

DEFENSE BASE CLOSURE
AND REALIGNMENT COMMISSION

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CHICAGO, ILLINOIS :
REGIONAL HEARING :
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The following transcript of
proceedings had in the above-named matter at the
Chicago O'Hare Hilton Hotel, O'Hare International
Airport, on the 31st day of May, 1995, 9:00 a.m.

PRESENT:

- CHAIRMAN ALAN DIXON
- COMMISSIONER WENDI L. STEELE
- COMMISSIONER JOSUE (JOE) ROBLES, JR.
- COMMISSIONER S. LEE KLING
- COMMISSIONER AL CORNELLA

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1 CHAIRMAN DIXON: Good morning, Ladies and
2 Gentlemen. Welcome to this meeting of the
3 Regional Hearing of the Defense Base Closure and
4 Realignment Commission.

5 My name is Alan Dixon. I'm the
6 Chairman of the Commission charged with the task
7 of evaluating the recommendations of the Secretary
8 of Defense regarding the closure and realignment
9 of military installations in the United States.

10 Also, here with us today are my
11 colleagues, Commissioner Wendi Steele, Al Cornella
12 and General J. B. Davis, and we expect momentarily
13 to have General Joe Robles with us as well.

14 The Commission is also authorized
15 by law to add bases to the Secretary's list for
16 review and possible realignment or closure, and on
17 May 10th, as all of you know, we voted to add 35
18 bases to the list. Today we will hear from some
19 of those newly-affected communities.

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

24 We spent several days looking at

1 the installations that we added on the list on May
2 10th for review and asking questions that will
3 help us make our decisions. The cooperation we
4 received has been exemplary, and we thank you very
5 much.

6 The main purpose of the base visits
7 we have conducted is to allow us to see the
8 installation firsthand and to address with
9 military personnel the all important question of
10 the military value of the bases.

11 In addition to the base visits, the
12 Commission is conducting a total of five regional
13 hearings regarding added installations of which
14 today is the second hearing.

15 The main purpose of the regional
16 hearings is to give members of the communities
17 affected by these closure recommendations a chance
18 to express their views. We consider this
19 interaction with the communities to be one of the
20 most important and valuable parts of our review of
21 the closure and realignment list.

22 Let me assure you that all of our
23 commissioners and staff are well aware of the huge
24 differences of base closures on local

1 communities. We are committed to openness in this
2 process and we are committed to fairness. All the
3 material we gather, all the information we get
4 from the Department of Defense, all of our
5 correspondence, is open to the public.

6 We are faced with an unpleasant and
7 a very painful task, which we intend to carry out
8 as sensitively as we can. Again, the kind of
9 assistance we have received here is greatly
10 appreciated.

11 Now let me tell you how we will
12 proceed here today is the same format as at our 11
13 previous regional hearings.

14 The Commission has assigned a block
15 of time to each state affected by the base closure
16 list. The overall amount of time was determined
17 by the number of installations on the list and the
18 amount of job loss. The time limits will be
19 enforced strictly.

20 We notified the appropriate elected
21 officials of this procedure and we left it up to
22 them, working with the local communities, to
23 determine how to fill the block of time.

24 Today we will hear testimony from

1 the states of Illinois, Wisconsin, Minnesota and
2 Ohio for 25 minutes each. When those
3 presentations are completed at 11:10 am, there
4 will begin a 40-minute period of public comment
5 for those four states. The rules for this part of
6 the hearing have been clearly outlined and all
7 persons wishing to speak should have signed up by
8 now.

9 So now if you are going to speak in
10 the public hearing aspects of this matter --
11 Mr. Shufryer (phonetic), are you the person to
12 sign up with?

13 MR. SHUFRYER: (Nodding head.)

14 CHAIRMAN DIXON: And that is the gentleman you
15 will see.

16 After the public comments, about
17 noon we will hear a 60-minute presentation from
18 North Dakota followed by a 16-minute period from
19 North Dakota public comments. The hearing should
20 conclude at about 1:20 p.m.

21 Let me also say that the Base
22 Closure Law has been amended since 1993 to require
23 that anyone giving testimony before the Commission
24 do so under oath, and so I will be swearing in

1 witnesses, and that will include individuals who
2 speak in the public comment portion of the
3 hearing.

4 With that, I believe we are ready
5 to begin, and I wonder whether my friends, the
6 distinguished Lieutenant Governor of Illinois, Bob
7 Kustra, and distinguished Congressman and Chairman
8 of the House Judiciary Committee, Henry Hyde,
9 would stand and raise their right hands, please.

10 (Witnesses sworn.)

11 Ladies and Gentlemen, I am
12 delighted at this time to recognize an old and
13 dear friend. We served in the Illinois House many
14 years ago, too long ago to remind each other
15 about, Henry.

16 And I am delighted to recognize at
17 this time for 10 minutes the distinguished
18 Congressman from Illinois and the distinguished
19 Chairman of the House Judiciary Committee,
20 Congressman Henry J. Hyde.

21 PRESENTATION

22 BY

23 CONGRESSMAN HYDE:

24 Thank you very much, Mr. Chairman.

1 Is this on? I guess. Yes.

2 Thank you very much, Mr. Chairman
3 and Lady and Gentlemen of the Commission. I want
4 to salute you for doing the job Congress is
5 unwilling to do. It's a necessary job and it's a
6 miserable job to close down bases, but it has to
7 be done, and I salute you for being willing to
8 take this onerous task on doing the good job that
9 you are.

10 I want to thank you and Bob Kustra
11 and Dave Mosenia for this opportunity to express my
12 views representing thousands of Air Force
13 Reservists and members of the National Guard and
14 their families in support of continuing the
15 mission of the O'Hare International Airport Air
16 Reserve Station.

17 We have in this case a classic
18 conflict between two very different viewpoints:
19 one view asserts that it's appropriate public
20 policy to buy and trade important military assets
21 as you would any other parcel of real estate given
22 exclusively by economic considerations.

23 The other view, my own view, is
24 driven by what I believe is best for this nation's

1 defense, what is best for the reserves, and what
2 is best for America's taxpayers.

3 The ongoing reductions in our
4 full-time military units require us to be prudent
5 about dismembering successful reserve units like
6 the two at O'Hare.

7 The 928 and 126 didn't appear
8 overnight; they evolved. These units have served
9 an important role in virtually every major foreign
10 policy initiative of this government in the last
11 50 years, most recently in Operation Desert Storm
12 and the humanitarian efforts in Somalia, Bosnia,
13 Turkey, Iraq and Haiti. These accomplishments are
14 an example of effectiveness, the dedication and
15 team work of these units.

16 In its 47 years of operation, for
17 instance, the 928 airlift wing has not sustained a
18 single loss of aircraft. These units are also
19 combat-ready confirmed time and time again by the
20 Department of Defense's evaluations, inspections,
21 and tests.

22 Importantly, the personnel
23 comprising these two units reflect the diversity
24 of the Chicagoland area with its melting pot of

1 different cultures. This diversity truly enriches
2 these units and its people. Operating this base,
3 the 928 provides this nation and its military a
4 key war and peacetime marshaling area for
5 personnel and equipment. In addition, the Air
6 Reserve units support the work of numerous
7 government agencies.

8 The Department state this facility
9 has accommodated visiting heads of state. The
10 airlift wing transports illegal aliens for the
11 Immigration and Naturalization Service. They
12 transport prisoners for the U.S. Marshal, housing
13 Army, Navy and Marine Corp Reservists who use the
14 facility for drills.

15 In a 1993 report to this
16 Commission, the Air Force made it clear that it
17 has little enthusiasm for tampering with O'Hare's
18 success, quote, "There are no savings for moving,
19 only costs.

20 The recruiting base of the Chicago
21 metropolitan area is outstanding. The military
22 value of an Air Reserve component based at
23 Rockford fully built up with all the necessary
24 facilities still does not exceed that of O'Hare.

1 For the retention of the mostly
2 part-time personnel, Rockford is not as good due
3 to the distance from the homes of currently
4 assigned personnel. Some personnel losses and
5 retraining must be anticipated affecting unit
6 readiness and adding to the cost." Close quote.

7 It's my understanding that at the
8 six reserve bases now on the list for closure or
9 relocation, the Commission is seeking to close
10 two. With more than 8 million people in the
11 Chicagoland area, the O'Hare units have an
12 outstanding recruiting and retention base
13 unparalleled by the other sites under
14 consideration for closure or relocation.

15 Even with the uncertainties of the
16 future and the 1993 B.R.A.C. recommendations, the
17 units are manned above 100 percent. Other factors
18 deserving of consideration are, first, much of
19 Chicago's testimony to this Commission will focus
20 on the potential economic benefits of closing or
21 relocating these bases.

22 The rhetoric about economic growth
23 makes me wonder, as it should you, why more than
24 1400 acres of city-owned airport property located

1 just across the runways from the military
2 reservation sit idle while we deliberate about the
3 future of an air base that the Air Force declined
4 to add to its recommended list of base closures.

5 Incidentally, a portion of that
6 1400 acres was included among land given to the
7 city by the Department of Defense in 1946 to
8 construct this airport.

9 Secondly, I'm concerned about the
10 cavalier way in which Chicago has treated its
11 previous land agreements with the Air Force. It
12 was after only just six years ago that Mayor Daley
13 signed the Land Swap Agreement with the Air Force,
14 a landmark agreement in which the city and this
15 Mayor promised to support a permanent military
16 presence at O'Hare.

17 Based on this agreement, the Air
18 Force has completed more than \$20 million in
19 improvements to the base with more planned. It
20 may be that the city's change of heart was the
21 result of its unwillingness in 1992 to compromise
22 on construction of a new third airport for the
23 region, the only long-term answer for heavy flight
24 delays at O'Hare.

1 Third, if you permit this base to
2 close, the Commission will undermine the work of
3 the Illinois International Guard unit, which is a
4 tenant on this federally-owned base.

5 Closing this base will commit the
6 City of Chicago, Rockford, or any other suitor
7 with enough money to build a replacement base for
8 the one remaining unit. Where's the savings in
9 that?

10 Permit me to suggest that the
11 Commission listen closely what the Air Force is
12 saying. No other site in Illinois or this nation
13 is as suitable as O'Hare for these units. Please
14 keep the military flying at O'Hare. Thank you.

15 CHAIRMAN DIXON: Congressman Hyde, we are
16 indebted to you for that fine testimony and we
17 congratulate you and thank you for your great
18 contribution to our state. We are delighted to
19 have you here.

20 CONGRESSMAN HYDE: Thank you.

21 CHAIRMAN DIXON: We are delighted to have the
22 Director of Aviation for the City of Chicago,
23 Mr. David Mosena.

24 Commissioner Mosena, would you mind

1 standing and raising your right hands.

2 (Witness sworn).

3 Thank you, sir.

4 Mr. Mosena, you have 10 minutes.

5 We are delighted to have you.

6 PRESENTATION

7 BY

8 DIRECTOR MOSENA:

9 Thank you, Mr. Chairman. Good
10 morning. On behalf of Mayor Richard M. Daley, I'd
11 like to welcome you to Chicago and thank you for
12 holding this hearing here in Chicago.

13 We recognize the important and
14 difficult decisions that you face, as Congressman
15 Hyde explained in his very talented words, and we
16 applaud you for making these tough decisions
17 insuring that we maintain the nation's military
18 strength and readiness in a climate of severe
19 budget constraints and downsizing, and the
20 military is, indeed, an enormous challenge.

21 Public officials who recognize the
22 need for base closure, nonetheless, cry out not
23 mine; however, because of its unique position and
24 plans for reuse, in 1993 the City of Chicago

1 sought realignment of the O'Hare base.

2 We are pleased that the Commission
3 recognize the merits of both the city's and the
4 Air Force's proposal and, consistent with B.R.A.C.
5 criteria, conditionally approved the closure of
6 O'Hare's military facility.

7 You have heard our case in prior
8 hearings. We have made the case that the 356
9 military acres that lie in the heart of the
10 world's busiest airport could be put to better use
11 for the benefit of the entire metropolitan region.

12 We demonstrated that the economic
13 impact of commercial aviation-related development
14 far and exceeds the current impact of a
15 reserve-and-guard facility.

16 During the past two years, the city
17 has diligently pursued meeting the conditions of
18 B.R.A.C. '93. We issued a solicitation of
19 interest from Illinois communities to host
20 military units. We received and reviewed
21 proposals from communities throughout the State of
22 Illinois. We conducted site visits of three
23 potential host sites with city and Air Force
24 consultants and engineers.

1 We have evaluated a proposal as an
2 adjusted projected plan and cost estimate based
3 upon updated Air Force base program criteria, and
4 we are currently working on alternative financing
5 plans, which we expect to be completed by July of
6 1995.

7 The decision to close the U.S. Air
8 Force Reserve facility is purely a military
9 decision. Let me underline purely a military
10 decision.

11 The City of Chicago has no
12 expertise to offer or input into that decision;
13 however, if you should choose to close the O'Hare
14 facility as a result of your addition, the U.S.
15 Reserve Airlift Wing to the list of closure
16 alternatives, both the military and the city will
17 benefit.

18 Unlike many communities that face
19 the uncertainty of life after base closure,
20 Chicago is confident and ready to undertake the
21 airport-related economic development of the O'Hare
22 site.

23 Results of market development of
24 this site significantly exceed the current

1 economic benefits of the existing military
2 activities.

3 Each year we delay full
4 incorporation of the military site, commercial
5 aviation enterprise of O'Hare Airport. Thousands
6 of jobs and millions of dollars of economic impact
7 are lost to other states and communities. Let me
8 give you just one example.

9 Let me tell you about the United
10 Airlines maintenance facility, which is currently
11 being developed at Indianapolis Airport, despite
12 the fact that O'Hare is United Airlines' home
13 base.

14 In 1991 when United selected the
15 Indianapolis site as its maintenance and
16 remanufacturing facility, Chicago could not
17 compete for selection primarily because O'Hare did
18 not have sufficient suitable developable space for
19 the United Airlines facilities.

20 As a result, the region lost out on
21 at least 6300 high paying, full-time paying jobs
22 and additional hundreds of construction and
23 temporary jobs.

24 In fact, it was the decision like

1 United's choice of Indianapolis for its
2 maintenance facility which contributed in part to
3 Chicago's decision to pursue the 356 acres of
4 prime airport property for greater use and benefit
5 to the entire region, neither the City of Chicago
6 or the region should lose out on such an
7 opportunity again in the future.

8 In closing, we would have no
9 objection to a military decision to close this
10 base, and we stand ready to redevelop the site to
11 its highest and best use for the benefit of the
12 city and the region as a whole.

13 Thank you very much, Mr. Chairman.

14 CHAIRMAN DIXON: Thank you. Director Mosena,
15 thank you for your valuable contribution to the
16 Commission.

17 We are pleased, of course, to have
18 the distinguished lieutenant governor of this
19 great state, Robert Kustra, here, and, Governor
20 Kustra, the podium is yours.

21 PRESENTATION

22 BY

23 GOVERNOR KUSTRA:

24 Thank you. Chairman Dixon, and

1 Members of the Commission, welcome back to
2 Illinois and thank you, once again, for the
3 opportunity to appear before you.

4 I speak to you today as the
5 Chairman of Operations Salute the State of
6 Illinois' initiative to assist you in your
7 deliberations and to ensure the objective and
8 equitable treatment of military facilities in our
9 state.

10 The last time we had a chance to
11 meet like this, just a few months ago, I mentioned
12 that the State of Illinois has certainly paid its
13 price, certainly played a role in the reduction of
14 military bases across the state of Illinois.
15 Shanut, Fort Sheridan, Glenview are just three
16 relatively recent examples of the role that
17 Illinois has played in reducing military bases
18 across this country.

19 We feel now that we are leaner and
20 meaner and what we do here in Illinois now is of
21 great value for future military need.

22 We all agree on the need to realign
23 the nation's defense structure for the post-Cold
24 War era, but it's important that as the Commission

1 looks to make the military more efficient we do
2 not come into our muscle and demonstrate that we
3 have -- we would in the process lose so much of
4 what we have gained.

5 I urge you today to keep the Air
6 Force, the Air Reserve, and International Guard at
7 O'Hare so that they can continue to perform the
8 outstanding and vital roles they play in our
9 national defense.

10 By considering the closure of the
11 Air Reserve unit at O'Hare, you have cast into
12 doubt the future of both the guard and the reserve
13 units and I think by doing so you risk sacrificing
14 two of the most successful, most ready, and most
15 valuable air wings in America.

16 Throughout the Cold War and in
17 virtually every major American military operation
18 of the post-Cold War era, the airlift and air
19 refueling wings have served with distinction.
20 Desert Storm in 1991 helped stem the -- stem the
21 tide of drugs in Panama in '93, brought
22 humanitarian relief in Somalia in '93, defended
23 democracy in Haiti in '94, helped enforce a no-fly
24 zone in Bosnia this very year.

1 What is the key to this? Why is it
2 that these air wings have been so successful and
3 so effective? Why do I believe they have the
4 strongest case in this round of base realignment
5 and closure proposals? One reason has been their
6 tremendous success in recruiting the best
7 personnel, a topic my congressman just referred to
8 a few moments ago.

9 I'd just like to point out one of
10 the fondest memories I have of my time as
11 lieutenant governor was welcoming back the troops
12 after the Persian Gulf and Desert Storm.

13 When they returned, the Governor
14 and I and Vice President and President we all had
15 an opportunity right here at O'Hare to talk to
16 these young men and women who had just returned
17 from battle, and in learning more about their
18 roles in these units, I learned firsthand how
19 absolutely vital the O'Hare side of this field is
20 to the recruitment that goes on on the military
21 side, because so many of these young men and women
22 actually came from the airlines on the other side
23 of the field.

24 There is a natural marriage between

1 the units here and the airlines, and so when it
2 comes to recruiting the best and the brightest
3 personnel, especially when it applies to the Air
4 Force and the flying men and women required for
5 these tasks, we have this great advantage right
6 here at O'Hare right here with these airlines.

7 For those reasons, and many others,
8 I believe that these units are among the nation's
9 best opportunities for recruiting talent and
10 keeping field positions. In this era of an all
11 volunteer fighting force, Illinois offers an ideal
12 strategic setting for attracting this talent and
13 this experience.

14 Simply put, these two units have
15 now met our military needs and are uniquely posed
16 to meet our future military needs as well.

17 The national interest time and
18 again rested on their shoulders. You have the
19 opportunity to keep those broad shoulders strong
20 for us and for all Americans.

21 I do thank you, once again, for
22 returning to Illinois and for allowing us to share
23 our views and for taking on this difficult task
24 that has been assigned to you.

1 Thank you very much, Mr. Chairman,
2 Members of the Commission.

3 CHAIRMAN DIXON: Governor, thank you for that
4 valuable contribution. I thank you all for your
5 excellent remarks, for your brevity. I
6 congratulate Congressman Hyde. It's the shortest
7 speech I've ever heard him make.

8 (laughter.)

9 CONGRESSMAN HYDE: Will the Chairman explain
10 while the years go on why my hair gets white and
11 yours stay the same?

12 (laughter.)

13 Some alchemy I'm unaware of?

14 CHAIRMAN DIXON: Thank you all very much for
15 those remarks.

16 I wonder, Governor, would you be
17 patient for just a moment. Will the three of you
18 yield to any questions my colleagues may have.

19 Are there any questions from the
20 Commission?

21 General J. B. Davis?

22 GENERAL DAVIS: Sir, I would welcome an
23 answer from any one of you. I think I probably
24 ought to focus my question to Commissioner Mosena,

1 because it specifically deals with the numbers.

2 It's the understanding of this
3 Commission that it cost the City of Chicago about
4 300 million to relocate and construct facilities
5 for the Air Force Reserve and the International
6 Guard units.

7 Does the City of Chicago identify
8 the funds to pay for that relocation of the
9 units?

10 DIRECTOR MOSENA: Sir, we -- as I mentioned
11 in my previous testimony, we are in the process of
12 doing that at this moment, and our deadline is
13 July of this year, as per the '93 B.R.A.C.
14 Commission. So we are still diligently at work
15 identifying those sources.

16 COMMISSIONER DAVIS: As sort of a follow-up,
17 Commissioner, have you located reservist sites? I
18 know you visited a number of them.

19 DIRECTOR MOSENA: We have reduced our eight
20 communities down to a short list of three. That
21 short list of three has been made public. That
22 includes Scott Air Force Base, Quad Cities and
23 Rockford as the three most likely hosts of
24 candidates.

1 COMMISSIONER DAVIS: One more follow-up, if I
2 might. If, in fact, this Commission, in a
3 hypothetical situation, would elect to close the
4 Air Reserve units, have you figured out what it
5 cost the City of Chicago or just to relocate the
6 International Guard?

7 DIRECTOR MOSENA: We have not. We do not
8 have a definitive answer to that, as alluded to in
9 my statement. It was an economic benefit to both
10 the military and to the city's financing cost, but
11 we do not have the definitive answer on that
12 cost. We are working on that virtually as we
13 speak.

14 COMMISSIONER DAVIS: When do you expect to
15 find that answer? By the end of July?

16 DIRECTOR MOSENA: By July.

17 COMMISSIONER DAVIS: Unfortunately,
18 Mr. Chairman, that's a little late for us.

19 CHAIRMAN DIXON: Might I suggest to the
20 distinguished director of aviation for the city
21 that should there be further inquiries about this
22 we would probably be contacting your agency prior
23 to July 1, since statutorily, as my colleague,
24 Congressman Hyde, knows, we are required to give

1 this report to the President of the United States
2 not later than midnight on that date.

3 DIRECTOR MOSENA: Fine, Mr. Chairman.

4 CHAIRMAN DIXON: Pardon?

5 DIRECTOR MOSENA: We are working with the
6 deadline.

7 CHAIRMAN DIXON: July 1st is the deadline.

8 DIRECTOR MOSENA: We are working with the
9 July 1st deadline of the B.R.A.C. '93. We will do
10 everything we can to cooperate with the Commission
11 earlier.

12 CHAIRMAN DIXON: We thank you all. Are there
13 any further questions from the Commissioners?
14 Commissioner Steel, Commissioner Cornella?

15 (No verbal response.)

16 We are indebted to you all. We
17 thank you very much.

18 CONGRESSMAN HYDE: Thank you.

19 DIRECTOR MOSENA: Thank you.

20 CHAIRMAN DIXON: Ladies and Gentlemen, we are
21 moving along rather rapidly. May I respectfully
22 inquire are the folks from Wisconsin all here?
23 Does it inconvenience you in any way to go ahead?
24 Because if it does, we, of course, would take a

1 slight break. The schedule shows you beginning at
2 9:40 and it's only 9:25. I do want to accommodate
3 you. Are you all here? Would it be comfortable
4 for you to go ahead now? Do you have any problem
5 with that?

6 We will take into account that it
7 might be difficult. Are you all ready?

8 LIEUTENANT GOVERNOR McCALLUM: We are.

9 CHAIRMAN DIXON: You are?

10 May I inquire, Congressman
11 Barrett, are you going to kind of be in charge of
12 your delegation here?

13 CONGRESSMAN BARRETT: Yes, I am.

14 CHAIRMAN DIXON: Then may I make this inquiry
15 on behalf of the Commission. Twenty-five minutes
16 has been assigned to Wisconsin. My agenda shows
17 that you will simply be your own judge of how you
18 divide that time among the six members of the
19 delegation representing Wisconsin. Am I correct
20 in that?

21 CONGRESSMAN BARRETT: That's correct.

22 CHAIRMAN DIXON: Thank you. And you heard me
23 say before, Congressman, that in your wisdom those
24 of you in the Congress changed the law to require

1 that we put everybody under oath. So would you
2 all stand and raise your right hands, please. Let
3 me see if I can find the oath around here. Thank
4 you.

5 (Witnesses sworn.)

6 Thank you very much.

7 My record shows Congressman
8 Tom Barrett, 5th Congressional District;
9 Lieutenant Colonel Crabtree, Group Vice Commander,
10 440 Airlift Wing Operation; Major Max H. Della
11 Pia, Tactics Officer and C-130 Pilot, 95th Airlift
12 Squadron; Peter Beitzel, Vice President, Business
13 Development, Metropolitan Milwaukee Association of
14 Commerce; Major General Robert McIntosh, Chief of
15 Air Force Reserve; Lieutenant Governor Scott
16 McCallum of Wisconsin.

17 I hope I did that fairly well, and,
18 if I didn't pronounce any of the names correctly
19 and anybody's a candidate for office, kindly
20 correct me so the record will be correct.

21 Congressman Barrett, we are
22 delighted to have you, sir.

23
24

1 PRESENTATION

2 BY

3 CONGRESSMAN BARRETT:

4 Thank you very much, Commissioner.

5 I'm pleased and honored to be here on behalf of
6 the Wisconsin Congressional Delegation in support
7 of the 440th Airlift Wing.

8 I am joined today by Lieutenant
9 Colonel Eric Crabtree; Major Max Della Pia of 440;
10 Peter Beitzel of Business Development for the
11 Metropolitan Milwaukee Chamber of Commerce;
12 Lieutenant Governor Scott McCallum; Major General
13 Robert McIntosh, Commander of the United States
14 Air Force Reserve; Major General Jerry Slack, the
15 Adjutant General of Wisconsin; Milwaukee County
16 Executive, F. Thomas Ament; Lieutenant Colonel
17 Kevin Wentworth; Barry Bateman, General Mitchell
18 International Airport; and Ray Perry, Chairman of
19 the 440 Community Council.

20 I ask that the letters from United
21 States Senator Herb Kohl, Senator Russell
22 Feingold, Congressman Jerry Fosco, and a letter
23 from the congressional delegation be inserted in
24 the record.

1 CHAIRMAN DIXON: Those will be reproduced in
2 the record in full. Thank you.

3 CONGRESSMAN BARRETT: Thank you,
4 Mr. Chairman. I would like to highlight a few
5 points from Representative Kustra's statement.

6 Wisconsin offers the perfect
7 ingredient to recruit and recruit top grade and
8 Air Reserve units. We have a highly-educated
9 recruiting age population in Wisconsin.

10 Our local workforce, of which we
11 are very proud, provides skilled reservists
12 contributing to the overall readiness. Our active
13 and involved community council provides financial
14 and family support for reservists, and Wisconsin
15 is very proud and honored to have this key role in
16 maintaining our nation's defense.

17 As you know, Secretary of Defense
18 Les Aspen had planned to lead this delegation
19 today. Secretary Aspen understood the value of
20 the 440 as an integral part of our nation's
21 defense.

22 CHAIRMAN DIXON: May I interrupt by saying he
23 was an old and dear friend, a great American. We
24 are all sadden by his untimely death.

1 CONGRESSMAN BARRETT: I'm certain that you
2 are.

3 Almost 51 years ago the 440 was an
4 active participant in the D-Day invasion of
5 Normandy dropping paratroopers behind enemy
6 lines. The 440 answered the nation's call during
7 the Korean conflict, the Cuban Missile Crisis, the
8 Persian Gulf, war in Bosnia and Haiti.

9 Recently, I had the opportunity to
10 meet with Colonel Crabtree and other 440 aircrew
11 members shortly after they returned from a mission
12 in Bosnia. That experience for me reinforced my
13 assessment of the 440 as a vital component of
14 today's military.

15 Today the 440 is ready to be the
16 first to return to Bosnia as the lead airlift wing
17 in the event of an evacuation of United Nation's
18 peacekeepers.

19 The 440 has a strong and proud
20 tradition with an unwavering commitment to our
21 nation. We, in Wisconsin, are proud to continue
22 our support for the 440 as it faces the national
23 security in emergency response challenges for the
24 21st Century.

1 I would now like to introduce
2 Lieutenant Colonel Crabtree.

3 PRESENTATION

4 BY

5 LIEUTENANT COLONEL CRABTREE:

6 Chairman Dixon, Commissioners, I'm
7 happy to be here to present this important
8 information regarding the 440 Airlift Wing and the
9 great men and women of our unit and what they
10 contribute to the national defense of this
11 country.

12 I personally began my flying career
13 in 1975 in flying C-130FS for the last 15 years.
14 As you mentioned, I'm currently the operations
15 group vice commander of the 440, and in the next
16 few minutes I will discuss the great
17 accomplishments of the 440 in rodeo competition,
18 recruiting, mission readiness and drill world
19 missions.

20 In 1993, the 440 airlift wing team
21 showed the world what intermobility excellence is
22 all about. The 440 competed for six days from 61
23 other teams from the United States and 10 foreign
24 countries representing the Air Force, active duty

1 Air Guard and Air Force Reserve units, what's been
2 called the Olympics of the airlift, "the air
3 mobility rodeo."

4 The 440 airlift wing achieved what
5 no other airlift wing had ever done in the history
6 of that competition. It swept (phonetic) four
7 trophies for the best C-130 air crew, the best
8 C-130 air drop crew, the best C-130 wing, the best
9 aircraft wing and won the overall competition,
10 making the honors as the best air mobility wing,
11 making us unquestionably the best in the business
12 for what we do, and, of course, none of these
13 awards would have been possible to win without the
14 extraordinary qualified and motivated maintenance
15 personnel of the 440.

16 In 1996, our next opportunity to
17 compete again, I know we'll defend all of our
18 talents because we created the best of the best.

19 When it comes to recruiting, we are
20 in a unique and enviable position. We are unique
21 that we have unit members living in every single
22 federal congressional district throughout
23 Wisconsin. This clearly demonstrates the far
24 reaching impact of the 440 upon our state, as well

1 as the wide geographic diversity of our recruits.

2 On this slide the top numbers
3 represent the federal congressional districts and
4 the bottom numbers the number of personnel in that
5 district assigned to our unit.

6 We are unique also in that more
7 than 70 percent of the recruiting age of Wisconsin
8 residents are high school graduates. We are
9 unique in that Wisconsin recruits have a placement
10 of 96 percent on the armed services vocational
11 aptitude battery tests. We are unique in the 440
12 has consistently manned levels far exceeding the
13 Air Force Reserve average.

14 In fact, during the last 9 out of
15 10 years we manned over a hundred percent. This
16 is advantageous as it helps ensure the 440
17 maintains the highest combat readiness, a standard
18 we regularly seek and achieve.

19 By all measurements, the 440
20 airlift recruiting far outdistances all other
21 Reserve Air Force C-130 units, and we provided
22 statistics for the Commission to back up this
23 statement. All these exceptional people give us
24 the capability to demonstrate an unparalleled

1 degree of mission readiness.

2 In all my experience as a pilot,
3 I'm convinced that General Mitchell in Milwaukee
4 provides the least restricted and unapproached air
5 space one could hope for in a major airport in the
6 United States.

7 The airfield facilities at General
8 Mitchell are capable of supporting operations by
9 any Air Force aircraft in any type of weather
10 conditions, as demonstrated extensively during
11 Desert Storm when we deployed our aircraft and
12 crews and acted as a hub for transportation of
13 thousands of regional personnel for millions of
14 pounds of cargo.

15 It's not uncommon that other
16 metropolitan Air Force experience extensive air
17 traffic delays during peak hours and bad weather
18 conditions.

19 Over the years I can recall many
20 frustrated hours waiting in line to take off at
21 other reservists locations in larger airports.
22 Those hours are hours wasted on the ground rather
23 than in the air accomplishing the training for
24 which we were scheduled. In many instances,

1 valuable aviation training was lost during
2 shortcuts in the air to make a scheduled drop
3 time.

4 Milwaukee and the State of
5 Wisconsin are superb places to operate our C-130
6 aircraft.

7 Pete Beitzel, seated to my right
8 will speak more extensively about the quality and
9 value of flight training available and its
10 contribution to real world missions later.

11 The 440 C-130 aircraft is
12 compatible with any other C-130 aircraft that's in
13 the Air Force inventory. During Desert Storm the
14 C-130 aircraft lacked some of the systems that
15 active duty aircraft were equipped with
16 potentially limiting their equipment in combat
17 missions.

18 As soon as they returned, priority
19 was given to fix these shortfalls, and recently
20 our eight assigned C-130s received nine major
21 systems upgrade, the new station keeping equipment
22 systems, for instance, which permits us to fly in
23 any formation during bad weather. Now it's
24 possible for us to fly side by side in active duty

1 on large aircraft missions.

2 The unrestricted training
3 environment, in cooperation with local traffic
4 control facilities at Mitchell Field, allows us to
5 compete with the training crew members on this
6 system in half the scheduled time.

7 In at least one respect reserve
8 aircraft exceeded active duty aircraft in
9 capability as all other reserve aircraft are
10 modified with air defense and missile systems.
11 This makes them safer and more survivable in a
12 high threat environment in Central America or
13 Sarajevo.

14 With all this excellent and
15 well-maintained equipment, we, the 440, stand
16 ready to expand and take an even larger role in
17 the total defense picture. We can accept four
18 more C-130 aircraft on our ramps as it exist
19 today.

20 We have an additional 32 acres of
21 space available to expand and fuel capacity to
22 support even more training and contingency
23 missions.

24 The 440 aircraft wing stands ready

1 with its superb people and excellent location,
2 modern combat equipment to deliver any time,
3 anywhere, on time and on target. Thank you.

4 CHAIRMAN DIXON: Thank you. We have a short
5 video clip. We'd like to show some of our
6 operations.

7 (Whereupon, a video was
8 shown.)

9 PRESENTATION

10 BY

11 MAJOR DELLA PIA:

12 Mr. Commissioner, Mr. Chairman, I'm
13 proud to be here to represent the 440. My name is
14 Major Max Della Pia, and I'm currently an
15 instructor pilot with over 4300 hours of C-130
16 time.

17 And my purpose here today is to
18 describe to you what made those accomplishments
19 possible and how the unique opportunities for
20 training available at Milwaukee make us a prime
21 contributor to the nation's defense.

22 As long as assault landings include
23 tactical airlift and tactical air land, we must be
24 ready to perform and be trained in those missions.

1 Wisconsin currently provides eight
2 drop zones. One is accessible from two
3 directions. Another is circular allowing us a
4 tremendous amount of flexibility and variety in
5 training.

6 We also have two zones, tactical
7 shortfields, so to speak. One is at Ft. McCoy.
8 It's a dirt strip, and another is at Mosinee,
9 Central Wisconsin, and we also have one right
10 across the lake at Muskegon Airport, which
11 provides another opportunity to practice assault
12 landings.

13 Volk Field is an International
14 guard base that is also in close proximity to
15 Milwaukee. It draws flight units from across the
16 country and provides us additional opportunities
17 for unique training.

18 For example, sentry end (phonetic)
19 allow us to perform airlift operations with
20 Canadian forces from Edmonton and Trent to be
21 intercepted by aggressor aircraft, fighters
22 aircraft, to practice our basic maneuvers and our
23 tactics in proximity to Madison in route to Ft.
24 McCoy and Volk Field, allows us an opportunity to

1 perform fighter escort right in our backyard, so
2 to speak.

3 Wisconsin, as mentioned before, is
4 an uncongested flying environment that allows us
5 to notify the tower of our control takeoff,
6 seldom, seldom delayed more than a minute or two
7 at the most, never more than four or five minutes
8 at the outset, and that allows us to make better
9 use of our training time and not have to pad our
10 ground operations for these contingencies.

11 The very terrain around the Ft.
12 McCoy area also allows us the ability to practice
13 our training. Basic techniques make us more
14 survivable in contingency operations.

15 In summary, Wisconsin provides a
16 variety of unique training opportunities that
17 relate directly to the quality of our crews, their
18 ability to accomplish difficult missions and to
19 allow us to be confident whatever our mission.
20 Thank you.

21 PRESENTATION

22 BY

23 MR. BEITZEL:

24 Commissioners, Chairman Dixon, you

1 have heard and seen here why the 440 is such an
2 outstanding unit and why it is important to the
3 Department of Defense and the nation.

4 Milwaukee has unrestricted
5 airspace, unencroached land and airspace, an all
6 Air Force aircraft integral airport without
7 aircraft traffic, congestion or delays. This
8 enhances the military value of the 440. Few, if
9 any, other major air reserve stations can claim a
10 similar set of conditions in their airfield.

11 Milwaukee's Mitchell Airport is a
12 major hub for Federal Express, United Parcel
13 Service. This is in conjunction with the
14 commercial airlines operating out of Milwaukee
15 provide a superb pool of experienced, technical
16 and maintenance personnel from the 440 can draw
17 upon.

18 Milwaukee has reduced air landing
19 fees in the air force by some \$58,000 a year in a
20 cooperative agreement sharing with the fire
21 fighting protection. This increases the
22 cost-effectiveness of the air wing.

23 Even though Mitchell is a joint
24 civilian/military airport, the 440 does not use

1 the property. It owns it. As a result, the 440
2 has one of the lowest costs of operations of any
3 other air reserve station.

4 There is also economic impact on
5 Milwaukee should the base close. There will be
6 an -- in almost the case of almost every other
7 base here in Milwaukee, we expect a loss of
8 approximately 83.7 million. The 440 has
9 approximately 23 million payroll that contributes
10 to the local economy. This equates to a potential
11 economic impact of approximately 75.4 million
12 annually. There is an additional 8.3 million in
13 anticipated contract losses.

14 There also exist a number of
15 nonqualifiable losses which occur should the Air
16 Force close. General Mitchell Air Station is a
17 regional station for all federal communications
18 activities, the air station, the regional naval
19 disaster and medical assistance system responsible
20 for medical evacuations and treatment and
21 logistical support.

22 The 440 has served as a
23 cryptographic center for Wisconsin, Illinois, and
24 parts of Michigan.

1 In conclusion, Milwaukee's Mitchell
2 Airport's 440 air reserve wing is a strong
3 combination of people and talent and unmatched
4 conditions. The air station in Milwaukee should
5 not close but even increase in air reserve
6 operations. Thank you.

7 CONGRESSMAN BARRETT: Mr. Chairman, we are
8 pleased to have Governor Thompson in attendance
9 today. We are happy to have Governor McCallum
10 here.

11 CHAIRMAN DIXON: Governor McCallum, we are
12 delighted.

13 PRESENTATION

14 BY

15 GOVERNOR McCALLUM:

16 Thank you. Chairman Dixon, you and
17 the other Commissioners have heard and seen the
18 440 airlift wing, Wisconsin's own, is the best of
19 the best. It's trained and ready. It's prepared
20 to perform any mission, anywhere, any time.

21 The State of Wisconsin has and will
22 continue to support the 440 airlift wing, the Air
23 Force Reserve and the nation. Its mission
24 recruiting base has unsurpassed every

1 congressional district in the state represented in
2 the 440.

3 Our Ft. McCoy International Guard
4 field provide both joint training opportunities
5 and minimum resource expenditure for the 440 to
6 maintain its top-rated proficiency.

7 Milwaukee's General Mitchell
8 Airport provide all weather, unrestricted and
9 unencroached airspace, whether that be for
10 training missions or for real world contingency
11 missions. Milwaukee is an air, rail port and
12 highway transportation hub.

13 Our 440 airlift wing is truly the
14 best of the best for all of the above, and to that
15 end, the Wisconsin state assembly has unanimously
16 passed a resolution -- and, as you know, unanimous
17 is quite a feat -- unanimously passed a resolution
18 sponsored by State Assembly Woman Potter, which
19 states in part, quote, "Resolved by the assembly,
20 the Senate concurring, that the members of the
21 Wisconsin legislature oppose the closure of the
22 General Mitchell Air Reserve Station and
23 respectfully request that all members of the
24 Wisconsin delegation to the U.S. Congress support

1 efforts to maintain General Mitchell Air Reserve
2 Station and that they do whatever is necessary to
3 remove the General Mitchell Air Reserve Station
4 from consideration for closure by the Defense Base
5 Realignment and Closure Commission."

6 I'd like to have this entered in
7 the official record of these proceedings.

8 CHAIRMAN DIXON: Admitted into the record. We
9 thank you, Governor.

10 LIEUTENANT GOVERNOR McCALLUM: Chairman
11 Dixon, Commissioners, Air Force has stated that it
12 does not want to close the General Mitchell Air
13 Reserve Station.

14 The Department of Defense did not
15 recommend the 440 stand out, and the State of
16 Wisconsin remains fully committed to keeping the
17 operation of the 440 airlift wing in Milwaukee,
18 and we believe the B.R.A.C. Commission should too.

19 Just as the paratroopers of D-Day,
20 our soldiers in Desert Storm, forces in Bosnia
21 needed the 440, someone, somewhere tomorrow will
22 need Wisconsin's 440. Thank you.

23 CHAIRMAN DIXON: Thank you, Governor
24 McCallum.

1 CONGRESSMAN BARRETT: Mr. Chairman, I'm also
2 please to have Robert McIntosh, Commander of the
3 Air Force Reserve, to speak on behalf of the best
4 of the best.

5 CHAIRMAN DIXON: Delighted to have General
6 McIntosh.

7 PRESENTATION

8 BY

9 MAJOR GENERAL MCINTOSH:

10 Chairman Dixon and Members of the
11 Commission, concerning the Air Force Reserve, the
12 Air Force submit to base closure and realignment
13 one C-130 base for consideration of the closure.
14 Even that recommendation was difficult because all
15 of our C-130 bases are cost-effective,
16 well-manned, combat-ready and are supporting the
17 Air Force requirements on a continual basis.

18 In our C-130 analysis, we sought an
19 opportunity for savings through consolidation,
20 yet, we know the importance of maintaining a
21 delicate balance between infrastructure, reduction
22 and demographic diversity.

23 Experience during Desert Shield and
24 Storm validated the importance of maintaining a

1 broad recruiting base in key population centers,
2 such as Milwaukee, Wisconsin.

3 Our high level of volunteer
4 activity since then has reinforced peacetime
5 reliance among having Air Force Reserve bases
6 where our experienced and dedicated citizens,
7 airmen and airwomen, live and work.

8 As we address recruiting challenges
9 into the next century, it is even more critical
10 that the Air Force Reserve maintain a presence in
11 Milwaukee.

12 Our operations there are affordable
13 and the track record of the unit is flawless,
14 excellence in supporting the Air Force, high marks
15 on inspections and competition and continuous
16 combat-readiness.

17 If the 440 is closed, we'll lose
18 numerous highly-skilled, experienced people. Once
19 those people leave the Air Force Reserve, our sunk
20 costs of training and professional development are
21 lost to the Air Force.

22 The Air Force continues to depend
23 on the Air Force Reserve to provide skilled
24 reserve forces on a daily basis. The Air Force

1 recalled and mobilized approximately 23,000 Air
2 Force Reserve warriors in the Gulf War. Thousands
3 of others served voluntarily. Since then
4 thousands of Air Force Reserve personnel have
5 participated in numerous contingencies around the
6 world each year.

7 The important Air Force Reserve
8 involvement in Air Force missions continues
9 today. In addition, Air Force Reserve bases
10 provide Air Force uniform presence in key
11 grassroot communities across America. As a
12 result, millions of citizens stay aware that the
13 U.S. military mission is a national priority.

14 In your difficult task, I strongly
15 urge the Base Closure and Realignment Commission
16 to not exceed the Air Force recommendation of no
17 more than one C-130 base. I also urge the
18 Commission to fully compare the viability of each
19 considered base.

20 As I said in my opening remarks,
21 all of our bases are cost-effective, well-manned,
22 combat-ready and are productive.

23 General Mitchell, Milwaukee,
24 Wisconsin, is serving one of our best locations

1 and its closure would be very unfortunate.

2 CHAIRMAN DIXON: Thank you, General McIntosh.

3 CONGRESSMAN BARRETT: Mr. Chairman, thank you
4 very much. That concludes our testimony. If you
5 have any questions.

6 CHAIRMAN DIXON: We are indebted to you,
7 Congressman Barrett, for an excellent presentation
8 by your entire group.

9 We are delighted to have
10 Commissioner Robles join us now. Any of the
11 commissioners have any questions of the State of
12 Wisconsin?

