10th hearing it was indicated to
16 BRAC that current depots are operating at 48 percent of
17 capacity. If you take the administration's proposal or the
18 Pentagon's recommendation to downsize in place, you only
19 bring the utilization from 48 percent to 52 percent. If --
20 as we feel you may be doing, if you make a decision that one
21 or even two of the depots may be closing, only then do you
22 bring that number up far beyond the 48 and 52 percent as far
23 as utilization of capacity, where you can bring it to the 70s
24 or more.

25 Now, to me it's clear as a member of the Military

1 Construction Subcommittee the Pentagon recommendations don't
2 adequately address the problem because we must appropriate
3 funds and maintain extra facilities if all five depots are
4 kept open. It's not just the administrative expenses. It's
5 also the logistical expenses and facilities which must exist
6 at other locations.

7 If you'll notice, General Burpee displayed the chart,
8 this particular chart talks about Building 3001, and frankly
9 is flexible and can be figured in many different ways. It
10 not only can handle full-size airframes but also fighter size
11 airframes, the engines. I believe, if I heard correctly,
12 it's been indicated to you that Tinker has the ability to
13 handle the engine work for all of the Air Force.

14 One of your challenges and one of the objectives and
15 facts that you consider is not only flexible, but ability to
16 absorb new missions and relocations of missions. Tinker has
17 that ability to relocate them where you have the highest
18 level of performance. I would agree with Jim (inaudible)
19 who, of course, in the last round was the chairman of BRAC.
20 And he said that maintaining excess capacity in our bases
21 only takes precious defense resources away from our ability
22 to modernize, to train, to procure and to improve the quality
23 of life for the men and women of the armed services. And
24 that's why as a member of a military subcommittee, military
25 construction, I see the prudence of a decision by BRAC that

1 may mean the closing of one, potentially two of the air
2 logistics centers.

3 In looking for the synergy, the co-location of
4 operating units in the place where they are being maintained
5 is a valuable quality and something that is important that
6 you find only in this level at Tinker. It's TACAMO, the Navy
7 squadron, the E-6s that perform a worldwide mission from a
8 location midway between the two coasts and can have the
9 airframe maintained in the same location.

10 It's the ability to take AWACS, which again has a
11 worldwide mission and can be maintained at the same place
12 where it has its main facilities.

13 The same with the 507th Reserve Unit, one which until a
14 year or two ago was flying F-16s, and now they fly the KC-135
15 tankers. Again, the repair work and the maintenance work is
16 done there at Tinker.

17 There are tremendous savings in having that synergy in
18 having major missions located where the facilities and the
19 airframes and engines can be maintained. This unique
20 relationship enables Tinker to make the most of our limited
21 tax dollars and of course the ability to expand to accept
22 additional missions. The community has more than 1,000 acres
23 already preserved adjacent to Tinker if it needs to go beyond
24 the existing borders. And as General Burpee illustrated to
25 you on the chart, even without extending the defense line,

1 there is the ability to accept other work at Tinker Air Force
2 Base.

3 I appreciate, gentlemen and lady, the difficult task
4 that you have before you. I want to commend you for your
5 willingness to undertake tough decisions. It's unpleasant,
6 but we know that it's necessary. And the decisions you make
7 are going to impact us all greatly.

8 And certainly as someone has tried to focus a great
9 amount of my own effort on saving the taxpayers' money and
10 getting the most bang for the buck, I would say to you that
11 you can do that by preserving, and if missions are to be
12 relocated, even expanding Tinker Air Force Base. Thank you.

13 SENATOR NICKLES: Commissioners, the next
14 congressman to wrap up on Tinker is Congressman J.C. Watts,
15 who was just elected but is an outstanding new member of the
16 Oklahoma delegation and, I believe, an outstanding member of
17 the House of Representatives who also serves on the Armed
18 Services Committee in the House. Congressman J.C. Watts.

19 (Applause)

20 CONGRESSMAN WATTS: Thank you Senator Nickles and
21 Commissioners. I appreciate this opportunity today for the
22 delegation from Oklahoma, this opportunity to tell the Tinker
23 story. I know that you-all have a very difficult task ahead
24 of you as you try and determine what should be done in the
25 next several weeks. I am reminded -- in looking at your

1 responsibilities or analyzing your responsibilities, I am
2 reminded of the definition that I heard of confidence. And
3 it's said that confidence is a feeling you sometimes have
4 before you fully understand the situation. So I know that
5 when you came into this process you were probably extremely
6 confident, but you've heard some fine stories concerning all
7 the facilities that you're analyzing.

8 I want to acknowledge all the people from Oklahoma and
9 especially the folks there in the 4th District of Oklahoma
10 and the Tinker Air Force Base community, Choctaw, Oklahoma
11 City, Midwest City, Del City, Oklahoma City and other
12 surrounding communities at Tinker Air Force Base.

13 I've appreciated the comments of my colleagues. Tinker
14 is in my district, and in my many visits to Tinker Air Force
15 Base I've always been impressed with the facilities and the
16 people at Tinker. The Air Force and joint cross-service
17 group were also impressed with Tinker's capability as is
18 evidenced by their rankings of Tinker at or near the top of
19 the depots. People at Tinker Air Force Base make it so very
20 productive, and I have always believed that it is a work
21 ethic which has long been a hallmark of Oklahomans that has
22 given Tinker its remarkable record of performance and cost.

23 The commissioners -- the BRAC commissioners have been
24 to Oklahoma on several visits, and every time I found out
25 that the commissioners were going to come to take a look at

1 Tinker, I became very excited because I've always believed
2 that Tinker Air Force Base is the very best salesperson that
3 we have in telling the Tinker story.

4 Our teamwork has paid off tremendously. The community
5 has always been very supportive of Tinker. The environmental
6 concerns that we all have around the country and in the state
7 of Oklahoma, Tinker has addressed wonderfully. Tinker's been
8 recognized for its environmental excellence. It has won
9 numerous awards for having one of the best environmental
10 programs in the entire Department of Defense, if not the
11 best.

12 The expansion efforts at Tinker, as General Burpee
13 touched on that, Tinker has the capacity to handle additional
14 5 million direct man-hours of work without any new
15 construction. In addition as General Burpee also pointed
16 out, we can absorb the C-5 work with minimal new
17 construction.

18 In the 104th Congress we are dealing with budget
19 constraints and trying to balance the budget and trying to
20 address that very critical area. And as a member of the
21 House National Security Committee, I'm keenly aware of the
22 need to stretch our military dollars, our defense dollars.
23 In Congress we're attempting to balance the budget and still
24 provide for our national security needs. We believe we have
25 come up with the blueprint to do that. This demands our

1 armed services and our military infrastructure be
2 right-sized. I believe we can balance the budget and provide
3 for a strong defense. But paying to maintain excess military
4 capacity or military infrastructure makes no economic or
5 strategic sense.

6 As you go through this most difficult process, you will
7 hear much about the support of the communities. I believe
8 all communities obviously support their bases. You will hear
9 much about the facilities at each base. All will have great
10 community support. You hear much about, again, the
11 facilities and all the other things that have and will be
12 said.

13 Commissioners, I've been very fortunate to be involved
14 in my lifetime with some of the very best in many arenas:
15 Politics, athletics, business and now Tinker Air Force Base.
16 And I've always believed that when you're involved with the
17 very best, it does bring out a special pride and a special
18 productivity. The bottom line of Tinker Air Force Base is
19 leadership, it's employees and communities surrounding our
20 base. They're very proud of who they are and what they stand
21 for, and that's productivity.

22 The bottom line is Tinker Air Force Base delivers. I
23 am confident and prayerful as you go through this very
24 difficult process you will give every consideration to Tinker
25 Air Force Base in keeping it open. Again, we're quite proud

1 of our facility. We're proud of who we are, what we are,
2 what we stand for in the Oklahoma City metropolitan area.
3 Leadership at Tinker has done a wonderful job. And, again, I
4 thank you so very much for this opportunity for us to come
5 down this morning -- or this afternoon and present to you the
6 Tinker Air Force Base story in which our state and our
7 community are very, very proud. Thank you very much.

8 CHAIRMAN MONTOYA: Thank you, Congressman Watts.

9 SENATOR NICKLES: This concludes our Tinker
10 presentation. We'll ask our representatives from Vance if
11 they will come forward now.

12 (Applause)

13 CHAIRMAN MONTOYA: I think we might have a couple
14 of questions. I think for continuity, we're down to three
15 commissioners. And what I'd like to do is, I have a question
16 for the Tinker folks. Then we'll take a quick five minutes
17 so the commissioners will be fully attending to Vance. And
18 we'll come back and start the Vance presentation at that
19 point.

20 I have a question of General Burpee. Assuming
21 industrial capacity by (inaudible) measures means skilled
22 people, equipment and facilities. I think you suggested that
23 except for those two military construction projects
24 associated with the painting facility and modifications, is
25 it your testimony that you could absorb the C-5 work without

1 any further military construction of Tinker?

2 GENERAL BURPEE: The answer is yes. All of that
3 excess, that growth and that capacity for the base that I
4 showed you on that chart \$5.6 million direct labor hours,
5 that all can be done without any mil con, military
6 construction. The C-5 is the only major military
7 construction that would have to be done in that hangar,
8 modify the one hanger I talked about and build the new
9 facility for the corrosion control.

10 There are some other -- in the COBRA analysis, there
11 are some others that bring the whole total up 100 million.
12 The C-5 cost is about \$52 million and there's some building,
13 some housing units, modifying some engine test cells and that
14 sort of thing. But the bottom line is total construction to
15 absorb two depots, for example, is about \$100 million.

16 CHAIRMAN MONTOYA: Thank you. Ms. Steele.

17 COMMISSIONER STEELE: General Burpee, I had a
18 question for you as well. Senator Hutchison on the Kelly
19 delegation this morning made two points, the second of which
20 I personally find the most weight to and would like you to
21 comment. First was that Kelly's labor cost is much more
22 reasonable than other depots and how that would impact the
23 cost of doing C-5 work at Tinker. Secondly, the senator
24 brought up the readiness issue. And if you look at fighting
25 two near-simultaneous MRCs, how would this disrupt the

1 airlift when we already have -- we're stretched on airlift to
2 begin with? How would the construction in airlift capability
3 impact our ability to fight two near-simultaneous MRCs?

4 GENERAL BURPEE: Let me address the labor costs.
5 If you look at the Department of Defense management
6 indicators book, it shows Tinker to be \$11 an hour cheaper
7 than Kelly. I don't know where they got their data. But if
8 you look at the Air Force data and look at the data in the
9 Department of Defense management indicator's book, it shows
10 that we're about \$11 an hour cheaper at Tinker than at
11 Kelly.