13 General Davis?

14 COMMISSIONER DAVIS: I have one comment and
15 one question that I think was made very clear by
16 General McIntosh.

17 First of all, I am an Air Force guy
18 and I'd like to congratulate the 440. That is not
19 an easy accomplishment. I have been to the rodeo
20 and that's a superb effort.

21 Secondly, General McIntosh, you did
22 say it is the Air Force reservist and United
23 States Air Force recommend only one C-130
24 closure?

1 MAJOR GENERAL McINTOSH: That's correct, sir.

2 COMMISSIONER DAVIS: Thank you very much.

3 CHAIRMAN DIXON: Thank you very much.

4 Commissioner Steele?

5 COMMISSIONER STEELE: I just want to thank
6 all of you and your governor for the hospitality
7 yesterday and your really effective presentation.
8 Your hospitality took me to a new high. You gave
9 me cough drops. Thank you very much.

10 CHAIRMAN DIXON: Thank you very much,
11 Commissioner Steele.

12 Any further questions?

13 (No verbal response.)

14 Well, we are indebted to the State
15 of Wisconsin for this fine presentation.

16 Governor McCallum, Congressman
17 Barrett, all of you, thank you very much for
18 coming.

19 CONGRESSMAN BARRETT: Thank you,
20 Mr. Chairman, Commissioners.

21 CHAIRMAN DIXON: Now, Ladies and Gentlemen,
22 these excellent presentations have been well
23 within the time limitations.

24 May I inquire whether the folks

1 this report to the President of the United States
2 not later than midnight on that date.

3 DIRECTOR MOSENA: Fine, Mr. Chairman.

4 CHAIRMAN DIXON: Pardon?

5 DIRECTOR MOSENA: We are working with the
6 deadline.

7 CHAIRMAN DIXON: July 1st is the deadline.

8 DIRECTOR MOSENA: We are working with the
9 July 1st deadline of the B.R.A.C. '93. We will do
10 everything we can to cooperate with the Commission
11 earlier.

12 CHAIRMAN DIXON: We thank you all. Are there
13 any further questions from the Commissioners?
14 Commissioner Steel, Commissioner Cornella?

15 (No verbal response.)

16 We are indebted to you all. We
17 thank you very much.

18 CONGRESSMAN HYDE: Thank you.

19 DIRECTOR MOSENA: Thank you.

20 CHAIRMAN DIXON: Ladies and Gentlemen, we are
21 moving along rather rapidly. May I respectfully
22 inquire are the folks from Wisconsin all here?
23 Does it inconvenience you in any way to go ahead?
24 Because if it does, we, of course, would take a

1 slight break. The schedule shows you beginning at
2 9:40 and it's only 9:25. I do want to accommodate
3 you. Are you all here? Would it be comfortable
4 for you to go ahead now? Do you have any problem
5 with that?

6 We will take into account that it
7 might be difficult. Are you all ready?

8 LIEUTENANT GOVERNOR McCALLUM: We are.

9 CHAIRMAN DIXON: You are?

10 May I inquire, Congressman
11 Barrett, are you going to kind of be in charge of
12 your delegation here?

13 CONGRESSMAN BARRETT: Yes, I am.

14 CHAIRMAN DIXON: Then may I make this inquiry
15 on behalf of the Commission. Twenty-five minutes
16 has been assigned to Wisconsin. My agenda shows
17 that you will simply be your own judge of how you
18 divide that time among the six members of the
19 delegation representing Wisconsin. Am I correct
20 in that?

21 CONGRESSMAN BARRETT: That's correct.

22 CHAIRMAN DIXON: Thank you. And you heard me
23 say before, Congressman, that in your wisdom those
24 of you in the Congress changed the law to require

1 from Minnesota are here?

2 A VOICE: Yes.

3 CHAIRMAN DIXON: Mr. Shufryer, would you
4 please inquire and see whether they have their
5 full complement here. Are they prepared to go
6 forward at this time or is it inconvenient?

7 MR. SHUFRYER: They're ready.

8 CHAIRMAN DIXON: Then we are delighted to
9 have you come on up here.

10 Ms. Cherryhomes, may I inquire
11 respectfully are you leading the delegation?

12 MS. CHERRYHOMES: Yes.

13 CHAIRMAN DIXON: My records show that
14 Minnesota will divide its time 15 minutes for you,
15 Madam President, five minutes for Mr. Schulstad,
16 council member from Minneapolis City Council, and
17 five minutes again for Major McIntosh. Is he
18 getting a lot of time today.

19 General Davis?

20 GENERAL DAVIS: General McIntosh.

21 CHAIRMAN DIXON: What did I say? I'm so
22 sorry for demoting you, General McIntosh.

23 MAJOR GENERAL McINTOSH: I didn't expect to
24 make major as a matter of fact.

1 CHAIRMAN DIXON: Thank you very much.

2 Would you all be kind -- you have
3 been sworn before, General McIntosh --
4 Ms. Cherryhomes and Mr. Schulstad, raise your
5 right hands.

6 (Witnesses sworn.)

7 Thank you very much.

8 We are delighted to have with us
9 President Jackie Cherryhomes of the Minneapolis
10 City Council. Madam President?

11 PRESENTATION

12 BY

13 MS. CHERRYHOMES:

14 Thank you very much, Commissioner
15 and Members of the Commission. In Minneapolis we
16 were displeased to hear a formal decision to
17 recommend closure of the 934 airlift wing would
18 take place in late June; nevertheless, we
19 appreciate your willingness to hold this regional
20 hearing so we can present our reasons for urging
21 you to reconsider that recommendation.

22 The 934 has been a part of our
23 community for almost 50 years with a \$31 million
24 budget, an economic impact of over 70 million in

1 the Minneapolis area, and we are not going to let
2 it go easily if we can help it.

3 Before I begin my formal remarks, I
4 need to tell you a little about myself. This is a
5 very strange event for me to be at. I am a child
6 of the 60s. I was raised as a Quaker and I cut my
7 political teeth on being an anti-Vietnam
8 activist.

9 You would have told me 20 or 25
10 years ago that I would be speaking in favor of not
11 closing a military base, I would have told you you
12 were probably insane, but, as I have grown and as
13 I matured, I learned that the world is a much more
14 complicated place than it was when I was 17 or 18
15 years -- or 19 or 20 years old.

16 I learned the great benefit that
17 the military does bring to our society and the
18 great need for it in our society, and, as
19 president of Minneapolis' City Council, I'm here
20 to tell you that the 934 is very important to the
21 economic well-being of the City of Minneapolis,
22 the region and the State of Minneapolis.

23 Let me tell you a little about
24 Minneapolis. We have a population of

1 approximately 368,000 people. Minneapolis is the
2 larger city between Chicago and the West Coast.
3 There are approximately 2.3 million people living
4 in our metro area, and our population grew by 15.3
5 percent during the 1980s making us one of the
6 fastest growing areas in the United States.

7 With ten colleges and universities
8 within our borders, we can provide recruiting
9 grounds for which we believe is unparalleled by any
10 other city of our size. We are less accessible
11 from any point in the world by way of our
12 excellent international airport.

13 Any time there was a quality of
14 life survey done by just about anybody,
15 Minneapolis consistently rates at or near the
16 top. We are the cultural hub of the midwest with
17 over 130 art galleries, 20 classical music groups,
18 15 museums, 9 dance companies and more theatres
19 per capita than any other U.S. city, except New
20 York.

21 When we hosted the National League
22 of Cities Conference, delegates from all over the
23 country complimented us repeatedly for what a
24 safe, clean, friendly and well-run city we have.

1 Our crime rate is about 20 percent
2 below the national average, and we have the
3 top-rated educational system, the highest
4 percentage of secondary school graduates in the
5 country.

6 Last year Minneapolis' mayor and
7 city council sat down and developed what we call
8 our direction for framework for the city. We
9 identified our goals for our city, and one of the
10 highest goals that we had and one of the things
11 that we really needed to focus on was to ensure
12 diverse economy that creates needed job
13 opportunities within the city. The 934
14 contributes to that diverse successful economy
15 that we are building with over 70 million to our
16 local economy.

17 The 934 provides over 500 people
18 with full-time jobs in our community, about 150 of
19 those live within the City of Minneapolis. It
20 also provides 1,200 reservists with part-time jobs
21 and a base that makes a substantial contribution
22 to our economy.

23 You believe in a good strong work
24 ethic and so do we. In Minneapolis our

1 productivity and -- Minnesota is a good 13 percent
2 above the national average. We can provide you
3 with, and we do provide you with, committed, hard
4 working, responsible, loyal workers who give the
5 government their money's worth. You can't find
6 this in just any city.

7 To put a more human side on what
8 the 934 does for us, I want to talk about three
9 individuals who will be potentially affected by
10 the closing of the base there. These people will
11 lose much needed income and will be virtually
12 impossible to transfer to another unit because the
13 next base is in Milwaukee about 400 miles from
14 Minneapolis.

15 One of the people who serve at the
16 934 is Master Sergeant Jim Walton. He's also a
17 bus driver for our local bus company. He's been
18 supplementing his income in the reserves by the
19 934 for the last 14 years. He has kids in grad
20 school, and he says that the extra \$400 he makes a
21 month at the base helps his family make ends
22 meet.

23 He bought a home in the City of
24 Minneapolis where he's close to the base and was

1 planning to continue doing reserve work there for
2 another 16 years.

3 He says it doesn't seem fair to
4 close the 934 because some states have a lot of
5 bases and Minnesota has just one, plus he says the
6 934 does more with less than any of the other
7 bases. It currently has the lowest operating
8 budget of Fiscal Year 1995.

9 Another person who will be affected
10 by the closing, Master Sergeant Tim Turner, who's
11 worked for 14 years to involve the Minneapolis
12 community with the 934.

13 Master Sergeant Turner has helped
14 arrange trips for high school students, civic
15 organizations and community leaders. Each year
16 his office puts a group of Minneapolis civic
17 leaders on the plane and take them on an overnight
18 stay to a military base. The Air Force has helped
19 the community become involved in over 500
20 full-time and 1200 part-time positions of the 934.

21 Mr. Turner says listen to your
22 community before you make a decision to close the
23 base. Don't make that decision simply for a
24 number of crunch reasons.

1 We also have 12 disabled
2 Minneapolis residents who receive their only
3 income each week from the 934. These residents
4 work for a company called "Tasks Unlimited
5 Janitorial Service." Their jobs cleaning the base
6 keep them off disability and welfare income.

7 Since most of these workers don't
8 have drivers' licenses, they rely on public
9 transportation and the bus system for their jobs,
10 there's no guarantee. Their jobs could be
11 replaced says director of revocational services
12 for Tasks Unlimited.

13 We believe these jobs are good jobs
14 for these people. They like the work. People are
15 nice, and it helps mainstream their employees.
16 Closing the base would reduce the revenue to Tasks
17 Unlimited by over \$233,000 and would certainly
18 impact these 12 employees.

19 In conclusion, we, in Minneapolis,
20 cannot -- simply cannot let the 934 go. We cannot
21 afford it. The region cannot afford it, and maybe
22 you can't afford it either, because we believe you
23 will be losing committed, hard working,
24 responsible and loyal workers. We give the

1 government more than its money worth, which is
2 something you may not be able to get elsewhere.

3 So on behalf of Mayor Sharon Sayles
4 Belton, the Minneapolis City Council, the
5 employees of the 934 and the Minneapolis
6 businesses who serve them, I ask you to
7 reconsider. I ask you to remain a part of our
8 community. We value your contributions, and
9 Minneapolis stands ready to assist you in any way
10 we can to keep you there. Thank you.

11 CHAIRMAN DIXON: Well, thank you very much
12 for that fine statement, President Cherryhomes.

13 And we are delighted to have
14 Mr. Dennis Schulstad, correct?

15 MR. SCHULSTAD: That's correct.

16 CHAIRMAN DIXON: We are delighted to have
17 you, sir.

18 PRESENTATION

19 BY

20 MR. SCHULSTAD:

21 Thank you very much. It does my
22 heart good to hear Council President Jackie
23 Cherryhomes make a statement like that, because
24 Minneapolis is not really known for its defense

1 support. In fact, Minneapolis' city council, of
2 which I am a member, voted 12 to one to not enter
3 the Gulf conflict and sent that resolution on to
4 the President.

5 As usual, I was the one because I'm
6 the unusual person on the city council in that I
7 am also a member of the Air Force Reserve. I'm
8 not a member of the 934. I'm assigned to Langley
9 Air Force Base in Virginia where I'm headquartered
10 at Combat Command.

11 What it shows when somebody like
12 Council President Jackie Cherryhomes is supporting
13 this base it shows the depth of feeling in our
14 community for the 934. This is a very, very
15 important part of our area.

16 I'd like to discuss for just a
17 couple of minutes a little more about the
18 Minneapolis, St. Paul metropolitan area.

19 As Jackie reported to you, it's
20 about 2-1/2 million people in size, but it's
21 really rather quite remarkable. In that
22 relatively small metropolitan area when we look at
23 nationwide, we're the headquarters and the home
24 for 33 Fortune 500 companies, including several

1 defense companies, like Honeywell, Control Data,
2 3M, and, of course, Northwest Airlines played such
3 a major role in the draft program. I will talk
4 later about why that is so significant to
5 retaining the 934.

6 We are the fourteenth largest media
7 market in the United States, and that is very
8 important in trying to build support for our
9 national defense in an area that really doesn't
10 have much defense exposure.

11 We are an area that -- that has
12 fields of teams, major league teams and baseball,
13 football, basketball. We are the only city in the
14 United States that has hosted in one year, and, in
15 fact, in six months, a World Series, an NCAA, a
16 Super Bowl.

17 And, in fact, today I feel like
18 when we went to ask the Super Bowl to be played in
19 our area, it was a testimony much like this. For
20 a while I was the commander of the Air Force
21 Academy, and to think from a community like this
22 we would not do very well in competing to get
23 people into the academy because we really don't
24 have much military exposure in our community.

1 What has happened is based upon our
2 population the State of Minnesota should have 27
3 or 28 people selected each year. Our lowest year
4 in the last ten we had 43 people. We have been as
5 high as 65. We have led the nation in having
6 people selected to the Air Force Academy. That's
7 not an accident. It's a result of the very high
8 quality of education in Minnesota.

9 Council President Cherryhomes
10 mentioned that we have a high graduation rate,
11 indeed, the highest graduation rate in the United
12 States, and the people graduated from those
13 schools also have an incredibly high work ethic,
14 and that's one of the reasons all of these Fortune
15 500 companies chose to be headquartered in a state
16 that taxes them at a very high rate, and we are
17 noted for very cold weather, and, yet, they still
18 choose to be there because of that high quality
19 work force, and that's what the Air Force is
20 benefiting from also.

21 For all of this, we have no active
22 duty bases in the State of Minnesota, no Army, no
23 Navy, no Air Force. We used to have an Air Force
24 base in Duluth, and that was closed some years

1 ago.

2 All we have are a couple of
3 International Guard units and the 934 from the Air
4 Force Reserve, and, as a result, the 934 is called
5 on to provide administrative support and other
6 support for all of the 12,000 retirees in our
7 community for the -- for all of the other military
8 people, like me, for example, who do my duty
9 elsewhere, but I have to get my administrative
10 support right out of the 934.

11 We also have a very modern
12 veteran's hospital, which is a regional leader,
13 and the veterans and their families going into
14 that hospital get support from the 934. There are
15 21 joint-used facilities that are shared with
16 other customers from the Army, Navy and Air Force
17 and Marine Corp. right out at the 934.

18 So as the reserve expands its role
19 in national defense with the reduction in active
20 duty bases, when an active duty base closes, the
21 people can move. They can move to another
22 location.

23 When the reserves close, then you
24 lose the people. They are not able to move to

1 another location as readily as the -- as the
2 active duty people would, and so the 934 is
3 exceptional -- and the fact that it excels is no
4 accident at all to us.

5 The reason is because the people in
6 Minneapolis who work at Honeywell, who work at
7 Northwest Airlines, who work at 3M are exactly the
8 type of people we need running the Air Force
9 Reserve at this time, and if we were to lose the
10 934, the Air Force would be losing those people
11 and, make no mistake about that, they are not able
12 to travel to the other states, and we don't have
13 any other active bases. We don't have any other
14 alternatives for them to go to. So the 934 has
15 been at the cutting edge of environmental issues.

16 I represented the area right next
17 to the reserve base over the past 20 years. The
18 people in my community are very pleased to have
19 the 934 there. They have participated with
20 distinction in Panama, Bosnia, Sarajevo, Cuba,
21 Desert Storm/Desert Shield. It's a unit that the
22 people of Minnesota are very proud of, and we hope
23 to keep them right in Minneapolis.

24 At this time I'd like to ask

1 General McIntosh to share his feelings about the
2 934 being located in the Minneapolis, St. Paul
3 metropolitan area.

4 CHAIRMAN DIXON: Thank you, Mr. Schulstad.
5 We are delighted to have General
6 McIntosh.

7 PRESENTATION

8 BY

9 MAJOR GENERAL McINTOSH:

10 Chairman Dixon, I have to comment
11 here that I probably have the best job in the Air
12 Force, as you can tell, because I have so many
13 good organizations that remain viable in combat
14 readiness; 934 is certainly one of those. All of
15 our C-130 bases are.

16 I would ask your indulgence. You
17 will hear a lot of repetition what you heard in
18 previous testimony. You will notice from Dennis'
19 testimony that he did not throw up a lot of
20 statistics concerning the base. That was covered
21 in the local visit. I'll say that its combat
22 readiness, its facilities, its Air Force and its
23 cost-effectiveness are the same as all the rest of
24 our C-130 bases.

1 As I said before, in our C-130
2 analysis we sought an opportunity for savings
3 through consolidation, yet, we know the importance
4 of maintaining a delicate balance between
5 infrastructure, reduction and demographic
6 diversity.

7 Experience during Desert Storm and
8 Shield validated the importance of maintaining a
9 broad recruiting base in key populated centers,
10 such as Minneapolis.

11 Our high level of volunteer
12 activity since then has reinforced peacetime
13 reliance of having Air Force Reserve bases where
14 our experienced and dedicated citizens, airmen and
15 airwomen, live and work.

16 As we address recruiting challenges
17 in the next century, it is even more critical that
18 the Air Force Reserve maintain a presence in
19 Minneapolis.

20 Our operations there are affordable
21 and the track record of the unit is flawless,
22 excellent support of the Air Force on a daily
23 basis, high combat-readiness, good inspection
24 results.

1 The 934 airlift wing -- if the 934
2 airlift wing is closed, we'll lose numerous
3 highly-skilled, experienced people. Once those
4 people leave the Air Force Reserve, our sunk costs
5 of training and professional development are lost
6 to the Air Force.

7 As I said before, the Air Force
8 continues on a daily basis to depend on the Air
9 Force reserve to provide skilled reservists and
10 reserve forces around the world. That important
11 Air Force Reserve involvement is augmenting the
12 Air Force continuously.

13 In addition, Air Force Reserve
14 bases provide Air Force uniform presence in key
15 grassroot communities across America. As a
16 result, many of the citizens stay aware of the
17 military mission and they stay aware the military
18 mission must be a national priority.

19 I urge the Commission to fully
20 compare the viability of each considered base, as
21 I said before. As I said in my opening remarks,
22 all of our bases are cost-effective, well-manned,
23 combat-ready and productive.

24 Minneapolis, Minnesota, is

1 certainly one of the best locations and its
2 closure would be very unfortunate. Thank you.

3 CHAIRMAN DIXON: Well, thank you very much,
4 General McIntosh, for that fine presentation. We
5 thank you for your very fine presentation,
6 President Cherryhomes, and as well as
7 Mr. Schulstad.

8 Are any of my colleagues interested
9 in asking any questions of the Minnesota
10 delegation? Commissioner Cornella, who also comes
11 from a cold climate, may I say.

12 COMMISSIONER CORNELLA: Well, we are
13 neighbors up in Minnesota, but I would like to
14 make a comment, and certainly in a respectful
15 manner, I would ask that you not take any
16 disrespect to, Ms. Cherryhomes.

17 About the time that you were
18 evidently demonstrating against the Vietnam War, I
19 was an 18-year-old kid that was in Vietnam and
20 feeling very much abandoned in some ways by the
21 country. Picketers of the stars and strips at the
22 time in Arizona State were standing underneath the
23 Vietnam flag on campus making a speech.

24 So I want to say to you, not being

1 a recent convert to the belief in national defense
2 of our country, that I would hope in the future
3 that the Minneapolis City Council, seeing as how
4 they have been converted, would show great support
5 in regard to national defense and the foreign
6 policies of our country. Thank you.

7 CHAIRMAN DIXON: Commissioner Cornella's
8 remarks are in the record.

9 Any other commissioners have a
10 question?

11 (No verbal response.)

12 We are indebted to all of you for
13 that fine presentation on behalf of the State of
14 Minnesota. Thank you very much.

15 Now may I respectfully inquire are
16 the folks from Ohio here in their full
17 complement? Would Mr. Shufryer see whether the
18 distinguished congressman from the 17th District,
19 Congressman James Traficant, Jr., is here, Dr. Gil
20 Peterson, Mr. Reid Dulberger, Lieutenant Colonel
21 RePucci, and General McIntosh we know is here.
22 General McIntosh is here again. We are all
23 delighted to have you here.

24 We recognize Congressman James A.

1 Traficant, Jr., from the 17th Congressional
2 District of Ohio, to go forward from the State of
3 Ohio. We are pleased to have you, sir.

4 Pardon me. I apologize for this,
5 Congressman, but, as you know, the congress
6 changed the law with respect to this, and now I'm
7 obligated to ask you all to stand and raise your
8 right hands, anyone that's going to testify for
9 your delegation that has not previously been
10 sworn.

11 (Witnesses sworn.)

12 Thank you very kindly. We are
13 delighted to have Congressman Traficant from the
14 17th District. Congressman Traficant?

15 CONGRESSMAN TRAFICANT: Thank you, Chairman.
16 We will yield to Lieutenant Colonel James Repucci,
17 who will make the opening remarks. I will be last
18 and General McIntosh will sere right in the midst
19 of us.

20 CHAIRMAN DIXON: Thank you, Congressman
21 Traficant.

22 Lieutenant Colonel Repucci?
23
24

1 PRESENTATION

2 BY

3 LIEUTENANT COLONEL REPUCCI:

4 Good morning, Mr. Chairman,
5 distinguished Members of the Commission. Thank
6 you for the opportunity to be here today to
7 present to you information about the reserve
8 station.

9 CHAIRMAN DIXON: May I interrupt you,
10 please. Colonel, would you mind bringing the mike
11 a little closer, your microphone in front of you,
12 sir. I'm worried that the reporter might miss
13 some of your remarks. Can you get it even closer.

14 LIEUTENANT COLONEL REPUCCI: Yes.

15 CHAIRMAN DIXON: Thank you, sir. I'm sorry
16 to interrupt. We will not deduct it from your
17 time.

18 LIEUTENANT COLONEL REPUCCI: Thank you again
19 for the opportunity to be here and to present to
20 you information about the Youngstown-Arizona
21 station that you have not already heard.

22 We believe that this information
23 about the superb wing it serves will be extremely
24 helpful to the Commission in making those

1 difficult and critical decisions that will have
2 significant and lasting impact upon our national
3 defense.

4 Having myself served on the active
5 duty in the Air Force and the National Guard and
6 Air Force Reserve for a period of about 25 years,
7 and during that period of time having had the
8 opportunity to visit or serve at many of our fine
9 military installations, I can appreciate the
10 difficult task that you face.

11 Yesterday at the Youngstown Reserve
12 station the 910 airlift wing commander, his staff,
13 along with our local civilian leaders presented a
14 series of comprehensive briefings to General
15 Davis. We believe the information in those
16 presentations clearly demonstrates the exceptional
17 military value provided by Youngstown.

18 From the numerous attributes
19 presented to General Davis and his staff
20 yesterday, attributes that we believe have made
21 and continue to make Youngstown an outstanding
22 facility today, facility of tomorrow, I submit to
23 you the following key points regarding the
24 availability and condition of land facilities and

1 airspace in Youngstown: I would point out the
2 land in Youngstown, Arizona is fully-owned or
3 leased at no cost by DOD. Available adjacent
4 acreage gives us the potential to double in size.

5 Also, I would point out that our
6 facilities are in outstanding condition; 86
7 percent of the buildings in Youngstown have been
8 constructed or upgraded within the last ten years,
9 nearly 90 percent in condition Code 1 and less
10 than one percent condition are in Code 3.

11 So far as access to airspace is
12 concerned, our air crews have virtually
13 unrestricted access to the local traffic pattern
14 and approximately 73,000 square miles of low
15 altitude training area.

16 The accessibility of the airport
17 traffic pattern is reflected in the fact that our
18 airfield is currently operating at 40 percent
19 capacity. In fact, our pattern in Youngstown is a
20 training magnet for nearby military flying units.

21 Turning now to the ability to
22 accommodate contingency, immobility and future
23 total force requirements, we believe the
24 facilities in place in Youngstown can meet any

1 present contingency or mobilization needs.

2 What perhaps speaks most dramatic
3 is our ability to accommodate total force
4 requirements now and in the future expansion that
5 is currently occurring now in Youngstown. We have
6 expansion of facilities, expansion of aircraft,
7 expansion of personnel, expansion of mission.

8 Our facilities have or are
9 expanding to include airspray mission facilities,
10 only one of its kind, and the Department of
11 Defense contributes to our defense to provide
12 spray operations throughout the world.

13 In addition to that, we have an
14 add-on to our combat response training complex, a
15 mission storage facility and aircraft maintenance
16 hanger and a shortfield runway, another unique
17 facility at Youngstown. This is the only
18 shortfield located at a reserve base.

19 As you are aware, the number of
20 tactical airlift squadrons at Youngstown increased
21 to two making the 910 the largest C-130 wing with
22 16 assigned aircraft squadrons.

23 In conjunction with that, our
24 authorized personnel has increased to nearly 1500

1 and wartime mission include the aerospray;
2 however, I point out to the Commission that our
3 future is not limited to the tremendous expansion
4 that is happening now at Youngstown.

5 The availability of over 300 acres
6 of adjacent land allows us great flexibility in
7 meeting force requirements today, tomorrow, and we
8 believe well into the next century.

9 This potential is made not only
10 more real but more affordable by the plan
11 presently being promoted by our regional port
12 authority, the Ohio Department of Transportation.
13 This plan proposes significant expansion of all of
14 our airport facilities.

15 I'd like to turn now to current and
16 future mission requirements and the impact on
17 operational readiness. To accommodate future
18 expanding mission requirements, we believe
19 Youngstown is ideally situated to ensure a high
20 level of recruitment retention through the radius
21 of 75 miles of six major population centers with
22 excellent road access to Youngstown. Also, within
23 that 75-mile radius, we have a population of
24 nearly 7 million.

1 We have a superb record for
2 retention at Youngstown, historic retention rate
3 average between 95 and a hundred percent, which is
4 well above and far exceed other quotas and
5 criteria.

6 In addition to recruitment and
7 retention, the exceptional quality of training we
8 can provide at Youngstown we believe greatly
9 enhances operation readiness. We believe our
10 location, facilities offer outstanding
11 opportunities for aircrews to train in tactical
12 ability in airspray (sic) missions.

13 It has been mentioned about
14 aircrews' easy and virtually unlimited access to
15 the local traffic pattern in low altitude training
16 areas.

17 In addition to Youngstown, there
18 are other quality training sites and areas close
19 by, such as three survey drop zones within 60
20 miles from us, 21,000 acre spray training area
21 within 20 miles of us, dispersement application
22 training area over Lake Erie and by the end of
23 this year a shortfield landing strip.

24 Regarding cost and manpower

1 implications, I would state that because the
2 Commission's data survey is directed to facilities
3 rather than missions, little has been said about
4 our spray mission.

5 To say that aerospray (sic) is
6 unique with the Department of Defense is not
7 enough. Spray mission is also very technical and
8 extremely hazardous. A great deal of skill and
9 knowledge and experience is required to operate
10 the spray mission safely and effectively.

11 The average spray experience among
12 unqualified members at Youngstown is 8.3 years,
13 senior member has approximately 13 years of
14 mission experience, senior technician has 16 years
15 spray experience, as does our senior
16 entymologist.

17 The mission was relocated from
18 Rickenback to Youngstown in January of 1992.
19 Attrition rate among spray aircrew was 25 percent,
20 among spray maintenance personnel was 66 percent.

21 I would suggest to the Commission
22 that relocating the aerospray mission again will
23 further jeopardize that essential spray base
24 experience and we believe negatively impact

1 operational readiness, in addition to
2 specially-trained aerospray personnel, unique
3 maintenance recovery facilities required to ensure
4 compliance and strict environmental regulations
5 under which we must operate.

6 Our \$52 million spray maintenance
7 facility is especially designed to house nearly \$8
8 million of spray equipment. Facilities
9 specifically designed to release contaminants in
10 the air and groundwater and specifically designed
11 to allow development and test new equipment
12 modifications does just that.

13 This facility ensures
14 environmentally safe and effective pre- and
15 post-mission operations. This is a one-of-a-kind
16 facility we believe will have to be replaced in
17 any relocation site to avoid serious degradation
18 of operation readiness of the spray mission.

19 I would point out that other
20 factors, such as the extent and timing of
21 potential cost and savings, may make Youngstown
22 the least attractive candidate for closure.

23 Data available to the Commission
24 shows that Youngstown has low annual operating

1 budgets and we believe next to the lowest
2 projected annual savings after closing.

3 If the cost of relocating 16 rather
4 than 8 aircraft, replicating the aerospace
5 maintenance facility, relocating spray personnel,
6 constructing a new shortfield runway factors in,
7 the cost of closing Youngstown may be the highest.

8 In the alternative, comparing
9 Youngstown with other 8 PAA units, associated
10 personnel, our MILCON avoidance figure is among
11 the lowest.

12 Mr. Chairman and distinguished
13 Members of the Commission, in reviewing this
14 information, which we presented here today, and,
15 again, was presented yesterday to General Davis,
16 please consider that currently at Youngstown Air
17 Reserve Station we have outstanding facilities,
18 low operating costs, a very large expansion
19 capacity, easy access to local airspace and nearby
20 training areas.

21 We also have a unique air spray
22 mission support facility, the only shortfield
23 runway at a reserve base and a large population
24 base to met current and future expansion needs.

1 All this supports the largest C-130
2 wing in the Air Force. These outstanding elements
3 of military value, combined with our most
4 important asset, superb and talented and dedicated
5 group of men and women of our steel valley, and
6 outstanding support that we get from our
7 congressional and local leaders in support of our
8 air base, make Youngstown Air Station the most
9 viable candidate for continued operations in
10 support of our national defense objectives.

11 We sincerely hope that the
12 information that we have presented yesterday and
13 presenting today regarding the outstanding value
14 of Youngstown will assist you in making the
15 difficult choices that face you.

16 The synopsis of this information
17 addressing all aspects of the base closure
18 selection criteria is found in our 1995 B.R.A.C.
19 review book for Youngstown along with a video,
20 which we would like to present to you.

21 Thank you, sir, for your time and
22 consideration.

23 CHAIRMAN DIXON: Thank you for that fine
24 presentation, Colonel Repucci.

1 And we are delighted to hear again
2 from General McIntosh.

3 PRESENTATION

4 BY

5 MAJOR GENERAL McINTOSH:

6 Thank you, Mr. Chairman. As I said
7 before, Youngstown is typical in terms of
8 statistics on readiness, airspace and facilities.

9 I would like to note though due to
10 aggressive facilities upgrade, project and
11 planning over the last eight years, Youngstown has
12 become facility-wide certainly one of our show
13 places and one of our best in the Air Force
14 Reserve when it comes to facilities, and I also
15 endorse the comments made earlier about the
16 uniqueness of its spray mission has made that a
17 safe mission and uniqueness of the experience
18 level of aircrews to perform the spray mission.

19 Experience during Desert Shield and
20 Desert Storm valid the importance of maintaining a
21 broad recruiting base in the key population
22 centers, such as Youngstown, Ohio. High level of
23 voluntary activities has reinforced peaktime
24 relevance and making Air Force Reserve bases --

1 U. S. military mission is a national priority.

2 I urge the Commission to fully
3 compare the viability of each considered base, as
4 I said before, and in my opening remarks, all of
5 our bases are cost-effective, well-manned,
6 combat-ready and are productive.

7 Youngstown, Ohio, is serving one of
8 our best locations and its closure would be very
9 unfortunate. Thank you.

10 CHAIRMAN DIXON: Thank you, General McIntosh,
11 for that fine contribution, and we are delighted
12 to have the distinguished congressman from the
13 17th District of Ohio, James A. Traficant, Jr.

14 Jim, we are delighted.

15 PRESENTATION

16 BY

17 CONGRESSMAN TRAFICANT:

18 Thank you, Chairman, and good to
19 see General Davis here today. We enjoyed his
20 visit. I want to thank him for taking the time,
21 even though I'm sure he has seen enough, to visit
22 with every one of our military personnel and
23 reservists that was scheduled on this site visit,
24 taking the time to visit with them. I want to

Document Separator

1 thank you for that. A lot of times visitors come
2 in and they sort of see what they have to see and
3 leave. I want to thank you.

4 Chairman, I would ask -- I have a
5 written report I asked to have it be sent here
6 that it be incorporated in its entirety into the
7 minutes and record of this meeting.

8 CHAIRMAN DIXON: And it will be reproduced in
9 full.

10 CONGRESSMAN TRAFICANT: And I would then
11 prefer to speak directly to you on several issues
12 that I think are very important.

13 City of Youngstown, as you know,
14 the third largest steel producing region in the
15 country, lost its steel mills. The City of
16 Youngstown controls the airport. The airport was
17 never connected to the freeway. There was a lot
18 of mismanagement.

19 One of the concerns been brought
20 forth in the last ten years is the fiscal and
21 financial viability of that airport.

22 I want to advise this panel that
23 over the last several years we have regionalized
24 our airport. Now both Mahoney and Trumbull

1 County, the two major counties in which this
2 airport sits, is now financially solvent. There
3 is now created a port authority, the West Reserve
4 Port Authority, whose management program has been
5 fantastic and has been brought forward by other
6 testimony here.

7 We are an unusual airport. The
8 near proximity to Pittsburg and Cleveland where
9 all the air traffic is and all the passengers are
10 takes everybody and has, in fact, decimated the
11 passenger service at Youngstown.

12 So here we have a tremendous
13 infrastructure basically sitting unused and
14 underutilized that now is under proper management,
15 and with small fees and other tradeoffs there is
16 total utilization and access by one of the finest
17 reserve systems in our country, the 910.

18 Green fields are all around it. We
19 are already working on a master plan to review
20 land acquisition. We have been able to work out
21 an arrangement with the State of Ohio who's joined
22 in partnership with our new port authority to
23 designate that airport as a future international
24 air cargo jet port, and I'm currently working on

1 legislation and funding that would expand the
2 runways up to 15,000 feet and currently working
3 with several freight forwarders to bring them in
4 to begin that process.

5 The point I want to make, first of
6 all, is the airport in the host community is
7 absolutely strong. It is solvent. It is a good
8 cost-effective base.

9 Second of all, I want to talk about
10 commitment. I don't know how many of you know
11 this, but, Senator, in the last administration
12 they had a consolidation of defense -- defense
13 finance accounting services and they said we'll
14 give you the jobs, you give us the incentives.

15 The Mahoney Valley was the only
16 community in America to pass and approve a tax to
17 support the building of a facility to house 7,000
18 workers on a hundred acres donated to the
19 Pentagon, complete furnishings, the roof, parking
20 lot scheduled to be upgraded every ten years, all
21 utilities paid and their phone bill paid, the only
22 community who dedicated \$600 million over 30 years
23 to the Pentagon for that tradeoff and make a
24 commitment to improve all of the roads and access

1 and egress into that property.

2 So the point I'm making is you have
3 a community here, tremendous work force,
4 tremendous infrastructure, no one was using it.

5 In 1984 we had eight old C-130Bs
6 flying boxcars and I knew some day we would be
7 here before you or some panel like you with old
8 buildings.

9 In the last 10 years 91 percent of
10 all buildings are new. This is the model base in
11 the country, and I think if you would confer with
12 General McIntosh in private he may admit to that
13 because 91 percent of those buildings are new or
14 completely renovated. The aerial spray building
15 is the only one of its kind in the world and it
16 houses one of the most efficient units in all of
17 America.

18 I'm not going to get into the
19 military side, but our commitment is there. The
20 airport and the strength of the air force, the
21 financial solvency and the commitment of the
22 community to support the airport is without
23 question and it is growing in leaps and bounds,
24 growing very favorably. Naturally there is an

1 excess of a \$30 million economic impact in the
2 base, the fifth largest employer in Trumbull
3 County.

4 I think there was another issue, as
5 a former colleague, the environment in the
6 Pentagon. There is not one environmental problem
7 of any significance on that base.

8 In fact, the Pentagon at the
9 highest level is so impressed with our base and so
10 impressed with the DFAS (phonetic) proposal that
11 they have scheduled our base for major expansion.

12 There have been some talk that
13 there has been congressional add-ons here, and
14 there have. I don't apologize for them. There's
15 been some talk that that \$18 million scheduled in
16 add-ons could be a savings.

17 I want to advise this panel that
18 over 11 1/2 million of those add-ons are already
19 in process and those projects have already broken
20 ground. They're 40 to 85 percent complete, and I
21 think that in itself is a very significant factor
22 here.

23 We are scheduled for a regional
24 air -- for a service center to maintain C-130H

1 aircraft. Those C-130Bs have been replaced by six
2 C-130Hs.

3 We have what we believe one of the
4 finest commanders in the country. We are proud of
5 Colonel Repucci. He served in other places and
6 anybody that served under him and knows his record
7 will attest to that.

8 We'd like to do something a little
9 different today. You may not be able to
10 officially do this. We are going to ask you not
11 only to close but to endorse that expansion,
12 because here you have Americana. When the wars
13 hit, our people dug in at the mills. They helped
14 to win those wars, and now the hard times have
15 come, one-horse towns, steel mills are gone. Our
16 government many times overlooks that part of
17 Americana that has made us free.

18 You may not be able to collectively
19 endorse expansion, but for those of you who know
20 of that model base, I'm asking on your own
21 individual basis to be an activist for us, and we
22 have a tremendous base.

23 I think anybody who sees it -- I
24 wish you all could have seen it, but I believe the

1 man that did see it, according to all the people
2 that we have, they felt that we have the right man
3 there to look, and nobody was looking for that.
4 It was not offensive to anybody else. We are
5 proud of that. We are very proud of that visit.

6 I'd be glad to answer any questions
7 that you have, and we appreciate the fact that you
8 have invited us here to testify.

9 CHAIRMAN DIXON: Well, we thank you,
10 Congressman Traficant, for that very excellent
11 presentation, and Colonel Repucci and General
12 McIntosh, we thank you as well.

13 Do any of my colleagues have any
14 questions of the distinguished panel from Ohio?

15 Commissioner Steele?

16 COMMISSIONER STEELE: I just have a question,
17 Congressman or General. Do you currently have 16
18 aircraft there?

19 CONGRESSMAN TRAFICANT: There are currently,
20 I believe, 16 are designated, four are being
21 utilized in other sites for training purposes.
22 They're scheduled to be there. A parking apron
23 for those additional craft is being finalized and
24 completed at this point, and I believe over a

1 period of the next year these C-130s on loan for
2 training purposes elsewhere will be shortly being
3 returned to the home base.

4 COMMISSIONER STEELE: Is there any other
5 MILCON necessary to have room for the 16
6 aircraft?

7 CONGRESSMAN TRAFICANT: At this particular
8 point we are looking for some improvements for
9 additional parking space because of the fact that
10 this area is so amenable for training with the
11 vast Ravinia (phonetic) arsenal within 20 miles,
12 which much of the training can take place, and
13 also Lake Erie, and, as you know, much of the
14 abatement now in pollution technology deals with
15 these water spills, and the law that was passed, I
16 believe, in 1990, the Oil Pollution Control Act,
17 does specify that there may be a marriage between
18 the coast guard and, in fact, now existing the Air
19 Force Reserve.

20 So there is so much space there and
21 so much ability to train that other people would
22 figure in years to come they'll be utilizing that
23 for additional training opportunity.

24 COMMISSIONER STEELE: What would be the dollar

1 value of the projects that need to still be in
2 place, only because I read in our clips and we
3 know -- nothing personal to the press -- but news
4 articles are not the most accurate source of, I
5 guess, TV. The number 30, \$36 million additional
6 monies that are needed; is that accurate?

7 CONGRESSMAN TRAFICANT: The monies are not
8 needed. That base does not need those, but the
9 air force and the Pentagon has decided, because of
10 the model statute of that base, to make it one of
11 the most comprehensive, state-of-the-art
12 facilities in the world, I'm sure of that.

13 So I would project we are talking
14 about \$10 million at this point, plus probably an
15 additional 6 million, that has not been committed,
16 but that 10 million is not scheduled and it is not
17 necessarily that dire need, although the
18 electrical substation is planned. It's in the
19 budget. It's in the works and another apron is in
20 the works.

21 I think we are talking in the
22 neighborhood about 10 to \$14 million, because
23 already about 11 to 12 million of those dollars
24 already committed and construction is underway,

1 unless the general wants to amplify on that.

2 GENERAL McINTOSH: Once the current apron
3 that's already under design and starting toward
4 construction is completed, then we will be able to
5 successfully employ 16 airplanes and do their
6 mission. There certainly are required projects
7 down the road that would enhance our capability
8 and we are looking at it.

9 COMMISSIONER STEELE: Last one, briefly for
10 clarification also, at one of the two C-130 site
11 visits yesterday that I believe next year you are
12 only suppose to have 80 aircraft instead of 16.
13 Is that because you are getting eight new
14 aircraft?

15 GENERAL McTOSH: The -- excuse me. The air
16 force plan is for 16 airplanes. We have got some
17 program action that needs to take place that we
18 can't discuss today, but our plan is 16 airplanes.

19 COMMISSIONER STEELE: Okay. You are the boss
20 of one of the colleagues. Thank you for
21 clarifying that for me.

22 CONGRESSMAN TRAFICANT: I'd like to amplify
23 just briefly. It is designated as 16 planes full
24 wing, and the regional service center facility I

1 believe is also part of that, but the maintenance
2 would be taking place there and other aircraft
3 included in that regional limit.

4 COMMISSIONER STEELE: I have no further
5 questions.

6 CHAIRMAN DIXON: My colleague's satisfied.
7 Thank you very much. We are indebted to the State
8 of Ohio for a fine presentation.

9 Ladies and Gentlemen, we are going
10 to have a public comment period. Let me say this,
11 while the folks from Ohio are leaving the podium,
12 we have five names for the public comment period
13 on behalf of Chicago O'Hare: Alfred McAndrew,
14 Major General Ted W. Sorensen, Brigadier General
15 Gibby Vartan, Arizof Gatewski, and Victoria
16 Benson.

17 We have -- for General Mitchell
18 from Wisconsin we have Major General Jerry Slack,
19 F. Thomas Ament, Raymond J. Perry, Kevin Wentworth
20 and Barry Bateman, and for Youngstown we have Reid
21 Dulberger and Gil Peterson. Now if there are any
22 others, please give your name to Jim Shufryer,
23 wherever he is out there.