12 As far as airlifts, that would be phased in over a
13 five-year period to begin with your decision or out to the
14 year 2001. We already have a corrosion control facility at
15 Tinker right now that can handle two C-5s at one time. So we
16 have that facility, and then we just have to do these
17 additional things. But the C-5, the airlift shouldn't be any
18 degradation in the airlift problem at all. It will just be a
19 gradual shift and phase in would be -- the way the Air Force
20 would do it is to phase in the airlift capability.

21 COMMISSIONER STEELE: Thank you for commenting on
22 that. We saw the facility at Kelly, and I've got to tell you
23 it was hopping. It was packed. It was busy, and they made a
24 very strong presentation that any construction in that would
25 cause a delay in the depot work. Thank you for commenting.

1 GENERAL BURPEE: I don't think it -- it would be
2 phased in. There wouldn't be any disruption. I would
3 welcome you to look at all the productivity and labor costs
4 and all that sort of thing and look at what the Air Force
5 data really is.

6 CHAIRMAN MONTOYA: Thank you all very much. We'll
7 take a short break and be right back for Vance.

8 (Brief recess.)

9 CHAIRMAN MONTOYA: We'll take our places, and
10 we'll start the last formal testimony of the day followed by
11 the public comment period. Thank you very much.

12 If I may have the members of the Vance delegation who
13 have not been sworn to please rise, and I'll swear you in.
14 Those who have not been sworn already from the next group
15 raise your right hand.

16 (Four witnesses sworn.)

17 CHAIRMAN MONTOYA: Senator Nickles, you may
18 proceed.

19 SENATOR NICKLES: Mr. Chairman, thank you very
20 much. We'll start out with the first witness -- first, I
21 want to comment that both Governor Keating, Senator Inhofe
22 and I all tried to make our remarks where they would cover
23 both Vance and Tinker. Knowing that some of the
24 commissioners might need to leave early, we wanted to touch
25 on both bases. So I think that we tried to do that.

1 of that while you were up there.

2 Let's talk about the air park. Here are the airplanes
3 that have been flown at the base over the last 50 years.
4 We've trained over 27,598 quality graduates for the armed
5 forces, and we want to continue doing that business.

6 Now, the newest addition to the fleet of airplanes, the
7 T-1, that takes us into what we call specialized
8 undergraduate training program. It rounds out the fleet of
9 airplanes that you see on this slide, so you can do a
10 two-track training system.

11 Now, Laughlin and Reese have already completed that
12 transition, and Columbus will do that this year. And that
13 will put all four of the existing bases in the same
14 configuration.

15 By now you're very familiar with all the competitors,
16 so I won't dwell on that chart. But I'd like to go quickly
17 into the pilot training scenario. As you know, the quarters
18 are very close in the way that you fly, and the sorties are
19 very short. And that means, as you can see from this slide,
20 when you climb into the T-38 and you're all equipped to go
21 flying, you want everything to work very, very smoothly for
22 you. Just as tight in the T-37 where two pilots sit side by
23 side. And that means that the things that you cannot buy in
24 the world, as General Gagliardi's comments here, in the area
25 of airspace, weather, and encroachment are essential keys to

1 training pilots in the United States Air Force.

2 First of all, airspace, and I talk about the footprint
3 on the ground of airspace. I talk about the footprint rather
4 than the height of it. And you heard Columbus in their
5 defense yesterday kind of did some study where they capped
6 the height of it. That's important, but it's important on
7 where you are on the ground because it's tough to get new
8 airspace. It's tough to get new low level routes. So it's
9 important that you reserve that area that you have around the
10 base.

11 And we had some discussion about when is airspace
12 enough. Does everybody have enough out there to do that.
13 And I would tell you that, yes, under present conditions you
14 do. If you'll put the next chart up, you'll see that the
15 outline that you've got around Vance makes it very, very easy
16 to train pilots because you can go to the east and you can be
17 in the T-37 areas, 11 nautical miles. Or you can go to the
18 west and be in the T-38 areas at 18 nautical miles.

19 From the next chart you can see the airspace located
20 around each of the four bases. Only around Vance does it
21 completely surround the base. At other bases you've got
22 spaces that you have to spend time transiting when you go to
23 the area. And, of course, that detracts from the amount of
24 training you can do. If you look at no other side than that
25 one, that's the one I'd like you to be able to concentrate on

1 when you go back and you do some more deliberations.

2 Now, the next chart up there tells you what you gain
3 because that airspace is too close to you. And if you sum it
4 up, you get about 15 percent additional training at Vance
5 over the other bases. That's quality training that you can
6 do the maneuvers in the area because you're in the area and
7 don't have to spend time going to and from the area.

8 Couple that with the things around the base, type of
9 congestion you get from small aircraft that might be
10 operating out of some other airports.

11 And General Gagliardi, I'm sorry you've only got 19 gas
12 stations in Val Verde County, but this is what the data was
13 reporting. Couple that with low-level routes that you have
14 good access to, numerous ones that give you additional
15 training and finally outbases that will allow you to go out
16 and do the type of field training that you need to do, I
17 think has worked very, very well for us.

18 Now, this slide shows some controllers in the tower.
19 It's a new chart. And the one that I'm going to show you
20 right after it talks about why consider a measure of merit.
21 How do you tell whether or not that operation -- that
22 training operation is working smoothly or not? You can
23 see -- and this is certified Air Force data -- that delays in
24 taking off can be caused by a lot of things: You don't get
25 your clearance, you've got other airplanes in front of you,

1 and those sorts of things. And you have to work with
2 different controlling agencies. Sometimes that can become a
3 problem. The data shows that, in fact, a couple of our bases
4 do have some problems with delays. But you'll notice that
5 they do have fewer at Vance. One of the reasons is because
6 of the military controllers as we talked about. They work as
7 part of that training team. They work for the Ops group
8 commander. They're part of the installation, and they
9 contribute to the training.

10 Delays in the area when you get called by the center by
11 the approach control make you stop training because you've
12 got to answer that telephone call or that radio call. And if
13 you're on the backside of a loop, for instance, you're more
14 than likely going to roll out of that and decide what's going
15 on on the radio, figure out who's coming through the area or
16 if you're going to be capped in your area. And that's going
17 to cause you to lose training. So the bottom line is, it's a
18 very smooth operation.

19 The second you-can't-buy-it category is weather. Every
20 single person that stood up here and testified has said don't
21 double count weather. Use actual losses. What you see here
22 is five-year data. The next chart shows you the official
23 AETC planning factors which is ten-year data. That is
24 probably more accurate because it goes over a longer period
25 of time.

1 I have a piece of paper that the Air Force has sent
2 over at your request, and rightfully so, with the icing days
3 or the probability of when you could have icing; in other
4 words, the conditions were available. And from 10 to 15,000
5 feet, for instance, at Columbus it says 42.3 percent of the
6 time you could have icing conditions. Well, not at any of
7 the bases up there do you see a number that's up in the 42
8 percent range.

9 So I would tell you that I tried to make a point before
10 that an icing day may mean that you only lose one sortie
11 because it may only be in a corner of your operating area. I
12 may not necessarily affect you. On the other hand, it could
13 be a day where it's right down on the surface and you lose
14 that entire day. It's a very imprecise measurement. But if
15 you want a precise measurement, the command keeps that data
16 on file by airplane for every year that we've flown, and that
17 is the most accurate data.

18 Now, the third point that we need to discuss is
19 encroachment. And in the area of encroachment, we're rated
20 the lowest, but I would like as I said at Vance to be able to
21 point out the fact that our encroachment is very much under
22 control. The development that caused us to get that lower
23 rating was done in the late '70s and hasn't changed in the
24 last 20 years. We were also one of the first cities to be
25 able to put the ordinance in effect. So we know that we've

1 controlled that very, very well.

2 If you'll look at that slide, and this is the view
3 north from the center runway, it's three and a half miles
4 from the center of the airport to the very first
5 development. It's the dark area that you see on the slide up
6 there. It's a long way away from the base. And all the
7 accident zones are completely free of any type of
8 encroachment. Take the change to SUPT, and you find out that
9 the T-38, which is probably your highest fear airplane out
10 there, goes away by two-thirds (inaudible) and you bring in a
11 newer, more capable improvement airplane with the T-1. And
12 as you saw when you took off, you're well clear of that
13 area.

14 Now, I might say I didn't have this slide in there
15 before that normally the military value portion would stop
16 right here. I think it's important to be able to point out
17 that Oklahoma quality that we impart to people, whether they
18 be military or whether they be civilian workers on the base,
19 we've got a long list of the people at Vance or the
20 organizations at Vance have done very, very well.

21 And I'll pick just three. And they, in the last two
22 years -- and this is a family again -- they had the absolute
23 best commissary and in all of the CONUS, all of the United
24 States. They had the best lodging facilities in all of the
25 Air Force. This is in the small base category. As well as

1 they had the best security police squadron. So they won
2 three of the top Air Force awards over the last two years,
3 and those awards go on and on and on.

4 (Applause)

5 COLONEL CRAIGIE: Quality training, quality
6 people, and then there's cost. It starts with
7 infrastructure. You can see from this chart that we've got
8 the smallest number of facilities in square footage, 35
9 percent smaller than the next base up there, 72 percent
10 smaller than the largest base up there. And that means that
11 it's very contained and you don't have to spend a lot of
12 dollars on repair.

13 If you look at the other factors in roads, runways and
14 ramps, you see the same trend. If you look at utilities, you
15 see exactly the same information. That means it's easier to
16 maintain. That means you're going to save some dollars.
17 Which had you coupled that with what we call the contracting
18 outside of the house where our Northrup employees do all of
19 the maintenance for us, but they also maintain some of the
20 buildings on the base.

21 This is a shot of the base from the middle of the
22 base. As I said, what I affectionately refer to as the
23 chapel, really it's the survival equipment building up
24 there. Our four-time award winning base housing who's
25 gotten an outstanding rating for user care and facility care

1 in the last four major command inspections. And finally the
2 wing headquarters building. You couple the base-wide
3 services and the repair of all those things that we saw, and
4 you find that the contract operation has worked very, very
5 well at Vance. It's worked well in the flight line
6 maintenance -- worked well in the flight line maintenance.
7 It's worked well in the back shop maintenance. It's worked
8 well in maintaining those buildings, taking care of our
9 children at the child care facilities that we talked about
10 before. And you see some familiar thumbs up in there. And
11 finally mowing the grass which we had to work at really hard
12 after it rained before your visit.

13 Translating that into costs. These are the costs that
14 have come to the commission that are certifiable data. If
15 you look at those and bottom line those, just in fiscal '94
16 it was a \$10.5 million savings in the operation at Vance. If
17 you look at the students load that would be out in 1999, that
18 would rise because would you would train more students to
19 about \$12 million a year.

20 If you look at manpower, this shows it very graphically
21 that our manpower was even lower, and that was not included
22 in the earlier figures.

23 We still do some things by military such as security
24 police people and as well as the people that oversee the
25 contracts up there. But as you can see from that earlier

1 chart, we do it with a lot thinner military than any other
2 bases. And this is a direct comparison and also a
3 translation into those dollars that we save as a result of
4 that, another 10.4 million.

5 The next slide is the new one, and what we did, we went
6 ahead and added up the combination of both of those. And you
7 can see in any one year from 16 million to \$25 million are
8 saved. And if you look at that over a 20-year payback
9 period, you're talking over \$300 million.

10 Now, this is not something that has happened this year
11 at Vance. As you heard Colonel Sullivan tell you, Vance has
12 been the lowest cost per graduate for nine years running.
13 It's only nine years because that's all we could find data
14 for. So we think that's a significant factor.

15 Couple that with the ratings in the way we've looked at
16 the data, you've seen in the last two days of testimony at
17 least half a dozen studies that have looked at the rankings
18 bringing us to our conclusion that says the Air Force looked
19 at it hard as well and decided that Reese was the right base
20 to be able to close. I would only add if you do additional
21 analysis in that area and go ahead and make sure that we look
22 at those four figures that can't be bought, especially the
23 weather where we looked at actual weather loss as opposed to
24 those imprecise measurements that rated the whole day's loss
25 or only a portion of the day's loss. And don't forget what

1 the land run. That's Boomer. He made the original run.
2 This is the guy that's staked his claim. Our pioneer
3 heritage in Oklahoma is alive and well. If you're willing to
4 stake your claim, you ought to be willing to fight for it.

5 (Applause)

6 MAYOR COOPER: Next picture shows what you saw the
7 other day, the pioneer spirit is alive and all of these
8 people -- anyone from Enid, Oklahoma, in here?

9 (Applause)

10 MAYOR COOPER: These people have drove all the way
11 from Enid, Oklahoma, this morning just to be here and show
12 their support.

13 It's been an evolution over time in what we've done in
14 Enid to protect the mission out at Vance. As we first
15 started out, as we say there, it started out over 54 years
16 ago with the original purchase of the land that Vance sits
17 on. It was the original Army airfield. And as we move to
18 the future, we're very proud to have Vance named after
19 Lieutenant Colonel Leon Vance. That is the present day
20 entrance to our base.

21 Several things evolved over time. Education is very
22 important to all of us in Oklahoma. The city, the state, and
23 the federal level has done all that we can to enhance
24 education. We know it's important for our young people. It
25 creates a quality workforce and also creates leaders for the

1 future. We've done several things in that area, and you can
2 see we've worked on the state level to do things that we can
3 do to lower the lower student-to-teacher ratio. We know that
4 that helps our dropout rate.

5 This is the Eisenhower school that you saw the other
6 day as you entered our gates. It's very close to the four
7 thumbs-up award winning base housing that's right next to the
8 base. As you can see from this next shot, quick and easy
9 access. Kids can walk or ride bikes safely to the school.
10 It's right at the gate. About 53 percent of our high school
11 students graduated from school. As you can see from this
12 chart, ACT scores ranked above the national average. Many of
13 our kids that graduate from school attend Phillips University
14 or even higher ed. This is a shot of Phillips. Not only is
15 education important to the people in our community, but it's
16 also important to the military as well. And what we've done,
17 one of the things that have evolved over time is our
18 education. We've created what we call a scholarship
19 program. What that does is, it allows for 100 percent
20 tuition for active duty and 50 percent spouse and
21 dependents. Again, this is something that is unmatched
22 anywhere in the Air Force. It not only helps us, but it also
23 helps the Air Force to train the people and make it the most
24 while they're in our community.

25 Something else that has been evolving over time --

1 should be a chart on recreation. Something else that has
2 evolved over time is the quality of life. And the recreation
3 we talked about museums. We have large recreational lakes,
4 several golf courses and the like. We were once known as the
5 third largest grain storage capacity and what is known for a
6 quiet farming community. We now have several museums. This
7 one depicts our heritage in the original land run. This one,
8 we have two local golf courses in our community. We have
9 several in the surrounding area. We are quite well-known for
10 hunting. As you know, the grand national quail hunt is
11 located in our community.

12 Something else that has evolved over time is utility
13 support. We've continued to look out for things that is a
14 win, win, not just for us but also for the military as well.
15 What we've done is we've worked to modernize several things:
16 Our water, sewer and communications. And that not only helps
17 us, but it also helps the base and saves money for sewer
18 systems if they were not connected like they are, it would
19 cost several thousands of dollars to create an industrial
20 sewage waste disposal system. Fiber optics, they are
21 connected with the fiber for the base. They have the latest
22 in additional technology. Again, it's something that's a
23 win, win.

24 As you can see from this next chart, we can expand by a
25 third with no additional (inaudible) cost. If you look at

1 some of the other charts there, you can tell that some of the
2 other bases are somewhat limited in what they can do without
3 additional money. Vance is not limited. It can expand. It
4 can also take on additional missions.

5 Another area that we've been quite successful in, again
6 it's win, win. If you look at costs and Vance does a very
7 good job in the area of costs. We have created what we call
8 a health care partnership program. It's where Saint Mary's
9 and the base have created a program where they get emergency
10 room services -- put that chart back up. Where they get
11 emergency room services for \$15, and in exchange they get
12 baby care at the base. So what that does is, it allows them
13 to cut the costs. They've already cut the cost by over
14 56,000 just the first six months of this year. The hospital
15 will also get baby care. So it's kind of a win, win
16 situation.

17 The last and not really the final area, one of the
18 areas we want to talk about is economic impact. If Vance
19 were to close, all the improvements and progress that we've
20 made to this point would be all for naught. It's two areas
21 that are very important. We're talking wages, and we're also
22 talking jobs. As you see there, Vance provides about 13
23 percent of all the wages in Enid. We would go to one of the
24 highest per capita communities in the state to one of the
25 lowest. It would be a very severe and devastating impact on

1 Enid. You can see our downtown. And you would go from
2 this -- and also the mall there and bustling retail
3 community, it would be empty. And we're talking about 7 to
4 8,000 jobs would be lost. There were over 12,000 people
5 outside the gates the other day. Those people would be
6 immediately gone from our community.

7 Another area that we worked on in our community is what
8 we call a cohousing program. It's for a quick and immediate
9 transition of the military folks that arrive in town. We
10 want them to get there so they can be able to do their job as
11 well as they can. What we've done is we've created what we
12 call a rental pool of homes. We've had over 40 homes in this
13 program to date. 30 airmen have used it. We keep about 10
14 homes out in front of it at any given time. This is one of
15 the homes on the high end of the scale. These average from
16 about 350 to \$800. An airman is in this home in our
17 community. Again, it's a win, win. It gives them a quick
18 access to our community and also gets someone in a home
19 inside our community.

20 As you can see, we're committed to a long-term
21 relationship at the base. Something else we've done, if you
22 want to put that picture up, the final area of something
23 we've done and we continually -- since the original purchase
24 of the property that the base sits on, we've always looked at
25 to control the airspace and create lack of encroachment

1 brought folks down to today's hearing.

2 (Applause)

3 CONGRESSMAN LUCAS: Clearly Vance is the pride of
4 Enid and the pride of America. If you were to drive around
5 Enid, you would see huge billboards and signs on the way down
6 and at the entrances of the base that sum up the Vance-Enid
7 relationship as such: The pride of Enid, the pride of
8 America. You would see that same sign is being worn on those
9 thousand plus T-shirts out here that would appear in every
10 retail store and on many, many vehicles there: Vance and
11 Enid, partners in the sky.

12 (Applause)

13 CONGRESSMAN LUCAS: We, the community. Clearly
14 realize how important the base is to our survival. Vance has
15 been a stable pillar of the community especially during some
16 of the community's darkest days such as the oil bust, the
17 farm crisis and the resulting loss of many small businesses
18 in the area.

19 Enid works to make the Air Force feel welcome, and it's
20 evident that they succeed. Many former pilots who trained at
21 Vance retired in the area making it their permanent homes.
22 But don't take my word for it. Ask the pilots. As you
23 remember from last Wednesday, when you had an opportunity to
24 talk to some of those training pilots, many of those said
25 Vance was their first choice, that they chose Vance because

1 their buddies had trained there and told them it was the
2 best. They comment on the education program available to
3 them and their spouses offered by the city of Enid. Most
4 every one of the pilots in the room is furthering his
5 education because of the program. They were also pleased to
6 the accessible house in Enid and believe it is a great place
7 to raise their families. Finally, they stated that bigger
8 cities might even offer too many distractions. Obviously,
9 the morale of the training pilots at Vance is high.

10 On paper Vance is equally impressive. If the reason
11 for the base closure process is to save money, then clearly
12 Vance should remain open. Vance is a contractor operator
13 base. As a result, it is one of the most cost-effective UPT
14 bases saving, as we've seen here today, over 81,000 per
15 graduate over the command average. That totals to more than
16 10 million plus dollars this year alone. The base has one of
17 the best if not the best training environment in the
18 country. As a result, Vance has trained some of the finest
19 pilots in the Air Force. No one in the Air Force trains
20 pilots as well, primarily because of the close an
21 unencumbered Oklahoma airspace which is the largest of all
22 UPT bases at 8,400 square miles. As a result, Vance students
23 get up to 15 percent more training than any students at any
24 other UPT base.

25 Perhaps most importantly the hardworking people at

1 Vance make it stand out above the crowd. They take their
2 jobs seriously and serve their nation with dignity. You will
3 not find a stronger work ethic anywhere else in the nation.
4 Oklahomans today are the direct descendants of those pioneers
5 who settled this vast raw land, this region of the American
6 heartland over 100 years ago. Vance Air Force Base is a
7 training facility of superior quality. The extensive
8 community support and training environment makes Vance a
9 great place for a military person to fulfill his or her
10 career. The cost efficiency and the quality facilities make
11 Vance a premier winning UPT base. Once again, Commissioners,
12 thank you for coming last Wednesday. Thank you for all your
13 efforts.