24 Jim, are you around where they can

1 see you? There was Jim. Get out here where you
2 can see Jim.

3 Now I have no names for Minnesota.
4 I have no names for Minnesota. We are going to
5 start in a minute. If there are any further names
6 of people who desire two minutes in the public
7 comment period, Mr. Shufryer is here in front. We
8 are going to wait a minute or so for you to come
9 see Mr. Shufryer, then we are going to go to the
10 public comment period.

11 I would ask -- we are going to
12 begin with -- we are going to begin with the folks
13 testifying on behalf of Chicago O'Hare. So I
14 would ask the five names that I have just
15 announced that are going to testify on behalf of
16 Chicago O'Hare to come to the front of the room
17 here where the microphone is. Those five folks
18 maybe, Mr. Shufryer, you can find room for them
19 all to sit next the mike. Is there room for
20 them?

21 (A brief pause.)

22 Ladies and Gentlemen, we are now
23 ready to begin a period set aside for public
24 comment. Our intention is to try to ensure that

1 all opinions on the recommendations of the
2 secretary are the additions of the Commission
3 affecting Illinois, Wisconsin, Minneapolis and
4 Ohio are heard.

5 We have assigned a certain amount
6 of time for this period. We ask persons wishing
7 to speak to sign before the hearing began, and
8 they have done so by now. We have also asked them
9 to limit their comments to two minutes. We will
10 ring a bell and at the end of that time please
11 stop after your two minutes are up. Written
12 testimony of any length is welcome by the
13 Commission and any time in the process, so if you
14 want to say more than your two minutes, give it to
15 Mr. Shufryer. I give you my assurance it will be
16 reproduced in the record in full.

17 If all those signed up to speak
18 would raise your right hands, I will administer
19 the oath at this time. Now I wonder if I could
20 have all five on behalf of Chicago O'Hare, all
21 five on behalf of General Mitchell and all five on
22 behalf of Youngstown -- the two on behalf of
23 Youngstown-Warren, and that would be 12, could
24 have the 12 folks stand and raise their right

1 hands.

2 Will you look around,

3 Mr. Shufryer? Do we have everybody out there?

4 Should have five for Illinois, should have five
5 for Wisconsin, should have two for Ohio. Do you
6 see that many? I'm sorry?

7 A VOICE: One more coming.

8 CHAIRMAN DIXON: Folks, let's be patient.
9 Somebody else is coming. Oke doke. He's in the
10 back hall. Now do we have everybody? Please
11 raise your right hands.

12 (Witnesses sworn.)

13 Thank up very much.

14 Now the Illinois folks, on behalf
15 of Chicago O'Hare, are you all prepared to go?
16 Are you all prepared to go, Illinois?

17 Alfred J. McAndrew.

18 PRESENTATION

19 BY

20 MR. McANDREW:

21 Thank you for inviting me to
22 speak. Two minutes is a short time, but there's a
23 solution to the Chicago O'Hare problem. It can be
24 done within one week.

1 All you have to do is move these
2 units to Glenview. Now you got a conflict of
3 interest, I think, because I think the Chairman of
4 the committee advised the Glenview City Hall
5 people on how to close a base; is that true,
6 Chairman?

7 CHAIRMAN DIXON: That is true, but the Chair
8 has recused itself and will not be voting.

9 MR. McANDREW: That's good. The question here
10 is it will cost millions to move them downstate.
11 It will cost millions to clean up Glenview Naval
12 Air Station.

13 All you have to do -- here's the
14 chance for the committee to save hundreds of
15 millions, move these two units right to Glenview.
16 You change -- here's the key to it. You change
17 the mission of the 126 air refueling wing to a 130
18 unit within the international guard. There are
19 numerous 130 units and there are numerous tanker
20 units. You won't have to replace one wing. You
21 won't have to spend hundreds of millions of
22 dollars moving these units out or disrupt
23 anybody. It's a very viable solution and it could
24 be done in record time, and the Chairman says he

1 advised the Glenview so he's fully aware of the
2 facilities there.

3 They have hangers that can hold a
4 dozen C-130s. They're brand new hangers. They
5 have facilities for the decasers (phonetic) and
6 new decasers for DCAMO (phonetic).

7 They have new facilities. They
8 could put all these people that are in civilian
9 jobs at O'Hare right in Glenview today. The base
10 has not been touched. It's going to cost a lot to
11 clean it up. It's going to cost a lot to take it
12 down.

13 I live in Glenview near a runway
14 and good village fathers who advised they had a
15 bond issue for \$16 million and they passed that at
16 7:30 in the morning. They didn't want anybody
17 there.

18 So there's a wonderful opportunity
19 for you people to stand up and be counted, for the
20 taxpayers and for the citizens and for the
21 militia.

22 Now is the time. You never had a
23 better time. You can walk out and you can drive
24 out and see Glenview. Many of you may not know

1 where Glenview is. It is about a half hour from
2 here. It's northeast. It's one of our suburbs,
3 and we would be glad to have you. Thank you.

4 CHAIRMAN DIXON: Thank you, Mr. McAndrew.

5 I might simply say for the record
6 that when I was before the Senate Armed Services
7 Committee for confirmation last October, I made
8 known the fact that I had represented Glenview and
9 been paid for my services as an attorney in my
10 private life. That was also made known to the
11 Federal Bureau of Investigation during the time
12 that they interviewed me for this position. So it
13 is a matter of record. And, for that reason and
14 for other reasons, because of my 42 years of
15 public service to this state, I have said
16 publically on a number of occasions that I recuse
17 myself from any votes affecting any base in
18 Illinois.

19 Thank you, Mr. McAndrew.

20 Mr. Ted -- Major General Ted W.
21 Sorensen.

22 MAJOR GENERAL SORENSEN: Mr. Chairman,
23 we have a time problem here. Gibby Vartan just
24 walked in. He needs to be sworn in.

1 CHAIRMAN DIXON: We'll do that when he comes
2 up, General.

3 MAJOR GENERAL SORENSEN: I will relinquish my
4 two minutes to him.

5 CHAIRMAN DIXON: That's not necessary. You
6 use your two minutes. Please feel free to.

7 MAJOR GENERAL SORENSEN: Well --

8 CHAIRMAN DIXON: Don't worry. He'll get his
9 two minutes.

10 MAJOR GENERAL SORENSEN: He needs four.

11 CHAIRMAN DIXON: Well, if the general wants
12 four, if you generals want to gang up on us and
13 give him four, it's okay with me. How's that.

14 MAJOR GENERAL SORENSEN: As you said in the
15 senate house on watching TV, I'll be happy to
16 relinquish my time.

17 CHAIRMAN DIXON: You are going to yield your
18 time, and Brigadier General Gibby Vartan we are
19 going to give him four minutes.

20 MAJOR GENERAL SORENSEN: Yes, sir. That's a
21 deal.

22 CHAIRMAN DIXON: General Vartan, four minutes.

23 BRIGADIER GENERAL VARTAN: Thank you,
24 Mr. Chairman.

1 CHAIRMAN DIXON: Have you been sworn?

2 BRIGADIER GENERAL VARTAN: I would like to be
3 sworn.

4 (Witness sworn.)

5 CHAIRMAN DIXON: Okay, General, four
6 minutes.

7 PRESENTATION

8 BY

9 BRIGADIER GENERAL VARTAN:

10 I would begin with a short apology
11 to Commissioner Steele and Commissioner Cornella,
12 who heard this statement yesterday, but I'll be
13 brief.

14 In view of changing national
15 strategy and changing active duty structure that
16 there is without doubt an increased reliance on
17 the reserves. In fact, on an everyday basis air
18 guard and air reserve airlift and air refueling
19 units are among the most detailed (phonetic) task
20 units in the Air Force.

21 Our goal and strategy for force
22 protection with diminished forces absolutely
23 relies on that and any closure realignment of this
24 type of base is untimely.

1 O'Hare Air Station is an excellent
2 example of two detailed value. It's a barebones
3 state-of-the-art training facility, much of it
4 very recent construction.

5 When I say "barebones," I mean no
6 gym, no commissary, no golf course, only a small
7 club, no hospital, no pool, no day care centers.

8 What you do have is 3500
9 combat-ready reserves and 700 civilians that
10 provide full-time support for work in the DOD
11 facilities.

12 The military units have been fully
13 involved and current worldwide deployments on an
14 increasingly frequent basis.

15 Today as there are making even more
16 demands, the employers support guard and reserve
17 relationships are excellent and this should not be
18 overlooked.

19 I recall in particular the Persian
20 Gulf crisis in 1990, whereas, employers support
21 guard reserve to this unit -- to this base. I
22 received not one employer complaint.

23 The Chicagoland business community
24 supports the military. The demographic area is a

1 high quality area for recruiting for both active
2 and reserve forces.

3 As reserve components generally do,
4 the racial mix of the urban area reflect unit
5 makeup with a high percentage of minorities,
6 people who have made a commitment to the reserves
7 and would be hurt by even a transfer within the
8 state, not to mention the closure.

9 Flying a major mission, there's a
10 high quality pool of airline pilots here, since
11 Chicago is a major airline domicile and the
12 largest air hub in the country.

13 Let me also point out we would lose
14 training base for close to 300 highly-qualified
15 medical specialists. I will also mention that
16 SIOPs are just three-tenths of one percent of
17 airport operations at O'Hare.

18 Mayor Daley said at a recent Armed
19 Forces Day luncheon, the value of personal pride
20 and discipline, the example of social integration
21 located by the military are valuable resources of
22 diminishing availability as we downsize our
23 forces.

24 I submit that in an urban area the

1 size of Chicago we must not lose this valuable
2 byproduct of military presence.

3 With the closure of Glenview, this
4 base has taken on additional training of naval
5 reserves and the base as a focus for armed force
6 awareness in this metropolitan area.

7 But enough on the pluses. I'd like
8 to move to our concerns of other issues
9 surrounding the Arizona station. We hear about
10 issues that are political in nature, not
11 defense-related, and we are most concerned about
12 this.

13 Number one, move it or close it for
14 airport development, as reported, supposedly a
15 real estate project to generate more revenue for
16 Chicago.

17 Crain's Magazine Business Report
18 stated "such a development would be unlikely to
19 succeed because of the high cost of development,
20 environmental issues that would not let it compete
21 on a square foot rental basis in an already overly
22 developed area with unrented Class A space."

23 And I might also mention the
24 memorandum of understanding of the last land

1 transfer with the city five years ago said there
2 would be no more encroachments on air force
3 property by the city.

4 Number two, move it or close it for
5 airport expansion. Suburban groups surrounding
6 O'Hare. Keep in mind O'Hare is a city island
7 outside the City of Chicago limits and its motives
8 are not necessarily those of its natives.

9 These collar suburban groups are
10 opposed to expansion for reasons of noise, traffic
11 congestion and the strain on the environmental
12 system, and there is still the issue of a third
13 airport being developed.

14 Number three, moving it to another
15 location in Illinois. The city will co-pay with
16 the receiving site. To date, already several
17 extensions, no viable or firm plans offered.

18 Four, if the process of this
19 Commission is politicized, we, the people, will
20 have no alternative but to ask Congress to
21 disapprove the list.

22 Bottom line, the city doesn't need
23 it. The federal government has already closed
24 three major sites in Illinois: Fort Sheridan,

1 Rantoul AFB, Glenview NAS. Illinois is a major
2 tax contributor.

3 Fourth, I believe from the top and
4 fourth from the bottom in federal fund returns.

5 For all the reasons stated, don't
6 move it, don't close it, don't realign it. We
7 need these guardsmen and reservists, and they've
8 proven, as has our community, they deserve to be
9 here.

10 CHAIRMAN DIXON: General Vartan, thank you
11 very much.

12 Arizof Gatewski?

13 PRESENTATION

14 BY

15 MR. GATEWSKI:

16 Good afternoon, members of the
17 panel.

18 CHAIRMAN DIXON: Good afternoon.

19 MR. GATEWSKI: Taxpayer, homeowner, parent,
20 employee of the City of Chicago and member of 28
21 APTS (phonetic) out of O'Hare, I, as a citizen,
22 feel -- and not as a member, not being bias, but,
23 as a citizen, feel that the closing of O'Hare is
24 very detrimental in these tough times, Oklahoma

1 City, for example.

2 O'Hare serves purposes that we need
3 here, so we do so. It will not be happening here
4 in Chicago. We are dedicated. We go beyond the
5 extremes.

6 Taking that aside, taking all costs
7 aside, the human element, there's friends here.
8 As Gibby says, the people that are serving here
9 with the reserve unit are dedicated.

10 If we move here, there would be no
11 opportunity. There's not much in the streets for
12 the kids out here. This is a golden opportunity.
13 Chicago serves Los Angeles, New York. Chicago
14 serves as a jewel in terms of working government
15 and business, which we are trying to do.

16 Reinventing government, why this is
17 it. They want to put casinos here, let's expand
18 it. We have room to expand to make this a whole
19 space to bring in conferences, to bring in money
20 for economic development. The money's already
21 here. It's proven. It's guaranteed, not some
22 off-the-wall thing to bring in more. The
23 community -- the area can't handle it. I mean,
24 it's what we have here. Let's build on it. Let's

1 expand. Let's utilize taxpayer money.

2 Myself, as a taxpayer, I would feel
3 very -- is this going to lower my tax base? I
4 know it won't. Taxes go up because it's needed to
5 function, government and everything.

6 Let's use both of this in terms of
7 building on it. We can expand. I mean, I can go
8 on and on, but the thing is the human element.
9 Thank you.

10 CHAIRMAN DIXON: Thank you, Mr. Gatewski.

11 Victoria Benson?

12 PRESENTATION

13 BY

14 MS. BENSON:

15 Mr. Chairman, Members of the
16 Commission, I represent the Rockford Airport today
17 and we have been part of this ongoing, very long
18 going, plan for about the past five years.

19 The greater Rockford Airport is
20 aware that the purpose of today's hearings are to
21 discuss whether or not to retain the Air Force
22 Reserve 928 Tactical Airlift Unit and the
23 International Guard 126 aerial refueling wing at
24 O'Hare.

1 Rockford Airport's presence today
2 is to reconfirm our ability for retention,
3 recruitment and readiness of these units if this
4 Commission chooses to close them or relocate them
5 to another airport within the state.

6 Rockford meets the mission of the
7 three Rs: readiness, retention, and recruitment.
8 Rockford is the only site that meets the military
9 condition in which units would not suffer major
10 loss of personnel. Rockford will achieve
11 readiness sooner. Based upon the information
12 provided, Rockford will achieve C-1 status within
13 18 months versus 37 months readiness of its
14 competition. Rockford will obtain the most
15 existing personnel.

16 Based on an actual response of base
17 personnel, 74 percent responded very favorably to
18 Rockford. Rockford is within O'Hare's recruitment
19 base. Rockford lies within 55 miles of O'Hare's
20 existing base. This means greater retention, less
21 recruitment, and achieving readiness sooner, which
22 adds up to significant savings.

23 In conclusion, it should be
24 recognized that the Rockford Airport

1 infrastructure is more than fully adequate to
2 completely support the relocated military unit's
3 mission and personnel and remains committed to
4 assist in every way the Air Force Reserve Station
5 realignment at the greater Rockford Airport.

6 Thank you.

7 CHAIRMAN DIXON: Thank you,
8 Ms. Benson.

9 Now, Ms. Benson, if you or anybody
10 else in your group has anything further you want
11 to place in the record, Mr. Shufryer is right
12 there. Thank you very much.

13 That ends the Illinois public
14 comment period.

15 We will now have a public comment
16 period for General Mitchell from the folks in
17 Wisconsin, and the names are Major General Jerry
18 Slack, F. Thomas Ament, Raymond J. Perry, Kevin M.
19 Wentworth, Barry Bateman. Would they all come up
20 to the microphone, please. Thank you very
21 kindly.

22 And Major General Jerry Slack.

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PRESENTATION

BY

MAJOR GENERAL SLACK:

Chairman Dixon and Members of the Commission, in case you missed this intro, I want you to now shift your attention and thinking about Wisconsin, not Illinois.

I was born in Peoria, but I've lived all my life in Wisconsin. As adjutant general, I commanded the Army International Guard in Wisconsin, and the International Guard we have co-located tanker units at Mitchell Field and fighter wings in Madison. I think it's a natural mix to have the C-130 unit there. There is a lot of sharing that goes on.

We had a disaster of one of our tankers blew up on the runway. Six people were killed. We got immeasurable, innumerable volunteers from the 440 to come over and help us with that.

There are two issues I'd like to talk about quickly. They were all touched on earlier this morning. One is economy of mission.

I think you need to look very hard

1 at how much it cost them per flying hour the
2 amount of training that they get because of the
3 proximity of the fine ranges in Wisconsin.
4 There's an ACLI, which is an instrumentation up in
5 Central Wisconsin. They are on their ranges in
6 the first 30 or 40 minutes. They have drop ranges
7 there and they have numerous other aircraft --
8 fighter aircraft that they can intermix with in
9 their training.

10 The second is economy of scale. I
11 feel that it's harder to measure, but there is an
12 economy of scale with the tanker unit co-located
13 in the sharing of people, ideas, parts and many
14 things.

15 Thank you very much. That's the
16 end of my comment.

17 CHAIRMAN DIXON: Thank you, General Slack.

18 Mr. F. Thomas Ament.

19 PRESENTATION

20 BY

21 MR. AMENT:

22 Chairman Dixon, Members of the
23 Commission, my name is Tom Ament, Milwaukee County
24 Executive.

1 Over the years I had a number of
2 opportunities to work with and observe the 440.
3 First, I served in the Air Force Reserve as a
4 member of the 440 many years ago back in the Cuban
5 Missile Crisis. It was a honor of serving at that
6 time. It was an excellent unit at that time and
7 it's still is an excellent unit from the
8 standpoint of military preparedness, military
9 excellence and cost-efficiency.

10 Secondly, I have had the
11 opportunity to work with the 440 first as a member
12 of the county board, now as the elected county
13 executive, as the next door neighbor of the 440.

14 The 440 provides an economic impact
15 in Milwaukee of over \$30 million annually in
16 payroll supplying construction. Additionally they
17 provide fire fighting capabilities for the airport
18 at Mitchell Field. They also serve as one of the
19 great recruiting tools for the Air Force, since
20 the 440 is the only air force facility in
21 Wisconsin.

22 I'm sure that having observed the
23 record of military excellence, you will conclude
24 that too should remain. Thank you.

1 CHAIRMAN DIXON: Thank you Mr. Ament.

2 Mr. Raymond Perry.

3 PRESENTATION

4 BY

5 MR. PERRY:

6 Good morning.

7 CHAIRMAN DIXON: Good morning.

8 MR. PERRY: My name is Raymond Perry. I am
9 president and CEO of Walton (phonetic) Savings
10 Bank, and I'm chairman of the 440 community
11 council. Community council mission or missions is
12 to support the 440 and their personnel wherever
13 possible. We have over a hundred members from a
14 wide variety of occupations in South Eastern
15 Wisconsin as our members.

16 The support comes in many ways: We
17 support functions that are outside of the normal
18 Air Force budgeting. We build relationships with
19 the surrounding communities for the base. We
20 provide emotional support for the members of the
21 440 and their families.

22 A recent example, during Desert
23 Shield/Desert Storm, the community council formed
24 support function groups for the 440 members and

1 their families. We brought in all of our
2 professionals. We set up, for example, banking,
3 law sections, accounting, taxing services, and we
4 then had undertaker services, fortunately it
5 wasn't needed.

6 The community council also set
7 aside a substantial portion of money to support
8 the family support section for things over and
9 above what they're budgeted for.

10 The 440 time and again has been
11 rated tops in competition and evaluation. We
12 believe the 440 fulfills this mission but with
13 distinction, and 1200 plus members have earned the
14 right to continue the proud heritage of past
15 years.

16 We respectfully request that you
17 dismiss the further consideration of closing the
18 Milwaukee Air Force Reserve Station and
19 dismantling or removing the 440, and I thank you.

20 CHAIRMAN DIXON: Thank you, Mr. Perry.

21 Mr. Kevin Wentworth.

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PRESENTATION

BY

MR. WENTWORTH:

Chairman Dixon, Members of the Commission, I am Lieutenant Kevin Wentworth. I am captain for United Airlines. I fly out of O'Hare, and I'm also the squad commander of the 95th Air Squadron in Milwaukee.

When I moved here in '87, I had the choice to join either the O'Hare or the Milwaukee.

I chose the Milwaukee largely because it's far more efficient to fly out of there.

At O'Hare, it often takes 10 to 15 minutes to get to the runway and at Milwaukee it never takes more than five. We never have any spacing restrictions, like spot restrictions when coming into Milwaukee, whereas, O'Hare often has that.

We don't have very many heavy aircraft at Milwaukee, whereas, at O'Hare a lot of times you have five mile spacing because of heavy aircraft. In addition to that, I think that an important factor we can do formation takeoffs and recoveries at Milwaukee and they don't do that at

1 O'Hare either.

2 In conclusion, it's just much more
3 efficient for the C-130 operations to operate out
4 of Milwaukee than it is to operate out of O'Hare.

5 CHAIRMAN DIXON: Thank you, Mr. Wentworth.

6 Mr. Barry Bateman.

7 PRESENTATION

8 BY

9 MR. BATEMAN:

10 Good morning, Chairman Dixon,
11 Commissioners. My name is Barry Bateman. I'm the
12 airport director for Milwaukee County. The
13 Milwaukee County is the owner and operator of
14 Mitchell Airport. I want to present to you the
15 airport owner's perspective of the 440.

16 Our relationship with the 440 is
17 superior and professional. Mitchell has the
18 runway link and instrument over landing system to
19 handle any military aircraft and, as the previous
20 speaker alluded to, we have the ideal situation at
21 Milwaukee where we have a major area and a major
22 airport but the military operations blend in
23 perfectly with the commercial operations with the
24 airport.

1 Our airport master plan we program
2 land for the future development of the 440 should
3 it be needed, and unlike our esteemed colleague,
4 director of aviation from Chicago, we consider
5 them a very viable asset to the community and
6 desire that they remain their long time tenant and
7 user of the airport. Thank you.

8 CHAIRMAN DIXON: Thank you, Mr. Bateman.

9 That concludes the presentation
10 public comment period on behalf of General
11 Mitchell, and we appreciate that fine commentary.

12 We now ask the two gentlemen on
13 behalf of Youngstown-Warren, Reid Dulberger and
14 Gil Peterson, to come forward, please. Mr. Reid
15 Dulberger and Gil Peterson.

16 Mr. Dulberger?

17 PRESENTATION

18 BY

19 MR. DULBERGER:

20 Thank you. I appreciate the
21 opportunity to be with you this morning.

22 CHAIRMAN DIXON: Just a moment, sir.

23 (a brief pause.)

24 Mr. Dulberger, you may proceed.

1 MR. DULBERGER: Thank you. My name is Reid
2 Dulberger, I am senior vice president of the
3 Youngstown-Warren Regional Chamber of Commerce,
4 and I appreciate the opportunity to be here this
5 morning.

6 I'd like to expand on a couple of
7 points made during the formal presentation for the
8 910 Tactical Airlift Wing, two points in
9 particular. Most importantly, I'd like to stress
10 for you that the 910 has the complete and full
11 support of the community.

12 You have, or will receive, letters
13 from our federal, state and local government
14 leaders. You have, or will receive, letters from
15 business, labor and citizenry. You have, or will
16 receive, letters from Mahoney and Trumbull County
17 commissioners who, through the regional port
18 authority, own and operate that regional airport.

19 Members of the 910 Tactical Airlift
20 Wing are not just an integral part of the
21 community, they're that certainly and more. They
22 are our neighbors, they are our friends, they are,
23 if you will pardon the expression, us. This base
24 has our full support.

1 We have provided for you in the
2 briefing book that you have in Section 5 an
3 outline of the financial impact that base has on
4 the community, which is approximately \$30 million
5 per year, conservatively estimated. That's
6 certainly a large part of the support for the
7 base, but it's more than that. It's our pride in
8 the military, civilian and humanitarian
9 accomplishments, and if we do nothing else today,
10 we must leave you with the knowledge and
11 understanding how fully we support this base.

12 The other point I'd like to bring
13 up concerns the airport itself. Several points
14 have been made already but bear repeating. One is
15 that the airport is currently between 40 and 45
16 percent capacity. It has projected its master
17 plan to achieve approximately 66 percent capacity
18 by the year 2000, obviously leaving much room for
19 aviation expansion by the military. Mahoney and
20 Trumbull County Commission, who now support this
21 airport, recently --

22 CHAIRMAN DIXON: Thank you, Dulberger.

23 Mr. Gil Peterson.

24 If you have anything further,

1 Mr. Dulberger, put it in the record with
2 Mr. Shufryer.

3 Mr. Gil Peterson.

4 PRESENTATION

5 BY

6 MR. PETERSON:

7 Members of the Committee, four
8 years ago our Congressman, Jim Traficant, formed a
9 committee that lead to the formation of a Western
10 Reserve Port Authority and a transfer of ownership
11 of the airport from the City of Youngstown to the
12 port authority. Financial support is now provided
13 by Mahoney and Trumbull Counties which has assured
14 the administrative and financial future for the
15 airport.

16 In a related matter, a year after
17 the establishment of the port authority, again,
18 under the leadership of our congressman, the two
19 counties together submitted a proposal for a DFAS
20 center and each passed a half percent sales tax
21 that would have built a \$450 million center at no
22 cost to the federal government.

23 The DFAS process was scrapped with
24 a change in administration, but the example serves

1 to illustrate the level of commitment and
2 cooperation that exists at the local level.

3 6.9 million people live within a
4 75-mile radius of the base providing ample
5 population for future enlistment. The base sits
6 in the middle of a regional freeway system that
7 provides excellent ground transportation access to
8 the base. Both the cost of living and the cost of
9 construction in the Youngstown metropolitan area
10 are below the national average.

11 The number of civilian and military
12 annual operations at the Youngstown Regional
13 Airport in 1994 was 79,302, the lowest of six
14 candidate bases which ranged from 109,000 to
15 883,000 for the same year.

16 You will note in this satellite
17 photo the abundance of green that surrounds the
18 airport which provides ample room for future
19 ground expansion without air space interference.

20 In summary, our committee offers
21 strong local support, the advantage of a large
22 metropolitan area in terms of suppliers and
23 contractors and a very inexpensive location to do
24 business, ample room for expansion and uncongested

1 access and air space. Thank you.

2 CHAIRMAN DIXON: Thank you, very much, sir.

3 Now that concludes the public
4 comment period for this morning. We are going to
5 take a 15-minute break. At 11:30 we will here
6 from the State of North Dakota and for a period of
7 60 minutes and then have a public comment period
8 for the folks from North Dakota. We stand in
9 recess until 11:30 in this room.

10 (Whereupon, a 15-minute
11 break was taken.)

12 Ladies and Gentlemen, the room will
13 please come to order. We are prepared to conclude
14 today's hearing with the great State of North
15 Dakota. I believe that their delegation will be
16 led by distinguished senior senator, Senator Kent
17 Conrad; is that correct, Senator?

18 SENATOR CONRAD: That's correct.

19 CHAIRMAN DIXON: And may I first say,
20 Senator, that the statute, as you know, was
21 changed recently to require that all witnesses be
22 placed under oath. So would everyone in your
23 delegation, who is going to testify, please stand
24 and raise your right hands.

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(Witnesses sworn.)

Thank you, Gentlemen.

Now, as I understand it, Senator, the State of North Dakota has 60 minutes, and the agenda that has been placed before me divides that time among the various witnesses according to the decision made on some prior occasion by the State of North Dakota; is that correct?

SENATOR CONRAD: That is correct.

CHAIRMAN DIXON: We are delighted, Senator, to hear from you, the distinguished senior senator from the State of North Dakota, Senator Kent Conrad, for six minutes.

PRESENTATION

BY

SENATOR CONRAD:

Thank you, Mr. Chairman and Members of the Commission. We are delighted to be here to support the recommendation of the United States Air Force, United States Strategic Command and the Department of Defense to retain the Grand Forks Air Force Base.

Today you will hear in compelling terms why our national security interest requires

1 the retention of the corp's anchor base at Grand
2 Forks. We are very proud to have Lieutenant
3 General Edwin Tenoso, Vice Commander of the Air
4 Mobility Command, here to testify to Grand Forks'
5 importance.

6 Recent letters to the Commission
7 from the Air Force, STRAT COM and the Department
8 of Defense are clear in their message: Grand
9 Forks must be retained. Other tanker basing
10 options simply do not provide the military value
11 necessary to support our forces.

12 Air Force Chief of Staff, General
13 Ronald Fogleman, stated strongly in his letter to
14 you, quote, "I cannot overstate my support for
15 retention of a corp. air refueling wing at Grand
16 Forks Air Force Base. I believe it is essential
17 to our nation's ability to respond in a timely
18 manner to challenges across the entire spectrum of
19 conflict."

20 Similarly, Assistant Secretary of
21 Defense, John Gotbaum, wrote to the Commission,
22 and I quote, "We are gravely concerned that the
23 Commission might modify our recommendations by
24 closing the entire base and relocating its

1 aircraft assets."

2 He went on to say, "Although
3 complete closure of Grand Forks may appear
4 attractive from a savings perspective, it does not
5 take account of the preeminent military factors
6 considered by the Department in its realignment
7 recommendations."

8 As some of you have seen firsthand,
9 Grand Forks is now a standing base with terrific
10 community support; however, your decision on Grand
11 Forks must be based primarily on military value.

12 On that basis we believe you will
13 conclude, as the Air Force STRAT COM and the
14 Department of Defense have already concluded, that
15 Grand Forks is worth too much to give up.

16 One key to Grand Fork's military
17 value is its strategic location. Tankers from
18 Grand Forks can deploy east or west to support a
19 variety of contingencies. It can reach Europe or
20 Asia faster than aircraft from other bases because
21 of their proximity to the polar route. They can
22 quickly deploy and support our nuclear deterrent.
23 No other tanker base can provide the geographic
24 advantages that Grand Forks does.

1 Grand Forks support of our nuclear
2 forces is especially important. Tankers at Grand
3 Forks are part of the single-integrated
4 operational plan for our nuclear forces. Other
5 bases under consideration cannot properly support
6 the site.

7 Admiral Hank Chiles, Commander and
8 Chief of the U.S. Strategic Command, sent you a
9 letter yesterday underscoring this point. He said
10 of Grand Forks, and I quote, "Its north central
11 location is important in reinforcing our nation's
12 strategic deterrent posture."

13 He went on to say, "U.S. Strategic
14 Command views retention of a corp refueling wing
15 at Grand Forks Air Force Base as an important
16 element in support of our nation's strategic
17 deterrent capability.

18 Grand Forks also derives high
19 military value from its infrastructure, which was
20 designed to support a large number of tankers.
21 Grand Forks has the runway, ramp space,
22 infrastructure, refueling system and associated
23 facilities to support four more tanker squadrons."

24 These are some of the reasons the

1 Air Force chose Grand Forks as a corp tanker base
2 in 1993. Other bases you are considering do not
3 have this same critical infrastructure.

4 Grand Forks' mission as a corp
5 tanker base is at the heart of its military
6 value. Consolidating four or more tanker
7 squadrons at Grand Forks improves planning,
8 coordination and training. It also yields
9 improved unit performance because corp units train
10 and deploy together.

11 The result is better planned and
12 better executed missions for our armed forces.
13 That is real military value. Breaking up the corp
14 tanker wing into smaller units would abandon these
15 improvements.

16 Finally, any measure of military
17 value should also consider readiness. Retaining
18 Grand Forks means retaining the readiness of our
19 forces. Closing Grand Forks will reduce that
20 readiness.

21 The training and operational
22 advantages of corp base will be lost and
23 restructuring our tanker force will cause
24 continued upheaval for tanker personnel already

1 stretched to the limit by frequent relocations and
2 extremely high operations tempo (phonetic).

3 In the post-Cold War era, our
4 tankers have become even more important. Wherever
5 U.S. forces deploy around the world, they need
6 tankers to help them get there and to sustain
7 operations. To ignore the importance of tanker
8 and tanker basing requirements is to ignore our
9 national security interest.

10 Closing Grand Forks would damage
11 our ability to effectively respond to crises and
12 conflicts, to carry out national policy and to
13 fight and to win a war. Nobody is better
14 qualified to speak to these issues than General
15 Edwin Tenoso.

16 General Tenoso is the number two
17 commander of our mobility forces worldwide. He
18 brings to this job over 30 years of experience and
19 thousands of flying hours in large aircraft.

20 General Tenoso commanded all
21 theatre airlift operations during the Gulf War,
22 something that Senator Dixon was intimately
23 involved with in his service in the Armed Services
24 Committee of the United States Senate.

1 General Tenoso was director of
2 operations and logistics in the U.S.
3 Transportation command when the corp mobility
4 concept was developed. We are honored to have
5 General Tenoso with us today.

6 General Tenoso.

7 PRESENTATION

8 BY

9 LIEUTENANT GENERAL TENOSO:

10 Thank you, Senator. Chairman
11 Dixon, Members of the Commission, I am Ed Tenoso,
12 Vice Commander of the Air Mobility Command, and
13 today I'm here to first voice concerns that the
14 Air Force has over the addition of Grand Forks for
15 a possible closure but, more importantly, sir, is
16 to explain to you why we believe Grand Forks
17 should be retained.

18 I'd like to do that by reviewing
19 the world events that led up to us forming the Air
20 Mobility Command, why we looked at a corp wing,
21 and why finally Grand Forks fits that concept of a
22 corp wing ideally.

23 Sir, as you will recall, in the
24 past few years the security strategy of the United

1 States has gone through its own evolution. To
2 keep part of that -- to trigger that, of course,
3 was the end of the Cold War and while the end of
4 the Cold War reduced the likelihood of nuclear
5 conflict, as we have seen, it greatly increased
6 the likelihood of regional conflict based on
7 ethnic, religious differences, hunger,
8 humanitarian efforts, and the like.

9 At the same time, the armed forces
10 of the United States did their own dramatic draw
11 down, and not only did we reduce the force
12 structure in size, but we pulled back what used to
13 be an overseas deployed force back to what is now
14 a continental base force.

15 With that strategy and looking into
16 the future, all of the armed forces restructured
17 and reorganized their strategy, and the Air
18 Force's concept was called "global reach/global
19 power." And the idea behind that, of course, was
20 while we were a kind of a space force, we would
21 certainly be -- it would certainly be necessary
22 that we reacted throughout the world to influence
23 events that our nation needed.

24 Out of that concept, the Air

1 Mobility Command was formed. They took the
2 tankers from the old stratetic air command. They
3 took the airlift forces from the old mobility
4 airlift command and formed -- from the old
5 military airlift command and formed the new air
6 mobility command and, in fact, gave us the task of
7 providing mobility for our new strategy.

8 Now even under our new strategy,
9 however, we, as the armed forces, still must
10 maintain the capability of providing reaction
11 across the entire spectrum of conflict.

12 So, in fact, we still practice
13 today and are very involved in being ready for our
14 single-integrated operations plan for our SIOP,
15 which is our reaction in case of nuclear conflict,
16 but the primary tool that we now use for sizing
17 the force comes from the concept of two major
18 regional conflicts, or two MRCs.

19 And just to review that, as you
20 know, the concept would be if a conflict were to
21 start in one area of the world, we would have to
22 deploy this kind of space force to meet that
23 conflict.

24 Very shortly thereafter, however, a

1 conflict may break out in another area of the
2 world and we would have to deploy forces to at
3 least hold in that conflict until we've
4 successfully concluded the first conflict and then
5 take winning forces and successfully conclude the
6 second conflict.

7 It is in the transition from those
8 possible scenarios that the nation is at greatest
9 risk. And even today the key factor in limiting
10 risk is the efficiency of the mobility system, the
11 ability to deploy and in a transition into another
12 area.

13 But, as you know, in a day-to-day
14 operation, we are not involved in the SIOP or in a
15 conventional conflict, but we are involved in
16 throughout the world is what has come to be termed
17 "operations other than war."

18 So in any number of places
19 throughout the world, enforcing peace in Bosnia,
20 supporting the U.N. sanctions in Iraq, supporting
21 our nation down in Haiti, all over the world we
22 are called upon to support any number of
23 activities, and, again, it is the transition from
24 having our sources spread from throughout the

1 world to perhaps being recalled to deploy a kind
2 of space force to a major regional conflict. When
3 the area of greatest risk occurs, it's during the
4 transition.

5 So, in fact, the efficiency of the
6 mobility system is what defines current risk in
7 our strategy.

8 So the Air Mobility Command,
9 recognizing that this was going to be our
10 strategy, looked at how we could best use the
11 forces that had been given to us, and we saw that
12 in the tanker and airlift roles that the KC-135,
13 of course, is the predominant tanker, and it
14 would, of course, have to react through across the
15 spectrum.

16 So our 135 training for SIOP
17 mission is ready to deploy, but, more importantly,
18 it also trains for any conventional kind of
19 conflict where we would take the early deploying
20 fighters and the bombers and project them over
21 into a theatre.

22 The tankers would then have to stay
23 in the theatre and sustain the fighter generation
24 forces, but at the same time they would have to

1 generate and build an air bridge for all of the
2 airlift aircraft that are deploying our early
3 deployers into the theatre.

4 So we have taskings across the
5 board for our tanker aircraft. But what we found
6 given to us then were tanker aircraft that were
7 situated in a number of different bases across the
8 United States.

9 And it was immediately obvious to
10 us to efficiently execute the mobility operations
11 we would need to bring those assets together to
12 form what we then called "corp tanker wings," and,
13 in fact, we did that, and we have found that the
14 efficiency of the organization includes not only
15 economy of effort and single-mission focus, but
16 direct lines of authority. Certainly reduced
17 overhead and reduced facilities, reduce the number
18 of parts and spares, maintenance flexibility.

19 But, above all, we have found that
20 synergy of a multi-squadron unit gives us the
21 capability to simultaneously support the many
22 activities called on and, equally important,
23 transition from one activity to the next one.

24 Having determined then how critical

1 it was for the efficiency of the mobility
2 operation to execute in a corp tanker wing, we, of
3 course, then looked for the places where we could
4 bend (phonetic) them down most effectively.

5 We determined that there were three
6 places where we could do that: one of them was
7 Grand Forks, and we saw immediately that Grand
8 Forks for one had the location. It was a northern
9 base. It could immediately react to the SIOP
10 tasking, because, as you know, sir, in the SIOP
11 tasking most of the routes are to the north, but,
12 equally important, in our new strategy of two
13 MRCs, it was centrally located to assist in that
14 transition from east to west.

15 We obviously needed infrastructure
16 though. Big airplanes need a place to park, we
17 need a good runway to take off and land on, we
18 need hanger space where we can fix our planes.

19 We found that all at Grand Forks,
20 but, most importantly, for a tanker aircraft, you
21 need the supply and ready access of fuel.

22 You need a state-of-the-art
23 refueling hydrant so that you can rapidly
24 regenerate tanker missions and send them off in a

1 different direction. Grand Forks has that.

2 As a matter of fact, Grand Forks is
3 one of the best bases for infrastructure that we
4 have in the Air Mobility Command, but that's not
5 the end of it.

6 If you are going to train and if
7 you are going to fly, you need air space, you need
8 unencumbered air space. You need air space that
9 is not -- does not have encroachment on it. You
10 have the air space where you don't have
11 restrictions to really be able to train the way
12 you are going to fight, Grand Forks has that.

13 Finally, last, but not least, I
14 would talk to the community support. The
15 community support has always been excellent in
16 Grand Forks. The camaraderie between Grand Forks
17 the town and Grand Forks the base has always been
18 there. We call that -- senior commander call that
19 quality of life, and quality of life means a lot.

20 It means a good place to work, live
21 and play. It means that our people are happy with
22 the surroundings, that they are free from fear.
23 That means that when we send those people for long
24 periods of time they're comfortable that their

1 families are well taken care of, but it's not just
2 quality of life, because to all senior commanders
3 quality of life translates directly into
4 readiness.

5 We know from experience that people
6 that feel good about where they are, like where
7 they are, are a much ready force to execute their
8 wartime missions.

9 So, obviously we feel that the loss
10 of Grand Forks would degrade our capability as to
11 efficiently carry out our mobility mission, the
12 loss of efficiency, the loss of flexibility, we
13 certainly believe the near term quality of life.

14 If we were to take these people and
15 move them again, 65 percent of which in the past
16 two years have been moved just to form these corp
17 tanker bases and, not only that, then the
18 excellent community spirit we would loss from
19 Grand Forks, that all translates into readiness
20 and we believe it would have a definite impact on
21 our readiness.

22 Sir, in summary, I hope I have been
23 able to articulate in some small degree the
24 importance that we feel mobility is to our

1 security strategy.

2 And I hope that I have been able to
3 articulate the thought that went into forming corp
4 tanker wings and the efficiency that it brings to
5 the mobility operations.

6 And I hope you can appreciate the
7 thought that went into choosing Grand Forks
8 because of its location, its infrastructure, its
9 ability to fly unencumbered, and also its
10 community support, why we chose Grand Forks as one
11 of our corp tanker wings, and we obviously feel
12 very strongly that closure of Grand Forks would
13 have a serious impact on our readiness.

14 In closing, sir, I would say that
15 on behalf of General Fogleman, our Chief of Staff,
16 and General Rutherford, our Commander in Chief of
17 Transportation Command, that we understand that
18 the Air Force has excess capacity, and we need to
19 deal with that in order to pay our bills, and we
20 also understand the expediency of a clean kill.

21 However, we do feel very strongly
22 that the importance of the mobility operations,
23 what the corp tanker wing brings to the mobility
24 operations and the vital part that Grand Forks

1 plays in that whole operation far outways the
2 expediency, and the operational imperative should
3 prevail, and, sir, we ask for your favorable
4 consideration in that regard. Thank you.

5 CHAIRMAN DIXON: I thank you, General Teneso,
6 for that valuable contribution on behalf of the
7 State of North Dakota.

8 LIEUTENANT GENERAL TENESO: Thank you, sir.

9 CHAIRMAN DIXON: We are delighted, of course,
10 to have the distinguished senator from North
11 Dakota, Byron Dorgan. We thank him for giving his
12 time today to the Commission

13 PRESENTATION

14 BY

15 SENATOR DORGAN:

16 Mr. Chairman, thank you very much.
17 I've passed out three letters that I want to refer
18 to in my presentation.

19 Mr. Chairman, as a corporate member
20 of the United States Senate, I have heard it said
21 that in the U.S. Senate it is a learned skill to,
22 during upon tortuous briefings, look intensely
23 interested even during the most tortured
24 presentations.

1 As I sat and thought about your job
2 this morning sitting through three hours of an
3 avalanche of technical information and energy for
4 virtually every community coming before you saying
5 this is the most important things in our lives, I
6 understand some of what you are going through.
7 Your decisions will be momentous for many parts of
8 this country, and we wish you well as you make
9 those decisions. You must, it seems to me, find
10 the intersection between the issue of cost savings
11 and military value.

12 When we, in Congress, created a
13 base closing commission process, we did so because
14 we wanted to save some money. At the same time we
15 did not want to, nor intend to, in any way,
16 compromise the military value and preparedness of
17 this country. In fact, that is a part of the
18 charter that that is preeminent.

19 Now when, God forbid, America is
20 called to defend freedom, we need the soldiers, we
21 need the equipment, we need the military bases
22 available immediately, fully-trained to meet those
23 needs and to prevail, and that's the issue today
24 with respect to the Grand Forks Air Force Base.