14 (Applause)

15 SENATOR NICKLES: Our final panelist is General
16 Billy Boles, United States Air Force.

17 GENERAL BOLES: Commissioners, entering the final
18 stages of the BRAC process right now and you've seen each UPT
19 base firsthand. You've heard from each community. You've
20 experienced their support for the Air Force. You've
21 personally seen the first-class facilities at each Air Force
22 UPT base. And you've recognized that each base has its
23 particular strengths, and each can justly claim that title as
24 the best in some measure. And there's no doubt that each
25 base is doing an outstanding job of producing the best pilots

1 from such factors as high density altitude, which has an
2 adverse impact on aircraft engine performance. All these
3 data have been scrubbed, run through at least three or four
4 models and run through several times. In neither model have
5 I seen anything produce substantial deviation from our
6 initial conclusions. Therefore, as the users, the people who
7 must live with the BRAC '95 results, we need to move into the
8 21st century training our pilots at Vance, Laughlin, and
9 Columbus. Thank you.

10 (Applause)

11 COLONEL CRAIGIE: Sir, that concludes our official
12 remarks, and we're open to any questions.

13 CHAIRMAN MONTOYA: Thank you very much, and we
14 have no questions.

15 SENATOR NICKLES: We only saved you ten minutes.
16 Our goal was 30.

17 CHAIRMAN MONTOYA: We took a break also. You gave
18 us a break. So that was fine, Senator.

19 SENATOR NICKLES: To both commissioners, we thank
20 you very much for your patience and for your hard work and
21 for the commission staff because we know that you've been
22 working very hard as well.

23 And to our representatives from Vance and Tinker, I
24 thank them and also to our friends from Oklahoma. I think
25 both Vance and Tinker made very compelling cases, and we

1 appreciate your willingness to hear us out. And the
2 congressional delegation looks forward to making somewhat
3 similar comments to you as well on next Tuesday. So we
4 appreciate your patience for our redundancy as well. Thank
5 you very much.

6 CHAIRMAN MONTOYA: Thank you very much.

7 (Applause)

8 CHAIRMAN MONTOYA: Before we start the last part
9 of this hearing, I want to thank those who are in attendance
10 that helped us, those from Fort Worth, Texas, that offered
11 these facilities. They were truly outstanding, the staff
12 tells me, as good as we've experienced on this long road.
13 Thank you very much, Texas.

14 (Applause)

15 CHAIRMAN MONTOYA: We are now about to enter into
16 the last part of the last regional hearing of BRAC 1995. And
17 I want to end with something the senator just said, that
18 behind me, you-all need to know that there is a small group
19 of a large staff of very, very fine dedicated Americans. The
20 BRAC staff gets a lot of credit for the time we give and the
21 time from home and the work we do. But I assure you that
22 without the support of some 85 people who spend even more
23 hours than we do, we would not arrive at the very difficult
24 decisions and the best possible decision we could make
25 without them. And a few are behind me. Say thank you to

1 them.

2 (Applause)

3 CHAIRMAN MONTOYA: And now we have a few citizens
4 that are going to represent Vance Air Force Base who have two
5 minutes each to express their views of the recommendation of
6 the Secretary of Defense regarding their base. And before we
7 start, I want to ask the following people to step forward, so
8 I can swear you in, and you'll become a part of the official
9 proceedings forever more. Mr. Mike Wright, Cheri Ezzell,
10 Kathryn Jones and Norman Gray.

11 (Applause).

12 CHAIRMAN MONTOYA: I believe I can see you. If
13 you'll raise your right hand.

14 (Four witnesses sworn.)

15 CHAIRMAN MONTOYA: We'll start first with Mr. Mike
16 Wright.

17 MIKE WRIGHT: Commissioners, my name is Mike
18 Wright. I'm a 46-year-old born and raised resident of the
19 city of Enid, Oklahoma. I'm also a CPA. As a CPA, I
20 inherently review every analysis of every situation from a
21 modern life standpoint. I very much appreciate the questions
22 that Commissioner Robles had at our site visit this week when
23 he wanted bottom line answers to his questions. What is the
24 bottom line of an entire BRAC process? Well, the bottom line
25 of the entire BRAC process is money. How can we get the best

1 product and the best service for our dollars?

2 At Vance last year we trained our pilots at 81,000 less
3 than our competitive bases. For 125 pilots approximately, we
4 saved approximately \$10 million. If we had trained 300
5 pilots which eventually will happen at Vance, then we'll save
6 substantially more money. So with a slight amount of vision,
7 it's very obvious to see that over the next ten years a
8 tremendous sum of money will be saved by training the pilots
9 at Vance.

10 So here's the bottom line. If you want the best
11 service and the best product at the least cost, then the very
12 last base to be closed is Vance. Because like Senator
13 Nickles says, you get the best bang for the buck. Thank you
14 for your time and consideration.

15 (Applause)

16 CHAIRMAN MONTOYA: Thank you. Ms. Cheri Ezzell.
17 Have I said your name right?

18 CHERI EZZELL: You said it right. Thank you.
19 Good afternoon. I'm Cheri Ezzell, a concerned citizen and a
20 member of the Enid City Council.

21 The hopes and dreams of our town have been held hostage
22 by the base closure process. We have big plans for Enid, but
23 for the last few years all plans have been clouded by the
24 times unwritten postscript, unless Vance closes. The impact
25 of losing Vance and the thousands of jobs that go with it

1 would be even greater than the impact of the bust of the oil
2 and gas economy just ten years ago. We recovered from that.
3 Our spirit is strong. Our community is strong. Perhaps we
4 could recover from this also. But we should not be asked to
5 bare the burden of an unfair decision.

6 We breathed a sigh of relief when our base was not on
7 the first list. We thought our support of Vance had made a
8 difference: The innovative scholarship program for base
9 personnel, the money spent to reserve top quality housing,
10 the city's purchase of land to protect Vance from
11 encroachment, being the first community to fully implement
12 the Air Force's own plan of protection of airspace.

13 We have sympathy for the people of Reese. We don't
14 blame them for fighting. We know what fighting for your
15 future is all about. And if I believed for one minute that
16 closing Vance would be the best thing for my country, I would
17 take a deep breath and try to understand. But when rhetoric
18 is put aside, Vance is the best base. We know that if you do
19 what is best for the nation, that's what's best for Enid
20 too. Thank you.

21 CHAIRMAN MONTOYA: Thank you. Ms. Kathryn Jones.
22 Two minutes is very short, so clap when they finish.

23 KATHRYN JONES: Good afternoon, Commissioners. My
24 name is Kathryn Jones, and I'm from Enid, America, where we
25 train the best pilots in the free world right there at Vance

1 Air Force Base. I'm an educator and the director of the Enid
2 Higher Education Program that Mayor Cooper has described.
3 We're extremely proud of our university center where the
4 state-of-the-art facility has connected through this facility
5 to the state-of-the-art super information highway and
6 delivers the future to Enid. We are able to give the people
7 at Vance Air Force Base the opportunity to higher education
8 who never before could consider a degree. From pilots who
9 were studying their master's, to spouses and dependents who
10 are just now being able to begin a degree program, we know
11 that the scholarship program that we have in conjunction with
12 the city of Enid is unparalleled anywhere else in the
13 America. There is nowhere else that has this type of
14 program.

15 Whether it's technical education at the local area of
16 Vo-Tech or college level of degree program, the men and women
17 of Vance Air Force Base have an opportunity only once in a
18 lifetime. Pilots who hear about our scholarship program are
19 requesting to come to Vance Air Force Base to truly take
20 advantage of it.

21 I'd say that the Air Force has done its homework, and
22 no pun intended on that, in its initial evaluation that Vance
23 is a premier base and is truly needed to fulfill the mission
24 of the Air Force. Partners in the classroom, partners in the
25 sky and partners with America into its future. That's Enid,

1 and that's Vance Air Force Base. Thank you.

2 (Applause)

3 CHAIRMAN MONTOYA: Thank you. Mr. Norman Gray.

4 NORMAN GRAY: Honorable Chairman Dixon and members
5 of the BRAC commission, I am Norman Gray, and I practiced law
6 in Enid for 23 years. Recently I completed my second term as
7 the mayor of Enid. I'm not sure who's watching Enid today,
8 but make no mistake about it, this show of support is Enid,
9 Oklahoma.

10 (Applause)

11 NORMAN GRAY: I have been involved with Enid's
12 efforts during '91, '93 and '95 BRACs. We lawyers have a
13 saying: If the facts are against you, argue the law. If the
14 law is against you, argue the facts. If both the facts and
15 law are against you, just argue. Fortunately Enid and Vance
16 are not here today to argue about anything. Both the facts
17 and the law support the Department of Defense recommendation,
18 to close Reese Air Force Base and keep Vance, Laughlin, and
19 Columbus Air Force Bases open.

20 BRAC legislation provides that this commission should
21 follow the Department of Defense recommendation, unless the
22 department has substantially deviated from the evaluation
23 criteria set forth in the legislation. In this case the Air
24 Force, the Navy/Air Force joint training committee, the
25 Department of Defense, and the General Accounting Office have

1 all concurred that under the law the facts support the
2 closing of Reese Air Force Base. And I submit to you that
3 these entities are experts in this area, and you should
4 follow the recommendation unless there is clear and
5 convincing evidence that they have erred and not followed the
6 law.

7 Enid's only fear during this and other BRAC cycles have
8 been the possibility of misdirected political influence. We
9 have never erred the facts because under the facts Enid and
10 Vance win.

11 In the Wednesday April 12, 1995, Lubbock Avalanche
12 Journal newspaper, Texas Senator Kay Bailey Hutchison one of
13 the leading spokespersons for Reese, is quoted as follows:
14 By every stretch of the imagination, Reese is superior to
15 several bases, including Vance. We win over Vance. Clearly
16 we do, when you look at the data. But what I want to know
17 and every Enid resident wants to know is what data has Kay
18 Bailey Hutchison been looking at? All the data we have seen
19 from the '95 BRAC cycle has showed that Reese Air Force Base,
20 as fine a base as it might be, should be the Air Force base
21 to be closed. To reach the conclusion Mrs. Hutchison and
22 other Reese spokespersons want you to reach, you must
23 disregard the facts, you must disregard the law, and you must
24 resort to your imagination. Enid is the bright star of --

25 CHAIRMAN MONTOYA: Please summarize in one

1 sentence.

2 NORMAN GRAY: Enid is the bright star of the great
3 plains, and Vance is the bright star of the Air Force UPT
4 bases, and we ask that you keep it open. Thank you.