1 None of us come here asking you to
2 give special consideration to the Grand Forks Air
3 Force Base because it is in Grand Forks, North
4 Dakota. We care about North Dakota, we care about
5 Grand Forks and our region, but we come here today
6 to ask you to evaluate, as you go through this
7 process, the words of the chief of staff of the
8 Air Force, the Assistant Secretary of Defense, the
9 chief of STRAT COM, who have now weighed in and
10 said that the initial action by the Commission to
11 include Grand Forks for consideration of closing
12 is something they're very concerned about.

13 Let me, if I might, Mr. Chairman,
14 Commissioners, refer to the letter from Admiral
15 Henry Chiles, and I've put it before you, but he
16 says, "Dear Chairman Dixon: I'm writing to
17 express my concern over the Defense Base Closure
18 and Realignment Commission's decision to consider
19 the Grand Forks Air Force Base for closure.

20 The core refueling wing at Grand
21 Forks Air Force Base provides critical support to
22 strategic and contingency operations.

23 Grand Forks' infrastructure can
24 sustain a large tanker fleet and provides

1 important operational flexibility for our
2 stratetic air refueling access in support of
3 global missions. Its north/south -- north/central
4 location rather is important in reinforcing our
5 nation's strategic deterrent posture.

6 Grand Forks is also located close
7 to most northern air refueling tracts which
8 provide quality training, airspace, free from
9 encroachment and interference with commercial air
10 traffic.

11 Moreover, the tanker force has
12 experienced unprecedented change since the end of
13 the Cold War with a substantial number of tanker
14 bases already closed. Over time such turmoil can
15 jeopardize the readiness of our forces.

16 The United States strategic command
17 views retention of core refueling wing at Grand
18 Forks Air Force Base an important element in
19 support of our nation's strategic deterrent
20 capability." That's from Admiral Chiles.

21 Next you have a letter from Josh
22 Gotbaum, Assistant Secretary of Defense. I'm
23 going to read a couple of sentences from that.

24 "Dear Chairman Dixon: We are

1 gravely concerned that the Commission might modify
2 our recommendation by closing the entire base and
3 relocating its aircraft assets."

4 Skipping down, he says, "Although
5 complete closure may appear attractive from a
6 strict savings perspective, it does not take
7 account of the preeminent military factors
8 considered by the department in its realignment
9 recommendation."

10 Finally, Mr. Chairman, let me read
11 to you the letter from General Fogleman, Chief of
12 Staff of the Air Force. I want to read a fair
13 part of this.

14 "I am writing to express my deep
15 concern over the DBCR Commission's decision to
16 consider Grand Forks Air Force Base for
17 realignment or closure actions beyond those
18 recommended by the Department of Defense," again,
19 General Fogleman, "Two years ago we rebased our
20 KC-135 fleet to form three core air refueling
21 wings at Grand Forks, Fairchild and McConnell Air
22 Force Bases.

23 We took this action to achieve the
24 organizational, operational and fiscal

1 efficiencies of a properly-sized organization with
2 a clearly-defined mission at each of these bases.

3 This reorganization was the right
4 way to go in the long run for our tanker force,
5 but we require that we relocate approximately 65
6 percent of the active duty KC-135 air crew and
7 support personnel to one of three core refueling
8 bases.

9 During this same time, air force
10 tanker and other mobility forces have supported
11 numerous contingency and humanitarian efforts in
12 such countries as Somalia, Haiti, Rwanda, and
13 Iraq. The cost to our people from this high
14 operation's tempo, when combined with the
15 reorganization of our forces, has been an increase
16 in turbulence in their lives.

17 We are just beginning to measure --
18 to capture a measure of stability for them and are
19 seeing the benefits in terms of greater
20 operational efficiencies and higher morale.

21 Again, General Fogleman, "In my
22 judgment, scattering Grand Forks' force structure
23 throughout a number of new small units and
24 locations delude our ability to efficiently

1 accomplish the air refueling missions which are
2 critical to support the national strategies of
3 strategic deterrents and crisis response and
4 creates additional turbulence in the lives of many
5 of our personnel."

6 I encourage you to read the final
7 couple of paragraphs, but General Fogleman closes,
8 as due virtually all of the folks in DOD when they
9 review this issue, by saying, "The Grand Forks
10 closing would reduce or eliminate many of the
11 benefits that we sought to achieve by creating
12 these three core tanker bases."

13 All of these folks frame this in
14 the context of military preparedness and military
15 value.

16 And we hope very much as you sort
17 through all of these difficult options that you
18 will call on the advice of General Fogleman, the
19 Chief of Staff of the Air Force; Mr. Gotbaum, the
20 Assistant Secretary of Defense; Admiral Chiles,
21 and others, who, I'm sure, will reiterate the
22 important military mission of the Grand Forks Air
23 Force Base. Thank you very much.

24 CHAIRMAN DIXON: Thank you very much, Senator

1 Dorgan, for the information of all in your panel.
2 You should be informed that these three letters
3 are in the record, have already been made
4 available to the Commissioners, and I assure you
5 they have seen them.

6 Congressman Earl Pomeroy, we are
7 delighted to have the distinguished congressman
8 from North Dakota with us.

9 PRESENTATION

10 BY

11 CONGRESSMAN POMEROY:

12 Thank you very much. Mr. Chairman,
13 Chairman Dixon, General Davis, General Robles,
14 Commissioner Cornella and Commissioner Steele, on
15 behalf of the people I represent, I want to thank
16 you for the time and talent you have contributed
17 to our country by serving on this important
18 Commission.

19 In light of the many difficult
20 decisions in front of you, I want to -- I think
21 it's useful to reflect upon the threshold
22 determination that you must make to support a
23 closure finding over and above those recommended
24 by the Secretary of Defense.

1 Changes to the Department of
2 Defense recommendations may be made where it is
3 found that the department deviated substantially
4 from the force structure base and base closure
5 criteria in making its recommendations.

6 The most important base closure
7 criteria is military value and, in our case,
8 military value is precisely the basis upon which
9 the Department of Defense decided to maintain a
10 core refueling wing at the Grand Forks Air Force
11 Base.

12 The testimony of our top military
13 commanders is clear, there is a critical military
14 value in the operational and logistical
15 efficiencies resulting from more tanker bases and,
16 secondly, only Grand Forks has the unique
17 combination of infrastructure, capacity and
18 geographic location to perform the core tanker
19 mission.

20 The Department of Defense has
21 established a basis for Grand Forks in, I think, a
22 very clear and convincing fashion. In order to
23 conclude otherwise, it seems to me that this
24 Commission would have to find that the DOD's

1 evaluation is fundamentally incorrect from the
2 military value perspective, a finding that simply
3 wouldn't make sense in light of solid rationale
4 advised by our nation's defense leaders.

5 You have already heard from General
6 Tenoso and received a letter from General
7 Fogleman, Admiral Chiles and Assistant Secretary
8 Gotbaum. I want to briefly restate their
9 compelling arguments in support of the core air
10 refueling mission at Grand Forks.

11 In May 1993, the Air Force
12 announced the co-creation of a core tanker base.
13 It was an entirely predictable response to the
14 closure of 12 bases in manning a worldwide
15 military presence with a force increasingly based
16 here at North Forks.

17 The claim was consolidate at
18 several core bases these units to deploy a
19 cohesive unit. The plan established also some
20 badly needed stability for our Air Force personnel
21 who have been shuffled almost continuously during
22 the realignment and closure process.

23 The Air Force is well equipped to
24 deal with air turbulence but personnel turbulence

1 resulting from constant uncertainty, continued
2 relocations hinders performance, hurts readiness
3 and, frankly, adversely impacts the quality of
4 life of our dedicated Air Force personnel. Since
5 the realignment, the experience to-date has proven
6 the plans efficiency.

7 The Grand Forks Air Force Base was
8 the busiest base in the air mobility command last
9 year. Grand Forks was chosen a core tanker base
10 because of its requisite infrastructure, capacity
11 and geographic location to support the mission.

12 You heard about our runway. We
13 serviced in '93 one of the best in the Air Force.
14 Grand Forks is a high grade system capable of
15 refueling 8 KC-135s simultaneously and, not
16 surprising, the base was rated one of the very
17 best in the Air Mobility Command in 1994.

18 Located at the center of North
19 America, Grand Forks is ideally situated to
20 support conventional nuclear and peacetime
21 activities.

22 Current military strategy requiring
23 support for two major regional conflicts, such as
24 the conflict in the Persian Gulf and North Korea,

1 is well met by the Grand Forks Air Force Base.

2 We not only bring to bear a
3 cohesive, integrated core tanker unit, but also
4 the geographic location allows us to locate
5 equally operations in Asia and European theatres.
6 In addition, our national security continues to
7 depend upon a reliable deterrent, including
8 bombers armed with nuclear weapons.

9 Grand Forks is ideally located for
10 bomber support of SIOP by maximizing the flying
11 time and also maximize the amount of fuel
12 available for bombers flying north of the pole.

13 We are in a unique position to
14 support the air leg of the SIOP, as was evidenced
15 by Admiral Chiles in his letter, which states, and
16 I quote, "United States Strategic Command views
17 retention of core refueling wings at North Forks a
18 in support of our nation's strategic deterrent
19 capability.

20 You have been charged scrutinizing
21 the recommendations of the Department of Defense
22 and review of alternatives is an appropriate part
23 of your review."

24 In the case of Grand Forks, the

1 alternatives serve to highlight the strength of
2 Grand Forks and the substantial drawbacks the air
3 force found with the alternatives.

4 First, no other Air Force base can
5 support the core air refueling mission without
6 substantial upfront military construction, even
7 with substantial investment.

8 The other option, one -- or more of
9 the following shortcomings: One, concentrating
10 tankers in close proximity to existing core
11 tankers; basis two, eliminating the relationship
12 of core tanker base to the SIOP mission; three,
13 violating one base, one boss organizational
14 objective of the Air Force, and, four, limiting
15 operations due to environmental restrictions.

16 In summary, the facts reveal the
17 Air Force and the Department of Defense stand a
18 core tanker base at Grand Forks based solely on
19 consideration of the military value.

20 Grand Forks is in a unique position
21 to perform this mission and no other clearer
22 alternative exists.

23 As Assistant Secretary Gotbaum
24 stated in his May 25th letter, although complete

1 closure may appear attractive from a strict
2 savings perspective, that does not take account of
3 the preeminent military factors considered by the
4 department in its realignment recommendation.

5 Interpreting the base closure
6 criteria, in light of substantiations provided
7 here, is clear. The Air Force and DOD did not
8 substantially deviate from the criteria, rather
9 they have taken precisely the steps we expected of
10 them, building a defense strategy for the 21st
11 Century by creating the efficient core tanker base
12 concept and utilizing the uniquely well-situated
13 facility of Grand Forks for this mission.

14 Grand Forks is a very proud host of
15 the Air Force and we hope to continue to perform
16 this role for a long time to come.

17 Following me in this presentation
18 I'd like to introduce our next presenter, the
19 Honorable Edward Schafer, Governor of North
20 Dakota, who will address the economic impact of
21 the Grand Forks Air Force Base to the State of
22 North Dakota as well as the quality of life we are
23 able to offer all who are stationed. Thank you
24 very much.

1 CHAIRMAN DIXON: We are delighted to have the
2 distinguished governor of North Dakota with us,
3 Governor Schafer.

4 PRESENTATION

5 BY

6 GOVERNOR SCHAFER:

7 Good afternoon, Chairman Dixon and
8 Members of the B.R.A.C. Committee. Thank you for
9 the opportunity -- excuse me -- to present our
10 views on the future of the North Dakota Air Force
11 Base in Grand Forks. We gather here today with
12 the knowledge that the challenges are going to
13 confront our state in the coming months.

14 You have heard about the military
15 necessity of the Grand Forks Air Force Base and
16 its importance to national security and
17 fortunately North Dakotans have great trust in our
18 nation's military leaders.

19 We are confident that they
20 understand and will remain true to the principle
21 that global responsibilities of the United States
22 Air Force demands balance, flexibility and
23 readiness, not only does the base play a key role
24 in that overall defense strategy, it plays a vital

1 role in North Dakota's economy.

2 Grand Forks weathered the recession
3 of the late 1980s and early 1990s on the rebound,
4 but closing the entire Grand Forks Air Force Base
5 would have an adverse impact, both financially and
6 psychologically, on the community, on the region
7 and, in fact, on the entire state.

8 The base comprises 13 percent of
9 the community's work force structure and over 20
10 percent of the economy of Grand Forks, and that
11 community is our third largest city in the state.

12 Civic leaders in Grand Forks have
13 rededicated themselves to the task of building a
14 strong and viable community to strengthen local
15 resources and small businesses that serve our
16 friends in the military and to providing excellent
17 education facilities to train our youngsters to
18 the needs of the future.

19 Instead of building a future,
20 however, if the base were to close, surrounding
21 communities would be closing as well. Beyond the
22 restaurants and gas stations and video stores and
23 car wash and laundromat, five churches will be
24 severely impacted, as well as the volunteer fire

1 department in the area that is made up of 95
2 percent of the military personnel.

3 Tragically two schools will be
4 forced to close their doors. The closest is an
5 8th grade facility and is 75 percent dependent on
6 children of base employees, also the school will
7 be threatened because of loss of students.

8 They have just completed a \$2
9 million bond issue there to pay for construction
10 at the new high school. Losses to that school are
11 estimated over \$350,000 and would have to be
12 carried by a smaller tax base there.

13 And I want you to know we take that
14 seriously in North Dakota where we have the number
15 one math scores, the highest reading comprehension
16 and the high rate of graduations of any state in
17 the union, and these schools are training our
18 future leaders.

19 Grand Forks Air Force Base is more
20 than a military installation. It is home to
21 thousands of our friends. The personnel who live
22 and work at the base are our next door neighbors.
23 They are our best friends and they are North
24 Dakota's family.

1 We don't think you will find a
2 better interaction or stronger ties between
3 community and Air Force base anywhere in the
4 system than in Grand Forks.

5 Today we displayed our affections
6 for the outstanding men and women who are
7 stationed at that base, men and women would draw
8 their strength and their performance capabilities
9 from the community in Grand Forks.

10 To their discipline, Air Force
11 personnel say, well, they will perform their
12 duties to the best of their abilities wherever
13 they are, but we all know how important home is,
14 to live in the number one crime free, the number
15 one education, the number one clean air state, as
16 well as the friendliest state, allows our service
17 women and men to perform their mission better, and
18 you have heard from General Tenoso saying how this
19 affects the necessity of the readiness of the
20 command.

21 In closing, I, again, on behalf of
22 all the people of North Dakota, extend a hand of
23 friendship and hospitality, the same hand that we
24 extend every day to the service women and men who

1 are stationed in our state.

2 We humbly ask you to give fair
3 consideration keeping the Grand Forks Air Force
4 Base an integral part of our community.

5 As governor, I can guarantee you
6 that missile base in North Dakota will best
7 deliver the global mission of the United States
8 Air Force. I wish you good comfort in your very
9 difficult deliberations.

10 And next I would like to introduce
11 Mayor Mike Polovitz to present another community
12 view.

13 CHAIRMAN DIXON: Thank you, Governor.

14 Before Mayor Polovitz' view, I want
15 to say, Governor, that I served with the great
16 legend from North Dakota, Quinton Burley, who
17 played football for Minnesota, but represented
18 North Dakota, and I just want to put you on
19 notice, sir, that both you and the State of
20 Minnesota have claimed today to have the highest
21 number of graduates from high school
22 percentage-wise.

23 So now you are all under oath, this
24 is in the record here. I don't know what we are

1 going to do about this. I say to the senator from
2 North Dakota it's a very serious matter.

3 SENATOR CONRAD: Minnesota's in trouble.

4 CHAIRMAN DIXON: I just feel it's an
5 obligation for us to look into this further, and
6 wherever Quinton is, I know he can shed light on
7 us. I know he's above us. Thank you, Governor.

8 GOVERNOR SCHAFER: We'll be sure to give you
9 the information. I see Minnesota people have
10 left.

11 CHAIRMAN DIXON: They made their statement
12 and fled. I see that.

13 GOVERNOR SCHAFER: We have the panel here and
14 maybe we could have a sound off or something.

15 CHAIRMAN DIXON: We'll take this up later.
16 Thank you very much.

17 Mayor Polovitz, we are delighted to
18 have you.

19 PRESENTATION

20 BY

21 MAYOR POLOVITZ:

22 Is this mike on?

23 CHAIRMAN DIXON: I think so. Get it kind of
24 close to you.

1 MAYOR POLOVITZ: Mr. Chairman and Commanders,
2 I'm going to take a different approach on this.
3 Back in Grand Forks we would sit around the table
4 and talk about this and try to make it less
5 informal, and so much has been said about Grand
6 Forks, I don't know whether I can add to it at
7 this point in time, but I would like to state that
8 the model of the City of Grand Forks and the
9 region is a place of excellence and the place
10 defined is an undefined region, and this undefined
11 region basically includes the air base.

12 We have some of the closest
13 connections with those people out there in the air
14 base. Interestingly enough, when the air base
15 people come into town to do some shopping, and
16 what not, the people -- or the people at the
17 check-out counter say, "Are you from the air
18 base?" And they say, "Yes." "Well, we don't need
19 any identification from you."

20 This is the kind of treatment our
21 community gives. We have a way of life that we
22 believe in so very, very strong.

23 And when I go to Washington, D.C.,
24 for the U.S. Mayor's Conference and listen to the

1 problems of other communities, I'm almost
2 embarrassed to ask a question, because when I hear
3 their problems and come back to Grand Forks, I say
4 I'm coming back to heaven.

5 And General Andrews made the
6 statement last Friday saying that of all the bases
7 that he's been in charge of he said Grand Forks
8 has been a real wonderful place. I believe he
9 used the word --

10 COMMISSIONER STEELE: Paradise is the word.

11 MAYOR POLOVITZ: -- paradise.

12 COMMISSIONER STEELE: He used the word
13 paradise 46 times, I believe.

14 MAYOR POLOVITZ: We believe we do have a way
15 that includes the air base in all the regions. I
16 believe the strategy that I had on my desk before
17 I left on dropout rates is about less than 4
18 percent in our school system.

19 We have an excellent school system
20 from day care center all the way up through
21 university, and you will hear more about the
22 university from Mr. Odegard.

23 We have a regional concept in there
24 which we believe helps in this community. We have

1 an excellent relationship with the base.

2 So many things have been said, I'm
3 just going to make it very, very short and say --
4 and conclude that you just can't beat that place
5 in Grand Forks as far as community relationship is
6 concern.

7 And my only comment in closing
8 would be to say I hope that your decision will
9 take in account of national security and military
10 value of that base that we have in Grand Forks
11 because we very strongly believe that we are doing
12 as much as we can to keep and believe in our
13 country at this stage of the game.

14 CHAIRMAN DIXON: Thank you very much,
15 Mr. Mayor. We are delighted to have Dean John
16 Odegard here.

17 PRESENTATION

18 BY

19 DEAN ODEGARD:

20 Thank you, Mr. Chairman, Lady and
21 Gentlemen. This is a very intimidating experience
22 for somebody as lowly as a university dean,
23 especially following this distinguished panel;
24 however our president, Temple Baker, couldn't be

1 with us here today and he wanted me to express the
2 university's commitment to the Grand Forks Air
3 Force Base and the importance we place on keeping
4 that air force base as a part of the Grand Forks
5 community.

6 And I wish, for the record, to
7 assure you that one hundred percent of all the
8 graduates from the University of North Dakota
9 graduate.

10 (laughter.)

11 But when President Baker addressed
12 the Commission in March, he emphasized the
13 educational, cultural and entertainment
14 opportunities that are available to the Grand
15 Forks personnel through UND, but today I'd like to
16 address just some examples of how the Grand Forks
17 Air Force Base provides some specific benefits to
18 the University of North Dakota and how UND and my
19 colleagues, UND aerospace, in particular, provides
20 specific benefits to the Grand Forks Air Force
21 Base.

22 First, as you might imagine, UND
23 provides excellent educational opportunities for
24 base personnel; 1700 students participate in

1 programs on campus through the UND educational
2 center. Half of these are active duty personnel;
3 28 percent are independents; the remaining 23
4 percent are civilian-based employees.

5 Also, we have two -- over 250
6 students enrolled on campus -- on campus degree
7 programs. Many of those students are enrolled in
8 our unique space studies graduate program that's
9 offered not only on campus but directly to air
10 force personnel at Grand Forks Air Force Base.

11 This program has been reviewed by
12 the director of Air Force Base Command and found
13 to be of extraordinary value to the Air Force.

14 As the nation's only
15 interdisciplinary master's degree program in space
16 studies, it provides a thorough grounding in the
17 history of space, space policy, politics, remote
18 sensing and several military uses in spacing and,
19 in fact, over one hundred Air Force officers have
20 received master's degrees in this program in
21 preparation to be future leaders of space
22 command.

23 Because space is critical to the
24 mission of the Air Force, officers educated in our

1 program bring to their job a framework and breadth
2 of understanding that compliment their technical
3 military skills.

4 Second, my college, UND Aerospace,
5 has been fortunate to work closely with the Air
6 Force base for the last 25 years. We are the
7 largest aerospace aviation program in the
8 country. We operate over a hundred aircraft. We
9 fly over a hundred thousand hours of flight
10 training per year. We fly and conduct over
11 400,000 takeoffs and landings in the Grand Forks
12 Airport in that area per year.

13 Those kinds of operations could not
14 be conducted safely without the Grand Forks
15 approach control radar, which is operated, of
16 course, by the Air Force base.

17 At times during the year, several
18 months a year, Grand Forks is one of the 12
19 busiest general aviation airports in the United
20 States. Safety is an issue, and we simply could
21 not operate with that level of safety and security
22 without the Grand Forks Air Force Radar Control.

23 In addition, the Air Force supports
24 the flying mission providing valuable information

1 to our atmospheric scientists, particularly in
2 times of severe weather. Our college's
3 atmospheric science department with information
4 from the base meant weather detachment provide
5 severe weather information which is processed and
6 generated on our computer to a multi-state region
7 through North Dakota's Public Television.

8 Also UND aerospace operates the
9 nation's only four-year air traffic control degree
10 program. Students from around the United States
11 participate in this program training with air
12 traffic controllers from Russia and Mainland
13 China. We train four classes a year from Russia
14 and we train all the instructors from Mainland
15 China.

16 Air force personnel participate
17 with the university in the training of those
18 controllers, which make that program of
19 significant global importance because all of these
20 controllers will be controlling U.S. aircraft all
21 through Russia and the Peoples Republic of China.

22 Lastly, let me say something about
23 our aerospace physiology program. Monday in
24 Bismarck, North Dakota, Admiral William Owens, the

1 Vice Chairman of the Joint Chiefs, who by the way
2 is a Bismarck, North Dakota, native -- I think
3 he'd be happy to point that out -- he spoke at
4 Memorial Day service on Monday in Bismarck and
5 visiting later with Admiral Owens, was asked about
6 the defense budget and whether we were spending
7 enough.

8 He said that the military doesn't
9 need more money than it's getting now. It needs,
10 he said, quote, "The freedom to manage our budget
11 in a way that a businessman would try to manage
12 it," unquote, and that's exactly the opportunity
13 that the UND aerospace physiology program offers
14 and affords North Dakota's air force base.

15 We operate the only two civilian
16 altitude chambers in the United States and we
17 train many, many corporate and U.S. pilots
18 throughout the country, as well as many military
19 pilots, at our chamber in Grand Forks.

20 We train not only our own students
21 but the pilots from Grand Forks Air Force Base.
22 Their pilots receive their recurrent physiology
23 training at UND instead of being sent to distant
24 air force bases who operate air force chambers and

1 do so at a considerable expense.

2 The Air Force saves time and
3 money. We gain an important participant in our
4 physiology program and the American taxpayer
5 wins. This program has been so successful we have
6 proposed its expansion to all U.S. military
7 installations. Our own research indicates that we
8 could save the Department of Defense approximately
9 \$20 million per year.

10 To conclude, UND aerospace strives
11 to be on the leading edge of technology flight
12 training programs, interactive distance satellite
13 searching, computer applications with artificial
14 intelligence and expert system weather forecasting
15 modeling, dissemination of that information, and
16 air traffic control training and simulation
17 technology.

18 All of these areas hold as much
19 promise for the Air Force as they do for us, but
20 if we lose our direct link to the Air Force, we
21 lose a valuable opportunity to share our advances
22 with the Air Force and for us to share in the
23 talents that the Air Force brings to our
24 university from educating future Air Force leaders

1 to research, weather simulations to providing for
2 air safety to creating space command
3 opportunities, many ties bind our base and our
4 university together, the opportunities to boldly
5 step forward --

6 CHAIRMAN DIXON: Dean, I'm going to have to
7 ask you to conclude. Thank you very kindly.

8 PRESENTATION

9 BY

10 MR. MARSHALL:

11 Greetings. If the decision was to
12 be made strictly on a monetary basis, I guess you
13 people wouldn't be here, we would get those
14 answers through computer, but, Mr. Chairman, thank
15 heaven the Congress had the -- had the wisdom to
16 turn around and say there is the rest of the story
17 that has to be heard, and you heard the rest of
18 the story from all of the -- everybody on this
19 panel today, but, most of all, you got a letter
20 from General Fogleman. It's his decision. What's
21 in the best interest of our national security is
22 to retain Grand Forks Air Force Base. Thank you
23 for allowing other input other than the financial
24 decision.

1 I have been sitting in Rochester
2 for the last six days with my wife, and I talked
3 to the head of neurosurgery, and he said, John,
4 there was a machine that we needed -- Mayo -- as
5 you know, Mayo is the premier medical facility in
6 the country, if not the world -- and the chairman
7 of the department sat there for 20 minutes
8 explaining to me about this machine that he needed
9 and that would make all the difference, but it was
10 the most costly machine that Mayo had ever
11 considered to buy, and I was getting nervous.

12 "Well, did you buy the damn thing
13 or not?" And he finally ended up saying, the
14 chairman of the department thought this is too
15 much money to spend. A lot of my colleagues
16 thought it was too much money to spend, but then
17 they prevailed. The chairman of the department
18 prevailed, what was in the best interest of the
19 patient, and they spent the money, and personally
20 I want to thank them.

21 It's the same type of agonizing
22 decision that you people have to make. We know
23 it's a tremendously tough position that every one
24 of you are in. It's not going to be a popular

1 decision for anybody, but we know you will make
2 the best decision for our country and all of us in
3 Grand Forks in the State of North Dakota. You
4 want that and that's what we want.

5 I want to thank our friends in the
6 military. I don't think we do that enough, but,
7 because of them and because of what they do for us
8 each and every day, 24 hours a day, they give us
9 freedom, and because we have freedom, that allows
10 us to be here today in an open forum like this to
11 discuss with you our concerns.

12 The bottom line is we know you will
13 make the right decision for Grand Forks and for
14 our country. God bless you. But most of all, God
15 bless America.

16 CHAIRMAN DIXON: And we thank you, sir, for
17 those excellent remarks. We are indebted to the
18 great State of North Dakota for an excellent
19 presentation. We thank you very much.

20 Are there any questions from my
21 colleagues? Commissioner Steele?

22 COMMISSIONER STEELE: Hello, again. Thank
23 you all for your hospitality and wonderful
24 greetings at the site visit that I had last

1 Friday. I really appreciate it, and, General
2 Teneso, that your efforts that today and today
3 show your support, and it was noticed.

4 I have got a question or two for
5 you, if I may. Hypothetically, and without
6 prejudice, if Grand Forks closed, would AMC still
7 want this, the squadron and 135 from Moustrom to
8 move to McDill (phonetic)?

9 CHAIRMAN DIXON: That question is directed to
10 General Teneso, I take it?

11 COMMISSIONER STEELE: Yes, Mr. Chairman.

12 We heard a bit of a tanker
13 saturation in the northwest. I know we discussed
14 this a little bit the other day. I wonder what
15 your impression of that would be.

16 LIEUTENANT GENERAL TENESO: Commissioner
17 Steele, my impression would be that we would
18 continue to support the air force decision to
19 close Moustrom. There is a fairly sizable
20 concentration in the northwest and we believe
21 Moustrom can be redistributed.

22 COMMISSIONER STEELE: Also, I understand, and
23 I say this at the beginning of the question, that
24 Grand Forks is north central, not northwest, so

1 this question is you don't have a core facility at
2 McDill. At that point you would have a single
3 squadron and a single squadron at Robin, so there
4 would be three cores, but there would also be a
5 couple of lone squadrons.

6 What is your need in the southeast
7 for refueling?

8 LIEUTENANT GOVERNOR TENESO: The situation it
9 is often referred to about the imbalance of the
10 tanker receiver really speaks to a training
11 opportunity of a number of aircraft that's
12 stationed in different locations. That, in fact,
13 is a consideration.

14 We believe utmost importance is
15 that critical time when training is over and when,
16 in fact, our nation would be in some kind of
17 conflict, and so, as I described in our speech,
18 the predominant, the prevailing importance is not
19 just training. That's a consideration.

20 But if our country were to go to
21 war and if, in fact, we are to be involved in a
22 war or where we were transitioning from one mode
23 to the other, that becomes the critical portion of
24 the mobility mission. That's when the nation and

1 its strategy will be at highest risk.

2 So it's not -- it's not -- it
3 doesn't come to a question of where can it best be
4 put for training, although that's an ancillary
5 consideration.

6 COMMISSIONER STEELE: Okay. And, lastly, the
7 fuel hydrant system it was definitely first class,
8 definitely much cleaner than my house would ever
9 hope to be. I was very impressed.

10 How much did it cost to bring
11 installation up to that level which you have at
12 Grand Forks?

13 LIEUTENANT GOVERNOR TENESO: Commissioner,
14 I'm sorry. I don't have those figures, but
15 basically Grand Forks was considered to be in very
16 good shape, but I will have to tell you that part
17 of that was an air force original decision to put
18 B-1s there. So we can't take credit for all of
19 that when we formed the core tanker wing.

20 Although the facilities that are
21 there now are the best in our command, certainly
22 some of the best, and contain those key
23 ingredients like the state-of-the-art refueling
24 system, plus, as you saw, as we toured around the

1 ramp space and the runway and the hangers, and so
2 but I can't tell you, but for all of our bases
3 we'll continue, of course, to put in those kinds
4 of monies which we will need to keep the base up.

5 I can't give you a sunk cost
6 against the core tanker wing because I don't think
7 it was done with that in mind. It was a lot of
8 things that built up to that.

9 COMMISSIONER STEELE: Thank you. Terrific.
10 Thank you very much.

11 CHAIRMAN DIXON: I thank you, Commissioner
12 Steele.

13 Do any of my colleagues remaining
14 have any questions?

15 (No verbal response.)

16 We are indebted to the great State
17 of North Dakota. This hearing is adjourned.

18 (Whereupon, the above matter
19 was adjourned.)

20

21

22

23

24

1 STATE OF ILLINOIS)
2 COUNTY OF COOK) SS:
3)

4 Patricia Wesley, being first duly sworn
5 on oath, says that she is a Certified Shorthand
6 Reporter, that she reported in shorthand the
7 proceedings given at the taking of said meeting,
8 and that the foregoing is a true and correct
9 transcript of her shorthand notes so taken as a
10 foresaid and contains all the proceedings given at
11 said meeting.

12
13
14 Patricia Wesley
15 Certified Shorthand Reporter
16 License No. 084-002170

17
18 Subscribed and sworn to
19 before me this 5th day
of June A.D., 19 .

20 William R. Sanko
21 Notary Public

22 OFFICIAL SEAL
23 WILLIAM R. SANKO
24 NOTARY PUBLIC, STATE OF ILLINOIS
MY COMMISSION EXPIRES 1-22-08

Document Separator

5631 MANOR LANE
CHICAGO, IL 60631
PHONE: 708/825-5729

12 JUNE 1995

BRAC SECRETARY,

AT THE O'HARE
MILITARY BASE MEETING 30 MAY
ONLY 2 COMMISSIONERS RECEIVED
A COPY OF MY TESTIMONY.

HERE ARE
EXTRA COPIES. PLEASE SEE
THAT EVERY COMMISSIONER
RECEIVES A COPY OF MY
TESTIMONY.

RESPECTFULLY,

Pollard T. Olson
LT. COL. USAF (RET).

THANK YOU.

Document Separator

Statement from Lt Col Rolland T. Olson for the '95 BRAC Commission Meeting at O'Hare Reserve Station, 30 May 95.

T E S T I M O N Y

THIS TESTIMONY OF ROLLAND T. OLSON, MEMBER OF THE RESERVE OFFICERS ASSOCIATION (ROA), DEPARTMENT OF ILLINOIS COMMITTEE TO RETAIN O'HARE RESERVE FACILITY - REPRESENTS THE OPINION OF 4000 RESERVE OFFICERS, (ROA) DEPARTMENT OF ILLINOIS.

THE O'HARE RESERVE FACILITY IS ONE OF THE MOST MODERN AIR FORCE RESERVE TRAINING FACILITIES IN THE U.S.A.. NEARLY ALL OF THE BUILDINGS ON BASE HAVE BEEN REBUILT OR MODERNIZED IN THE PAST 10 YEARS. BUILDING #4, UTILIZED BY THE DEFENSE SUPPLY AGENCY, WAS COMPLETELY MODERNIZED IN 1993 AT A COST OF \$10.5 MILLION. THE TAXPAYERS HAVE PROVIDED A MODERN RESERVE TRAINING FACILITY WHICH CAN BE UTILIZED FOR MANY YEARS AT A MINIMUM COST FOR FACILITIES. O'HARE HAS ADEQUATE FACILITIES TO HOST AN ADDITIONAL C-130 UNIT.

THE CHICAGO PROPOSAL TO BUILD ALL NEW FACILITIES AT ROCKFORD FOR THE GUARD & RESERVE, DOESN'T MAKE ANY SENSE AT ALL. AFTER TWO YEARS AND SEVERAL MEETINGS BETWEEN THE AIR FORCE AND CHICAGO'S OFFICIALS, CHICAGO HAS FAILED TO SHOW A FINANCIAL PLAN TO PAY THE TOTAL COST OF RELOCATING THE GUARD & RESERVE. THE CITY OF ROCKFORD SAYS THAT THEY "DO NOT HAVE ANY MONEY TO HELP PAY FOR THE MOVE". INDICATIONS ARE THAT CHICAGO HAS NO LEGAL MEANS TO PROVIDE THE FUNDS. FURTHERMORE, CHICAGO HAS NOT INDICATED A DEFINITE PLAN FOR USE OF THE PROPERTY. THE MAYOR HAS STATED THAT IT WILL BE USED FOR COMMERCIAL DEVELOPMENT. THE 366 ACRES OWNED BY THE FEDERAL GOVERNMENT, IS NOT OF SIZE NOR LOCATION FOR BUILDING NEW RUNWAYS. THE CITY NOW OWNS 1400 ACRES ON THE WEST SIDE OF O'HARE, WHICH WAS OBTAINED FROM THE FEDERAL GOVERNMENT, BUT WHICH HAS NOT BEEN DEVELOPED IN ANY MANNER. THAT PROPERTY COULD BE USEABLE FOR AIRPORT EXPANSION OR FOR COMMERCIAL DEVELOPMENT, IF THE CITY CHOSE TO DO THAT.

THE 366 ACRES OF FEDERAL LAND IS LOCATED AT THE NORTHEAST CORNER OF O'HARE. THE AIR-CARGO FACILITIES ARE NOW LOCATED AT THE SOUTHWEST END OF O'HARE, WHICH ARE SEVERAL MILES AWAY FROM THE 366 ACRES OF FEDERAL LAND OF THE AIR RESERVE STATION.

THIS FEDERAL PROPERTY IS PRESENTLY BEING UTILIZED FOR THE BEST POSSIBLE PURPOSE AND SHOULD BE RETAINED AS SUCH.

THE RELOCATION OF THE TWO GUARD & RESERVE UNITS TO ANY OTHER AREA WOULD RESULT IN EFFECTIVE DEACTIVATION OF THE UNITS BECAUSE OF SERIOUS LOSS OF RESERVIST MANNING. A MAJORITY CANNOT AND WILL NOT COMMUTE AN ADDITIONAL 70 MILES TO ROCKFORD OR ANY OTHER DISTANT LOCATION TO PARTICIPATE AS A VOLUNTEER IN THE RESERVES. THE DEMANDS OF THESE VOLUNTEER PROGRAMS TODAY REQUIRE MUCH MORE THAN A SINGLE WEEK-END OF DUTY. MANY OF THESE VOLUNTEERS, CURRENTLY AT O'HARE, PERFORM DUTY INVOLVING AS MUCH AS 150-DAYS-PER-YEAR. COMMUTING DISTANCE BECOMES A BIG FACTOR WHEN HOLDING A CIVILIAN JOB AND ALSO PARTICIPATING IN TODAY'S RESERVE PROGRAMS.

RESERVE TRAINING STATIONS MUST BE LOCATED NEAR HIGHLY AND DENSELY POPULATED METROPOLITAN AREAS SUCH AS CHICAGO SO THAT MILITARY PERSONNEL LEAVING ACTIVE-DUTY EARLY AND DESIRING TO ADD THEIR YEARS TOWARD RETIREMENT, CAN FIND A CIVILIAN JOB NEARBY TO SUCH A RESERVE STATION. IT IS IMPOSSIBLE TO MAN RESERVE UNITS IN REMOTE AREAS WHERE CIVILIAN EMPLOYMENT IS LIMITED. THE O'HARE RESERVE TRAINING FACILITIES HAVE ENJOYED ALMOST UNLIMITED MANNING CAPABILITY FOR THE PAST 50 YEARS. THIS ENABLES THEM TO BE HIGHLY SELECTIVE IN THEIR RECRUITING, WHICH IS REFLECTED IN THEIR OPERATIONS. THE C-130 UNIT AT O'HARE HOLDS THE USAF RECORD FOR FLYING SAFETY WITH OVER 165,000 FLYING HOURS, ACCIDENT FREE. THIS RELATES DIRECTLY TO THE QUALITY OF THE PEOPLE AVAILABLE.

RESPECTFULLY SUBMITTED,

Rolland T. Olson

ROLLAND T. OLSON, LT. COL. USAF-RET
5631 MANOR LANE
CHICAGO, IL. 60631

Document Separator

**DEFENSE BASE CLOSURE
AND REALIGNMENT
COMMISSION**

BOSTON, MA REGIONAL HEARING

MAY 3, 1995

**THE JOHN F. KENNEDY LIBRARY
COLUMBIA POINT
BOSTON, MA**

EXECUTIVE SECRETARIAT

BOSTON, MA REGIONAL HEARING TABLE OF CONTENTS

Saturday, June 3, 1995

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- 5. PENNSYLVANIA BASE INFORMATION**
- 6. NEW YORK BASE INFORMATION**
- 7. REMARKS BY THE CHAIR PRECEDING THE PENNSYLVANIA AND NEW YORK PUBLIC COMMENT PERIOD**
- 8. CLOSING REMARKS: CHAIRMAN DIXON**
- 9. LIST AND MAPS OF 1995 DoD RECOMMENDATIONS FOR CLOSURE AND REALIGNMENT**



1





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

SCHEDULE FOR REGIONAL HEARING

BOSTON, MASSACHUSETTS

June 3, 1995

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

(AS OF 5/15/95)

**BOSTON REGIONAL HEARING
JUNE 3, 1995**

COMMISSIONERS ATTENDING:

**Chairman Alan J. Dixon
Commissioner Al Cornella
Commissioner Rebecca Cox
Commissioner J.B. Davis
Commissioner S. Lee Kling
Commissioner Benjamin Montoya
Commissioner Joe Robles
Commissioner Wendi Steele**

STAFF ATTENDING:

**Britta Brackney
Bob Cook
Madelyn Creedon
John Earnhardt
J. Kent Eckles
Antonia Forkin
Chris Goode
Craig Hall
Larry Jackson
Shelley Kestner
Glen Knoepfle
Liz King
Wade Nelson
Wayne Purser
Jim Schufreider
Paul Stilp
Chip Walgren
Alex Yellin**

ITINERARY

Thursday, June 1

12:50PM MT: Benjamin Montoya departs Albuquerque, NM en route Boston, MA (via St. Louis, MO):
TWA flight 534

1:49PM ET: Al Cornella departs Atlanta, GA en route Boston, MA:
Delta flight 1086.

4:38PM ET: Al Cornella arrives Boston, MA from Atlanta, GA:
Delta flight 1086.
*Takes cab to RON.

5:00PM ET: Commissioner and staff depart DC National en route Boston, MA:
USAir flight 1426.
Alan J. Dixon
David Lyles
Wade Nelson

5:30PM ET: Commissioners depart Scranton/Wilkes-Barre, PA en
route Boston, MA aboard C-21.
Rebecca Cox
J.B. Davis
S. Lee Kling
Wendi Steele

6:29PM ET: Commissioner and staff arrive Boston, MA from DC National:
USAir flight 1426.
Alan J. Dixon
David Lyles
Wade Nelson
*Take cab to RON.

6:30PM ET: Commissioners arrive Logan Signature Aviation Flight Support-
Boston, MA from Scranton/Wilkes-Barre, PA aboard C-21.
*Phone (617) 569-5260.
Rebecca Cox
J.B. Davis
S. Lee Kling
Wendi Steele
*Picked up by Elizabeth King and driven to RON.

8:57PM ET: Benjamin Montoya arrives Boston, MA from Albuquerque, NM
(via St. Louis, MO):
TWA flight 150.
*Picked up by Larry Jackson and driven to RON.

RON:

**Boston Marriot-Copley Place
Phone (617) 236-5800**

**Alan J. Dixon
Al Cornella
Rebecca Cox
S. Lee Kling
J.B. Davis
Benjamin Montoya
Wendi Steele**

Friday, June 2

5:00AM CT:

Joe Robles departs San Antonio, TX en route Pease International Trade Port-Portsmouth, NH aboard corporate jet.

9:30AM ET:

Joe Robles arrives Pease International Trade Port-Portsmouth, NH aboard corporate jet.

*Picked up and driven to Portsmouth NSY by base personnel.

RON:

**Boston Marriot-Copley Place
Phone (617) 236-5800**

**Alan J. Dixon
Al Cornella
Rebecca Cox
J.B. Davis
S. Lee Kling
Benjamin Montoya
Joe Robles
Wendi Steele**

Saturday, June 3

**8:30AM to
1:09PM ET:**

Boston Regional Hearing.

12:20PM ET:

Alan J. Dixon departs Boston, MA en route St. Louis, MO:
TWA flight 173.

*Driven to airport by commission staff.

12:30PM ET:

J.B. Davis departs Boston, MA en route Tampa, FL (via
Philadelphia, PA):

USAir flight 258.

*Driven to airport by commission staff.

2:00PM ET: Joe Robles departs Logan Signature Aviation Flight Support, Boston, MA en route San Antonio, TX aboard corporate jet.
*Phone (617) 569-5260.
*Driven to airport by commission staff.

2:20PM CT: Alan J. Dixon arrives St. Louis, MO from Boston, MA:
TWA flight 173.

3:00PM ET: Wendi Steele departs Boston, MA en route Houston, TX (via Dallas, TX):
Delta flight 273.
*Driven to airport by commission staff.

3:00PM ET: Commissioners depart Boston, MA en route DC National:
USAir flight 534.
Rebecca Cox
Al Cornella
*Driven by Wayne Purser in rental van.

3:30PM ET: S. Lee Kling departs Boston, MA en route St. Louis, MO:
TWA flight 807.
*Driven to airport by commission staff.

4:30PM ET: Joe Robles arrives San Antonio, TX from Boston, MA aboard corporate jet.

4:30PM ET: Benjamin Montoya departs Boston, MA en route Albuquerque, NM (via Mpls/St. Paul):
NW flight 185.
*Driven to airport by commission staff.

4:38PM ET: Commissioners arrive DC National from Boston, MA:
USAir flight 534.
Al Cornella
Rebecca Cox

4:51PM ET: J.B. Davis arrives Tampa, FL from Boston, MA
(via Philadelphia, PA):
USAir flight 260.

5:27PM ET: S. Lee Kling arrives St. Louis, MO from Boston, MA:
TWA flight 807.

8:16PM ET:

Wendi Steele arrives Houston, TX from Boston, MA
(via Dallas, TX):
Delta flight 7717.

9:38PM ET:

Benjamin Montoya arrives Albuquerque, NM from Boston, MA
(via Mpls/St. Paul):
NW flight 625.



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

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

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

OPENING STATEMENT

CHAIRMAN ALAN J. DIXON

REGIONAL HEARING

Boston, Massachusetts

June 3, 1995

GOOD MORNING, LADIES AND GENTLEMEN, AND WELCOME TO THIS REGIONAL HEARING OF THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION.

MY NAME IS ALAN J. DIXON AND I AM THE CHAIRMAN OF THE COMMISSION CHARGED WITH THE TASK OF EVALUATING THE RECOMMENDATIONS OF THE SECRETARY OF DEFENSE REGARDING THE CLOSURE AND REALIGNMENT OF MILITARY INSTALLATIONS IN THE UNITED STATES.

ALSO HERE WITH US TODAY ARE MY COLLEAGUES, COMMISSIONERS WENDI STEELE, AL CORNELLA, JOE ROBLES, J.B. DAVIS, REBECCA COX, LEE KLING AND BEN MONTOYA.

THE COMMISSION IS ALSO AUTHORIZED BY LAW TO ADD BASES TO THE SECRETARY'S LIST FOR REVIEW AND POSSIBLE REALIGNMENT OR CLOSURE. ON MAY 10, AS ALL OF YOU KNOW, WE VOTED TO ADD 35 BASES TO THE LIST. TODAY WE WILL HEAR FROM SOME OF THOSE NEWLY-AFFECTED COMMUNITIES.

FIRST LET ME THANK ALL THE MILITARY AND CIVILIAN PERSONNEL WHO HAVE ASSISTED US SO CAPABLY DURING OUR VISITS TO THE MANY BASES REPRESENTED AT THIS HEARING.

WE HAVE SPENT SEVERAL DAYS LOOKING AT THE INSTALLATIONS THAT WE ADDED TO THE LIST ON MAY 10 FOR REVIEW AND ASKING QUESTIONS THAT WILL HELP US MAKE OUR DECISIONS. THE COOPERATION WE'VE RECEIVED HAS BEEN EXEMPLARY. THANKS VERY MUCH.

THE MAIN PURPOSE OF THE BASE VISITS WE HAVE CONDUCTED IS TO ALLOW US TO SEE THE INSTALLATION FIRST-HAND AND TO ADDRESS WITH MILITARY PERSONNEL THE ALL-IMPORTANT QUESTION OF THE MILITARY VALUE OF THE BASE.

IN ADDITION TO THE BASE VISITS, THE COMMISSION IS CONDUCTING A TOTAL OF FIVE REGIONAL HEARINGS REGARDING ADDED INSTALLATIONS, OF WHICH TODAY'S IS THE THIRD. THE MAIN PURPOSE OF THE REGIONAL HEARINGS IS TO GIVE MEMBERS OF THE COMMUNITIES AFFECTED BY THESE CLOSURE RECOMMENDATIONS A CHANCE TO EXPRESS THEIR VIEWS.

WE CONSIDER THIS INTERACTION WITH THE COMMUNITY TO BE ONE OF THE MOST IMPORTANT AND VALUABLE PARTS OF OUR REVIEW OF THE CLOSURE AND REALIGNMENT LIST.

LET ME ASSURE YOU THAT ALL OF OUR COMMISSIONERS AND STAFF ARE WELL AWARE OF THE HUGE IMPLICATIONS OF BASE CLOSURE ON LOCAL COMMUNITIES. WE ARE COMMITTED TO OPENNESS IN THIS PROCESS, AND WE ARE COMMITTED TO FAIRNESS. ALL THE MATERIAL WE GATHER, ALL THE INFORMATION WE GET FROM THE DEPARTMENT OF DEFENSE, ALL OF OUR CORRESPONDENCE IS OPEN TO THE PUBLIC.

WE ARE FACED WITH AN UNPLEASANT AND PAINFUL TASK, WHICH WE INTEND TO CARRY OUT AS SENSITIVELY AS WE CAN. AGAIN, THE KIND OF ASSISTANCE WE'VE RECEIVED HERE IS GREATLY APPRECIATED.

NOW LET ME TELL YOU HOW WE WILL PROCEED HERE TODAY. IT IS THE SAME FORMAT AS AT OUR ELEVEN PREVIOUS REGIONAL HEARINGS.

THE COMMISSION HAS ASSIGNED A BLOCK OF TIME TO EACH STATE AFFECTED BY THE BASE CLOSURE LIST. THE OVERALL AMOUNT OF TIME WAS DETERMINED BY THE NUMBER OF INSTALLATIONS ON THE LIST AND THE AMOUNT OF JOB LOSS. THE TIME LIMITS WILL BE ENFORCED STRICTLY.

WE NOTIFIED THE APPROPRIATE ELECTED OFFICIALS OF THIS PROCEDURE AND LEFT IT UP TO THEM, WORKING WITH THE LOCAL COMMUNITIES, TO DETERMINE HOW TO FILL THE BLOCK OF TIME.

TODAY, WE WILL BEGIN WITH TESTIMONY FROM THE STATE OF MAINE FOR 60 MINUTES, FOLLOWED BY A 20-MINUTE PERIOD FOR PUBLIC COMMENT REGARDING THE MAINE INSTALLATION ON OUR LIST.

THEN WE WILL HEAR FROM PENNSYLVANIA FOR 105 MINUTES AND NEW YORK FOR 25 MINUTES, FOLLOWED BY PUBLIC COMMENT OF 34 MINUTES FOR THOSE TWO STATES. THE RULES FOR THE PUBLIC COMMENT PART OF THE HEARING HAVE BEEN CLEARLY OUTLINED AND ALL PERSONS WISHING TO SPEAK SHOULD HAVE SIGNED UP BY NOW.

THE HEARING SHOULD CONCLUDE AT ABOUT 1:10 P.M.

LET ME ALSO SAY THAT THE BASE CLOSURE LAW HAS BEEN AMENDED SINCE 1993 TO REQUIRE THAT ANYONE GIVING TESTIMONY BEFORE THE COMMISSION DO SO UNDER OATH, AND SO I WILL BE SWEARING IN WITNESSES, AND THAT WILL INCLUDE INDIVIDUALS WHO SPEAK IN THE PUBLIC COMMENT PORTION OF THE HEARING.

WITH THAT, I BELIEVE WE ARE READY TO BEGIN.

(FIRST WITNESS...ADMINISTER OATH)



THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

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AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

WITNESSES' OATH

**DO YOU SOLEMNLY SWEAR OR AFFIRM THAT THE TESTIMONY YOU
ARE ABOUT TO GIVE TO THE DEFENSE BASE CLOSURE AND
REALIGNMENT COMMISSION SHALL BE THE TRUTH, THE WHOLE
TRUTH AND NOTHING BUT THE TRUTH?**

MAINE

60 minutes

BOSTON, MA REGIONAL HEARING SCHEDULE OF WITNESSES

| | | |
|-----------------|------------|---|
| 8:40AM - 8:45AM | 5 minutes | Governor Steven Merrill-New Hampshire |
| 8:45AM - 8:50AM | 5 minutes | Governor Angus King-Maine |
| 8:50AM - 8:55AM | 5 minutes | Mr. Phil McCarthy-Kittery, ME Town Manager |
| | | Mayor Eileen Foley-Portsmouth, ME |
| 8:55AM - 9:15AM | 20 minutes | Introduction-Capt. Carl Strawbridge, Commander, Portsmouth Naval Shipyard |
| | | Ms. Nan Stillman-Director, Radiological Controls |
| | | <u>Support Personnel for Presentation:</u> |
| | | Mr. Roger Gendron, Shipyard Business Manager |
| | | Mr. John Murtagh, Quality Assurance Manager |
| | | Mr. Bert White, Production Resources Manager |
| | | Mr. Tom Carleton, Workload/Workforce Manager |
| 9:15AM - 9:20AM | 5 minutes | Admiral George Sterner, Commander, Naval Sea Systems Command |
| 9:20AM - 9:40AM | 20 minutes | Senator Bill Cohen |

MAINE

Portsmouth Naval Shipyard

1. What work will the shipyard be performing now that the LOS ANGELES-class (SSN-688 class) submarine refueling scheduled for FY 97 has been pushed to FY 98? Where did that work come from? (I.e. was the work simply shifted from one under-worked shipyard to another?)
2. Given the recent extension in the 688-class maintenance cycle and the declining numbers of attack submarines, what work will the shipyard perform after the 688 refuelings are complete in 2005?
Commissioner Background: 688-class maintenance cycle was increased this spring from 90 to 120 months, primarily due to financial considerations. Currently, about 82 attack submarines are in the fleet; by 2002, the number will be roughly 51.
3. How much of the shipyard's work is performed at remote locations (i.e. New London, Pearl Harbor, San Diego, Kings Bay)?
4. What are the Navy's fixed costs to run the shipyard for a year?
5. What impact would the closure of Portsmouth Naval Shipyard have on the Navy's plans to refuel 688-class submarines?
6. Is the Navy currently planning to refuel any of the 688-class submarines at private shipyards? Could a private shipyard do the work?
7. The Commission has heard some discussion regarding the Net Operating Results for Portsmouth Naval Shipyard. Results for the past several years have been tens of thousands of dollars in the negative. How do you explain these results?

**MAINE
TABLE OF CONTENTS**

**BOSTON, MA REGIONAL HEARING
SATURDAY, JUNE 3, 1995**

STATE MAP

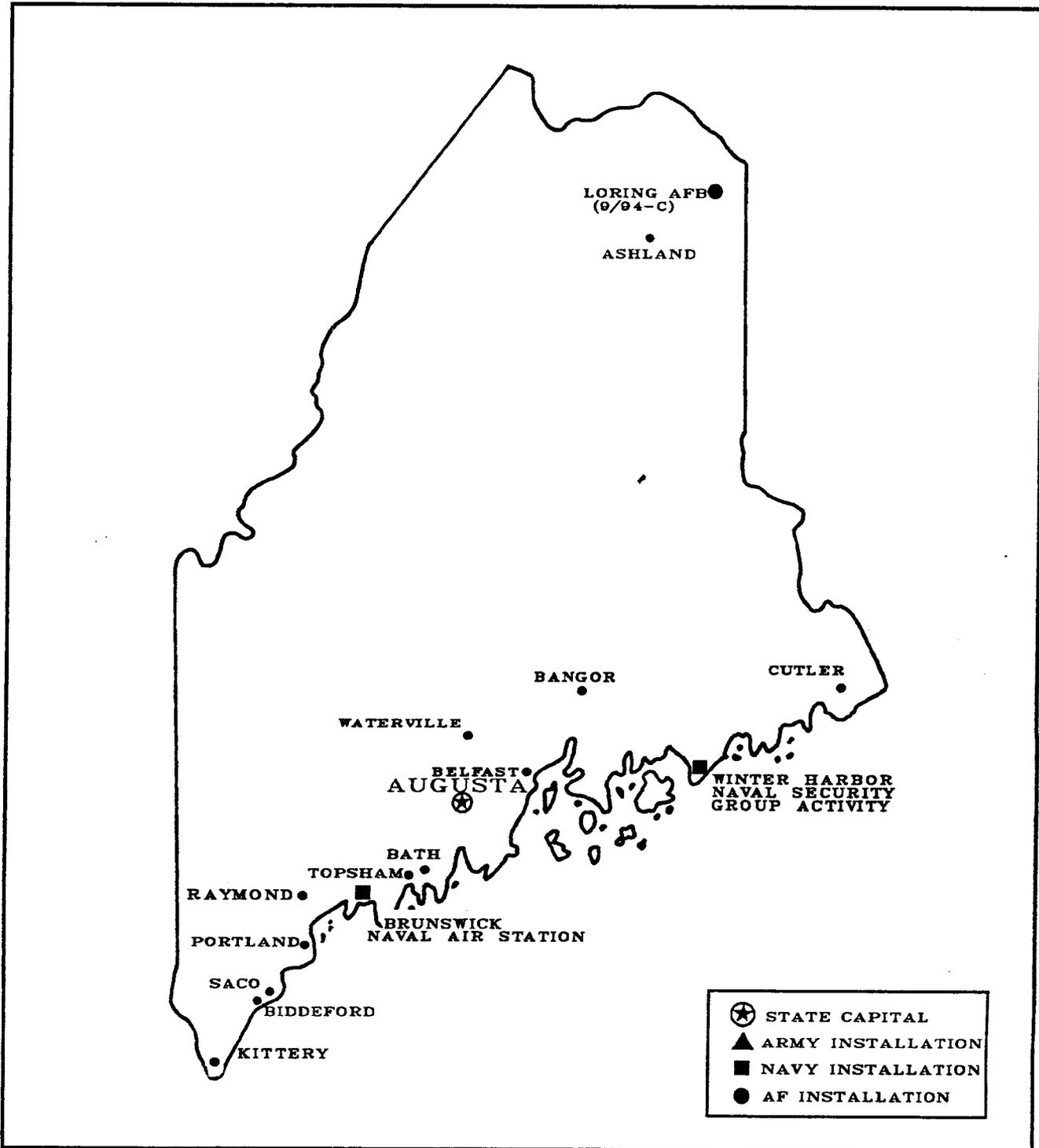
PORTSMOUTH NAVAL SHIPYARD, KITTERY, ME

-Facility Summary Sheet

STATE CLOSURE HISTORY

MAP NO. 20

MAINE

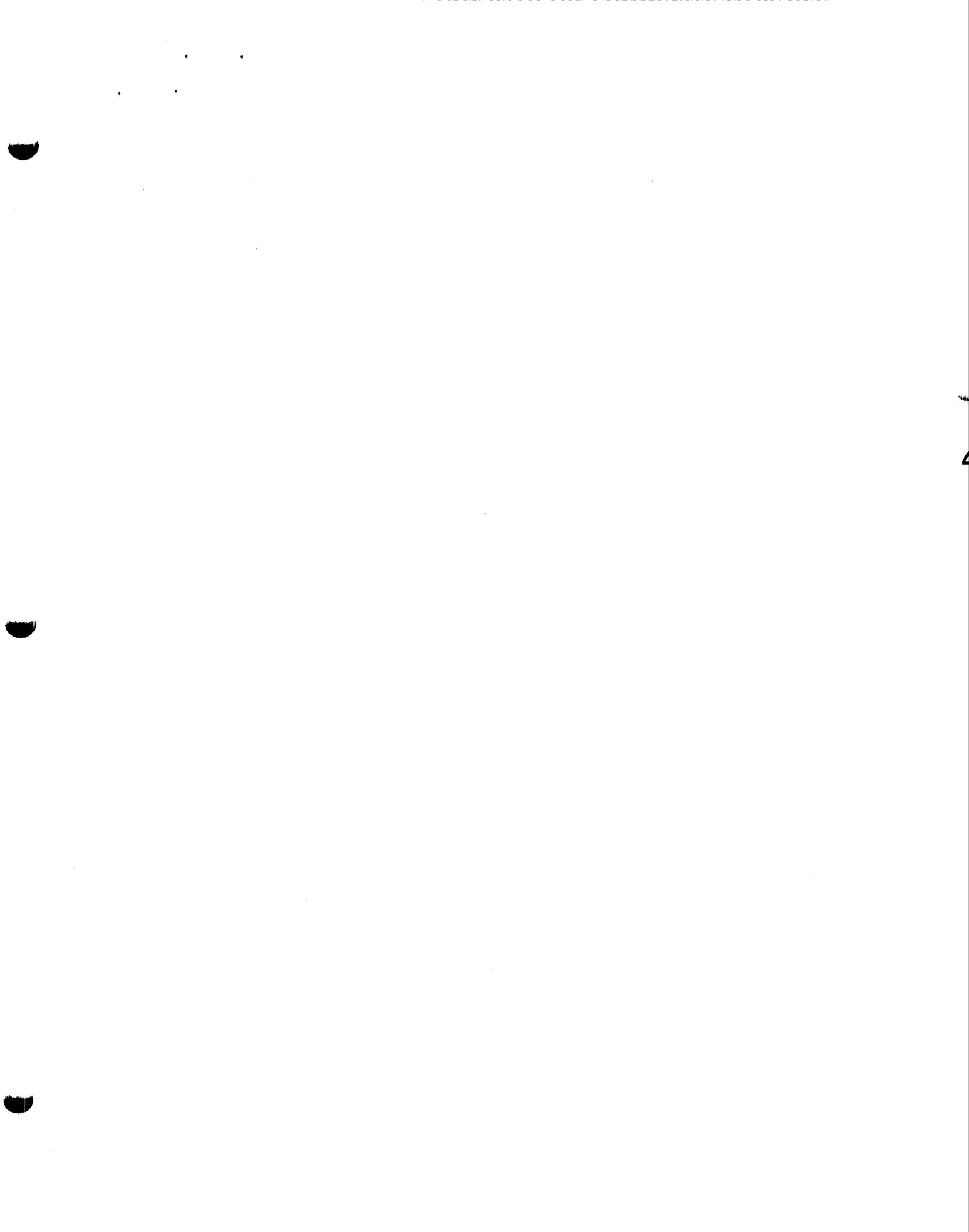


Prepared By: Washington Headquarters Services
Directorate for Information
Operations and Reports

CLOSURE HISTORY - INSTALLATIONS IN MAINE

30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|---|-------------|---------------|---------------|----------------|---|
| AF | | | | | | |
| | BANGOR AGS | 90 | PRESS | PROPOSED | REALGN | 1990 Press Release indicated realignment. No specifics given. |
| | LORING AFB | 91 | DBCRC | COMPLETE | CLOSE/9-94 | 1991 DBCRC: CLOSED. (Completed Sep 30, 1994). Directed transfer of assigned B-52s to K.I.Sawyer AFB, MI and dispersal of KC-135s to Active and Air Reserve Component Units. |
| | SOUTH PORTLAND AGS | | | | | |
| N | | | | | | |
| | NAS BRUNSWICK | | | | | |
| | NAVAL SECURITY GROUP ACTIVITY WINTER HA | | | | | |
| | PORTSMOUTH NAVAL SHIPYARD | | | | | |





**THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1700 NORTH MOORE STREET SUITE 1425
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RADM BENJAMIN F. MONTOYA, USN (RET)
MG JOSUE ROBLES, JR., USA (RET)
WENDI LOUISE STEELE**

**REMARKS BY CHAIR AT BEGINNING OF
MAINE PUBLIC COMMENT PORTION OF
BOSTON REGIONAL HEARING**

**WE ARE NOW READY TO BEGIN A PERIOD SET ASIDE FOR PUBLIC
COMMENT. OUR INTENTION IS TO TRY TO INSURE THAT ALL OPINIONS ON
THE RECOMMENDATIONS OF THE SECRETARY OR THE ADDITIONS OF THE
COMMISSION AFFECTING MAINE ARE HEARD. WE HAVE ASSIGNED 20
MINUTES FOR THIS PERIOD.**

**WE ASKED PERSONS WISHING TO SPEAK TO SIGN UP BEFORE THE
HEARING BEGAN, AND THEY HAVE DONE SO BY NOW. WE HAVE ALSO ASKED
THEM TO LIMIT THEIR COMMENTS TO TWO MINUTES, AND WE WILL RING A
BELL AT THE END OF THAT TIME. PLEASE STOP AFTER YOUR TWO
MINUTES ARE UP. WRITTEN TESTIMONY OF ANY LENGTH IS WELCOMED BY
THE COMMISSION AT ANY TIME IN THIS PROCESS. IF ALL THOSE SIGNED UP
TO SPEAK WOULD RAISE YOUR RIGHT HANDS, I WILL ADMINISTER THE
OATH.**



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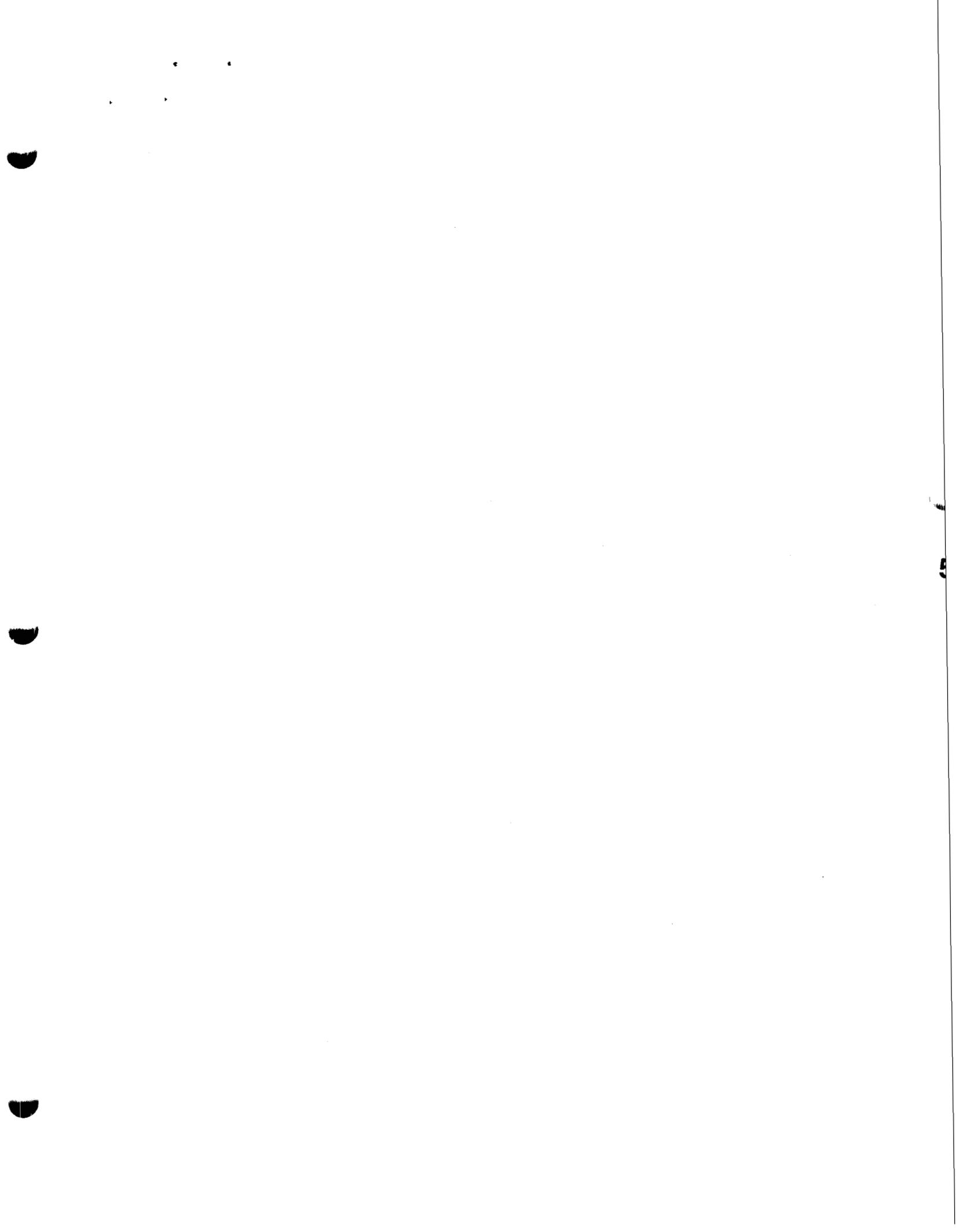
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TRUTH AND NOTHING BUT THE TRUTH?**



PENNSYLVANIA

105 minutes

BOSTON, MA REGIONAL HEARING SCHEDULE OF WITNESSES

| | | |
|-------------------|------------|--|
| 10:15AM - 10:27AM | 12 minutes | <u>Opening Remarks</u> Governor Tom Ridge Senator Arlen Specter Senator Rick Santorum |
| 10:27AM - 11:05AM | 38 minutes | <u>Letterkenny Army Depot</u> Congressman Bud Shuster, 9th District |
| 11:05AM - 12:00PM | 55 minutes | <u>Tobyhanna Army Depot</u> Congressman Joseph McDade, 10th District Congressman Paul Kanjorski, 11th District Anna Cervanak, President, Economic Development Council of Northeastern Pennsylvania Lt. Gen. John C. Coburn, Deputy Commanding General, Army Materiel Command Mr. Frank Zardecki, Civilian Executive Assistant, Tobyhanna Army Depot |

PENNSYLVANIA

Letterkenny Army Depot Chambersburg, PA

1. I understand the Paladin Enterprise project will be completed in October 1998. The partnership has saved taxpayers almost \$50 million and serves as a model arrangement for other government agencies to follow.

How will termination of this effort effect overall depot utilization rates? If Letterkenny Army Depot stays open, does the community have a plan to "bridge the workload gap" resulting from termination of Paladin production work?

2. The 1993 Commission recommended consolidation of DoD's tactical missile maintenance at Letterkenny Army Depot. The recommended consolidation effort involves the transfer of similar work from 12 locations to a single site at Letterkenny Army Depot.

Please comment on the status of consolidation efforts completed to date. Has the community attempted to validate the savings that will be realized as a result of this effort?

3. What do you see as the major disadvantages that would stem from a possible transfer of tactical missile maintenance to either Tobyhanna Army Depot or Hill Air Force Base?

4. One option that the Commission is considering in an attempt to make better use of the existing Letterkenny facility, would be to move the electronics work from Tobyhanna Army Depot to Letterkenny Army Depot.

Are facilities, personnel and equipment currently available that would make this an attractive option to the American taxpayers? What problems does the community anticipate if Tobyhanna's work were incorporated into the Letterkenny facility?

**Letterkenny Defense Distribution Depot
Chambersburg, PA**

1. What percentage of the Letterkenny Distribution Depot's mission supports the collocated Army's maintenance mission as opposed to off base, or regional, or worldwide support?
2. What is the utilization, in percentage terms, of the facilities you currently have? Does the Army Depot have any additional space for storage capacity?

**Tobyhanna Defense Distribution Depot
Tobyhanna, PA**

1. What percentage of the Tobyhanna Distribution Depot's mission supports the collocated Army's maintenance mission as opposed to off base, or regional, or worldwide support?
2. What is the utilization, in percentage terms, of the facilities you currently have? Has the Army Depot offered any additional space which would allow for additional storage capacity?

**Tobyhanna Army Depot
Tobyhanna, PA**

1. In your view, why did the Army rank your facility as the highest valued depot activity?
2. What are the unique features of the Tobyhanna Army Depot workforce and infrastructure that might preclude a transfer of functions to another depot activity?
3. If the Commission decides to approve DoD's recommendation to realign tactical missile workload to Tobyhanna Army Depot, does your facility have the facilities, equipment and trained personnel available to receive all of the DoD's consolidated tactical missile maintenance workload? What experience does your facility have in dealing with missile related components and equipment?
4. Is it reasonable to assume that the Tobyhanna facility can absorb a projected 1.5 million hours of additional missile related workload assuming that only 300 personnel will transfer from Letterkenny?
5. What advantages does the Tobyhanna facility and workforce offer in comparison to Letterkenny Army Depot or Hill Air Force Base?
6. The Tobyhanna community has suggested that your facility should be considered as DoD's center of excellence for repair and overhaul of electronics and ground communications equipment. Could the facility accommodate both the tactical missile guidance and control section work and also expanded communications workload from other DoD depots?

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SATURDAY, JUNE 3, 1995**

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DEFENSE DISTRIBUTION DEPOT LETTERKENNY (DDLDP)

- Facility Summary Sheet
- Commission Base Visit Report

TOBYHANNA ARMY DEPOT

- Facility Summary Sheet
- Staff Base Visit Report

DEFENSE DISTRIBUTION DEPOT TOBYHANNA (DDTP)

- Facility Summary Sheet

STATE CLOSURE HISTORY

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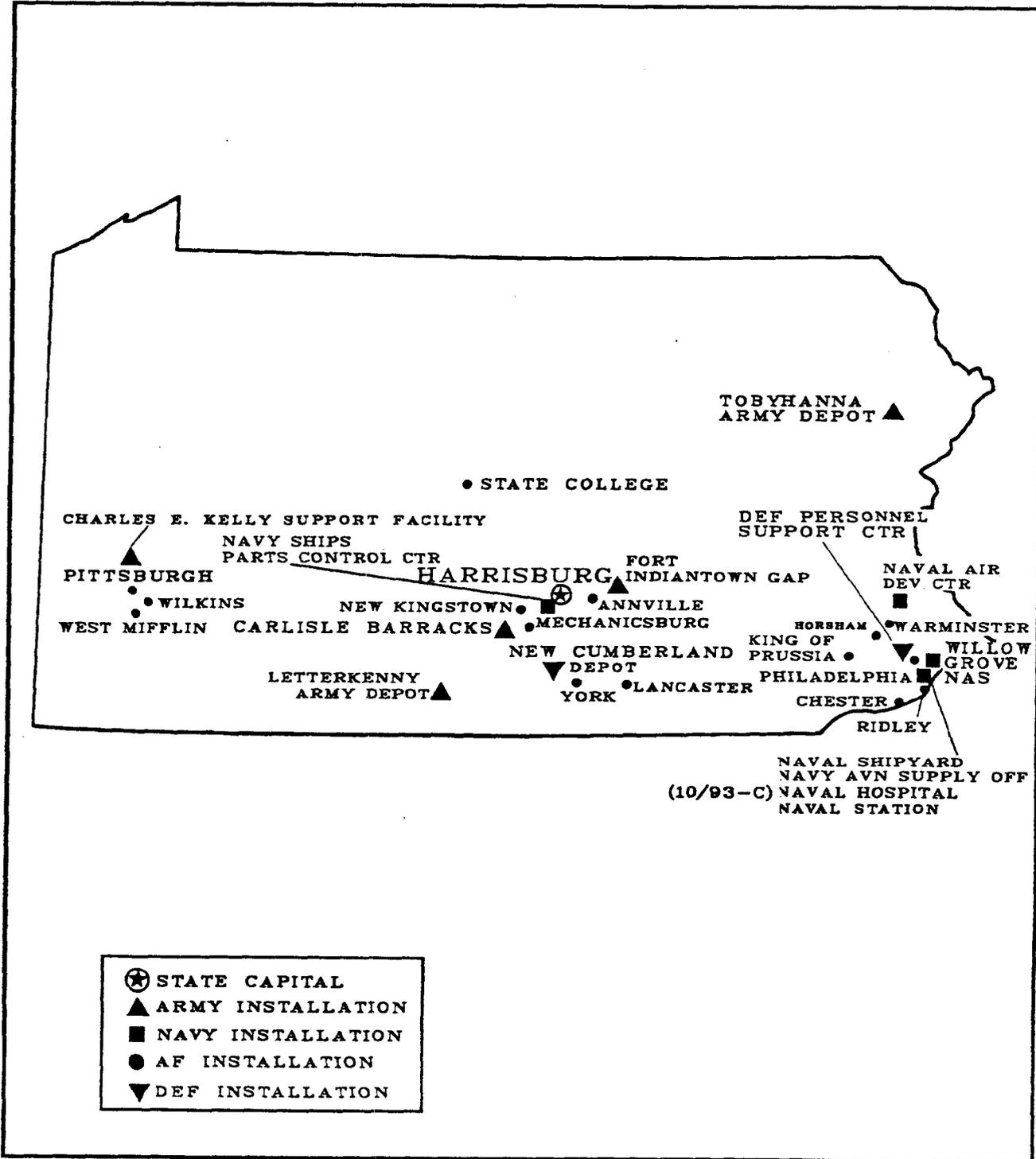
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MAP NO. 39

PENNSYLVANIA



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

REGIONAL HEARING ISSUE SUMMARY
LETTERKENNY ARMY DEPOT
BALTIMORE REGIONAL HEARING
UNIV. Of MD BALTIMORE COUNTY (UMBC)
MAY 4, 1995

- Gov Ridge - As a result of BRAC, Pennsylvania has lost 17,000 jobs, second only to California.
- Sen Specter - Pennsylvania has only 2.8 percent of the DOD jobs, but could stand to lose 13 percent of the total jobs lost to BRAC actions.
- Sen Santorum - Supported Letterkenny as a model depot based on projected 50 percent interserviced workload and the joint teaming arrangement for Paladin weapon system upgrades. He was critical of the DOD BRAC 95 recommendations because they include no new significant interservicing proposals.
- Congressman Schuster - Provided a detailed briefing describing the history of (1) DOD's tactical missile consolidation studies, (2) progress made in implementing the BRAC 93 recommendation to consolidate tactical missile maintenance activities at Letterkenny, (3) value of Paladin partnership arrangements, (4) concerns about the fairness of the Army's military value assessment, (5) concerns about the Army's COBRA cost analysis, and (6) the community's proposal to reject DOD's recommendation to realign Letterkenny. Congressman Schuster closed with a letter from the Under Secretary of the Army. The letter generally states that closure of Letterkenny would result in the loss of synergies and economies the Department hoped to gain from consolidated missile maintenance and storage.
 1. In 1990, Letterkenny was selected by the Defense Depot Maintenance Council as the only logical site to consolidate tactical missile maintenance. Implementation was delayed by a court injunction filed by concerned employees of the Anniston depot. BRAC 93 recognized the benefits of interservicing and directed the implementation DOD's original consolidation program.
 2. Since the BRAC 93 Commission recommendation Letterkenny has made substantial progress in its efforts to consolidate tactical missile maintenance. For example, \$26 million has been spent for such things as personnel moving, personnel training and building renovation. Also, equipment valued at \$100 million has been shipped from losing activities and installed at Letterkenny and 72 personnel have relocated from the losing activities. The community believes the consolidation effort will produce savings of \$29 million.

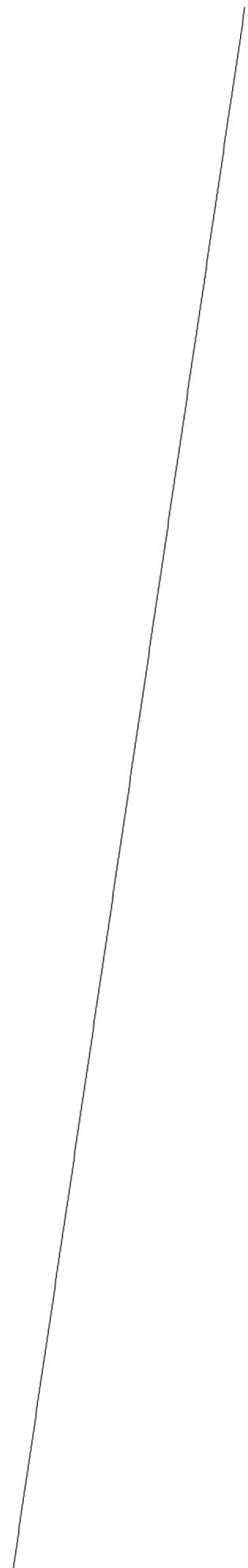
3. The Paladin private / public partnership has produced significant savings. Congressman Schuster provided a letter from the United Defense CEO indicating the firm would be interested in discussing continued partnering arrangements following the final BRAC 95 decisions.
4. The Letterkenny community believes the Army's military value analysis placed unfair emphasis on depot capacity, which is work station driven, and overlooked the military value of depot size (buildings square footage and acres). They displayed a model depicting a 10 work position bay for combat vehicle work and the same bay configured for an 84 work position electronic repair program. Both configurations use the same square footage.
5. The community believes the Army failed to consider the sunk cost of tactical missile consolidation efforts -- \$31.5 million in construction costs, \$42.9 million for added personnel moving costs, \$15.5 million for equipment transfer and personnel training, and \$54.3 million for movement of tenant activities.
6. The community believes the DOD recommendation to realign Letterkenny should be rejected. Instead, they suggested (a) expanded interservicing to included work on all future tactical missile systems, (b) creation of a one stop shop for storage, surveillance, testing, disassembly and repair, and (c) transfer the whole family of FMC /BMV produced light to medium combat vehicles.

Glenn Knoepfle / Cross Service Team / 6 May 1995

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BASE VISIT REPORT

LETTERKENNY ARMY DEPOT DEFENSE DISTRIBUTION DEPOT — LETTERKENNY

24 MARCH 1995

LEAD COMMISSIONER:

Al Cornella

ACCOMPANYING COMMISSIONER:

None

COMMISSION STAFF:

David Lyles, Staff Director
Glenn Knoepfle, Cross Service Team Analyst

LIST OF ATTENDEES:

Senator Rick Santorum
Congressman Bud Shuster
Col James P. Fairall, Commander, Letterkenny Army Depot
LTC Leslie Carlow, Commander, Defense Distribution Depot - Letterkenny
Mr. Peter Scott, General Manager, United Defense, Paladin Production Division - Letterkenny
Mr. Robert Shively, Chief, Vehicles Shop Division, Directorate of Maintenance, Letterkenny
Army Depot
Mr. David Goodman, Chief, Missile Electronics Shop Division, Directorate of Maintenance,
Letterkenny Army Depot
Ms. Hallie Bunk, Chief BRAC Implementation Office, Letterkenny Army Depot
Mr. Ed Averill, Chief Ammunition Storage Directorate, Letterkenny Army Depot

BASE'S PRESENT MISSION:

- Letterkenny's maintenance depot overhauls tactical missiles, artillery systems, and other support equipment to like-new condition for far less than the cost of buying new items. Entire systems are repaired, modified, and integrated.
- Under a teaming effort, United Defense has collocated on-site to work with depot personnel to modify M109 Howitzers into the Paladin configuration.

- The depot's Directorate of Ammunition Operations stores, ships, and demilitarizes ammunition; and maintains and up-rounds missiles.
- Letterkenny supports more than 15 tenants, including a DLA distribution depot and DISA megacenter.

SECRETARY OF DEFENSE RECOMMENDATION:

- Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot.
- Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage.
- Change the 1993 Commission's decision directing the consolidation of tactical missile maintenance at Letterkenny. Transfer consolidated missile guidance workload to Tobyhanna Army Depot.

SECRETARY OF DEFENSE JUSTIFICATION:

Letterkenny Army Depot is one of the Army's five maintenance depots and one of three ground vehicle maintenance depots. Over time, each of the ground maintenance facilities has become increasingly specialized. Anniston performs heavy combat vehicle maintenance and repair. Red River performs similar work on infantry fighting vehicles. Letterkenny Army Depot is responsible for towed and self-propelled artillery as well as DOD tactical missile repair. Like a number of other Army depots, Letterkenny receives, stores, and ships all types of ammunition items. A review of long range operational requirements supports a reduction of Army depots, specifically the consolidation of ground combat workload at a single depot.

The ground vehicle maintenance capacity of the three depots currently exceeds programmed work requirements by the equivalent of one or two depots. The heavy combat vehicle mission from Anniston cannot be absorbed at Letterkenny without major construction and facility renovations. Available maintenance capacity at Anniston and Tobyhanna makes the realignment of Letterkenny the most logical in terms of military value and cost effectiveness. Closure of Letterkenny is supported by the Joint Cross-Service Group for Depot Maintenance. The Army's recommendation to transfer missile workload to Tobyhanna Army Depot preserves Letterkenny's missile disassembly and storage mission. It capitalizes on Tobyhanna's electronics focus and retains DOD missile system repair at a single Army depot.

MAIN FACILITIES REVIEWED:

Letterkenny Army Depot Missile Electronics Shops Division
 Letterkenny Army Depot Vehicle Shops Division
 United Defense Enterprise for Paladin Conversion

Windshield Tour of Defense Distribution Depot Letterkenny facilities including selected vehicle storage yards
Ammunition storage area (staff visit only)

KEY ISSUES IDENTIFIED

Letterkenny Army Depot now includes more than 19,000 acres. Under DOD's proposal about 12,000 acres would be retained for storage of conventional ammunition and uprounded missiles. The ammunition storage activity would also continue to have responsibility for periodically testing and recertifying uprounded missiles.

The DOD recommendation would consolidate tactical missile maintenance at one central site, however the maintenance consolidation point would be established at Tobyhanna Army Depot, rather than Letterkenny. The guidance and control sections will be removed from uprounded missiles stored at Letterkenny, or other established storage locations and then trucked to Tobyhanna for repair and overhaul. The repaired sections would be returned to the storage site for uprounding. Vehicles which provide the platforms for missiles or command and control apparatus for Army missile systems would be transported between Tobyhanna and Anniston, Alabama. Anniston would refurbish the vehicles, and Tobyhanna would integrate and test the complete system.

The DOD recommendation would retain conventional ammunition and tactical missile storage and disassembly at Letterkenny. Based on the Army's COBRA model, personnel authorizations of 490 civilian and one military would be retained at Letterkenny to support the realigned ammunition storage mission.

Tactical Missile Maintenance:

BRAC 93 established Letterkenny as the consolidated DOD depot for tactical missile maintenance. Similar workloads conducted at 12 different locations were to be consolidated at Letterkenny. The depot has made substantial progress toward implementing the missile maintenance consolidation plan. As of March 1995, workload transfers for 12 of the 21 missile systems designated for consolidation at Letterkenny have been completed. Maintenance work on 10 of the transferred systems have completed first article testing and are in full production. Workloads for 9 more missile systems are scheduled to transfer during the period FY 1995 through FY 1998. By FY 1999, the consolidated missile maintenance work will provide Letterkenny about 760 million direct labor manhours of work. Letterkenny has work spaces totaling 290,000 square feet for repair and overhaul of guidance and control sections. Interservicing, now accounts for 35 percent of the total tactical missile maintenance workload. Upon completion of the consolidation effort, about 55 percent of the total workload will be derived from Interservicing actions.

Letterkenny has established radar testing ranges to integrate all subsystems of overhauled Patriot missile systems. According to the Letterkenny officials this requires at

least 28 acres of flat open land space. Commission staff will follow-up to determine how Tobyhanna might accomplish Patriot testing.

About \$26.6 million has already been expended to facilitate the tactical missile maintenance consolidation -- \$4.9 million for building renovation, \$4.0 million to move 72 personnel and their families from the losing activities, \$7.5 million to recruit and train about 190 newly hired electronics technicians, \$6.1 million to transport and install equipment from 8 different losing sites, and \$4.1 million for procurement of new equipment. Also, equipment valued at about \$100 million has been recovered from 8 losing sites and then installed at Letterkenny.

Artillery work - Paladin

In accordance with the BRAC 1993 recommendation, Letterkenny continues to perform major overhaul and maintenance on small to medium tracked vehicles. In addition the depot refurbishes a variety of wheeled vehicles that transport Army missile systems and components.

A tour of the vehicle shops disclosed that the depot recently completed construction of a new high tech painting booth costing \$6.2 million. Letterkenny has one of three DOD X-ray facilities for examining the quality of steel welded products. The vehicle shops total more than 350,000 square feet of work space.

Letterkenny has established an ongoing teaming arrangement with a private sector firm, United Defense, to produce 630 upgraded M109A6 Paladin artillery systems. Under this arrangement, dubbed "Paladin Enterprise" the old gun turret is removed in Letterkenny shops. The Letterkenny shop overhauls the chassis to like new condition and returns it the contractor.