5 (Applause)

6 CHAIRMAN MONTOYA: Thank you. Ms. Wendi Steele
7 will have the last word today.

8 MS. STEELE: My colleague wants me to repeat what
9 I said, which is women tend to always get the last word in
10 here. Governor Keating, Senator Nickles, distinguished
11 delegation, thank you for taking time out of your busy
12 schedules to testify before us today. We really appreciate
13 it. And for the community that's here for today and for
14 communities across the country, we want to thank you on
15 behalf of the commission for your participation in our
16 process this year, for the insight that you brought to our
17 process, and the fact that we have learned because of your
18 input. Thank you for the pride in the men and women who
19 serve in our military and protect and defend all of us. You
20 really have made a great difference, and I really can't
21 overstate that. And we really thank you from the bottom of
22 our hearts. And this brings to a close the last regional
23 hearing of the 1995 Defense Base Closure and Realignment
24 Commission.

25

UNITED STATES DISTRICT COURT

WESTERN DISTRICT OF TEXAS

P. O. BOX 1774

200 EAST WALL, SUITE 101

MIDLAND, TEXAS 79702

915/683-9457

LUCIUS D. BUNTON
Senior Judge

June 1, 1995

Ms. Sheila Widnall
Secretary of the Air Force
1670 Air Force, Pentagon
Washington, D.C. 20330-1670

Dear Ms. Widnall:

I have pending in my court a suit styled **Sierra Club and Guadalupe - Blanco River Authority, et al v. Bruce Babbitt, et al.** It is Cause No. MO-91-CA-069.

This lawsuit involves the Endangered Species Act and the Edwards Aquifer. The Aquifer furnishes water to a large geographic area, and includes the City of San Antonio and Bexar County.

No orders have been issued as of this date to restrict the use of the water of the Edwards Aquifer by anyone or any entity. Hopefully, it will never be necessary to limit the use of water from the Aquifer by any purveyor.

In the event of a severe drought, however, in order to protect endangered species, some limitation of water may have to be imposed. The restrictions, however, will not apply to any military establishment in the San Antonio vicinity.

The court recognizes that the military bases are vital to our national security, and no restriction on the use of the water by a military base or its personnel will ever be imposed by me. The Department of Defense is very water conscious, and they have in the past, and I'm sure will continue in the future, to carefully monitor the use of the water from the Edwards Aquifer so that none will be wasted by the military.

If you need additional assurance or additional information, please do not hesitate to call or write me.

Sincerely yours,



Lucius D. Bunton

LDB:ce



The Corcoran Corps

Professional Services
P.O. Box 691006
San Antonio, TX 78269-1006

June 10, 1995

(210) 558-8802

Defense Base Closure and Realignment Commission
Public Meeting (June 10, 1995)
Fort Worth, Texas

Dear Chariman:

As you pursue Pluribus and ultimately reach Unum may I diverge my personal viewpoint?

I felt compelled to write after reading the April 10, 1995 AIA letter from Don Fuqua as published in the May 21, 1995 edition of the San Antonio Express.

While I can agree that DoD must reduce its Cold War Infrastructure Fixed Costs, I am suspicious of Mr. Fuqua's motives. The big picture must be viewed. I would say to Mr. Fuqua that he and the 50 defense industry companies of the AIA need to diversify their market and not be so concerned with their piece of the Post Cold War DoD pie.

My view is unique in that I too am a (small independent) contractor with the DoD at Kelly AFB. I have just completed my 4 year term as a City Council Woman in Arizona where I have diligently worked on Strategic Planning for Economic Development. That involvement has taught me the importance of Public/Private Partnerships. I am a fiscal conservative and an environmental economist. I consider myself to be keenly aware of the need to re-invent our government to meet the needs of the 21st century.

- At Kelly AFB it is clear that some cost saving measures are necessary. Surly there are some individuals enjoying the gravy train. However; most are doing their very best, mindful of their cost to accomplish a task.
- Allowing our national security to become dependent on the private sector which is profit motivated is not in the best interest of our citizens.

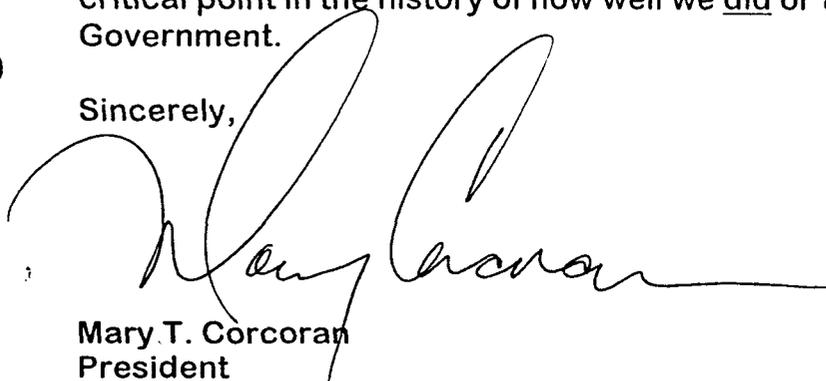
- My experience with Arizona Strategic Planning for Economic Development (ASPED) has taught me the value of Public/Pvt Partnerships. We need to integrate the Private Sector on military bases in unsecured areas. The excess land from right-sizing could create a rare opportunity for undercapitalized small business. We need to begin implementing Public/Pvt ventures to allow the free enterprise individual to become part of the system and improve it. If we just abolish bases as in revolution we will find chaos, uncertainty and fear. This is not the environment we want for cost effective high productivity at Air Logistic Centers (ALC's).

The bottom line is that Government can not be profit driven. It is a service organization. That 's right, a non-profit public organization that meet the goals of its constituency, as that constituency deems by a majority of those people.

I respectfully request that all ALC's remain open. It may be necessary to right-size these facilities in order to meet fiscal responsible goals which will meet our National Defense/Security needs. Please do not sacrifice our National Security needs.

Thank you for your dedication in eliciting as much public input as necessary to resolve this into a single position. You have clearly captured Pluribus and now must reach Unum. The work you and your commissioners are doing will be a critical point in the history of how well we did or *did not* re-invent our Government.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary T. Corcoran", written in a cursive style.

Mary T. Corcoran
President

P.S. Please accept the attached 400 + signatures. These petitions state "I the undersigned Citizen of the United States, want to keep Kelly AFB open. Furthermore it is my opinion that all ALC's should remain open. We understand it may be necessary to 'right-size' these facilities in order to meet fiscal responsible goals which can meet our National Defense/Security needs. Please do not sacrifice our National Security needs. Thank you."

Dear Senator, Congressman and BRAC Commissioner: I, the undersigned Citizen of The United States, want to keep Kelly AFB open. Furthermore it is my opinion that all our Logistic Centers should remain open. We understand it may be necessary to "right-size" these facilities in order to meet fiscal responsible goals which can meet our National Defense/Security needs. Please do not sacrifice our National Security Needs. Thank You.

Name (Please Print)	Residence or Mailing Address	City, Town, or Post Office	Phone Number	Signature
1. Ricky M. Villa	2728 Waleetka	San Antonio TX 78210	533-3880	Ricky M. Villa
2. MARYA CARREJO	403 S.W. 39th	SAN ANTONIO TX 78237	432-2068	Marya A. Carrejo
3. Roxane Carrejo	403 SW 39th	San Antonio TX 78237	432 2068	Roxane Carrejo
4. Arturo Carrejo Jr.	403 SW 39th St	SAN ANTONIO TX 78237	432 2069	Arturo Carrejo Jr.
5. Art Carrejo	403 S.W. 39th	S.A. 78237	4322068	Art Carrejo
6. Juanita Gomez	1051 S. San Jacinto	San Antonio TX 78237	4344951	Juanita Gomez
7. Rodolfo Mancha	107 New York	SA 78214	924-5591	Rodolfo Mancha
8. David Thompson	1412 Buckle San	78202	723-5675	David Thompson
9. John Meade	460 Helen	78207	284-1399	John Meade
10. John Storm	123 W. Mistltoe	78212	354-3113	John Storm
11. George W. Burton	6910 San Valley	78227	673-2950	George W. Burton
12. Pamela Gilmore	7304 Hawaii Ave	78223	333-1664	Pamela Gilmore
13. Mary Alvarez	835 Craven	78223	533-4905	Mary Alvarez
14. ROBERT BLANCO	510 S. PARK	SAN ANTONIO TX 78204	276-9475	Robert Blanco
15. Robert Boyer	303 MARY	SAT 78214	534-9590	Robert Boyer
16. Lillian Boyer	303 MARY	SAN ANTONIO	534-9590	Lillian Boyer
17. Joe L. Cruz	3118 DARBY	SAN ANTONIO	4346120	Joe L. Cruz
18. Diana Moreno	16 Chesley	SAN ANTONIO	435-9294	Diana Moreno
19. STEVE GARCIA	7502 WESTSHIRE	SAN ANTONIO	6741872	Steve Garcia
20. Paul K. Melon	767 Myrtle	San Antonio	434-6149	Paul K. Melon

Dear Senator, Congressman and BRAC Commissioner: I, the undersigned Citizen of The United States, want to keep Kelly AFB open. Furthermore it is my opinion that all our Logistic Centers should remain open. We understand it may be necessary to "right-size" these facilities in order to meet fiscal responsible goals which can meet our National Defense/Security needs. Please do not sacrifice our National Security Needs. Thank You.

Name (Please Print)	Residence or Mailing Address	City, Town, or Post Office	Phone Number	Signature
1. MAXIO CARTER	3200 CYPRESS CLEVER	SAH ANTONIO	210- 522-3254	Maxio Carter
2. IIDA B. MILLS	1210 MARS HILLS	SA TX 78219	224-7843	Iida Mills
3. Barbara Surrall	1847 Center St	SA TX 78202	227-6682	Barbara Surrall
4. RESILIANA GUECRA	14635 Pleasanton	S. A TX 78271	628-1958	Resiliana Guecra
5. Pedro Lozano	345 Sims	SA, TX, 78225		Pedro Lozano
Melissa Martinez	11 W. Thompson	SA, TX 78220	226-7786	Melissa Martinez
7. Elizabeth A Zerda	5380 Medical Dr #1514	S. A., TX 78240	615-6553	Elizabeth Zerda
8. Kvette Tybbiolo	135 Honeysuckle	S. A., TX 78213	349-2347	Kvette Tybbiolo
LINDA PEREZ	126 Burnwood	SA, TX 78213	341-5269	Linda Perez
10. MARK FLOWERS	3507 DAKFORT	SA, TX 78247	494-1112	Mark Flowers
11. MARY WITT	6527 MADELINE	SAT 78229	925-4424	Mary Witt
12. Robert Benavides	6602 BARBERWOOD	SAT. 78234	523-6682	Robert Benavides
13. JERRY CUELLAR	462 ANTON	SA TX. 78222	337-7262	Jerry Cuellar
14. DELIA DIAZ	5923 HIDDEN ROSE	SATX 78250	523-8059	Delia Diaz
15. JOHN ARREGUIN	3107 ROYACTON	SATX 78228	433-0129	John Arreguin
16. AOT SOGA	14069 McDONNA LAKES ATASCOSA TX 78002		985-1982	Aot Soga
17. Celia Jimenez	11327 CARMINE SUNSET	SAT X 78253	679-6052	Celia Jimenez
18. FERNANDO R. CARDENAS	5846 LES HARRISON	S.A. TX 78250	647-0947	Fernando Cardenas
19. HENRY A. KHAN	8302 HASTINGS SA TX 78234		657-2368	Henry A. Khan
20. Mark Quinlan	8503 Crow's Lodge SA TX 78245	SA TX 78250	878-9424	Mark Quinlan