United Defense fabricates a new turret at its York, Pennsylvania plant, and sends the turret to the Letterkenny depot, where it is outfitted with new wiring, hydraulic hosing and component parts. The completed turret is then installed on a refurbished chassis received from the Letterkenny vehicle shop. Lastly, the completed system is test driven and fired on the Letterkenny test track and range. The joint project has saved the taxpayers about \$15 million and is scheduled for completion in October 1998.

Discussions with Letterkenny and United Defense officials revealed that 120 more systems could be upgraded if contract options are exercised. United Defense is also looking to expand its business into other tracked vehicle systems. The company is closing its California production facility and consolidating its work at the York, Pennsylvania plant, which is located about 50 miles from Letterkenny. The company manager indicated that United Defense has produced and worked on all current tracked vehicles used by the U. S. military except the main M1 battle tank.

Defense Distribution Depot - Letterkenny

The distribution depot is comprised of 29 masonry warehouses and 60 covered storage shelters. The depot is about 73 percent full. About 49 percent of the distribution depot's business is derived from the Letterkenny maintenance depot. They are currently receiving supply items from Lexington - Bluegrass Army which was closed during BRAC 88.

The distribution depot is responsible for the storage of approximately 7500 vehicles of various types and in conditions ranging brand new to unserviceable awaiting major overhaul or disposal. Outside vehicle storage covers about 100 acres, and presently 33 acres are occupied. The depot vehicle parking grounds are either blacktop or packed gravel. They have no cement hard stand storage. Based on DLA's military value, the Letterkenny distribution depot was ranked third from a total of 17 distribution depots collocated with a maintenance depot. While, the Letterkenny Distribution Depot is a highly valued DLA resource, if the Letterkenny maintenance depot mission is terminated, the distribution depot would also no longer be needed.

Lower Capacity in Comparison to Other Army Depots

The Letterkenny Army Depot believes it received a lower military value rating because its capacity was low, compared to other Army Depots. If capacity were based on the number of useable square feet, instead of workstations, the Letterkenny Army Depot would be ranked among the most valuable. For example a single bay could accommodate two work positions and a large tracked vehicle or 50 workstations configured to repair hundreds of individual circuit cards.

The Letterkenny Army Depot workload fell off during the 1991 and 1992 time period due the "on again / off again" transfer of missile work from Anniston Army Depot. During this time, Letterkenny transferred some vehicle work to other areas, anticipating missile work in its place. However the transfer of missile work was challenged by Anniston labor unions and a court injunction blocked the transfers. Therefore Letterkenny's assigned workload dropped substantially, capacity utilization was low, and average direct labor hour rates increased to the point where Letterkenny was no longer competitive.

Letterkenny's capacity utilization and labor rates are driven by assigned workload. The commanders briefing indicates that utilization will exceed 100 percent in the 1996 and 1997 timeframe and then fall to between 70 and 80 percent in 1999 upon completion of the Paladin upgrade program.

Letterkenny's One-Stop Proposal for Tactical Missile

While Letterkenny is proceeding with implementation of the consolidated tactical missile maintenance program as directed by BRAC 93, the base believes it should be the designated storage and intermediate maintenance site for all future missile systems. In addition, they believe they should have responsibility for storage and intermediate maintenance

(periodic testing) for all other DOD missile systems. Currently, Letterkenny stores and maintains uprounded missiles for a significant portion of the Army's inventory, and almost all Air Force tactical missiles except AMMRAM. Navy systems are stored and uprounded at either Fallbrook, California or Yorktown, Virginia.

COMMUNITY CONCERNS RAISED:

Congressman Shuster provided a briefing on behalf of the community organization. The community organization calls itself the LEAD Coalition. Essentially, Congressman Shuster's group is concerned about keeping the base open and keeping the current staff of trained personnel employed. He reiterated the BRAC 1993 recommendations, the benefits of Paladin Enterprise and questioned the logic behind the Army's evaluation which placed Letterkenny among the least valued depots.

The community pitch was critical of the DOD BRAC 95 recommendation which decentralizes missile electronics and vehicle maintenance functions. The community questions whether or not (1) the receiving activity can store guidance and control sections which are "Class C" explosives, (2) if the receiver can paint Patriot systems in a high bay area with antenna and outriggers attached, and (3) if space and facilities are available to support radar testing of Patriot systems. Finally, the community stated that reversal of the BRAC 93 recommendation will increase maintenance costs, turnaround time, and that additional military construction projects would be required at the receiving sites.

REQUESTS FOR STAFF AS A RESULT OF VISIT:

Evaluate problems or concerns regarding the transfer of workloads between Letterkenny Army Depot and Tobyhanna Army Depot.

Glenn Knoepfle, Cross Service Team, 3/27/1995

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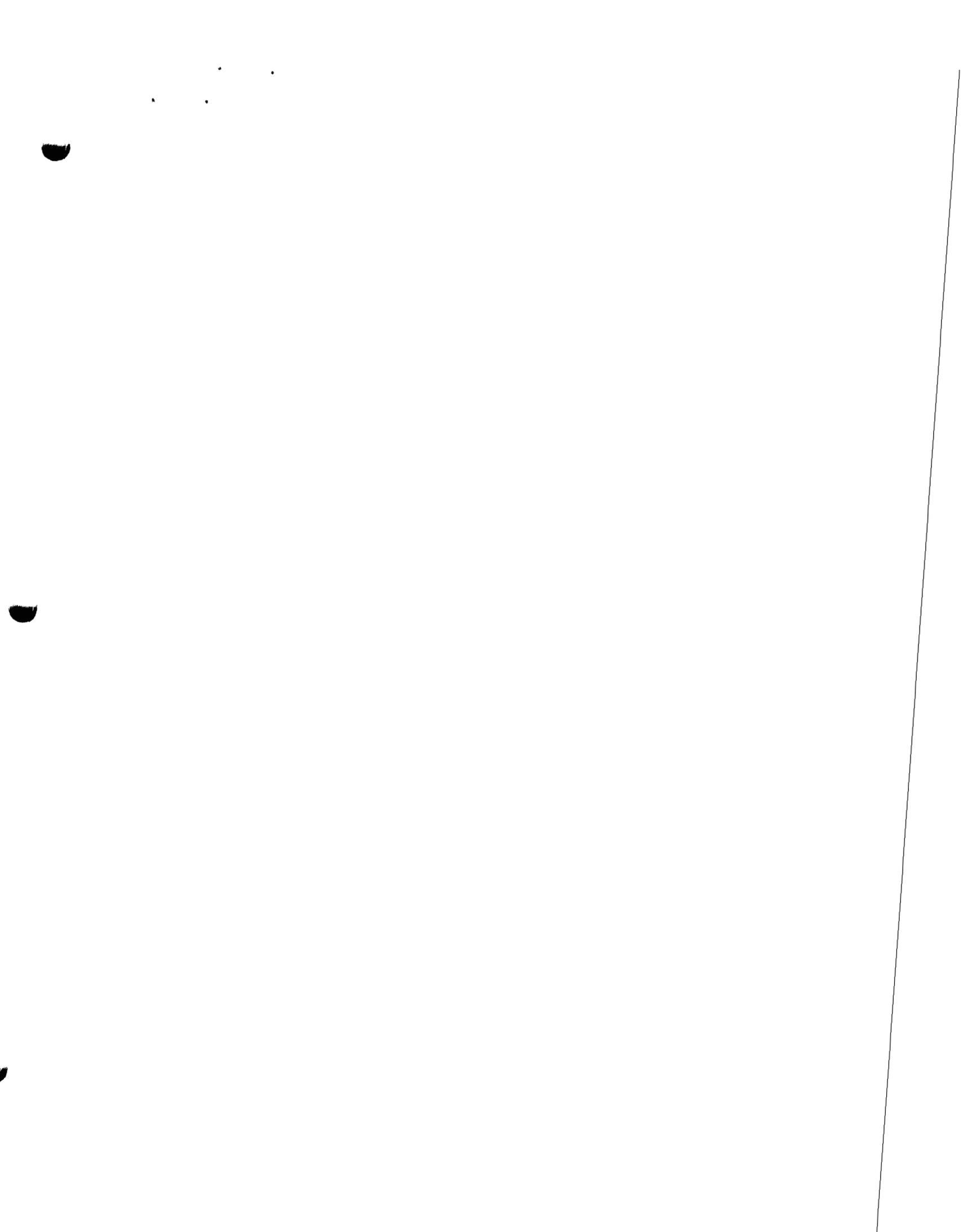
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**REGIONAL HEARING ISSUE SUMMARY
LETTERKENNY ARMY DEPOT
BALTIMORE REGIONAL HEARING
UNIV. Of MD BALTIMORE COUNTY (UMBC)
MAY 4, 1995**

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Glenn Knoepfle / Cross Service Team / 6 May 1995



DRAFT

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUMMARY SHEET

DEFENSE DISTRIBUTION DEPOT TOBYHANNA (DDTP)

INSTALLATION MISSION

The Tobyhanna Defense Distribution Depot receives, stores, and issues wholesale and retail material in support of DLA and the Military Services. It is a collocated depot located on the same installation with an Army maintenance depot--Tobyhanna Army Depot --its largest customer. Its primary mission is to provide rapid response to this customer.

DOD RECOMMENDATION: None

COMMISSION ALTERNATIVE

Commission added Defense Distribution Depot Tobyhanna for consideration for closure.

JUSTIFICATION

- The requirement to study the disestablishment of the DLA distribution depot is driven by the Commission's decision to study the closure of the Tobyhanna Army Depot--the distribution depot's primary customer.
- The Distribution Concept of Operations states DLA's distribution system will support the size and configuration of the Defense Depot Maintenance System. Thus, if depot maintenance activities are disestablished, collocated depots will also be disestablished.

ENVIRONMENTAL CONSIDERATIONS

- Environmental considerations do not prohibit this recommendation from being implemented.

REPRESENTATION

| | |
|------------------|-------------------------------------|
| Senators: | Arlen Specter Rick Santorum |
| Representatives: | Joseph M. McDade and Paul Kanjorski |
| Governor: | Tom Ridge |

DRAFT

ECONOMIC IMPACT

- Potential Employment Loss: 709 jobs(289 direct and 420 indirect)
- Scranton-Wilkes-Barre-Hazleton, PA MSA Job Base: 319,940 jobs
- Percentage: 0.2 percent decrease
- Cumulative Economic Impact (1994-2001): 3.0 percent decrease

Marilyn Wasleski/Interagency IssuesTeam/05/22/95 5:22 PM



CLOSURE HISTORY - INSTALLATIONS IN PENNSYLVANIA

30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|-----------------------------------|-------------|---------------|---------------|----------------|--|
| A | CARLISLE BARRACKS | | | | | |
| | CHARLES E. KELLY SUPPORT FACILITY | | | | | |
| | FORT INDIANTOWN GAP | | | | | |
| | LETTERKENNY ARMY DEPOT | 88/91/93 | DEFBRAC/DBCRC | ONGOING | REALGNDN | <p>1988 DEFBRAC: Supply and material-readiness missions realigned from Lexington-Bluegrass Army Depot, KY; completed FY 93</p> <p>1991 DBCRC: Realign Depot Systems Command with the Systems Integration Management Activity-East (SIMA-E) to Rock Island Arsenal, IL, and form the Industrial Operations Command (SIMA-E changed by 1993 Defense Base Closure Commission); scheduled FY 95</p> <p>1993 DBCRC: Tactical missile maintenance realigned from Anniston Army Depot, AL; Red River Army Depot, TX; NADEP Alameda, CA; NADEP Norfolk, VA; NWS Seal Beach, CA; MCLB Barstow, CA; and Ogden ALC, Hill AFB, UT; scheduled FY 94-95</p> <p>Retain Systems Integration Management Activity-East (Change to 1991 Defense Base Closure Commission recommendation)</p> |
| | NEW CUMBERLAND DEPOT | | | | | |
| | SCRANTON ARMY AMMUNITION PLANT | 90 | PRESS | ONGOING | LAYAWAY | <p>1990 PRESS: Layaway; scheduled FY 95</p> |
| | TACONY WAREHOUSE | 88 | DEFBRAC | ONGOING | CLOSE | <p>1988 DEFBRAC: Close; completed FY 92; pending disposal</p> |

CLOSURE HISTORY - INSTALLATIONS IN PENNSYLVANIA

30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|--|-------------|---------------|---------------|----------------|--|
| | TOBYHANNA ARMY DEPOT | 88/93 | DEFBRAC/DBCRC | ONGOING | REALGNUP | 1988 DEFBRAC: Communications-electronics mission realigned from Lexington-Bluegrass Army Depot, KY; scheduled FY 93-94 1993 DBCRC: Maintenance and repair function of the Intelligence Material Management Center realigned from Vint Hill Farms, VA; scheduled FY 96 |
| AF | GREATER PITTSBURGH IAP AGS HARRISBURG OLMSTED IAP AGS WILLOW GROVE ARS | | | | | |
| D | DEFENSE CLOTHING FACTORY | 93 | DBCRC | COMPLETE | CLOSE | 1993 DBCRC: Accept DoD recommendation to close. |
| | DEFENSE CONTRACT MANAGEMENT DISTRICT M | 93 | DBCRC | COMPLETE | CLOSE | 1993 DBCRC: Accept DoD recommendation. Close DCMD Midatlantic, Philadelphia, PA, and relocate its mission to the remaining three DCMDs. |
| | DEFENSE DISTRIBUTION DEPOT LETTERKENNY | 93 | DBCRC | COMPLETE | REJECT | 1993 DBCRC: Reject DoD recommendation to closed DDLP and relocate its mission to other DDDs. Maintain DDLP at the Chambersburg, PA, site to retain key support functions it provides Letterkenny Army Depot. |
| | DEFENSE INDUSTRIAL SUPPLY CENTER | 93 | DBCRC | COMPLETE | REJECT | 1993 DBCRC: Reject DoD recommendation to close. Maintain DISC at ASO compound to realize the most cost-effective option. |
| | DEFENSE PERSONNEL SUPPORT CENTER DEFENSE PERSONNEL SUPPORT CENTER | 93 | DBCRC | COMPLETE | CLOSE | 1993 DBCRC: Reject DoD recommendation to close and move to New Cumberland. Close and move to ASO to realize best cost efficiencies. |
| N | NAS WILLOW GROVE | | | | | |

CLOSURE HISTORY - INSTALLATIONS IN PENNSYLVANIA

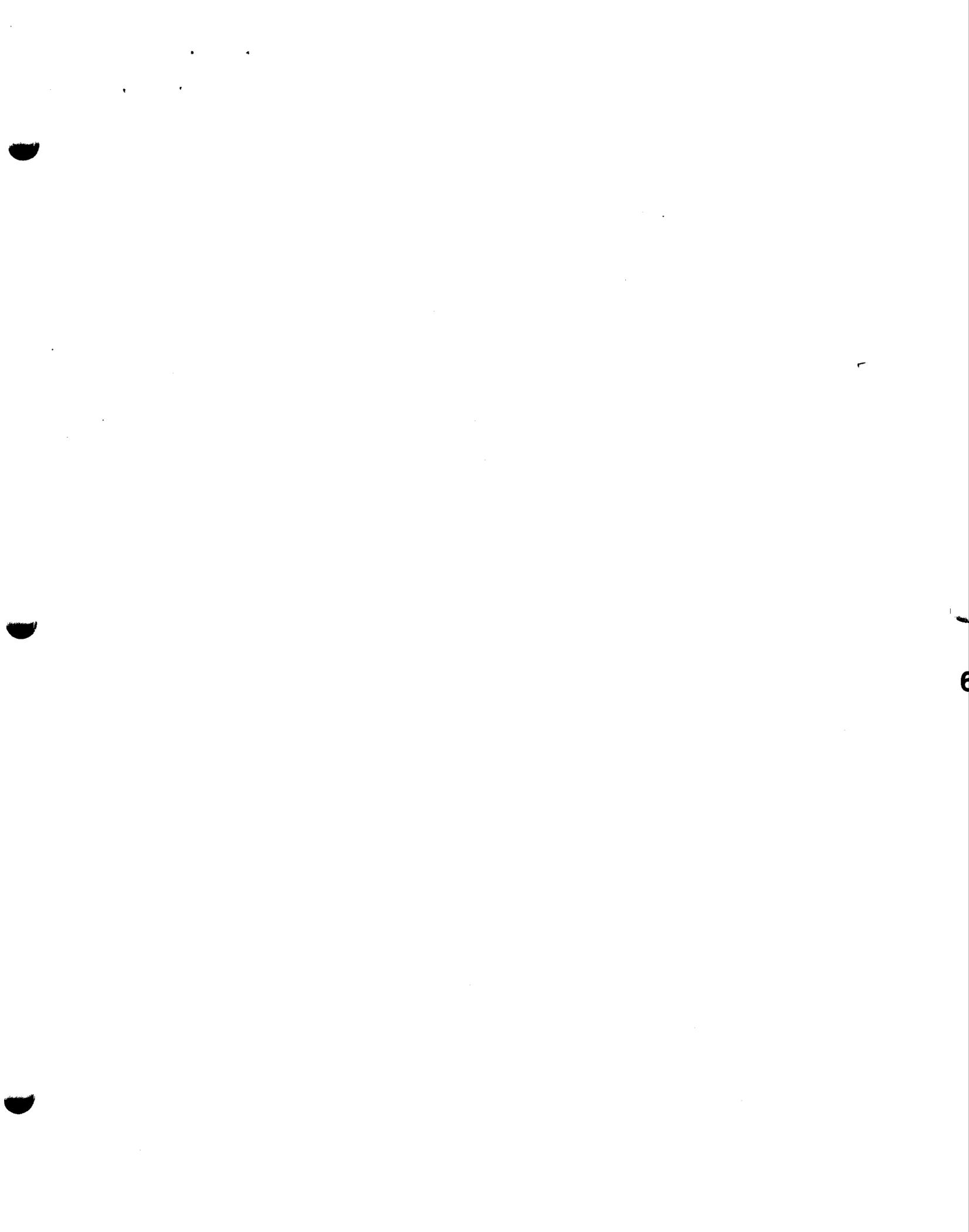
30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|---|-------------|---------------|---------------|----------------|--|
| | NAVAL AIR DEVELOPMENT CENTER WARMINSTE | 91 | DBCRC | ONGOING | REALIGNDN | 1991 DBCRC: Recommended realignment as part of the Aircraft Division, Naval Air Warfare Center. |
| | NAVAL HOSPITAL PHILADELPHIA | 88 | DEFBRAC | CLOSED | CLOSE | 1988 DEFBRAC: BRAC1 recommended closing Naval Hospital Philadelphia because the existing facilities are unsafe and inadequate, and cannot be efficiently modernized. Retain the Naval Ship Systems Engineering Station, a hospital tenant, in the Philadelphia area. |
| | NAVAL STATION PHILADELPHIA | 90/91 | PRESS/DBCRC | ONGOING | CLOSE | 1990 PRESS: DOD Secretary proposed NAVSTA Philadelphia as a closure in his 1990 press release. 1991 DBCRC: Recommended closing NAVSTA Philadelphia, reassigning its ships to other Atlantic Fleet Homeports and relocating the Naval Damage Control Training Center to NTC Great Lakes, IL. |
| | NAVY AVIATION SUPPLY OFFICE | 93 | DBCRC | CANCELLED | CLOSE | 1993 DBCRC: Cancelled the OSD recommended closure of the ASO, Philadelphia, PA and relocation of needed personnel, equipment, and support to the Ship Parts Control Center (SPCC) Mechanicsburg, PA. |
| | NAVY SHIPS PARTS CONTROL CENTR NRC ALTOONA | 93 | DBCRC | CLOSED | CLOSE | 1993 DBCRC: Recommended closure of NRC Altoona, PA because its capacity is in excess of projected requirements. |
| | PERA (SURFACE) HQ, PHILADELPHIA | 93 | DBCRC | ONGOING | DISESTAB | 1993 DBCRC: Directed the disestablishment of PERA Philadelphia and relocation of needed functions, personnel, equipment, and support to the Supervisor of Shipbuilding, Conversion and Repair, San Diego, CA, Portsmouth, VA and Newport News, VA. |

CLOSURE HISTORY - INSTALLATIONS IN PENNSYLVANIA

30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|-----------------------------|-------------|---------------|---------------|----------------|--|
| | PHILADELPHIA NAVAL SHIPYARD | 90/91 | PRESS/DBCRC | ONGOING | CLOSE | <p>1990 PRESS: DOD Secretary proposed NSY Philadelphia as a closure in his 1990 press release.</p> <p>1991 DBCRC: Recommended closing and preserving the shipyard for emergent requirements. The propeller facility's Naval Inactive Ships Maintenance Facility and Naval Ship System Engineering Station will remain.</p> |



NEW YORK

25 minutes

BOSTON, MA REGIONAL HEARING SCHEDULE OF WITNESSES

| | | |
|-----------------------------|--------------------|---|
| 12:05PM - 12:06:30PM | 1.5 minutes | Governor George E. Pataki |
| 12:06:30PM - 12:08PM | 1.5 minutes | Congressman John J. LaFalce |
| 12:08PM - 12:10PM | 2 minutes | Major General Robert A. McIntosh, Chief, USAF Reserve |
| 12:10PM - 12:30PM | 20 minutes | Colonel Dick DeWitt (USAF-Ret.) , Community Representative |

NEW YORK

**Niagara Falls Air Reserve Station
Niagara Falls, NY**

1. Does the Air Force Reserve unit provide support to the Air National Guard unit located at the airport?
2. What type and level of support does the Air Force Reserve unit provide to the Air National Guard unit at the airport?
3. Does the Air Force Reserve unit have the capability to expand its operation?
4. How many C-130 aircraft can the unit accommodate within existing capacity and capability?
5. What has been the unit's annual percentage level of manning over the past ten years compared to authorized levels?

**NEW YORK
TABLE OF CONTENTS**

**BOSTON, MA REGIONAL HEARING
SATURDAY, JUNE 3, 1995**

STATE MAP

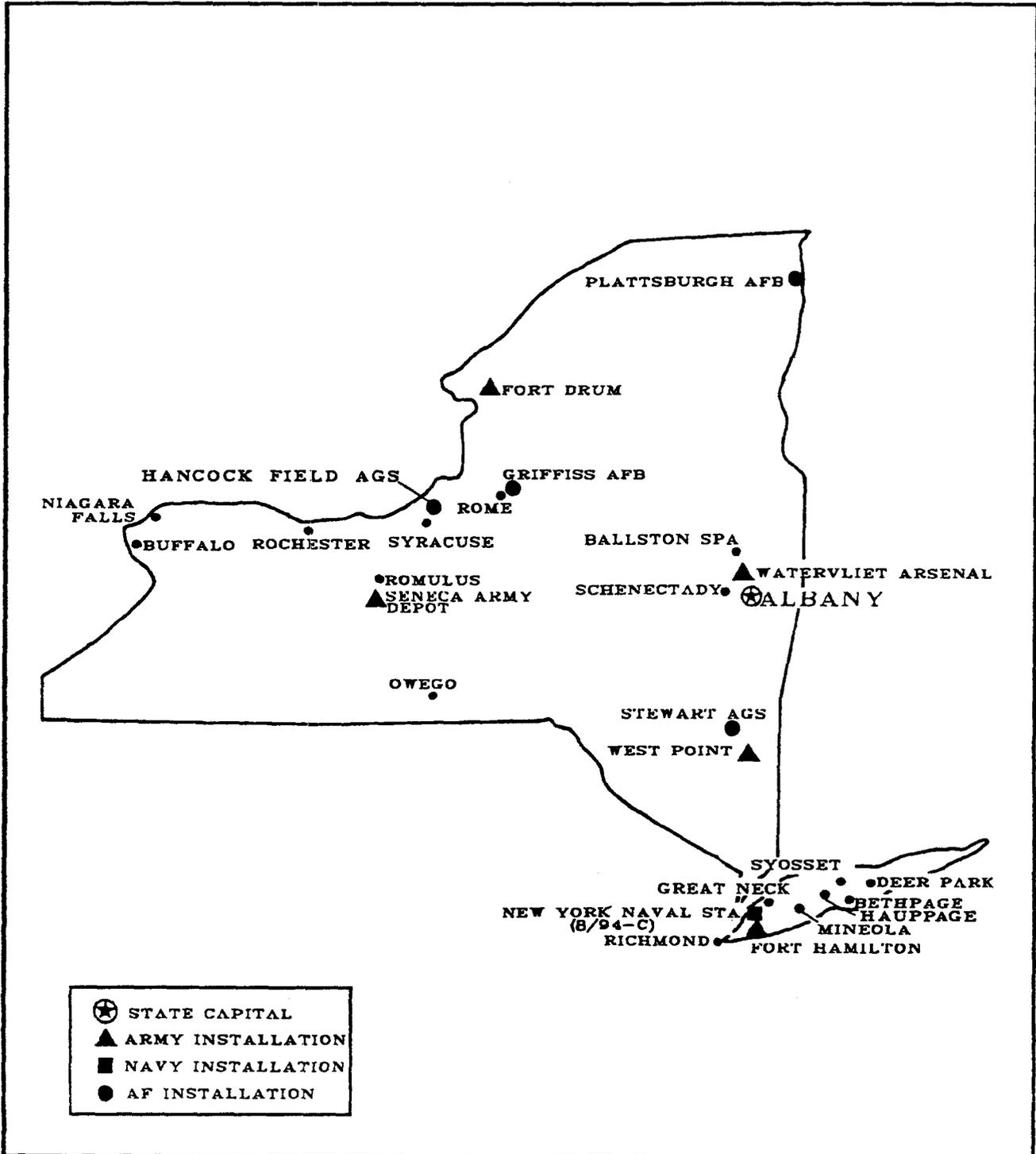
NIAGARA FALLS IAP AIR RESERVE STATION, NY

-Facility Summary Sheet

STATE CLOSURE HISTORY

MAP NO. 33

NEW YORK



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

DRAFT

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

SUMMARY SHEET

NIAGARA FALLS IAP AIR RESERVE STATION, NY

INSTALLATION MISSION

Air Force Reserve installation on Niagara Falls International Airport. It is the home of the 914th Airlift Wing which flies C-130H aircraft. The Air National Guard's 107th Air Refueling Group, which flies KC-135 tanker aircraft, is also located at Niagara Falls IAP, in its own cantonment area.

DOD RECOMMENDATION: None

COMMISSION ALTERNATIVE

- Commission added Niagara Falls IAP Air Reserve Station for consideration for closure in addition to or as a substitute for Pittsburgh IAP ARS
- Deactivate the 914th Airlift Wing and redistribute the C-130 aircraft

JUSTIFICATION

- Commission analysis revealed that the Air Force used erroneous base operating cost data in their "level playing field" COBRA models in evaluating three of the C-130 installations located on civil airports. The bad data lead to false conclusions in selecting Pittsburgh IAP ARS for closure.

STAFF COMMENTS

- Air Force used operating cost data as a primary factor in determining the Air Force Reserve closure recommendation
- The Air Force Reserve has more C-130 operating locations than necessary to support the Reserve C-130 aircraft in the DoD Force Structure Plan.
- The Niagara Falls IAP ARS operating costs are greatest among Air Force Reserve C-130 operations at civilian airfields

COST CONSIDERATIONS DEVELOPED BY DOD

- | | |
|---|---------------------------|
| • One-Time Costs | \$14.5 million (cost) |
| • Net Costs (Savings) During Implementation | \$3.3 million (savings) |
| • Annual Recurring Savings | \$15.2 million (savings) |
| • Break-Even Year | Immediate |
| • Net Present Value Over 20 Years | \$207.1 million (savings) |

DRAFT

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

| | <u>Military</u> | <u>Civilian</u> | <u>Students</u> |
|-----------------|-----------------|-----------------|-----------------|
| Baseline | 0 | 334 | 0 |
| Reductions | 0 | 213 | 0 |
| Realignments | 0 | 105 | 0 |
| Total | 0 | 318 | 0 |

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

| Out | | In | | Net Gain (Loss) | |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <u>Military</u> | <u>Civilian</u> | <u>Military</u> | <u>Civilian</u> | <u>Military</u> | <u>Civilian</u> |
| 0 | 318 | 0 | 0 | 0 | (318) |

ENVIRONMENTAL CONSIDERATIONS

- Non-attainment area for ozone.

REPRESENTATION

- Governor: George E. Pataki
- Senators: Daniel P. Moynihan
Alfonse M. D'Amato
- Representatives: John J. LaFalce/29th
Louise Slaughter/28th
Jack Quinn/30th

ECONOMIC IMPACT

- Potential Employment Loss:
- Niagara County MSA Job Base 98,215 jobs
- Percentage: .6 percent decrease
- Cumulative Economic Impact (1994-2001): .6 percent decrease

MILITARY ISSUES

- Time required to reconstitute combat readiness at new locations
- AFRES has an excess capacity of two C-130 bases

DRAFT

COMMUNITY CONCERNS/ISSUES

- Niagara County use to be its own MSA
- Niagara costs seem high
- Geographic proximities of other units, i.e., O'Hare-Gen Mitchell and Youngstown-Pittsburgh
- Stand alone versus colocated AFRES-ANG units
- Niagara Falls only Air Force Reserve flying unit in New York

ITEMS OF SPECIAL EMPHASIS

- Recomputation of base operating costs with corrected data reflects Niagara Falls highest cost

Rick DiCamillo/Air Force Team/May 16, 1995/7:30 AM

CLOSURE HISTORY - INSTALLATIONS IN NEW YORK

30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----------|---------------------------------|-------------|---------------|---------------|----------------|---|
| A | FORT DRUM | | | | | |
| | FORT HAMILTON | | | | | |
| | FORT TOTTEN | | | | | |
| | NATIONAL GUARD - TROY | 90 | PRESS | ONGOING | CHANGE | 1990 PRESS: Downsize 42nd Infantry Division (Changed to remain as a division through consolidation with 26th Infantry Division, Camp Edwards, MA and 50th Armored Division, Fort Dix, NJ) |
| | SENECA ARMY DEPOT | 88 | DEFBRAC | COMPLETE | REALGNUP | 1988 DEFBRAC: All stocks realigned from Pontiac Storage Facility, MI; completed FY 91 |
| | STEWART ANNEX | | | | | |
| | WATERVLIET ARSENAL | | | | | |
| | WEST POINT MILITARY RESERVATION | | | | | |
| AF | GRIFFISS AFB | 93 | DBCRC | ONGOING | REALIGNDN | 1993 DBCRC: Major Realignment (Scheduled September 30, 1995). Deactivate of 416BW. B-52H transfer to Minot AFB, ND and Barksdale AFB, LA. KC-135 transfer to Grand Forks AFB, ND. 485 Eng Installation Group relocates to Hill AFB, UT. The NE Air Defense Sector remains pending North American Air Defense (NORAD) study, and transfers to ANG. Rome Labs remain. ANG operates facilities in standby status to support 10 Inf Light Division from FT Drum. A minimum essential airfield will be operated by a contractor on an "as needed, on call" basis. Only the stand-alone laboratory and the ANG mission will remain. Personnel movements include 3579 Mil out and 944 Civ out. |
| | HANCOCK FIELD AGS | | | | | |
| | NIAGARA FALLS IAP ARS | | | | | |

CLOSURE HISTORY - INSTALLATIONS IN NEW YORK

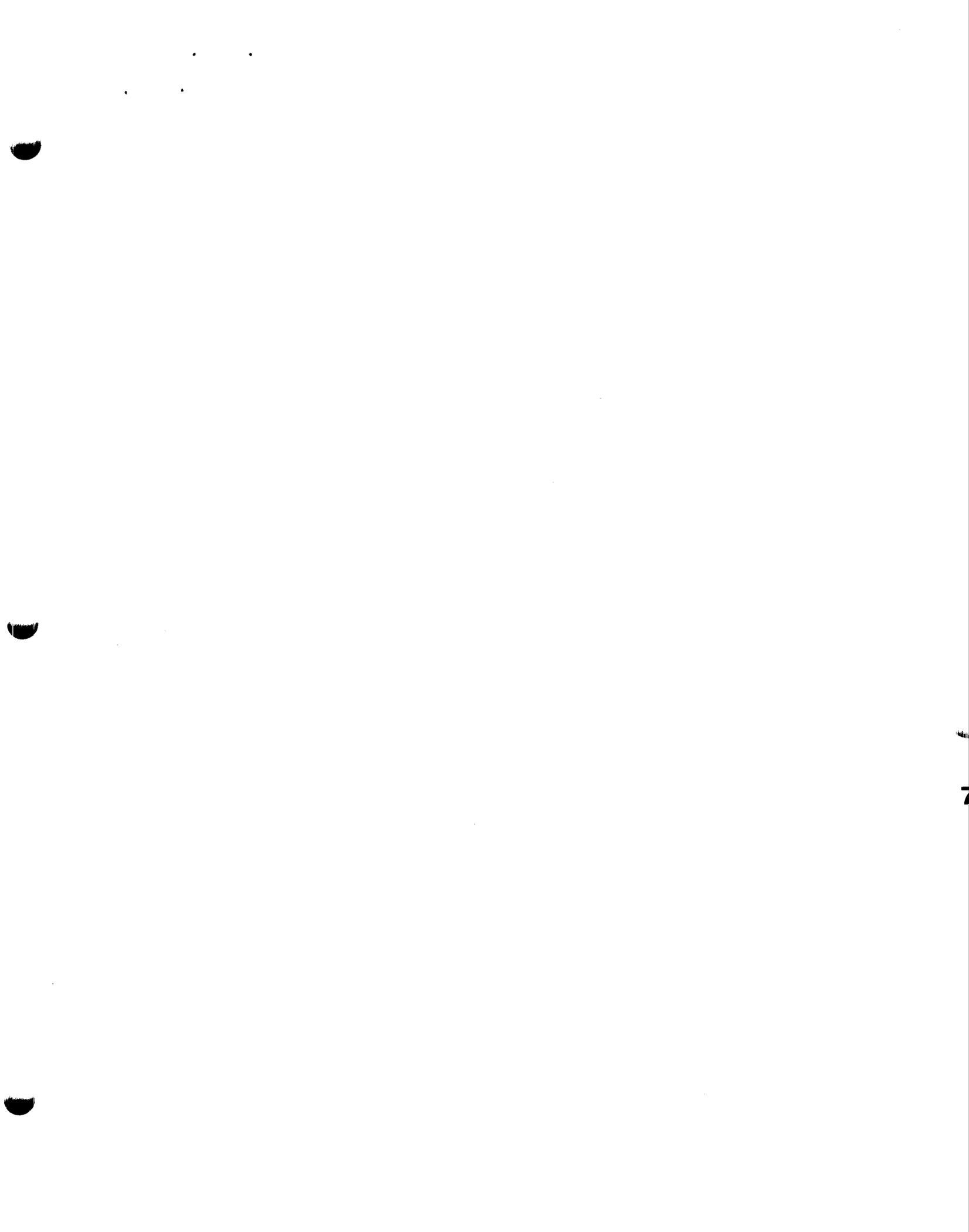
30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|-----------------------------------|-------------|---------------|---------------|----------------|---|
| | PLATTSBURGH AFB | 88/93 | DEFBRAC/DBCRC | ONGOING | CLOSE/9-95 | 1988 DEFBRAC: Directed transfer of KC-135s from Closing Pease AFB, NH to Wurtsmith, Carswell, Eaker and Plattsburg AFB. (See 1991 DBCRC for other bases.) 1993 DBCRC: Close Close Plattsburgh and redistribute assets as appropriate. Net personnel movement out is 2095 Mil and 352 Civ. |
| | ROSLYN AGS | | | | | |
| | SCHENECTADY AIRPORT AGS | | | | | |
| | STEWART IAP AGS | | | | | |
| | SUFFOLK COUNTY AIRPORT AGS | | | | | |
| MC | 1ST MC DISTRICT, GARDEN CITY | 93 | DBCRC | CANCELLED | CLOSE | 1993 DBCRC: Rejected proposal to close the activity. |
| N | DOD FAMILY HOUSING, NIAGARA FALLS | 93 | DBCRC | ONGOING | CLOSE | 1993 DBCRC: Close the housing office and the 111 housing units it administers. |
| | NAVAL STATION BROOKLYN | 88 | DEFBRAC | CLOSED | CLOSE | 1988 DEFBRAC: BRAC1 relocated facilities to NAVSTA New York. |
| | NAVAL STATION STATEN ISLAND | 88/93 | DBCRC | ONGOING | CLOSE | 1988 DEFBRAC: Through action of BRAC1, received support functions previously located at NAVSTA Brooklyn. 1993 DBCRC: Directed the closure of NAVSTA Staten Island and relocation of its ships, personnel, equipment, and support to NAVSTAs Norfolk, VA, and Mayport, FL. |
| | NRC JAMESTOWN | 93 | DBCRC | ONGOING | CLOSE | 1993 DBCRC: Recommended closure of NRC Jamestown, NY because its capacity is in excess of projected requirements. |

CLOSURE HISTORY - INSTALLATIONS IN NEW YORK

30-May-95

| SVC | INSTALLATION NAME | ACTION YEAR | ACTION SOURCE | ACTION STATUS | ACTION SUMMARY | ACTION DETAIL |
|-----|--------------------------------|-------------|---------------|---------------|----------------|---|
| | NRC POUGHKEEPSIE | 93 | DBCRC | ONGOING | CLOSE | 1993 DBCRC: Recommended closure of NRC Poughkeepsie, NY because its capacity is in excess of projected requirements. |
| | READINESS CMD REGION 2, SCOTIA | 93 | DBCRC | ONGOING | CLOSE | 1993 DBCRC: Recommended closure of Readiness Command Region 2 because its capacity is in excess of projected requirements. |





THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

1700 NORTH MOORE STREET SUITE 1425

ARLINGTON, VA 22209

703-696-0504

ALAN J. DIXON, CHAIRMAN

COMMISSIONERS:

AL CORNELLA

REBECCA COX

GEN J. B. DAVIS, USAF (RET)

S. LEE KLING

RADM BENJAMIN F. MONTOYA, USN (RET)

MG JOSUE ROBLES, JR., USA (RET)

WENDI LOUISE STEELE

**REMARKS BY CHAIR AT BEGINNING OF
PENNSYLVANIA AND NEW YORK PUBLIC COMMENT
PORTION OF BOSTON REGIONAL HEARING**

**WE ARE NOW READY TO BEGIN A PERIOD SET ASIDE FOR PUBLIC
COMMENT. OUR INTENTION IS TO TRY TO INSURE THAT ALL OPINIONS ON
THE RECOMMENDATIONS OF THE SECRETARY OR THE ADDITIONS OF THE
COMMISSION AFFECTING PENNSYLVANIA AND NEW YORK ARE HEARD. WE
HAVE ASSIGNED 34 MINUTES FOR THIS PERIOD.**

**WE ASKED PERSONS WISHING TO SPEAK TO SIGN UP BEFORE THE
HEARING BEGAN, AND THEY HAVE DONE SO BY NOW. WE HAVE ALSO ASKED
THEM TO LIMIT THEIR COMMENTS TO TWO MINUTES, AND WE WILL RING A
BELL AT THE END OF THAT TIME. PLEASE STOP AFTER YOUR TWO
MINUTES ARE UP. WRITTEN TESTIMONY OF ANY LENGTH IS WELCOMED BY
THE COMMISSION AT ANY TIME IN THIS PROCESS. IF ALL THOSE SIGNED UP
TO SPEAK WOULD RAISE YOUR RIGHT HANDS, I WILL ADMINISTER THE
OATH.**



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

ALAN J. DIXON, CHAIRMAN

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RADM BENJAMIN F. MONTOYA, USN (RET)
MG JOSUE ROBLES, JR., USA (RET)
WENDI LOUISE STEELE

WITNESSES' OATH

**DO YOU SOLEMNLY SWEAR OR AFFIRM THAT THE TESTIMONY YOU
ARE ABOUT TO GIVE TO THE DEFENSE BASE CLOSURE AND
REALIGNMENT COMMISSION SHALL BE THE TRUTH, THE WHOLE
TRUTH AND NOTHING BUT THE TRUTH?**



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

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RADM BENJAMIN F. MONTOYA, USN (RET)
MG JOSUE ROBLES, JR., USA (RET)
WENDI LOUISE STEELE

CLOSING REMARKS OF CHAIRMAN DIXON
BOSTON REGIONAL HEARING

WE HAVE NOW CONCLUDED THIS HEARING OF THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION. I WANT TO THANK ALL THE WITNESSES WHO TESTIFIED. YOU HAVE BROUGHT US SOME VERY VALUABLE INFORMATION WHICH I ASSURE YOU WILL BE GIVEN CAREFUL CONSIDERATION BY THE COMMISSION MEMBERS AS WE REACH OUR DECISIONS.

I ALSO WANT TO THANK AGAIN ALL THE ELECTED OFFICIALS AND COMMUNITY MEMBERS WHO HAVE ASSISTED US DURING OUR BASE VISITS AND IN PREPARATION FOR THIS HEARING. IN PARTICULAR, I WOULD LIKE TO THANK SENATOR KENNEDY AND HIS STAFF FOR THEIR ASSISTANCE IN HELPING TO OBTAIN THIS WONDERFUL SITE FOR THE HEARING.

FINALLY, I WOULD LIKE TO THANK THE CITIZENS OF THE COMMUNITIES REPRESENTED HERE TODAY THAT HAVE SUPPORTED THE MEMBERS OF OUR ARMED SERVICES FOR SO MANY YEARS, MAKING THEM FEEL WELCOME AND VALUED IN YOUR TOWNS. YOU ARE TRUE PATRIOTS.

THIS HEARING IS CLOSED.