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Name (Please Print)	Residence or Mailing Address	City, Town, or Post Office	Phone Number	Signature
1. Olivia M. Medina	767 Hiram St	San Antonio	434-6144	<i>[Signature]</i>
2. Johnny P. Ruiz	5653 Encino Park	SAN ANTONIO	696-9973	<i>[Signature]</i>
3. NORA L. RUIZ	5653 ENCINO PK	SAN ANTONIO	696-9973	<i>[Signature]</i>
4. Albert Moreno	226 Over Hill	SAN ANTONIO	431-0451	albert moreno
5. Manuel Deha	1110 Edris Dr	S. A.	921-2630	<i>[Signature]</i>
6. Oscar M. [unclear]	7650 Hwy 90	S. A.	675-6067	<i>[Signature]</i>
7. Judy [unclear]	606 Drake	San Antonio	226-9747	<i>[Signature]</i>
8. Gilbert Martinez	232 Oakhurst	San Antonio	349-9220	Gilbert Martinez
9. Patricia Ruiz	1711 S. Gen. McMullen	SAN ANTONIO	531-7920	<i>[Signature]</i>
10. IDALIA Espinoza	146 Pickford	S. A.	436-4250	<i>[Signature]</i>
11. Gerardo Arriaga	11845 West An Noll 116	S. A.	366-3110	<i>[Signature]</i>
12. Henry Johnson	11406 Red Feather Ln.	SA, TX	210 674-3007	<i>[Signature]</i>
13. Rachel Upton		85A, TX		<i>[Signature]</i>
14. Catherine Lozano	2758 Whisper Path	SA, TX		<i>[Signature]</i>
15. Mary Moehrig	PO BOX 20511	SA TX	524-2150	<i>[Signature]</i>
16. Sandra Penn	234 Adelpia	SA TX	977-9660	<i>[Signature]</i>
17. Willie Cox	351 McElroy	S. A. TX		<i>[Signature]</i>
18. Hector Davis	635 E/100 Pidge	S. A. TX	434-4018	<i>[Signature]</i>
19. Nilda Charania	161 Mebane	S. A. TX.	533-1929	<i>[Signature]</i>
20. Sylvia R. Martinez	9418 Hindi	S A TX	922-3613	<i>[Signature]</i>

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1. EDUARDO J. ACOSTA	PO Box 2517	San Antonio, TX 78299	(210) 925-8167	Edward Acosta
2. W. Weibacher	6007 TOWN CREEK	S. A. TX. 78339	647-5626	W. Weibacher
3. ISMAEL HERNANDEZ	114 W. Commerce	S. A. TX	207-8290	Ismael Hernandez
4. Manuel Rodriguez	523 Basetill	SATX 78213	210 34-6487	Manuel Rodriguez
5. STEVE GULMAN	429 RANDALL	S. A. TX 78213	6744228	Steve Gulman
6. Olga Guzman	429 RANDALL	SA- Texas	674223	Olga Guzman
7. Ernest Carrillo	123 Koepke	S. A. TX	922-5074	Ernest Carrillo
8. Alfred Carrillo	123 Koepke	S. A. TX	922-5074	Alfred Carrillo
Kazalinda Daza	123 Koepke	S A. TX	922-5074	Kazalinda Daza
10. Edward Daza	123 Koepke	S A TX	922-5074	Edward Daza
11. Alberto Hernandez	120 N. Collins Oaks	S. A. TX		Alberto Hernandez
12. Victor Peña	1226 Edriss	SA, TX. 78224	972-7904	Victor Peña
13. JUAN RUBALCABA	9400 CADIZ	SA TX	924 2314	Juan Rubalcaba
14. ENRIQUE CORTES	4310 Timberhill	SA TX.		Enrique Cortes
15. Richard Vidaurri	8719 Ridge Moon	S A, TX.	650 5126	Richard Vidaurri
16. Anthony Lira Jr	103 Shadywood	SA, TX 78216	8283579	Anthony Lira Jr
17. Jeff R. Martinez	118 E. PALFREY	S. A. TX. 78223		Jeff R. Martinez
18. Glenn D. Martinez	118 E. PALFREY	SA, TX. 78223		Glenn D. Martinez
19. B. R. Montoya	2398 Schley	SA - TX 78210		B. R. Montoya
20. J. MUNDZ	49. 11500 Braesview	#4401 SA, TX 78213		J. Mundz

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1. Juan M. Bernal	1710 LaManda	San Antonio	3770820	Juan M. Bernal
2. ALMA J. RESENDIZ	306 BARRITT	SAT	9279381	Alma Resendiz
3. ELOISA GARZA	118 ELMO	SAT	9237417	Eloisa Garza
4. LMr Samuel	2027 SW 21	SAN ANTONIO	433 6878	Samuel Gonzalez
5. Olivia Gonzalez	2527 SW 21	SAN ANTONIO	433 6878	Olivia Gonzalez
6. CARLOS X CAMACHO JR	333 HAGGIN	SA. TX	532 7838	Carlos X Camacho
7. MINGO PORTILLO	333 HAGGIN	SA TX	532 7838	Mingo Portillo
8. ALFONSO SALAZAR	107 DUBLIN	SA TX	333 8190	Alfonso Salazar
CARLOS X CAMACHO	247 BENITA	SA TX	5321917	Camacho
10. ANITA S CAMACHO	247 BENITA	SA TX	5321917	Anita Camacho
11. Rudy Cantu	3002 Saunders	SA TX	433-8852	Rudy Cantu
12. Margaret Cantu	3002 Saunders	SA TX	433-8852	Margaret Cantu
13. Maurice D. Trevino	903 McNeel Rd	SA TX	7350876	Maurice D. Trevino
14. Manuel MARINEZ	2010 EL CENTRO DR	SAT	435-3625	Manuel Marinez
15. Mary S. Martinez	2010 EL Centro	SATex	435-3625	Mary S. Martinez
16. Cristina Aguilar	715 Carlisle	S.A. TX.	9233344	Cristina Aguilar
17. Ofelia ^{Guadalupe} RAMOS	215 So Pine	SATX	223-8649	Ofelia Ramos
18. Josefina J Perez	1315 FAIR #213	SAT	533-6339	Josefina J Perez
19. Josephine Garcia	801 Labor	"	533-1482	Josephine Garcia
20. Mary Medellin	3003 Bgthorn	SAT	4354477	M. E. Medellin

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1. CRANIA ALCOS	111 E. RISCHE	SAT	227-2188	Crania Alcos
2. Gustavo Ahejos	11 11 11	11	11	Gustavo Ahejos
3. Jose Alejos	" "	" "	" "	José A. Alejos
4. Jerry Lopez	708 Monticello	SATX 78223	534-5802	Jerry Lopez
5. Julio Lopez	708 Monticello	" "	" "	Julio Lopez
6. Irma D. Morales	110 Green Meadow	" " 78213	340-4873	Irma Morales
7. Frank B. LeCroy	411 W. VESTAL	78221	.	
8. Dorothy J. LeCroy	411 W. Vestal	SATX 78221		
9. Armando Ferrell	115 FW	SATX 78210		Armando Ferrell
10. George Inouye	121 Leopold	SATX 78210	533-5004	George Inouye
11. Robert L. Williams	115 Bowdler	SATX 78203	534-9851	Robert L. Williams
12. Irene Rosales	118 W. Young	SAT 78214	921-1205	Irene Rosales
13. MICHAEL FRAZIER	3238 LASSES	SAT 78223	925-2374	Michael Frazier
14. Kenneth Beechem	927 "F" ST	SAT 78220	35984738	Kenneth Beechem
15. Rosemary Henderson	350 Chickering	SAT 78210	-	Rosemary Henderson
16. Steven D. Tuttle	10707 HAW #1631	SAT 78230	6910105	Steven D. Tuttle
17. Mary Dorval	3531 Lacie	SATX 78211		Mary Dorval
18. Irma A. Morales	5710 Seacombe	SATX 78242	-	IRMA A. MORALES
19. Lucy Morales	8826 Angel Valley	SATX 78227	670-0054	Lucy Morales
20. Carlos Peña	2370 N.W. MILITARY #665	SATX 78231	+	Carlos Peña

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1. LETTY ORTA	2442 MISSION FOREST	SAN ANTONIO TX 78251	9259684	Letty Orta
2. ALICE A. PEREZ	3423 TWINING DR	SA TX 78211	925-4567	Alice A. Perez
3. FRANK ORTA	2442 Mission Forest	SA TX 78251	925-4567	Frank Orta
4. RONNIE GALLO	9502 LOS RANCHITOS	SA. TX. 78233	9256324	Ronnie Gallo
5. Herlinda Gallo	4502 Los Ranchitos	S.A. 78233	5986681	Herlinda C. Gallo
6. Irene Ramirez	203 VICKERS	S.A. 78211	9234651	Irene Ramirez
7. Beto Ramirez	203 V.ickers	S.A 78211	9234651	Beto Ramirez
8. Rory Sanchez	1938 Duluth	SA 78224	N/A	Rory Sanchez
Rory Sanchez	1938 Duluth	SA 78224	N/A	Rory Sanchez
10. EDNA C CASTELLANO	7435 MEADOW BREEZE	SAN ANTONIO TX	6731521	Edna Castellano
11. JESSE I. CASTELLANO, Sr	7435 MEADOW BREEZE	SA 78227-167	6231521	Jesse Castellano
12. George D. Delamater	1006 LYNHURST AVE	SAN ANTONIO	534-6261	George D. Delamater
13. RAY VAILLO	312 CONGRESS	SAN ANTONIO	9874147	Ray Vaillo
14. Benito Perez	8935 BOWLINE	SAN ANTONIO	623-1910	Benito Perez
15. PAUL CASTILLO	2202 MENCHACA	SAN ANTONIO	4340293	Paul Castillo
16. JESUS TOBIAS	403 E. DICKSON	SAN ANTONIO	9227152	Jesus Tobias
17. Humberto Hernandez	1521 N. FRANK	S.A.	7349177	Humberto Hernandez
18. RICHARD MARTINEZ	107 CILLUM	S.A	925-3403	Richard Martinez
19. John Martinez	623 Saipan	S.A	977 8034	John Martinez
20. Debbie Lopez	155 Tepperway	SA	3370911	Debbie Lopez

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1. Richard Lopez	155 Tiggenary	SA	3370911	Richard Lopez
2. Roger MARTA	2510 Viejita	SA 78224	923 0844	Roger Marta
3. JUAN R LOPEZ	147 OSAGE Rd	SA. 78207	224 356	Juan R Lopez
4. Luis SIERRA	210 DURANT AVE	SA 78227	436 6647	Luis Sierra
5. T. E. McDONALD	1411 KING RICHARD	SA 78229	684-2716	T. E. McDonald
6. Michelle Steele	1106 Saxon Hill	SA 78253	679-8404	Michelle Steele
7. DEBORAH ROCHA	5355 EL PASO	S.A. 78232	432-8315	Deborah Rocha
8. Diana Vogt	4906 Driskill	SA 78228	436-5832	Diana Vogt
MARIA Cordova	109 Felisa	SA 78210	534-5411	Maria Cordova
10. Carol Guerrero	6039 Whispering ^{Lake}	SA 78222	648-2485	Carol Guerrero
11. Arleen Davila	971 Brighton	SA 78211	933 3800	Arleen Davila
12. Patsy Cardenas	1311 Loma Vista	SA 78207	435 8636	Patsy Cardenas
13. Rachel Gomez	243 Kelsey flr	SA 78211	678 7033	Rachel Gomez
14. Nell Lyssy	PO Box 748	PO Box 78147	434-2658	Nell Lyssy
15. Jesse Diaz	10905 Quail Lake	SA 78244	661-2000	Jesse Diaz
16. JUAN S. CAVAZOS	206 WINGATE	SA 78204	224-5726	Juan S. Cavazos
17. KENE ALVAREZ	309 WILMINGTON	S.A. ^{City} EMPLOYE	229-7010	Kene Alvarez
18. Cleto RODRIGUEZ	201 SAN DARIO	S.A.	436-0081	Cleto Rodriguez
19. Jose Rodriguez	133 JESSE	S.A. T	432 7450	José Rodríguez
20. Triana Rodriguez	129 JESSE	S.A. T	432 7450	Triana Rodriguez

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1. SHARON HIRST <i>Sharon Hirst</i>	5313 OLD CHRISTVAL	SAN ANGELO TX	4836 651-4836	<i>Sharon Hirst</i>
2. KATRINA PAYNE	4223 GARNETT	SAN ANGELO TX	653-0106	<i>Katrina Payne</i>
3. Elizabeth Q	825 Old	Sammanting	678-9425	<i>Elizabeth Q</i>
4. Amanda H	5313 CHRISTVAL	LSA	651-4836	<i>Amanda H</i>
5. TERESA SMITH	8509 S. FIRES	SATX	974-8510	<i>T. Smith</i>
6. Bonita Turner	5507 Aspen Valley	SATX	674-8117	<i>Bonita Turner</i>
7. Priscilla Rosales	1403 W. Elsmere	SAT	736-5881	<i>Priscilla Rosales</i>
8. ROBERT I. SIMPSON JR	110 DOWNING DR	SA 78209	828-085	<i>Robert Simpson</i>
9. LEONARD S. JELL	2706 LAKE ARROWHEAD	SA TX 78222	6484644	<i>Leonard S. Jell</i>
10. KEUL S CASTILLO	6842 MIDDEL CITY 78222		955-3510	<i>Keul S. Castillo</i>
11. Camilo Chavez	3142 RT 151214 LA COSTE TX			
12. Fred Bille	10706 POMONA ST SA TEX	78240		<i>Fredrick B. Bille</i>
13. PATRICIA A. CROWIN	2942 QUAIL OAK SAT	78232		<i>Patricia Crowin</i>
14. Roy Vidantzi	8219 Shallow Creek S.A., TX 78251		6846593	<i>Roy Vidantzi</i>
15. Kathy Eaton	8129 FM 411 S Castronville TX	78009	931-3739	<i>Kathy Eaton</i>
16. JANCE DeCarlis	9427 GERRIN MIDDLE ST TX	78254	688-9358	<i>J. DeCarlis</i>
17. Kay Coleman	6691 STONY FURK SA TX	78240	699-3684	<i>K. Coleman</i>
18. John Barcenias	163 EBBTIDE	78227	675-4015	<i>John Barcenias</i>
19. Michele Fennell	2815 Fred Haise	78219		<i>Michele Fennell</i>
20. DANA MCCARTLIE	148 HEWITING	SA TX 78212	688-3793	<i>D. McCartlie</i>

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1. GENARO F TORRES	206 ARAPAHOE	SAN ANTONIO	2247563	[Signature]
2. JESSE PALACIO	410 W. PIPON	SPV ANTONIO		[Signature]
3. Felix Silliman	306 Cay 123	S " "	212 6811	[Signature]
4. ROBERT RUIZ	404 FAIR	" "	534-5419	[Signature]
5. GERONIMO Valdez	614 S. SAN FELIPE	SAN ANTONIO		[Signature]
6. RICARDO LOMAY	5610 S F	SAN ANTONIO	432-4544	
7. JOSE H ESPINOZA	2025 21ST	SAN ANTONIO	435 2447	[Signature]
8. ERNESTINE C. SAE	367 IKE	SATX		[Signature]
Terry Trevino	1018 LUG	S.A. TX		[Signature]
10. Benito Contreras	1939 McEuler	SATX	833 3519	[Signature]
11. Roy M. Khan	5550 Fayetteville N.C.	Fort Bragg		[Signature]
12. Raul Rivas	1103 NEVADA	S.P. TX	5339274	[Signature]
13. Johnny Saldana	P.O. Box 408	Elmendorf, TX	207-4092	[Signature]
14. YOLANDA MIRELES	2815 W. FRENCH	SAN ANTONIO		[Signature]
15. VIRGINIA MESA	7758 HIDDEN PLAINS	SATX		[Signature]
16. VIRGINIA PALACIO	123 DRAKE	SATX	2279400	[Signature]
17. ADELINA PARGAS	P.O. Box 410	D'HANIS TX	363-7405	[Signature]
18. JULIA SOTO	506 Dulrosa	SATX	2078363	[Signature]
19. Becky Valdez	412 Sandineyer	S.A. TX	207-8301	[Signature]
20. JESSIE GARZA	2108 FREDERICKSBURG	SATX	733-7428	[Signature]

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1. Clara M. Gutierrez	10360 QUAIL FEED	S.A.	520-0847	Clara M. Gutierrez
2. Ecker de Martinez	118-15 Palomares	S.A.	679-6052	E. Martinez
3. Clemente V. Valls	5619 Edge Adams	S.A.	680-1019	Clemente Valls
4. CRALIA GONZALEZ	120 PALM DR.	S.A.	433-7646	Cralia Gonzalez
5. ALEX ALEXANDER	146 O SAGE	SA		Alex Alexander
6. ROSA LEDESMA	1829 ALLEN	SA	432-2087	Rosa Ledesma
7. MARY M. IBARRA	421 N. VALENTIN	San Antonio 75207	227-5475	Mary M. Ibarra
8. Adrian Ortega	321 E Harding	SA		Adrian Ortega
9. Tuan Alguayon	5252 MEADOWRIDGE	SH	647-5759	Tuan Alguayon
10. San Cristobal	4307 Jondun	SA	653-0054	San Cristobal
11. Michael Cantillo	4301 Turner	SA	653-0054	Michael Cantillo
12. EDUARDO MORA	2125 WAVECITY	S.H.	432-3967	Eduardo Mora
13. LILIA ALDANA	218 EUREKA	S.A.	533-4051	Lilia Aldana
14. ROBERTA ALDANA	218 EUREKA	S.A.	533-4051	Roberta Aldana
15. VANESSA ALDANA	218 EUREKA	SA	533-4051	Vanessa Aldana
16. Scott Pollock	9203 Standing Creek	S.A.		Scott Pollock
17. Jerry Penaber	5559 COOL VALLEY	S.A.	674-3150	Jerry Penaber
18. Eric Penaber	"	"	"	Eric Penaber
19. Susan Penaber	"	"	"	Susan Penaber
20. DANIEL PENALVER	5559 COOL VALLEY	S.A.	674-3180	Daniel Penalver

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1. Mary T. Concoran	P.O. Box 691006	San Antonio TX	210553-8802 78269	Mary Concoran
2. Ana Nunez	P.O. Box 75207	San Antonio TX	2291204	Ana Nunez
3. Antonio Caballero Jr	276 B Calgary	San Antonio TX	432-1048	Antonio Caballero Jr
4. Stella C. Caballero	226 B Calgary	San Antonio TX	432-1048	Stella Caballero
5. Lucia Calderon	2416 Potosi St	San Antonio, TX	434-4666	Lucia Calderon
6. SAIBO GARCIA Abas Garcia	210 HO SACK	S.A.T	924-0429	Abas Garcia
7. Irma + Javier Javier + Irma	115 LAVONIA	S.A.T	9226484	Irma + Javier
8. VOLANDA E ZUNIGA	374 ROYSTON	S.A.T	9228479	Volanda Zuniga
Edmona Legere	5815 Brambleton	S.A.T	922-6173	Edmona Legere
10. Celia Botello	1827 Candlelight	S.A.T	925-6172	Celia Botello
11. Hirma Mejia Hirma Mejia	3702 Beech	S.A. TX	432-5838	Hirma Mejia
12. JULIA SANTILLAN	303 E. Fest	S.A. TX	227-4483	Julia Santillan
13. FRANCES DRAPEZ	8615 Littlewell	SA TX	623-1023	Frances Drapez
14. YADDA HARPER	2317 E. Houston st	SA TX	224-6504	Yadda Harper
15. Lupana Perez	1110 SAKUNTAL	S.A. TX	679-8141	Lupana Perez
16. Diana Ramos	126 Dexter	S.A. TX	435-3545	Diana Ramos
17. Patricia Gonzalez	239 Beatrice	S.A. TX	924-1550	Patricia Gonzalez
18. Mary Ann Lopez	239 Beatrice	SA TX	924-1550	Mary Ann Lopez
19. Diana Lopez	9223 Silver Hill	SATX	927356	Diana Lopez
20. Sandra Lopez	710 Spalding	SA. TX	648-7943	Sandra Lopez