**1995 List of Military Installations
Inside the United States for Closure or Realignment**

Part I: Major Base Closures

Army

Fort McClellan, Alabama
Fort Chaffee, Arkansas
Fitzsimons Army Medical Center, Colorado
Price Support Center, Illinois
Savanna Army Depot Activity, Illinois
Fort Ritchie, Maryland
Selfridge Army Garrison, Michigan
Bayonne Military Ocean Terminal, New Jersey
Seneca Army Depot, New York
Fort Indiantown Gap, Pennsylvania
Red River Army Depot, Texas
Fort Pickett, Virginia

Navy

Naval Air Facility, Adak, Alaska
Naval Shipyard, Long Beach, California
Ship Repair Facility, Guam
Naval Air Warfare Center, Aircraft Division, Indianapolis, Indiana
Naval Surface Warfare Center, Crane Division Detachment, Louisville, Kentucky
Naval Surface Warfare Center, Dahlgren Division Detachment, White Oak, Maryland
Naval Air Station, South Weymouth, Massachusetts
Naval Air Station, Meridian, Mississippi
Naval Air Warfare Center, Aircraft Division, Lakehurst, New Jersey
Naval Air Warfare Center, Aircraft Division, Warminster, Pennsylvania

Air Force

North Highlands Air Guard Station, California
Ontario IAP Air Guard Station, California
Rome Laboratory, Rome, New York
Roslyn Air Guard Station, New York

Springfield-Beckley MAP, Air Guard Station, Ohio
Greater Pittsburgh IAP Air Reserve Station, Pennsylvania
Bergstrom Air Reserve Base, Texas
Brooks Air Force Base, Texas
Reese Air Force Base, Texas

Defense Logistics Agency

Defense Distribution Depot Memphis, Tennessee
Defense Distribution Depot Ogden, Utah

Part II: Major Base Realignment

Army

Fort Greely, Alaska
Fort Hunter Liggett, California
Sierra Army Depot, California
Fort Meade, Maryland
Detroit Arsenal, Michigan
Fort Dix, New Jersey
Fort Hamilton, New York
Charles E. Kelly Support Center, Pennsylvania
Letterkenny Army Depot, Pennsylvania
Fort Buchanan, Puerto Rico
Dugway Proving Ground, Utah
Fort Lee, Virginia

Navy

Naval Air Station, Key West, Florida
Naval Activities, Guam
Naval Air Station, Corpus Christi, Texas
Naval Undersea Warfare Center, Keyport, Washington

Air Force

McClellan Air Force Base, California
Onizuka Air Station, California

Eglin Air Force Base, Florida
Robins Air Force Base, Georgia
Malmstrom Air Force Base, Montana
Kirtland Air Force Base, New Mexico
Grand Forks Air Force Base, North Dakota
Tinker Air Force Base, Oklahoma
Kelly Air Force Base, Texas
Hill Air Force Base, Utah

***Part III: Smaller Base or Activity Closures, Realignments,
Disestablishments or Relocations***

Army

Branch U.S. Disciplinary Barracks, California
East Fort Baker, California
Rio Vista Army Reserve Center, California
Stratford Army Engine Plant, Connecticut
Big Coppett Key, Florida
Concepts Analysis Agency, Maryland
Publications Distribution Center Baltimore, Maryland
Hingham Cohasset, Massachusetts
Sudbury Training Annex, Massachusetts
Aviation-Troop Command (ATCOM), Missouri
Fort Missoula, Montana
Camp Kilmer, New Jersey
Caven Point Reserve Center, New Jersey
Camp Pedricktown, New Jersey
Bellmore Logistics Activity, New York
Fort Totten, New York
Recreation Center #2, Fayetteville, North Carolina
Information Systems Software Command (ISSC), Virginia
Camp Bonneville, Washington
Valley Grove Area Maintenance Support Activity (AMSA), West Virginia

Navy

Naval Command, Control and Ocean Surveillance Center, In-Service Engineering West
Coast Division, San Diego, California
Naval Health Research Center, San Diego, California

Naval Personnel Research and Development Center, San Diego, California
Supervisor of Shipbuilding, Conversion and Repair, USN, Long Beach, California
Naval Undersea Warfare Center-Newport Division, New London Detachment, New London,
Connecticut
Naval Research Laboratory, Underwater Sound Reference Detachment, Orlando, Florida
Fleet and Industrial Supply Center, Guam
Naval Biodynamics Laboratory, New Orleans, Louisiana
Naval Medical Research Institute, Bethesda, Maryland
Naval Surface Warfare Center, Carderock Division Detachment, Annapolis, Maryland
Naval Technical Training Center, Meridian, Mississippi
Naval Aviation Engineering Support Unit, Philadelphia, Pennsylvania
Naval Air Technical Services Facility, Philadelphia, Pennsylvania
Naval Air Warfare Center, Aircraft Division, Open Water Test Facility, Oreland,
Pennsylvania
Naval Command, Control and Ocean Surveillance Center, RDT&E Division Detachment,
Warminster, Pennsylvania
Fleet and Industrial Supply Center, Charleston, South Carolina
Naval Command, Control and Ocean Surveillance Center, In-Service Engineering East Coast
Detachment, Norfolk, Virginia
Naval Information Systems Management Center, Arlington, Virginia
Naval Management Systems Support Office, Chesapeake, Virginia

Navy/Marine Reserve Activities

Naval Reserve Centers at:

Huntsville, Alabama
Stockton, California
Santa Ana, Irvine, California
Pomona, California
Cadillac, Michigan
Staten Island, New York
Laredo, Texas
Sheboygan, Wisconsin

Naval Air Reserve Center at:

Olathe, Kansas

Naval Reserve Readiness Commands at:

New Orleans, Louisiana (Region 10)
Charleston, South Carolina (Region 7)

Air Force

Moffett Federal Airfield AGS, California
Real-Time Digitally Controlled Analyzer Processor Activity, Buffalo, New York
Air Force Electronic Warfare Evaluation Simulator Activity, Fort Worth, Texas

Defense Logistics Agency

Defense Contract Management District South, Marietta, Georgia
Defense Contract Management Command International, Dayton, Ohio
Defense Distribution Depot Columbus, Ohio
Defense Distribution Depot Letterkenny, Pennsylvania
Defense Industrial Supply Center Philadelphia, Pennsylvania
Defense Distribution Depot Red River, Texas

Defense Investigative Service

Investigations Control and Automation Directorate, Fort Holabird, Maryland

Part IV: Changes to Previously Approved BRAC Recommendations

Army

Army Bio-Medical Research Laboratory, Fort Detrick, Maryland

Navy

Marine Corps Air Station, El Toro, California
Marine Corps Air Station, Tustin, California
Naval Air Station Alameda, California
Naval Recruiting District, San Diego, California
Naval Training Center, San Diego, California
Naval Air Station, Cecil Field, Florida
Naval Aviation Depot, Pensacola, Florida

Navy Nuclear Power Propulsion Training Center, Naval Training Center, Orlando, Florida
Naval Training Center Orlando, Florida
Naval Air Station, Agana, Guam
Naval Air Station, Barbers Point, Hawaii
Naval Air Facility, Detroit, Michigan
Naval Shipyard, Norfolk Detachment, Philadelphia, Pennsylvania
Naval Sea Systems Command, Arlington, Virginia
Office of Naval Research, Arlington, Virginia
Space and Naval Warfare Systems Command, Arlington, Virginia
Naval Recruiting Command, Washington, D.C.
Naval Security Group Command Detachment Potomac, Washington, D.C.

Air Force

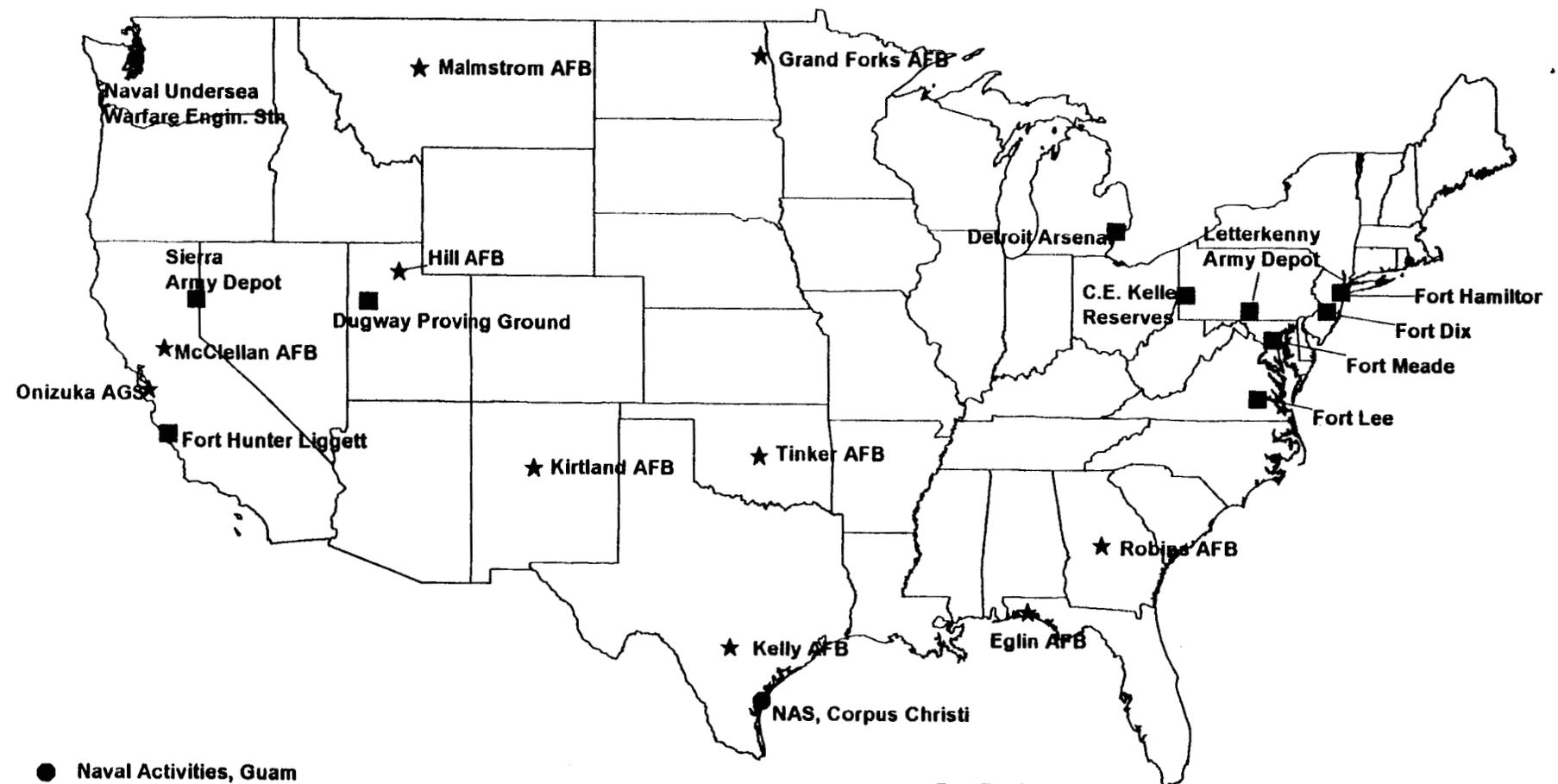
Williams AFB, Arizona
Lowry AFB, Colorado
Homestead AFB, Florida (301st Rescue Squadron)
Homestead AFB, Florida (726th Air Control Squadron)
MacDill AFB, Florida
Griffiss AFB, New York (Airfield Support for 10th Infantry (Light) Division)
Griffiss AFB, New York (485th Engineering Installation Group)

Defense Logistics Agency

Defense Contract Management District West, El Segundo, California

1995 DoD Recommendations Major Base Realignment

■ Fort Greely



● Naval Activities, Guam

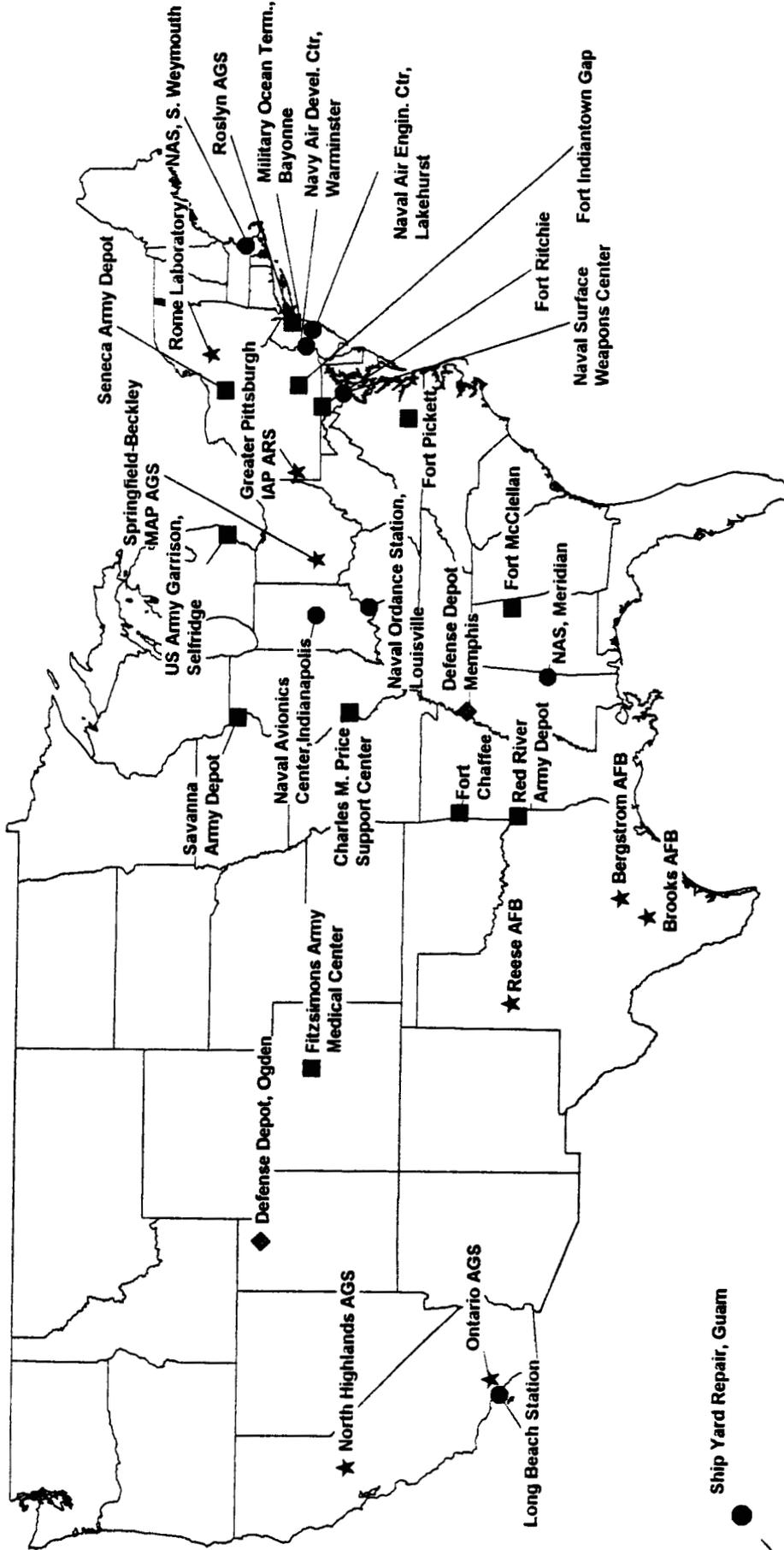
Fort Buchanan,
Puerto Rico

● NS, Key West

| Legend | |
|-------------|------|
| ■ Army | (12) |
| ★ Air Force | (10) |
| ● Navy | (4) |

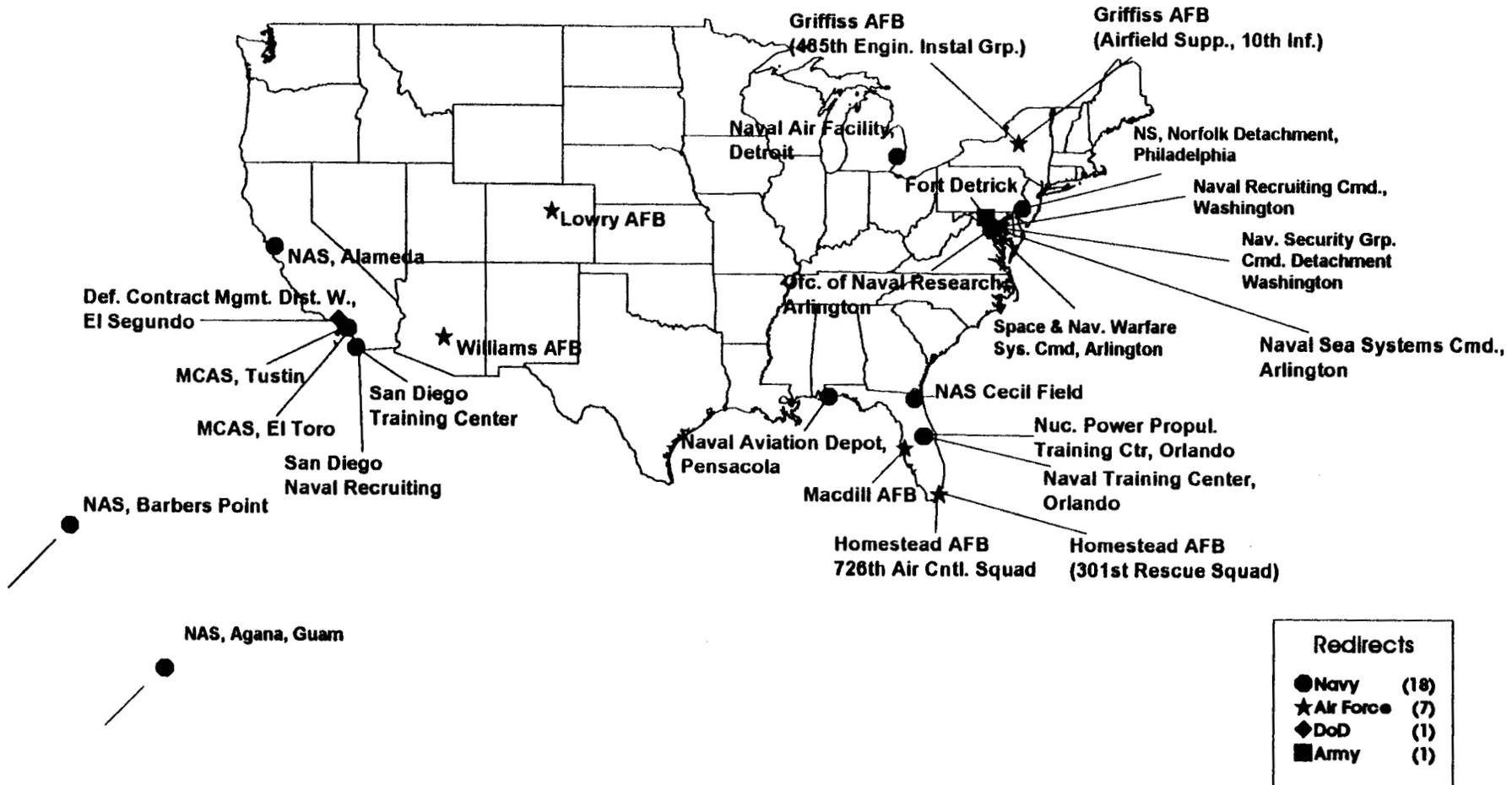
1995 DoD Recommendations Major Base Closures

● NAS, Adak



● Ship Yard Repair, Guam

1995 DoD Recommendations Redirects



PAUL E. KANJORSKI
11TH DISTRICT, PENNSYLVANIA

COMMITTEE ON BANKING, FINANCE
AND URBAN AFFAIRS

CHAIRMAN:
SUBCOMMITTEE ON ECONOMIC GROWTH
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TESTIMONY OF CONGRESSMAN PAUL E. KANJORSKI

before the Base Closure and Realignment Commission

on Tobyhanna Army Depot

Boston Regional Hearing

June 3, 1995

Mr. Chairman, members of the Commission, and Governor Ridge, I want to thank you for allowing me to testify in support of Tobyhanna Army Depot. As you can tell from the large number of workers and community supporters who have traveled here from the region, Tobyhanna means a lot to the people of Northeastern Pennsylvania. A number of you visited our region this week and saw first-hand the huge outpouring of support in the community for the facility and its workers.

It is just that kind of support and enthusiasm that has helped to make Tobyhanna the premier maintenance depot in the military today. Tobyhanna could never have been as great a facility, however, without the hard work and accomplishments of its thousands of dedicated employees. Indeed, Tobyhanna's employees have made the facility *the* most productive and efficient maintenance depot. For those of you who have not gotten the opportunity to learn of the beneficial characteristics of Tobyhanna's worker force and management practices, let me describe some of them to you.

Tobyhanna's employees are some of the most highly skilled employees in the military. Working at Tobyhanna are seasoned men and women with an average age of 45 years and an average length of service of 17 years. A full 52 percent of the work force is involved in electronics and professional engineering support work. An astounding two-thirds of employees are veterans of our Armed Forces. Simply put, these are people who

have a comprehensive, and in my opinion invaluable, understanding of much of the equipment and operations of the military.

Regardless of the experience and education of its work force, Tobyhanna demands continued rigorous training for its skilled employees. Last year, more than 345,000 hours of training were logged. An employee with seventeen years of experience in ground communications, for example, should have more than 1000 hours of specialized training under his or her belt. Tobyhanna's work force is dedicated to getting the job done right, so the constant effort expended to educate and train is just another part of their mission they take seriously.

At the center of Tobyhanna's training mission is its Technical Training Center. In existence for over 30 years, the Center has a faculty of 15 and a 50-course curriculum. The Center has saved millions of dollars for the Army over the years, and has been recognized as a model that should be followed throughout the depot system.

Tobyhanna does everything it can to make sure it runs a cost-effective operation. The facility has set itself apart from other depots in independent analysis by the accounting firm of Coopers & Lybrand. Coopers & Lybrand found that Tobyhanna was the best of six depots it reviewed from the standpoint of critical accounting practices. In fact, the firm went so far as to conclude that Tobyhanna was the only one to undertake rigorous practices in a manner that is comparable to private business firms.

Another area where Tobyhanna stands out is in workers compensation. The cost of its workers compensation program is just \$0.11 per hour, compared to several dollars an hour in other depot facilities. It accomplishes this low level of cost despite having a work force that is 65 percent blue collar, and work that is highly industrial. Tobyhanna has less than 5 persons on long-term workers compensation support.

The Department of Labor has identified Tobyhanna's program as a model for the Federal Government. It has been recognized by the Army Deputy Chief of Staff for Personnel as an example of a workers compensation program that can be successful with the right kind of management skill and dedication to make it work. Tobyhanna has proven that it has the people and the know-how to be an innovative leader in this and other management areas.

Another area of excellence is in labor-management relations. Vice-President Gore, as part of the National Performance Review, praised Tobyhanna for its labor-management relations program. The Vice-President called it a "model" for Federal Government agencies.

These are just some examples of the many things about Tobyhanna that I point out to you with great pride. But, of course, these aspects alone should not determine the fate of Tobyhanna. Many of my friends here today have, and will continue to talk about other even more important factors that should influence your decision.

Among those are the relative attributes of other great facilities, such as Letterkenny Army Depot. It, too, has many dedicated, hard-working employees. I regret that the Secretary did not recommend keeping more jobs at Letterkenny, but understand that his recommendations offer Pennsylvania the best opportunity to keep a large number of highly-skilled jobs in our State. I would urge my fellow Pennsylvanians to therefore rally around the Secretary's recommendation.

Sadly, while the Secretary's recommendations reinforce Tobyhanna's position in the Army's depot mix, they do not clearly indicate Tobyhanna's standing against other service depots. The result is that the Commission is now contemplating actions that would move current and potential Tobyhanna workload to Air Force depots. Such moves are being contemplated even though the Air Force chose not to recommend closure of any of its five facilities. No closure recommendation was made despite the difficult closure proposals of the Army and Navy, and despite the recommendations of the Joint Cross-Service working group on depots, which suggested the closure of one to two Air Force facilities.

The lack of tough decisions on the part of the Air Force should not undermine the work of Tobyhanna and missions of the Army. Tobyhanna has the physical capacity and technical expertise to undertake the missile workload of Letterkenny, right now. Moving missile workload to Hill Air Force Base would cost more than four times the amount of sending the workload to Tobyhanna, and would result in less annual savings. Also, you must keep in mind that the cost of doing business at any of the Air Logistics Centers is significantly higher than the cost at Tobyhanna.

In closing, I want to urge you to do what is best for our national defense; which is to keep and strengthen Tobyhanna Army Depot. Tobyhanna, from any standpoint, is clearly our best military depot, and the Commission should do those things that will take advantage of its tremendous attributes. We need you, the members of this Commission, to be advocates of this great installation. Working together, we can make Tobyhanna and our depot system even better than it is today.

Thank you.

Document Separator

TIM HOLDEN

6TH DISTRICT, PENNSYLVANIA

- 1421 LONGWORTH BUILDING
WASHINGTON, D.C. 20515
(202) 225-5546
- BERKS COUNTY SERVICES CENTER
633 COURT STREET
READING, PENNSYLVANIA 19601
(610) 371-9931
- 303 MERIDIAN BANK BUILDING
POTTSVILLE, PENNSYLVANIA 17901
(717) 622-4212

COMMITTEE ON AGRICULTURE
LIVESTOCK, DAIRY, POULTRY
RESOURCE CONSERVATION,
RESEARCH AND FORESTRYCONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES**TESTIMONY OF THE HONORABLE TIM HOLDEN****BASE REALIGNMENT AND CLOSURE COMMISSION****BOSTON FIELD HEARING****June 3, 1995**

Mr. Chairman, it is my pleasure to have the opportunity to present testimony to the Commission on behalf of the Tobyhanna Army Depot. Although Tobyhanna is not in my Congressional District, a number of my constituents work there, and it is a critical part of the economy of Northeast Pennsylvania. I am proud to explain to you why I believe Tobyhanna must be retained.

Mr. Chairman, I urge you and the Commission members to accept the recommendation of the Secretary of Defense and keep Tobyhanna open. Although I may not agree with all of the results of the COBRA analysis, there is no doubt Tobyhanna is an outstanding facility and should be left open.

Pennsylvania has taken a disproportionate number of hits in the BRAC process. I do not need to list all of the bases in Pennsylvania which have been targeted, but needless to say Pennsylvania has more than done its part. On behalf of the people of my district, I ask you to please consider the results of your actions.

In looking at the big picture, it becomes clear that Tobyhanna should be retained and the Army analysis supported. Tobyhanna offers an outstanding military value and is very cost effective.

In the COBRA analysis, Tobyhanna was given a top rating for military value. Tobyhanna is a state-of-the art facility with a great capability for electronics/ communication work, and has a highly skilled work force. Tobyhanna is truly a military asset to the Department of Defense which should be retained.

Tobyhanna also is a great value for the taxpayers. Past studies have illustrated that it delivers one of the best values of in the DoD depot system. In the 1994, Tobyhanna had the lowest bid rate among all depots.

Its modern facilities also provide great potential for Interservicing agreements. Tobyhanna has a fine potential to accept work from the Air Force and the Navy at its facilities. The state-of-the art facilities at Tobyhanna provide an outstanding opportunity for the communications and electronics work from the other services to be consolidated as part of interservicing agreements. Tobyhanna is the logical choice for interservicing electronics and communications work.

In summary, I urge you to accept the Secretary's recommendation for retaining Tobyhanna. Efficiency and military effectiveness would be best served by keeping this depot open. In today's modern digitized battlefield, the high-tech facilities at Tobyhanna are critical to our national security. And Tobyhanna is critical to the economic future of Pennsylvania. Pennsylvanians have always answered the call to duty, but the proposed cuts in BRAC '95 would have an unfair and drastic effect on the Commonwealth.

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I deeply appreciate your consideration in this matter and ask that you remove Tobyhanna from the BRAC list. Thank you very much.

Document Separator

PAUL E. KANJORSKI
11TH DISTRICT, PENNSYLVANIA

COMMITTEE ON BANKING, FINANCE
AND URBAN AFFAIRS

CHAIRMAN:
SUBCOMMITTEE ON ECONOMIC GROWTH
AND CREDIT FORMATION

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TESTIMONY OF CONGRESSMAN PAUL E. KANJORSKI

before the Base Closure and Realignment Commission

on Tobyhanna Army Depot

Boston Regional Hearing

June 3, 1995

Mr. Chairman, members of the Commission, and Governor Ridge, I want to thank you for allowing me to testify in support of Tobyhanna Army Depot. As you can tell from the large number of workers and community supporters who have traveled here from the region, Tobyhanna means a lot to the people of Northeastern Pennsylvania. A number of you visited our region this week and saw first-hand the huge outpouring of support in the community for the facility and its workers.

It is just that kind of support and enthusiasm that has helped to make Tobyhanna the premier maintenance depot in the military today. Tobyhanna could never have been as great a facility, however, without the hard work and accomplishments of its thousands of dedicated employees. Indeed, Tobyhanna's employees have made the facility *the* most productive and efficient maintenance depot. For those of you who have not gotten the opportunity to learn of the beneficial characteristics of Tobyhanna's worker force and management practices, let me describe some of them to you.

Tobyhanna's employees are some of the most highly skilled employees in the military. Working at Tobyhanna are seasoned men and women with an average age of 45 years and an average length of service of 17 years. A full 52 percent of the work force is involved in electronics and professional engineering support work. An astounding two-thirds of employees are veterans of our Armed Forces. Simply put, these are people who

have a comprehensive, and in my opinion invaluable, understanding of much of the equipment and operations of the military.

Regardless of the experience and education of its work force, Tobyhanna demands continued rigorous training for its skilled employees. Last year, more than 345,000 hours of training were logged. An employee with seventeen years of experience in ground communications, for example, should have more than 1000 hours of specialized training under his or her belt. Tobyhanna's work force is dedicated to getting the job done right, so the constant effort expended to educate and train is just another part of their mission they take seriously.

At the center of Tobyhanna's training mission is its Technical Training Center. In existence for over 30 years, the Center has a faculty of 15 and a 50-course curriculum. The Center has saved millions of dollars for the Army over the years, and has been recognized as a model that should be followed throughout the depot system.

Tobyhanna does everything it can to make sure it runs a cost-effective operation. The facility has set itself apart from other depots in independent analysis by the accounting firm of Coopers & Lybrand. Coopers & Lybrand found that Tobyhanna was the best of six depots it reviewed from the standpoint of critical accounting practices. In fact, the firm went so far as to conclude that Tobyhanna was the only one to undertake rigorous practices in a manner that is comparable to private business firms.

Another area where Tobyhanna stands out is in workers compensation. The cost of its workers compensation program is just \$0.11 per hour, compared to several dollars an hour in other depot facilities. It accomplishes this low level of cost despite having a work force that is 65 percent blue collar, and work that is highly industrial. Tobyhanna has less than 5 persons on long-term workers compensation support.

The Department of Labor has identified Tobyhanna's program as a model for the Federal Government. It has been recognized by the Army Deputy Chief of Staff for Personnel as an example of a workers compensation program that can be successful with the right kind of management skill and dedication to make it work. Tobyhanna has proven that it has the people and the know-how to be an innovative leader in this and other management areas.

Another area of excellence is in labor-management relations. Vice-President Gore, as part of the National Performance Review, praised Tobyhanna for its labor-management relations program. The Vice-President called it a "model" for Federal Government agencies.

These are just some examples of the many things about Tobyhanna that I point out to you with great pride. But, of course, these aspects alone should not determine the fate of Tobyhanna. Many of my friends here today have, and will continue to talk about other even more important factors that should influence your decision.

Among those are the relative attributes of other great facilities, such as Letterkenny Army Depot. It, too, has many dedicated, hard-working employees. I regret that the Secretary did not recommend keeping more jobs at Letterkenny, but understand that his recommendations offer Pennsylvania the best opportunity to keep a large number of highly-skilled jobs in our State. I would urge my fellow Pennsylvanians to therefore rally around the Secretary's recommendation.

Sadly, while the Secretary's recommendations reinforce Tobyhanna's position in the Army's depot mix, they do not clearly indicate Tobyhanna's standing against other service depots. The result is that the Commission is now contemplating actions that would move current and potential Tobyhanna workload to Air Force depots. Such moves are being contemplated even though the Air Force chose not to recommend closure of any of its five facilities. No closure recommendation was made despite the difficult closure proposals of the Army and Navy, and despite the recommendations of the Joint Cross-Service working group on depots, which suggested the closure of one to two Air Force facilities.

The lack of tough decisions on the part of the Air Force should not undermine the work of Tobyhanna and missions of the Army. Tobyhanna has the physical capacity and technical expertise to undertake the missile workload of Letterkenny, right now. Moving missile workload to Hill Air Force Base would cost more than four times the amount of sending the workload to Tobyhanna, and would result in less annual savings. Also, you must keep in mind that the cost of doing business at any of the Air Logistics Centers is significantly higher than the cost at Tobyhanna.

In closing, I want to urge you to do what is best for our national defense; which is to keep and strengthen Tobyhanna Army Depot. Tobyhanna, from any standpoint, is clearly our best military depot, and the Commission should do those things that will take advantage of its tremendous attributes. We need you, the members of this Commission, to be advocates of this great installation. Working together, we can make Tobyhanna and our depot system even better than it is today.

Thank you.

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REMARKS FOR GOVERNOR
GEORGE E. PATAKI
BASE CLOSURE REGIONAL HEARING
JFK LIBRARY
BOSTON, MASSACHUSETTS
JUNE 3, 1995

**Chairman Dixon, Commission
members, thank you for this opportunity
to appear before you on behalf of the
Niagara Falls Air Reserve Base.**

As you know, this is my second appearance before the Commission. It was our pleasure to host you aboard the U.S.S. Intrepid in New York City on May 5th, where we presented an ironclad case for keeping Rome Labs and New York's other military installations.

In New York and again here today, there is no doubt in my mind that speaking before this Commission is easier than serving on it. President Kennedy

once said that "it is much easier to make the speeches than to finally make the judgements."

I know you have some difficult judgements ahead of you in the next few weeks, so our goal this afternoon is to make one of these decisions easier for you -- the decision to keep the Niagara Falls Air Reserve Base open.

Our brief presentation today follows

General Davis' visit to Niagara Falls earlier this week. Hopefully, you'll see from our presentation what General Davis witnessed firsthand. The Niagara Falls Air Reserve Base plays a key role in training Air Force reservists. It is the last surviving Air Force flying mission left in New York. It should remain open.

The Defense Department wants to keep Niagara Falls open. The Air Force wants to keep Niagara Falls open. There is

strong support for the men and women of the 914 airlift wing and the base has close ties to the community. This is a winning team. The entire New York State Congressional Delegation led by Senator Moynihan and D'Amato stand behind this facility.

I know that the Commission added Niagara Falls to the base closure list out of a sense of fairness. I can appreciate your desire to hear all viewpoints and

consider all the facts when it comes to these C-130 bases.

So, we'll stick to the facts here today because the facts show that Niagara Falls should stay open.

- **The facts show that this is the premier C-130 base. The 914th was called to duty in Somalia, Bosnia and Haiti. It was the only C-130 unit activated for Operation Desert Storm.**

● **The facts show that the 914th airlift wing is combat tested and has been recognized for exceptional performance. No other Air Force Reserve C-130 Unit has received a higher ranking during the last nine years.**

● **The facts show that recruiting would suffer if Niagara Falls were to shut down because reservists cannot make a quick trip to companion installations like many**

of our competitors.

- **The facts show that Niagara Falls has no air traffic encroachment problem. It also has more fuel storage, more on-base quarters and is located 200 miles closer to Europe than any of the competing installations.**
- **The facts show that New York has been hit hard by base closures in recent years. Since 1969, New York has lost 40 military facilities**

and 70,000 jobs. The 1993 round of base closures cost New York 10,000 DOD jobs. We lost a greater percentage of our military and civilian personnel than any other state except South Carolina.

- ◆ **The facts show that costs among the C-130 Air Reserve Units are extremely close. When coupled with the military value of the base and its unit, this justifies its retention by the 1995 BRAC Commission.**

Finally, I want you to know the entire community in Niagara Falls embraces this mission and its people. This base has a bigger impact on the lives and economy of the local community than any of the other C-130 bases you are considering. In fact, the base is the second largest employer in Niagara County.

I understand that you need to make a fair decision based on a level playing field. I am confident that once you hear the

**facts from Congressman LaFalce, from
General McIntosh, Chief of the Air Force
Reserve, and from Dick Dewitt, former
Deputy Base Commander at Niagara
Falls, you will vote to keep Niagara Falls
open.**

**Now it is a pleasure for me to
introduce Congressman John LaFalce.**

Document Separator

**Statement by Senator Daniel Patrick Moynihan
on the Niagara Falls Air Reserve Station**

Members of the Commission, I appreciate this opportunity to add my support to those who believe the 914th Airlift Wing should stay right where it is, in Niagara Falls. Niagara is the easternmost base of the six under consideration, and is 200 miles closer to Europe than the next closest. It has on-base assault training, two drop zones, and an aeromed unit. Niagara's fuel storage capacity is greater than the other five and it has significantly more housing capacity than all the others.

Not only are the existing facilities superior, but the base has the capacity for a great deal of expansion. It could handle up to 57 aircraft. And sharing the base with an Air Guard unit provides numerous opportunities for cost sharing and joint training operations. The 914th is well situated for joint training around New York, too. In fiscal year 1995 alone it conducted 124 training missions with Fort Drum, and almost as many with units in Schenectady, Buffalo, and at Stewart Airport. This is not a location we should be giving up.

In calculating the base operating costs for Niagara, I believe an important deduction was overlooked. Niagara is the only one of the six under study that has a BOS services contract through the A-76 program. This means that the data supplied by the Defense Department should have been adjusted by \$2.6 million, for a true base support cost of \$4.6 million. This is nearly the same as the cost at Minneapolis and Chicago.

Another adjustment that must be made is the additional

operating cost the government would incur from services the Air Guard unit would have to pick up. This totals \$1.4 million, so the savings to the government is that much overstated and the return on investment increases to two years.

This base has the second largest payroll in Niagara County, which has been experiencing hard times for years now. Closing it would eliminate 1.1 percent of the jobs in the area and take \$65 million out of the economy. These are factors that you must consider. In addition, the base has extremely close ties to the community. The list of local activities on the base is too long to list here.

Having said all that, military value is the primary criterion, and here is the best argument for keeping Niagara Falls. The 914th is an award winning, combat tested unit that the Reserves needs on hand. In Desert Storm the 914th had 2,900 sorties, 4,800 hours and one hundred percent mission effectiveness. In all it has 32 years of experience and 110,000 hours of accident-free flying. We rely more and more on the Reserves now. In doing so we rely on units such as the 914th. It would not be as good as it is without an outstanding base from which to train.

I hope you will agree that the military value of the Niagara Falls Air Reserve Base is superior, and that you will carefully examine the costs of closing it. You will find that there is next to nothing to be gained, and much to be lost, if you close Niagara. New York has already had its share of closings. Let's keep this one open. You have all the right reasons to do so.

Document Separator

United States Senate
WASHINGTON, DC 20510-3202

STATEMENT OF
U.S. SENATOR ALFONSE M. D'AMATO
TO CHAIRMAN DIXON
JUNE 3, 1995

Mr. Chairman and members of the Commission, I am pleased to add my name to the list of supporters of the Niagara Falls Air Reserve station. I believe that the Commission has made a mistake placing this important base on the closure list, and after hearing and reviewing all the facts, will remove Niagara Falls Air Reserve Station from the list of closures.

The Air Force position, as it relates to retaining Niagara Falls Air Reserve Station, is clear and without hesitation. The Department of the Air Force has made obvious its strong support for Niagara as well as its desire to maintain a solid 914th Airlift Wing at Niagara.

Niagara Falls Air Reserve Station and the 914th Airlift Wing are one of the Air Force Reserve's premier bases. The personnel, training, combat experience and location are ideal to carry out the Air Force mission. Out of all the bases on the current BRAC "Add-list" Niagara Falls is the only base that was activated during the Gulf War.

Mr. Chairman, this is significant. Niagara Falls Air Reserve Station meets and exceeds all of the Air Force's readiness criteria. Does a COBRA model measure the cost of losing that readiness? This relates to the case of military value. There are no other reserve bases on the Commission's list that exceed Niagara's ability to augment the Air Force in times of need, both in peacetime and war-time.

In looking at the Air Force revised cost estimates, it will be clear to this commission why Niagara Falls is not the reserve base to close. The revised cost estimates show that the original numbers used to place Niagara on the list are simply wrong. I am confident that the Commission will see that, in fact, the costs of operating Niagara Falls Air Reserve Station are very competitive.

Any action to close Niagara will sacrifice the cohesion of a unit that has been battle tested, recognized for its performance by the Department of Defense, and terminate the 43 year relationship between the State of New York and the Air Reserve. Niagara and the 914th have drawn the finest Air Reservists from the entire state of New York, and Mr. Chairman, that is quite an accomplishment.

Niagara Falls is the last Air Reserve facility in the State of

New York. The economic impact on the state of closing this essential facility will be devastating. Over 40 military facilities in New York were closed between 1969 and 1993, with a direct loss of over 68,000 jobs. New York State has suffered greatly at the hand of previous BRAC closures, and can not afford another military installation slaughter -- as we were forced to deal with in the last BRAC round.

I am confident that this Commission will take a close and fair look at Niagara Falls Air Reserve Station and remove the base from the closure list.

**Statement by Senator Arlen Specter
Before the Base Closure and Realignment Commission
Regional Hearing
Boston, Massachusetts
June 3, 1995**

Mr. Chairman and distinguished Members of the Base Closure and Realignment Commission, I welcome this opportunity to testify before you today concerning the proposed closure of the Tobyhanna Army Depot and the proposed realignment of the Letterkenny Army Depot.

The fact that we must gather for a second time within 30 days to consider the fate of military installations in Pennsylvania is indicative of the all-too-prominent role that Pennsylvania has played in this and past base closure rounds. It has already been well-established before this Commission, particularly at the May 4 Regional Hearing in Baltimore, that Pennsylvania has borne a disproportionate burden in the three base closure rounds that have preceded this one. Though Pennsylvania entered "the era of base closures" in 1988 with 2.6 percent of the nation's military and civilian Defense jobs, we enter 1995 having borne nearly 11 percent of all personnel reductions in the base closure rounds of 1988, 1991 and 1993. This year's Defense Department recommendations would only continue that inequitable trend, and the most recent recommendations added by this Commission on May 10 would be even more devastating than those proposed by the Department.

It is especially important, then, to consider the reasons why the two Pennsylvania facilities under review today, the Tobyhanna and Letterkenny Army Depots, should not be closed or realigned, respectively. The primary criterion which this Commission has been charged to consider remains that of the military value of the facilities under review, and the fact



is that both Tobyhanna and Letterkenny are making crucial contributions to our nation's defense. Tobyhanna, for example, is serving our U.S. Army in the area of communications and electronics maintenance -- and it is doing so with excellence. As the Director of the Army Basing Study, Colonel Michael G. Jones, said in a May 8, 1995 letter to this Commission, Tobyhanna "has a high military value" and the relocation of its workload "does not make sense" for reasons of logistical and financial efficiency. I ask that a copy of this letter be entered into the record of these proceedings.

Tobyhanna's importance to the U.S. military is based upon a number of factors. First, it has been the subject of an ongoing modernization effort begun in 1975 -- including the investment of over \$110 million since 1990 -- that has made it into one of the most up-to-date operations in the whole of the Department of Defense today. Today, 53 percent of its facilities are less than 5 years old, and 86 percent are less than 15 years old. Second, Tobyhanna's facilities have been specially designed and consolidated to maximize the efficiency of their electronics workload, with a 15 percent increase in their production efficiency resulting from recent industrial engineering initiatives. Third, Tobyhanna possesses one of the Defense Department's most highly-trained and well-educated workforces, with the largest concentration of electronic mechanics and professional electronic support staff in the Department.

All of these factors have led to Tobyhanna's well-established reputation for efficiency and excellence, a reputation that has been recognized time and time again. Studies by numerous organizations within the Defense Department over the last several years, as well as a recent study by the accounting firm of Coopers and Lybrand, have recognized Tobyhanna as an outstanding installation. This is the second consecutive base closure round in which Tobyhanna has received

the Army's highest military value rating, and it has been rewarded for its excellence in each of the three prior base closure rounds with the transfer of additional workloads. Tobyhanna is clearly a model installation within the Defense Department; it deserves to be commended -- not to be closed.

Letterkenny is also doing outstanding work for our nation's armed forces. This Depot's 3,550 employees have made the installation a model of efficiency and excellence. Two particular areas should be recognized. First, Letterkenny and its personnel have distinguished themselves in the maintenance and repair of a dozen different types of tracked vehicles -- and in so doing have earned the Department of the Army's designation as a Center of Technical Excellence with respect to self-propelled artillery.