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1. LUCILLE LOPAZ	1118 W. ARMISA	San Antonio TX	738-0978	Lucille Lopez
2. DIANA GUERRA	811 Dandy	SA TX	-	Diana Guerra
3. MARY ESTER CHAVEZ	310 University	S.A. TX	437-0365	Mary Ester Chavez
4. MARY FAYE SALINAS	5710 Timbercreek	S.A. TX	675-3094	Mary Faye Salinas
5. Ann Flores	4023 Sunbaker	SA 78244	2077130	Ann Flores
6. Delia Peña	1206 W. Mayfield	S.F. 78211	-	Delia Peña
7. ROSA VILLALBA	8622 S. ZARZAGOZA	SA 78229	-	Rosa Villalba
8. RAUL GARAY	9711 Hidden Plains	SA 78250	-	Raul Garay
9. JERRY VANDER	15217 PEBBLE ISLAND	SA 78232	-	Jerry Vander
10. GUY SMITH	4918 Timbercreek	SA 78250	-	Guy Smith
11. JOE D. MUNGUA	9619 Dumbler	SA 78245	675-6871	Joe D. Mungua
12. Robert Quintanilla	9146 LITTLE	SA TX 7824	921-0258	Robert Quintanilla
13. DANIEL LOSOYA	6242 FOREST BOND	SA TX 78240	681-5536	Daniel Losoya
14. JAVIER SALAZAR	6015 WAMPUM DR.	SA, TX 78238	207-8894	Javier Salazar
15. Sandra N. Lockett	PO Box 201051	SA TX 78220	-	Sandra N. Lockett
16. Eloise L. Barrera				Eloise L. Barrera
17. John LaGrange	1100 ⁴⁵³⁰³ Johnson Keller	SA, TX 78213	341-9270	John LaGrange
18. Joyce Robinson	2258 Burnet	S.A.TX.	223-1422	Joyce Robinson
19. Doreen Tejeda	832 Green	SA. TX 78225	532-3612	Doreen Tejeda
20. Monica Forlerico	6523 SunCreek	SA TX 78230	521-6995	Monica Forlerico

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Name (Please Print)	Residence or Mailing Address	City, Town, or Post Office	Phone Number	Signature
1. DIANE WHITEFIELD	219 CLARK	S.A. TX	532-4231	Diane Whitefield
2. KENNETH CHRISTIAN	4700 STRINGFELLOW ^{APT 1814}	S.A. TX.	713 4303	Kenneth Christian
3. Juanita Mayberry	431 Canyonwood	SA. TX	7325042	Juanita Mayberry
4. Gabriel Longoria	3519 Lake Towne Ct.	S.A. TX	657-2860	Gabriel Longoria
5. Nini Mahoney	1066 Cloverbrook	S.A. TX	674-2630	Nini Mahoney
6. Ann Hensley	1414 W. Mistake	SA TX	733-2231	Ann Hensley
7. Ann Hensley	4803 LARK	S.A. TX.	836-2789	Ann Hensley
8. JESUS VEGA	4050 Indian Sunrise	SA TX	1661-5870	Jesus Vega
9. Bruce Key	926 Nelda	Seguin TX	303 4354	Bruce Key
10. Lloyd Tiemann	3000 Twin Ridge	Bubende, Tex	980 4632	Lloyd Tiemann
11. Mary Alice Rodriguez	2127 Cobain	SA TX 78224	927-6119	Mary A Rodriguez
12. White Rodriguez	2127 Arroyo	SA TX 78224	927-6119	White Rodriguez
13. Nancy Garza	1410 W. ROSEWOOD ^{AVE}	SA TX 78201	738-8523	Nancy Garza
14. Perry Ford	5922 Whispering	S.A. TX 78224	648-3369	Perry Ford
15. ESTELIA RANGEL	3351 Falcon Grove	SA	496-7945	Estelia Rangel
16. ISABEL CUELLAR	575 E. PALFREY	SA 78223	333 0002	Isabel Cuellar
17. Anna Valdillez	4846 Castle Arms	S.A. TX 78218	657-3489	Anna Valdillez
18. RICHARD SALAZAR	4846 Castle Arms	S.A. TX 78218	657-3489	Richard Salazar
19. Yvonne SALDIVAR	9028 Spanish	S.A. TX. 78224	623-3130	Yvonne Saldivar
20. Eddie Green	305 Sims	SA TX 78215	533-4195	Eddie Green

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Name (Please Print)	Residence or Mailing Address	City, Town, or Post Office	Phone Number	Signature
1. Anna Martinez	137 Stanley Ct	S. A. TX 78214	923-8816	Anna Martinez
2. Carlos VALDEZ	7539 Pipers LN.	S. A. TX. 78251	520-8427	Carlos Valdez
3. JOE M GARCIA	7880 Microw DR	SA 78251	5203067	Joe Garcia
4. Betty J. Barton	15123 Pioneer Vly	SA 78245	5-4180	Betty J. Barton
5. LAURIE Ackels	17400 Scenic Loop Rd	Helotes 78023	695-5316	Laurie Ackels
6. Gary L. Ackels	17400 Scenic Loop Rd	Helotes 78023	695-5316	Gary L. Ackels
7. Lucy MARTINEZ	715 E. HRO	SA TX 78210	534-3875	Lucy Martinez
8. Claudia Rocha	9517 Black THORN	SA TX 78210	699-1182	Claudia Rocha
9. Release Hernandez	10307 LAKEFRONT	SA TX 78723	653-3267	Release Hernandez
10. DEBBIE CANTU	1714 BLUE RIDGE	SA TX 78228	432-4544	Debbie Cantu
11. MELISSA PEREZ	106 BENITA	SA TX 78210	534-3073	Melissa Perez
12. Charles A Saenz	917 W Winnie	S. A. TX 78225		Charles A Saenz
13. JUAN Jose Terrazas	227 Delta	SA TX 78237	435-2558	Juan Jose Terrazas
14. Eddie Douglas	511 DENVER	S. A. TX. 78210	534-6456	Eddie Douglas
15. ROMON DE VALUZ	94071 MBERPATI 961	S. A. TX. 78290	520-0249	Romon De Valuz
16. Raymond Rodriguez	302 Wileago	S. A. TX. 78237	432-1818	Raymond Rodriguez
17. Michael Belcher	14010 Greenjay Dr	S. A TX 78217	657-0782	Michael Belcher
18. Catherine Grase	15207 Heimer	S. A TX 78232	494-1076	Catherine Grase
19. RICHARD M LAZZARU	736 STONEMAY 4310 DRIVE	SA TX 78258	497-8924	Richard M Lazzaru
20. FLORIANCO DIEGA	10123 SIMON 4610	SA TX 78240	691-8610	Florianco Diega

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1. VALERIE TORRES	2219 GREENCREST	SA TX	341-0066	Valerie Torres
2. CONCHA CASTILLO	2219 GREENCREST	SA TX	341-0066	Concha Castillo
3. John Payne	2219 Greencrest	SA TX	341-0066	John A Payne
4. Ralph Terrence	602 Hoover	SA TX	927-7981	Ralph Terrence
5. Ramon Amador	715 Biscay	SA TX	434-1284	Ramon Amador
6. Jim Weste	5355 Fredericksburg	SA TX	340-5718	Jim Weste
7. TERRENCE ALBACH	9407 Antoine Forest	S.A. TX	520-0967	Terrence Albach
8. Gloria Gonzalez	5307 Cynthia Lynn	S.A. TX	534-1662	Gloria Gonzalez
Theresa Albach	9407 Antoine Forest	" "	520-0967	Theresa Albach
10. DAVID WASTE	5355 Fredericksburg	SA, TX	340-5718	David Waste
11. Mary Helen Vasquez	7940 P. 2nd Creek Hill	SA TX	509-3059	Mary Helen Vasquez
12. JUAN HUANA	1802 PLAGADELSA	SA TX	359-6137	Juan Huana
13. SHARON LAWSON	1008 BURNET	SA TX	226-8753	Sharon Lawson
14. Pauline Cepeda	9562 Alhambra	SA TX	78250	Pauline Cepeda
15. Elsie H. Ybarra	8555 Quail Wood	S.A. TX	78250	Elsie H. Ybarra
16. Jimmy Ego	7200 W Military	SA TX	5-2191	Jimmy Ego
17. Irene D. Rompa	8022 Cuff	S.A. TX	628-1666	Irene D. Rompa
18. JUNE A. SOUGHEN	3346 ROSELAWN	SA TEXAS	435-4053	June Soughe
19. CARLOS L. GUTIERREZ	42 FIKIDE CASS	S.A.	681-6273	Carlos L. Gutierrez
20. John Payne	4223 Garnett	San Angelo	78703 453-0406	John Payne

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Name (Please Print)	Residence or Mailing Address	City, Town, or Post Office	Phone Number	Signature
1. MELBA BRANDT	534 Crestway	San Antonio	655-5528	Melba Brandt
2. TED NEFFENDORF	1513 EICHEN	N. B. TX		Ted Neffendorf
3. PAREARA WILSON	343 JAMES	BOERN, TX		Pareara Wilson
4. CHUCK WILLIAMS	6738 Spring Front Dr. San Antonio.		552-7549	Chuck Williams
5. GIORIA GARZA	1149 RIFLE GAP	SA TX	—	Gioria Garza
6. Rachel Gilliland	9118 Village Brown	SA TX	1	Rachel Gilliland
7. Kevin K Cooper	5714 Spring Sunshine	S. A TX		Kevin K Cooper
8. LOUIS JUNG	RT 5 Box 32 At Ft. Floresville TX			Louis Jung
9. ROBERTO CERVANTES	10215 SEVERN	S. A. TX	657-5515	Roberto Cervantes
10. JOHNNY RAY PETE	8342 New World	SA TX.	657-1048	Johnny Ray Pete
11. MICHAEL M. MATHIAS	4106 Antlers Loop E	SA. TX	—	Michael M. Mathias
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1 STATE OF TEXAS)

2 COUNTY OF DALLAS)

3 I, LISA SIMON, Certified Shorthand Reporter in and for
4 the State of Texas, certify that there came before me on the
5 10th day of June, 1995, at Fort Worth, Texas, the witnesses
6 hereinbefore named, who were duly cautioned and sworn to
7 testify the truth, the whole truth, and nothing but the truth
8 of their knowledge in this matter before The Defense Base
9 Closure and Realignment Commission and that their testimony
10 was reported stenographically by me and then reduced to
11 writing; that the transcript is a true record of the
12 testimony given by the witnesses.

13 Given under my hand and seal on this the 15th day of
14 June, 1995.

15
16
17 Plaza of the Americas
18 640 South Tower
19 Dallas, Texas 75201
20 (214) 220-2449


LISA SIMON, CSR
Certificate No. 5057
Expiration Date: 12/31/95

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