In a proactive effort to reach out to the private sector, Letterkenny has formed a partnership with a Pennsylvania contractor, United Defense. This innovative public-private partnership -- the first ever initiated by a Defense depot -- has produced the Paladin self-propelled howitzer at great savings to the taxpayer; the system's program manager has returned \$64 million to the Department of the Army. As the Army's top acquisition official, Assistant Secretary Gilbert F. Decker, said about the partnership last year, it is "a hallmark of something we should try to replicate . . . [I] take my hat off to this." Indeed, such innovation can help strengthen the entire defense industrial base and serve as a model for partnerships to acquire other military systems.

Letterkenny also has an outstanding record of achievement in the area of tactical missiles. In 1993, this Commission charged Letterkenny to become the Defense Department's sole center for the repair and maintenance of these weapons. Since that time, the Depot's highly skilled

electronic repair technicians have been certified by the Army, Navy, Air Force and Marines to perform missile work on 14 systems, including the Patriot, Sidewinder and Hawk. Such achievements suggest that Letterkenny has clearly lived up to the expectations generated by this Commission's 1993 decision to consolidate missile work at the Depot. Realigning this crucial installation would reduce significantly the efficiencies generated by Letterkenny's position as the Pentagon-wide tactical missile repair facility. Consequently, the readiness of our armed forces may well suffer.

The Defense Department has relied on faulty data and outdated assumptions to arrive at the conclusion that Letterkenny should be substantially realigned. This was demonstrated in Letterkenny's May 9, 1994 response to the Army's data request for its Military Worth Analysis. In that response, Colonel Joseph W. Arbuckle pointed out that several of Letterkenny's capacities would not be accurately reflected in the data submission because the Army had defined its data categories in such a way as to skew the final outcome. I ask that a copy of this letter also be entered into the record of these proceedings. Unfortunately, this is not the first time that questionable methodology has been used against a Pennsylvania facility. In 1991, for example, the Navy's fraudulent concealment of key information helped place the Philadelphia Naval Shipyard on the base closure list.

As you will recall, the Defense Department recommended Letterkenny's realignment in 1993, and the 1993 Commission found that that recommendation "deviated substantially" from the Commission's final selection criteria, which criteria are identical to that of this Commission. I believe that Letterkenny remains the important and efficient operation that our military needs -- and that this Commission is well-advised to retain.

In addition to the consideration of the military importance of these facilities, this Commission is also charged to consider the economic impact of its recommendations on the communities that would be affected. Both Letterkenny and Tobyhanna are extremely important to the economies of their home communities. Tobyhanna is the largest employer in Northeastern Pennsylvania, with an employment of almost 3,600 area residents earning an average of \$31,000 annually. It contributes \$644 million annually to the local economy according to the Economic Development Council of Northeastern Pennsylvania, and Tobyhanna personnel pay \$4.3 million annually in state and local taxes. An additional 9,500 jobs throughout the surrounding region depend indirectly upon the Depot's presence, totalling \$289 million in additional wages and salaries. The closure of Tobyhanna would be devastating to an economy whose unemployment rate of over 6 percent already exceeds the state and national averages and which has seen extensive job loss already throughout the last several years -- including at Tobyhanna itself.

The economic impact of the proposed Letterkenny realignment would be equally devastating to its local economy and to the Commonwealth of Pennsylvania. The Depot is the largest employer in Franklin County, employing 3,550. The original Defense Department realignment proposal would eliminate nearly 2,500 of these jobs; the May 10 BRAC realignment proposal is worse, eliminating over 3,000 of these jobs. Nearly 10 percent of the economy in the area surrounding Letterkenny is directly dependent on the installation. The average annual earnings of a Letterkenny employee is \$32,000, and Letterkenny employees pay approximately \$4.1 million annually in state and local taxes. If Letterkenny were to undergo realignment, the Chambersburg area would suffer a crippling \$300 million annual economic loss, and unemployment, currently at 5 percent, would nearly double.

Mr. Chairman and Members of the Commission, I believe that the facts are plain: both the Tobyhanna Army Depot and the Letterkenny Army Depot are serving our nation's military in critical capacities and are doing so with excellence, and both are of enormous economic importance to their local communities. They deserve to remain open and intact, just as they are today, and I urge this Commission to make that very recommendation in the end.

Thank you.

United States Senate
WASHINGTON, DC 20510-3202

STATEMENT OF
U.S. SENATOR ALFONSE M. D'AMATO
TO CHAIRMAN DIXON
JUNE 3, 1995

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New York. The economic impact on the state of closing this essential facility will be devastating. Over 40 military facilities in New York were closed between 1969 and 1993, with a direct loss of over 68,000 jobs. New York State has suffered greatly at the hand of previous BRAC closures, and can not afford another military installation slaughter -- as we were forced to deal with in the last BRAC round.

I am confident that this Commission will take a close and fair look at Niagara Falls Air Reserve Station and remove the base from the closure list.

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**BOSTON
ADD HEARING
TRANSCRIPT**

June 3

DORIS O. WONG ASSOCIATES, Inc.

50 FRANKLIN STREET, BOSTON, MASSACHUSETTS 02110 TELEPHONE (617) 426-2432

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

REGIONAL HEARING

HELD AT:

John F. Kennedy Library
Dorchester, Massachusetts

Saturday, June 3, 1995

8:30 a.m.

(Robin Gross, Registered Professional Reporter)

* * * * *

P R O C E E D I N G S

1
2 CHAIRMAN DIXON: Good morning, ladies and
3 gentlemen, and welcome to this regional hearing of
4 the Defense Base Closure and Realignment
5 Commission. My name is Alan Dixon. I'm the
6 chairman of the commission charged with the task of
7 evaluating the recommendations of the Secretary of
8 Defense regarding the closure and realignment of
9 military installations in the United States. Also
10 here with us today are my colleagues, commissioners
11 Wendi Steele, Al Cornella, Joe Robles, J.B. Davis,
12 Rebecca Cox, Lee Kling and Ben Montoya.

13 The Commission is also authorized by law to
14 add bases to the list for review and possible
15 realignment or closure. On May 10th, we voted to
16 add 35 bases to the list. Today we will hear from
17 some of those newly affected communities. First let
18 me thank all the military and civilian personnel who
19 have assisted us so capably during our visits to the
20 many bases represented at this hearing.

21 We have spent several days looking at the
22 installations that we added to the list on May 10th,
23 and asking questions that will help us make our
24 decisions. The cooperation we've received has been

1 exemplary, and we thank you very much. The main
2 purpose of the base visits we have conducted is to
3 allow us to see the installation firsthand, and to
4 address with military personnel the all-important
5 question of the military value of the base.

6 In addition to the base visits, the
7 commission is conducting a total of five regional
8 hearings regarding added installations, of which
9 today's is the third. The main purpose of the
10 regional hearings is to give members of the
11 communities affected by these closure
12 recommendations a chance to express their views. We
13 consider this interaction with the community to be
14 one of the most important and valuable parts of our
15 review of the entire closure and realignment list.

16 Let me assure you that all of our
17 commissioners and staff are well aware of the huge
18 implication of the closures on local communities.
19 We are committed to openness in this process and we
20 are committed to fairness. All the material we
21 gather, all the information we get from the
22 Department of Defense, all of our correspondence is
23 open to the public. We are faced with an unpleasant
24 and a very painful task, which we intend to carry

1 out as sensitively as we can. Again, the kind of
2 assistance we've received here is greatly
3 appreciated.

4 Now let me tell you how we will proceed
5 here today. It's the same format as our eleven
6 previous regional hearings. The commission has
7 assigned a block of time to each state affected by
8 the base closure list. The overall amount of time
9 was determined by the number of installations on the
10 list and the amount of job loss. The time limits
11 will be enforced strictly. We notified the
12 appropriate elected officials of this procedure and
13 we left it up to them, working with the local
14 communities, to determine how to fill the block of
15 time. Today we will begin with testimony from the
16 State of Maine, for 60 minutes, followed by a
17 20-minute period for public comment regarding the
18 Maine installation on our list. Then we will hear
19 from Pennsylvania for 105 minutes, and New York for
20 25 minutes, followed by public comment of 34 minutes
21 for those two states.

22 The rules for the public comment part of
23 the hearing have been clearly outlined, and all
24 persons wishing to speak should have signed up by

1 now, so we urge you to do that. The hearing should
2 conclude about 1:10 p.m.

3 Let me also say that the base closure law
4 has been amended since 1993 to require that anyone
5 giving testimony before the commission must do so
6 under oath. And so I'll be swearing in witnesses,
7 and that will include individuals who speak in the
8 public comment portion of this hearing. With that,
9 ladies and gentlemen, I believe we are ready to
10 begin.

11 Now the State of Maine has 60 minutes.
12 According to my schedule, five minutes has been
13 assigned to Governor Merrill, five minutes to
14 Governor King, five minutes to Mr. McCarthy and
15 Mayor Foley, 20 minutes to a list of people with the
16 introduction by Captain Carl Strawbridge, 5 minutes
17 by Admiral Sterner, and a conclusion of 20 minutes
18 by the distinguished senior senator from Maine,
19 Senator Bill Cohen.

20 Would all of the ladies and gentlemen who
21 are going to testify for the great State of Maine,
22 please rise and raise your right hands.

23 (Witnesses sworn)

24 CHAIRMAN DIXON: I thank you very much,

1 ladies and gentlemen. Distinguished governor of the
2 state of New Hampshire, Governor Steven Merrill, for
3 five minutes. Delighted to have you up here.

4 GOVERNOR MERRILL: Thank you, Mr.
5 Chairman. There has been a change, and Governor
6 Angus King is going to go forward.

7 CHAIRMAN DIXON: Fine. Governor King,
8 we're delighted to have you, sir, Distinguished
9 governor of the State of Maine.

10 GOVERNOR KING: Mr. Chairman and members of
11 the Commission, it's a pleasure to be with you this
12 morning. I essentially have five minutes to try to
13 describe to you the economic impact to our region of
14 the closure of this base. I realize that the
15 principal focus of your attention will be on the
16 military and strategic importance of the base, but I
17 think it's important to understand the context, and
18 essentially I want to touch on three points.

19 Because of the relative size of our region,
20 the closure of this base would be absolutely
21 devastating. And I'll develop that in more detail.
22 Secondly, we've already taken an enormous hit in
23 terms of defense downsizing in the State of Maine
24 and the state of New Hampshire. And then finally,

1 the closure of this base in the Maine and New
2 Hampshire seacoast region would equal the cumulative
3 effects of the recession that we've just been
4 through.

5 As you drove into town yesterday, I'm sure
6 you saw a crowd of people along the road. I suspect
7 that that's not unusual when you go from one place
8 to the other. What may be unusual and what you may
9 not have realized is you were looking at a very
10 substantial portion of the population of the
11 region. And that's what's so important; that's the
12 context that I want to be sure that you understand.
13 The total population of Maine and New Hampshire is
14 only 2.3 million people, of both states together.

15 But more to the point, the metropolitan
16 area, and I smile when I say "metropolitan area,"
17 but that's the statistical way that they describe
18 it, the metropolitan area of southern Maine and New
19 Hampshire has a population of 218,000 people. We're
20 talking about direct job losses, if this base
21 closes, of about 4,000, a little over 4,000, out of
22 a total population metropolitan area of 218,000.

23 Now, to put that in perspective, this is as
24 if, for example, in St. Louis there was a direct

1 loss immediately overnight of 48,000 jobs, given the
2 comparative size of the metropolitan areas. In
3 Houston, 68,000 jobs, in one night. In Chicago,
4 160,000 jobs would be the equivalent hit to what we
5 would take if this base closed. And finally, in Los
6 Angeles, it would take a loss of 240,000 direct jobs
7 to equal this loss. And these are our best jobs.

8 The first overhead, if I could. As you
9 will see on this chart, if we can bring the lights
10 down, I don't know if that's possible; as you can
11 see, the jobs at Portsmouth Naval Shipyard, because
12 of the technical expertise necessary and the number
13 of years that people worked there, almost double the
14 average wages in New Hampshire and Maine. These
15 people have an 18-year average tenure, and this
16 yard, by the way, is the second largest employer in
17 the State of Maine, second only to Bath Ironworks.

18 Chart No. 2 shows us another way to look at
19 this. The closure of this base would represent a
20 loss of 13-1/2 percent of all wages in York County,
21 Maine, in one night. In a three-county seacoast
22 region, a 7 percent loss.

23 The third chart shows that we've already
24 taken a serious hit. If you'll see the Pease

1 closure of 7,000 jobs and then skip over to column
2 4, the layoffs already at the Portsmouth Naval
3 Shipyard, and if you added closure you'd see a
4 tremendous loss in this area, already 12,500 jobs,
5 before you even get to the jobs of the closure.
6 This loss combined, 43,000 jobs of defense
7 downsizing in Maine and New Hampshire, represents 4
8 percent of the entire population of the two states
9 combined.

10 And then finally, on chart 4, what we will
11 show you is that this closure would equal the
12 recession. In 1990 in York County, Maine, we had
13 85,000 jobs; in 1994, you can see the numbers
14 diminish; and the shipyard closure would equal the
15 recession itself.

16 Ladies and gentlemen, the people of this
17 region have served this nation for 200 years. They
18 have given during wars, they have given during the
19 base downsizing. I implore you, if the military
20 justification is not compelling for closure, to
21 consider the sacrifices that have already been made
22 in this region. Thank you very much for your time
23 and attention. And the materials that I have
24 presented of course will be in your briefing

1 materials.

2 CHAIRMAN DIXON: Thank you, Governor King.

3 GOVERNOR MERRILL: Good morning, Mr.
4 Chairman and members of the Commission. I'm Steven
5 Merrill, the Governor of New Hampshire, and I also
6 am going to speak not about the military importance
7 or the impact from a national security perspective,
8 but the economic impact.

9 I was the Attorney General of New Hampshire
10 during the opening of the Seabrook Nuclear Power
11 Plant, and I was the governor of New Hampshire when
12 Pease Air Force Base was converted to a civilian
13 facility; and I am now the Governor who is proud to
14 tell you that we receive national awards every year
15 from Pease Air Force base for its efficiency of
16 conversion, for the speed in which it is
17 converting. The dilemma is that not one person in
18 New Hampshire believes that.

19 New Hampshire and southern Maine
20 continually read stories about the difficulty of
21 converting military to civilian facilities. It was
22 a campaign issue in both of my campaigns. And if I
23 can see the first chart, I want to talk to you very
24 briefly about the cost savings of base closures to

1 taxpayers. You are well aware that the closure
2 costs are up, the expected savings are down, the
3 revenues to be generated from the sales are down,
4 and the strength of area businesses and economic
5 status has been hurt and would be hurt.

6 The Government Accounting Office and U.S.
7 News & World Report recently did a study from which
8 this information is taken. It shows that the
9 conversion impact has been much greater and the
10 redevelopment problems have been much greater. The
11 second chart will make the point again. Private
12 buyers are slow to purchase real estate on military
13 facilities. For one thing, the Department of
14 Defense does not spruce up the buildings that are
15 going to be sold, and the marketing of unrepaired
16 military structures has been very difficult.

17 No. 2, utilities are the greatest concern,
18 but there continue to be fixed costs for communities
19 in streets, in power, and water. Those costs must
20 be maintained if we're going to have realtors or
21 businesses interested in moving onto the structures;
22 and yet doing that, at a time of economic loss and
23 impact, compounds the problem.

24 Third, the environmental cleanup costs. In

1 Portsmouth, at the Portsmouth Naval Shipyard, we
2 have 13 sites that have been indicated by RCRA as
3 potential concerns of hazardous material. That
4 means that we have already placed Portsmouth Naval
5 Shipyard on the national priorities list for
6 CERCLA.

7 Let me give you an example by showing you
8 the third chart. The environmental costs at Pease
9 Air Force Base. In 1988 when we started talking
10 about conversion, the state of New Hampshire was
11 told the environmental cleanup costs would be \$1
12 million. Shortly after I became governor and the
13 conversion took place in late 1991, when we got on
14 the site we were told that it would be \$114
15 million. In 1995, it is \$236 million, \$140 million
16 Superfund, and the rest non-Superfund.

17 What these charts don't show you, and what
18 Governor King alluded to, is the size of the
19 region. Perhaps the most difficult part of military
20 to civilian conversion is the size of the region and
21 the fact that if we have the Pease Development
22 Authority, the former Pease Air Force Base, and the
23 Portsmouth Naval Shipyard Authority, they will be
24 competing for businesses just up the road. This is

1 not like having a business in Houston and a business
2 in Dallas. Or a business in Los Angeles and a
3 business in San Francisco.

4 Those would be difficult. And I appreciate
5 your concerns about any area, but you need to
6 understand that in New England, these will be two
7 competing civilian development authorities, former
8 military facilities, for which there is not
9 sufficient interest at the present time in filling
10 up one of them. Because in my business perception
11 is reality, and the perception is to go into Pease
12 Development Authority, you can't put a shovel in the
13 ground, because if you can get the land turned over
14 from the federal government, people believe there's
15 hazardous material there.

16 The utilities are a great concern. They
17 are not sure you can drink the water. And before we
18 can move business of 300 or 400 or 500 workers onto
19 a site, we have other non-military facilities
20 saying, "Don't go to Pease. We'll provide you
21 instant land. Our structures are available for
22 use."

23 Even if you knock the structures down on a
24 former military facility, there is a great concern

1 that there will be problems once you've knocked it
2 down. That's exactly why we've gone from \$11
3 million to \$114 million to \$236 million. Because a
4 military facility is unique, and the structures and
5 the realty have been used for specific purposes,
6 oftentimes involving compounds and materials that
7 wouldn't be used on civilian sites.

8 So while I'm proud to say that we are the
9 first in the nation, according to the federal
10 government, in terms of conversion of facilities,
11 all I can assure you, from my heart, is that I have
12 yet to meet one person in New Hampshire or southern
13 Maine who says "We're very proud of the PDA."
14 Everybody in fact says, "How come it's taking you so
15 long, and how come there aren't enough businesses on
16 there to generate the amount of money that you keep
17 giving to the facility to get it up and rolling?"

18 Once we can involve ourselves and resolve
19 the environmental concerns, you do need to
20 understand that we will be competing, literally, up
21 the road from one another. The final two charts,
22 and I'll speak about them just very briefly, the
23 Pease Air Force Base conversion costs are up to \$342
24 million dollars. You have these charts in your

1 folders.

2 And I simply want to show you last chart,
3 which shows you the difference between the income
4 generated at Pease and the income generated from the
5 Portsmouth Naval Shipyard. Obviously military
6 impact and concern is primary to you. I respect you
7 for that. We simply want to tell you, as the
8 Governor of Maine and the Governor of New Hampshire,
9 the economics impact is significant, it's enormous,
10 specifically because of where we are located in the
11 nation. Thank you very much for yesterday and thank
12 you for the opportunity to address you today.

13 CHAIRMAN DIXON: Thank you.

14 SENATOR COHEN: I would now like to
15 introduce Mayor Eileen Foley, the mayor of the town
16 of Portsmouth, New Hampshire; and Phil McCarthy, the
17 town manager of the town of Kittery, Maine.

18 MR. McCARTHY: Mr. Chairman, members of the
19 Commission, I'm Phil McCarthy, the town manager of
20 Kittery, Maine, and I'm with Eileen Foley, the mayor
21 of the City of Portsmouth, New Hampshire. Together
22 we are representing the communities of the Greater
23 Seacoast area, including a portion of both Maine and
24 New Hampshire.

1 All eight members of the Commission had an
2 opportunity to visit the shipyard. We very much
3 appreciate your efforts to include that in your busy
4 schedule; and I might add that I hope you appreciate
5 the support of the citizens that demonstrated
6 yesterday by their presence when you entered Gate 1
7 of the shipyard yesterday morning.

8 Inasmuch as you have seen the shipyard and
9 some of the surrounding communities, my remarks this
10 morning will be very brief. I would like to draw
11 your attention to the slide of community
12 characteristics, and these by the way are in your
13 book under the tab for Community Infrastructure.
14 You have the detailed information in the data column
15 California and I will not recite those numbers at
16 this time. It is sufficient to state that we have
17 adequate housing for both military and civilian
18 personnel. We have adequate schools for both
19 military and civilian personnel.

20 And we have ample recreational and cultural
21 activities. And we have a significant number of
22 military retirees in our area. This is in itself a
23 significant statement, and I would call it quality
24 of life. The quality of life available to the

1 military personnel in our area is exceptional. As
2 I'm sure you noticed when you left the shipyard, you
3 entered a residential community, not an extension of
4 an industrial complex.

5 We have a highly trained and very skilled
6 work force. We are at the hub of the interstate
7 highway system, as well as having the availability
8 of rail and water to meet our transportation needs.
9 Necessary public utilities, including natural gas,
10 as deemed to be economically and environmentally
11 viable, are in place. We have mutual aid agreements
12 between fire and police departments of local
13 communities and the shipyard.

14 In summary, history shows that we have met
15 the needs of the shipyard. We are currently meeting
16 the needs of the shipyard. In fact, if the needs
17 change in the future, requiring increased activity
18 at the shipyard, we have the infrastructure
19 necessary to meet those needs as well. As the slide
20 states, the growth can be accommodated with little
21 or no adverse impact on the community infrastructure
22 with little or no expense. I thank you.

23 CHAIRMAN DIXON: Thank you, Mr. McCarthy.

24 MAYOR FOLEY: Good morning to the members

1 of the Commission and to all our loyal friends. I
2 represent the human side of the Portsmouth Naval
3 Shipyard. The Portsmouth Naval Shipyard is and
4 always has been the heartbeat of this area. It is a
5 very special neighborhood. It would be difficult to
6 find any person who over the years has not been
7 touched in some way by this vibrant observe in the
8 Piscataqua River. Both service and shipyard
9 retirees stay in the area because they simply like
10 it here. They love to tell the stories of World War
11 II in the yard; the wives, the mothers, the sweet
12 hearts who became pipefitters helpers, machinist
13 helpers, electricians helpers, and painters
14 helpers. And I was one of those.

15 We welcomed the challenges of war years.
16 We broke every record in submarine building that we
17 had set, and then broke every new record that we
18 ourselves had created. And after the war was over,
19 like every business, industry, every household, we
20 adjusted to peace and to a peacetime schedule, yet
21 this yard has never stood still. It simply changed
22 gears and changed direction when necessary, changed
23 priorities as it looked to the future. And it
24 seemed to be saying, "We have learned zero defects

1 in quality control in planning for the future, but
2 we have new acquired great new equipment, a
3 wonderful machine shop, and over \$50-million-plus
4 huge drydock complex. We are surviving. We are
5 doing well. We want to continue. Please look at
6 us. We are not just computer software and time card
7 and employee number, we are shipyard people, all
8 ages, races and creeds. We're a closely knit group
9 and truly talented workers from the towns and cities
10 in the entire Seacoast area."

11 The shipyard has been a vital part of the
12 lives of thousands of citizens who have worked at
13 the yard, retired, their children followed the
14 tradition, as did their children. Through layoffs,
15 closure threats, bumping rights, tightening of
16 belts, the shipyard personnel has proven their
17 worth. They are always upbeat, they have maintained
18 their work excellence. Their performances in all
19 trades are superb. Their jobs are completed on time
20 and earlier. They are proud and they deserve to be
21 proud. Portsmouth Naval Shipyard is more than just
22 a public institution; it is a living, working,
23 wonderful part of all of our lives. It is truly the
24 heart of this area. Please do not separate us, for

1 our heart would indeed be truly broken. Thank you.

2 CHAIRMAN DIXON: Thank you.

3 SENATOR COHEN: Mr. Chairman, our next
4 speaker is Captain Carl Strawbridge, our commander,
5 who you heard from yesterday.

6 CHAIRMAN DIXON: Yes, of course, Captain
7 Strawbridge.

8 CAPTAIN STRAWBRIDGE: Good morning,
9 Chairman Dixon and members of the Commission.
10 Yesterday you saw firsthand the Portsmouth Naval
11 Shipyard's modernized facilities, the extensive
12 skills and experience that are in place to meet the
13 Navy's full-service maintenance needs now as well as
14 in the future. With special expertise in repairing,
15 refueling, and modernizing of the Los Angeles class
16 nuclear submarine. Throughout this base closure
17 process I am proud to say that the people of this
18 shipyard and the surrounding communities have
19 consistently focused on the merits of this shipyard,
20 and its essential role in the Navy maintenance
21 plan. We will continue that approach at this
22 hearing.

23 I would like now to introduce Ms. Nan
24 Stillman. Ms. Stillman has been a shipyard employee

1 for 26 years and is currently a senior shipyard
2 department head and a member of the Naval/Civilian
3 Managers and Shipyard Employees Associations. Ms.
4 Stillman will be assisted as required by several
5 other long-term employees of the shipyard seated at
6 the table. Ms. Stillman.

7 MS. STILLMAN: Thank you, Captain. Good
8 morning.

9 CHAIRMAN DIXON: Good morning, Ms.
10 Stillman.

11 MS. STILLMAN: Chairman Dixon,
12 Commissioners, our purpose today is to present
13 information to you supporting the Navy and the
14 Department of Defense decision to retain Portsmouth
15 Naval Shipyard. Our presentation provides
16 information in two general areas: First, that the
17 Navy and Department of Defense recommendations
18 produced the correct balance of capacity reduction
19 and risk; and secondly, that Portsmouth Naval
20 Shipyard capabilities match future needs of the
21 Navy.

22 Our presentation will support the
23 conclusions that there was no substantial deviation
24 in the Navy or DOD process; that Portsmouth is the

1 most capable shipyard to support the Navy's
2 strategy, roles, and mission.

3 Our rationale and conclusions are based on
4 an evaluation of the central factors including
5 military value and capacity; the fact that we play a
6 vital and necessary role in support the fleet's
7 needs for submarines; and our flexibility, in that
8 we not only can work on submarines, but in
9 performing the Navy's most complex work we are
10 therefore also able to perform less complex work.

11 On military value, the matrix assigned
12 points based on the questions asked. Seemingly
13 equivalent numerical scores can be arrived from
14 significantly different capabilities. The numerical
15 difference between the scores for Portsmouth and
16 Long Beach is statistically insignificant,
17 particularly when compared to the substantial
18 difference in the type of capability represented by
19 those numbers.

20 The significant capabilities reflected in
21 Portsmouth's military value score include nuclear
22 qualifications and proficiency, extensive submarine
23 work, and customized facilities for 688 class
24 overhauls and refuelings. These capabilities best

1 match the Navy's future needs.

2 The capacity numbers developed by Navy were
3 based on certified data, and reflect the guidance
4 used in the data columns. They are not absolute
5 values but rather are relative measures. The
6 realism of these numbers is the direct result of the
7 constraints or lack of constraints that were applied
8 as the numbers were developed. The capacity number
9 used by the Navy was unconstrained and assumed a
10 perfect world; that is, it assumed a sustainable
11 skill mix for the workload over time; support
12 facilities always available; an unlimited supply of
13 skilled workers; and that any shipyard was capable
14 of performing any type of work. While this number
15 provides a basis for evaluation, it cannot stand
16 alone.

17 The most significant factor in determining
18 whether capacity is excess or is not is the future
19 workload. The Navy determined, and I quote, "That
20 the size and nature of the future fleet is
21 particularly indefinite, and that there are
22 potential significant impacts on nuclear workload."
23 Workload impacts include military threats, changing
24 fleet needs, emergent work, and the uncertainty of

1 submarine new construction.

2 Also considered was what type of ships made
3 up the future nuclear workload, and the majority of
4 this future nuclear workload is submarines. This
5 chart shows the 2001 nuclear workload mix, shows 58
6 percent of that nuclear workload being on
7 submarines.

8 Additionally, the 688 class refuelings,
9 DNPs and regular overhauls will continue through the
10 year 2018. In BRAC '91 and '93 there was a larger
11 and therefore a more flexible industrial base. With
12 three of eight shipyards now closed, two of these
13 being nuclear shipyards, the risk of error in
14 closure decisions becomes a much greater concern.
15 This is particularly important when considering
16 future fleet nuclear workload requirements for
17 refueling 688 class submarines. The Navy used their
18 best judgment of these and other factors as they
19 came to their conclusions. Their conclusion is
20 clear: Further reduction of nuclear capacity is an
21 unacceptable risk.

22 Portsmouth plays a key role in supporting
23 the fleet's current and future needs. We have the
24 most extensive submarine refueling experience. We

1 have exhibited significant flexibility and
2 capability in supporting the fleet requirements.
3 We're assuming a lead role in the Northeast for
4 regional maintenance. And we have served a pivotal
5 role in development of submarine technology and our
6 position to support the fleet as the submarine
7 center of excellence.

8 On the refueling experience, this next
9 chart provides the distribution of nuclear submarine
10 overhauls completed at naval shipyards. As you can
11 see, the previous closure decisions have
12 substantially reduced the Navy's submarine refueling
13 experience and capability base, with the loss of
14 Mare Island and Charleston. Further, only Mare
15 Island and Portsmouth have done 688 class refueling
16 and overhauls. The data shown includes the start
17 date for the most recent submarine refueling
18 overhaul at each shipyard. As you can see,
19 Portsmouth's recent start was last year. Puget's
20 was in 1989, Pearl's in 1981, and Norfolk's in
21 1972. Portsmouth is the remaining shipyard with the
22 most submarine refueling experience, the most
23 current submarine refueling experience, and the only
24 shipyard with 688 class refueling experience. Our

1 nuclear refueling capability is essential to support
2 the Navy's future needs.

3 We're extremely flexible in responding to
4 the fleet's needs. We do major submarine work on
5 both coasts, not only in Maine but in New London,
6 Connecticut; in Norfolk, Virginia; and also in San
7 Diego, California. We respond to emergent requests
8 whenever and wherever we are called. This includes
9 Hawaii, Guam, and Italy, among others.

10 While our mission is primarily submarines,
11 we perform work on surface ships also, including
12 recent work on frigates, cruisers, Coast Guard
13 cutters and planned work on a destroyer.
14 Additionally, we have become the Navy's expert in
15 performing component repairs, such as propulsion
16 shafts and motor generator sets.

17 Given the large number of submarine
18 mission-related activities in the Northeast, shared
19 functional support makes good sense and should
20 provide for an easy transition. From what the
21 Northeast and other regions have experienced,
22 regional maintenance improves efficiency, and
23 reduces the cost to maintain irreplaceable defense
24 assets. Portsmouth is playing a vital and central

1 role in the Navy's development of regional
2 maintenance in the Northeast. When compared to
3 other industrial activities, Portsmouth clearly
4 enters the arena with the widest range of diverse
5 capabilities and the greatest capacity to support
6 regional maintenance consolidations.

7 Portsmouth is and will continue to be the
8 absolute key to successful implementation of
9 regional maintenance within the Northeast. We're
10 currently positioned as the submarine center of
11 excellence, based on our facilities, our people, and
12 our submarine work discipline. Our facilities are
13 modern, they are well maintained, and they are
14 customized for accomplishing submarine work. Our
15 drydock complex is the most modern and efficient in
16 the country for refueling and overhauling 688 class
17 submarines. Our environmental performance in
18 operating these facilities has been recognized both
19 by the State of Maine and the Secretary of the
20 Navy.

21 Our people carry forward experience in
22 submarine design, construction, overhauls,
23 modernization, and refueling going back to 1914,
24 over 80 years of experience on submarines. These

1 people, those you saw today, those up here on this
2 stage, and the large contingent seated before you,
3 are the source of the skills and capabilities
4 necessary to perform the Navy's most complex work:
5 Nuclear submarines. Each and every one of them
6 understands the discipline, the rigor, and the
7 values that are absolute requirements for work on
8 nuclear submarines.

9 As a result of this unique blend of
10 tradition, experience, facilities, and the
11 dedication of our people to submarine work, we are
12 moving into the future as the submarine center of
13 excellence. We are the shipyard to support the
14 submarine force. Thank you for this opportunity to
15 present this information.

16 (Applause)

17 SENATOR COHEN: Mr. Chairman, we're
18 extremely pleased to have with us today Vice-Admiral
19 George R. Sterner, who is the Commander of the Naval
20 Sea Systems Command, and his presence today I think,
21 once again, is an indication of the Navy's strong
22 interest in the Portsmouth Naval Shipyard. He would
23 like to say a few words on behalf of the Navy.

24 CHAIRMAN DIXON: Admiral Sterner, we're

1 delighted to have you, sir.

2 ADMIRAL STERNER: Thank you. Good morning,
3 Mr. Chairman, Commissioners, and I certainly
4 appreciate the opportunity to appear before you to
5 summarize my view of the critical military
6 importance of the Portsmouth Naval Shipyard.

7 I should open by saying as Commander Naval
8 Sea Systems Command, fundamentally I do ships. I
9 fix them, I build them, I modernize them. My job is
10 to meet the construction or the overhaul or the
11 repair schedule within the budget, get the ship back
12 to the fleet so it's ready for service. I'm not
13 only responsible for today's fleet, but I also have
14 to keep a sea eye on the future to ensure that we
15 have the core capabilities to move forward and
16 support the fleet in the future.

17 What you see depends largely on where you
18 stand. And from where I stand, Portsmouth Naval
19 Shipyard is a critical asset to the future. The
20 Navy shipyards are the cornerstone of the fleet
21 maintenance and readiness process. Of our eight
22 naval shipyards prior to BRAC, two nuclear-capable
23 shipyards and one non-nuclear shipyard were
24 identified for closure, as you know, in BRAC '91 and

1 '93. In BRAC '95, the department has proposed
2 closure of the only remaining non-nuclear shipyard.
3 We have been forward leaning in this closure
4 process. I personally believe in the BRAC process.
5 It provides a means to reduce our unneeded capacity,
6 as the ship, fleet size and the budgets get
7 smaller. But in rightsizing, we have an obligation
8 to ensure the shipyards we retain provide the best
9 investment and the most flexibility for fleet
10 readiness.

11 In preparing our BRAC '95 proposals, the
12 Navy carefully reviewed future shipyard requirements
13 and tried to consider the uncertainties of the
14 future. I believe it is essential that we retain
15 all four nuclear Navy shipyards. While non-nuclear
16 work can be done anywhere, nuclear work can only be
17 done in a nuclear-certified shipyard.

18 Nuclear-capable shipyards like Portsmouth, New
19 Hampshire, are really force multipliers. They
20 provide the Navy, they provide us the flexibility
21 for the greatest range of response for ship repair.

22 I understand three of you had an
23 opportunity to walk through a 688 class submarine in
24 overhaul yesterday in the shipyard, and I hope you

1 gained an appreciation for the complexity involved,
2 the special skills required, the special and
3 substantial facilities needed; to perform a nuclear
4 submarine overhaul is a difficult, complex
5 industrial undertaking.

6 Capacity metrics alone do not tell the
7 whole story. We like to believe when a ship comes
8 in overhaul that we understand the condition it's
9 arrived in. From the day it arrives we're dealing
10 with the unknown unknowns until we can get that ship
11 disassembled, look at her condition and see what the
12 way ahead is. Our commanders and the work force you
13 see assembled out here in the audience are working
14 on a day-to-day basis from event to event,
15 rescheduling work, accommodating material delivery
16 delays, looking at the conditions of these systems,
17 because they still have to meet the schedules and
18 the requirements. A nuclear shipyard overhaul is
19 probably the most complex industrial undertaking man
20 does today.

21 This is our thinking: As we strive to make
22 the most sensible adjustments to the size of our
23 infrastructure, the future with regard to nuclear
24 shipyard capacity hinges on two principles: The

1 Navy must retain organic capability to refuel or
2 defuel nuclear-powered submarines and ships, and
3 dispose of nuclear reactor components. The Navy
4 must retain the critical unique facilities and
5 capabilities which are not available elsewhere and
6 could only be replicated at great cost, if at all.
7 There is an enduring need for public nuclear
8 shipyard capabilities as national assets.

9 These are uncertain times, not only in
10 world events, but the current ongoing public and
11 congressional debate about the future submarine
12 building program, how many, which class, where, at
13 what cost, just magnifies the risk of closing
14 Portsmouth Naval Shipyard. Any delay in new
15 construction authority will affect the submarine
16 force loads. Our only alternative left will be to
17 refuel 688 submarines.

18 Closing Portsmouth Naval Shipyard will
19 result in the following: Reduce our total shipyard
20 capacity to a non-acceptable level, put us at
21 unacceptable risks, leave only a single nuclear
22 shipyard on the Atlantic fleet to respond to his
23 needs with virtually no flexibility to meet any
24 increase in nuclear shipyard requirements, and place

1 the Navy in an untenable situation if additional 688
2 class refuelings are required. Considering the
3 force structure, the budget, and the uncertainties,
4 the loss of Portsmouth Naval Shipyard could create
5 maintenance and repair backlogs which would disrupt
6 the Navy's ability to meet global dimensions.

7 In conclusion, Mr. Chairman and
8 Commissioners, when you're operating ships,
9 particularly warships, things happen, things we
10 can't always foresee. We have the best-trained
11 crews of any Navy in the world, but still things
12 happen. As the individual charged with repairing
13 our Navy ships and keeping them at sea, I need
14 Portsmouth's naval shipyard on the Navy team. I
15 urge you most strongly to remove Portsmouth Naval
16 Shipyard from your closure list. Again, thank you
17 for this opportunity.

18 (Applause)

19 SENATOR COHEN: Mr. Chairman, members of
20 the Commission, first let me thank you for the
21 opportunity to address you on this very important
22 occasion, and also to commend you for the dedication
23 and the diligence that I think all of you have shown
24 in this very difficult task. I'd also like to thank

1 my colleagues from Maine and New Hampshire, Senator
2 Smith, Senator Gregg, Senator Snowe, Congressman
3 Zeliff, Congressman Bass, and Congressman Baldacci
4 and Congressman Longley, for allowing me the
5 privilege of speaking on their behalf, so we'd like
6 to more efficiently present the arguments for what
7 is the finest shipyard dedicated to the overhaul and
8 repair of the 688 submarine. It's the backbone of
9 our Navy's fleet today; it will be for the future.
10 But everyone here, on the Commission, everyone in
11 this audience, should know this is an united
12 effort. We are from different states, we have a
13 range of different philosophies, but on this matter
14 we are united.

15 This is the third and final round of the
16 closure proceedings. Portsmouth Naval Shipyard has
17 been both an observer and a participant in past
18 deliberations. I should point out that Portsmouth
19 has never attempted to denigrate or challenge
20 another yard's existence in an effort to keep itself
21 off any closure list. We've always believed that
22 each case should be judged solely on its merits, and
23 that's the way we've always proceeded in the past.
24 I do feel compelled, however, in hearing some of the

1 testimony the Commission received on the West Coast,
2 to briefly respond to allegations which I believe to
3 be clearly erroneous. I doubt whether the
4 Commission has given very much credence to those
5 allegations, but for purposes of clarifying this
6 record I feel compelled to offer just a few points
7 of rebuttal.

8 Long Beach stated it had more or longer
9 dock space than Portsmouth and therefore the Navy
10 erred in seeking to reduce excess capacity by
11 placing Long Beach on the list and not Portsmouth.
12 In my judgment that's the equivalent of saying that
13 Long Beach has a 100 yard football field while
14 Portsmouth has only a 94 foot basketball court.
15 Long Beach and Portsmouth have completely different
16 missions, functions, capabilities, labor force and
17 management skills, and to compare the two would not
18 only be a matter of poor judgment but I think a
19 mistake of monumental proportions. Anyone who would
20 suggest that a labor force trained to overhaul and
21 repair conventional service ships is capable of
22 overhauling and repairing and refueling and
23 defueling nuclear submarines engages in an exercise
24 in folly.

1 It would be the equivalent of saying that
2 one who could repair a Rolls Royce automobile could
3 also repair a B-2 bomber. The skills are not
4 comparable. In fact, just the converse argument is
5 more valid. The aviation expert mechanic is far
6 more capable of repairing an automobile than an
7 automobile mechanic a B-2 bomber; and that's the
8 reason, as you heard just a moment ago, that
9 non-nuclear work is accomplished at all naval
10 shipyards, but nuclear work is accomplished only at
11 nuclear shipyards.

12 At your West Coast hearing, the Commission
13 heard testimony that indicated that Portsmouth's
14 docks were all 90 years old, and the implication was
15 they were in an advanced state of deterioration.
16 Well, I'll not take the time and could not take the
17 time this morning to rebut those allegations, other
18 than pointing out that Portsmouth has the most
19 modern drydock facility in the world, not just the
20 country, but the world, for refueling and
21 overhauling the 688 class submarine. And each of
22 its three docks have been maintained and certified
23 by the Navy to meet all of its standards; and in the
24 case of drydock No. 2, to exceed standards reached

1 by any other yard.

2 Yesterday all eight members, and I want to
3 commend the Commission, I think it's the first time
4 in the history of the BRAC process that every member
5 of the Commission has visited a single facility, but
6 all of you had an opportunity to view the
7 capabilities and state of the art equipment at
8 Portsmouth, and I need not dwell on this issue any
9 longer. Portsmouth can handle approximately 83
10 percent of all the active naval vessels. It has not
11 done so because the Navy has chosen to exploit its
12 specialty and to reap the benefits and the
13 efficiencies that come with being expert in the
14 field as Portsmouth has shown. This expertise saves
15 money, it saves time, and it produces quality work.

16 At this moment, as you heard, Portsmouth is
17 recognized by the Navy as being its crown jewel in
18 its refueling and overhaul work of the 688. It's
19 the only yard in the country that is specifically
20 and solely dedicated to repair and refuel and defuel
21 the 688. No other yard in the country has the
22 experience and the technical confidence that's been
23 demonstrated by Portsmouth.

24 As Nan Stillman testified just a moment

1 ago, it has been designated as a Navy center of
2 excellence in the 688 class depot maintenance. It's
3 the Navy's SSM planning yard. It's the hub of the
4 Northeast regional maintenance center. It has the
5 only drydock that includes a removable submarine
6 cover; and an integrated shop and office space that
7 is not practical to move or replicate. It's the
8 only East coast submarine sonar, hydrophone, and
9 total array depot facility; and 22 of the 57, some
10 39 percent, of the 688 major depot availabilities
11 are planned to be performed at Portsmouth for the
12 fiscal year 2005.

13 And when you look at the graphs, which I
14 believe you have in your books, representing the
15 nuclear submarine experience over the past 30 years,
16 you'll find that Portsmouth has substantially more
17 experience than the other public or private yards.
18 Only Mare Island, which was closed by BRAC in '93,
19 had comparable numbers. Additionally, Portsmouth is
20 the lead shipyard in the overhaul of the 688, with
21 two refuelings, and as you know the third is on its
22 way in October.

23 The people at Portsmouth know submarines.
24 Their knowledge and skills and abilities have been

1 handed down from generation to generation, and
2 they've been expanded upon to meet the highly
3 technical needs of a modern submarine fleet. Any
4 effort to close and dismantle this yard and then try
5 to reassemble such a management and labor force team
6 to achieve the levels of efficiency and productivity
7 that currently are held by Portsmouth might be
8 possible, but it would involve major delays in
9 overhaul work. It would cost the Defense Department
10 millions of dollars, a decision the Defense
11 Department has wisely chosen to reject.

12 Also during the West Coast hearings it was
13 suggested that much of the work currently being done
14 by Long Beach could be absorbed by private
15 shipyards. I know that some of you at the meeting
16 yesterday raised the question as to whether or not a
17 similar argument might not be advanced for
18 Portsmouth; namely, why not simply transfer all the
19 nuclear repair and overhaul work to private yards
20 and let them absorb whatever excess capacity
21 exists. First, I would point out that no 688
22 refueling workload has ever been shifted to the
23 private sector. Electric Boat has not refueled
24 submarines for 20 years. It's not facilitized to do

1 so. Newport News is not equipped for 688
2 refuelings, and its previous SSBM refuelings proved
3 to be more expensive than those done at public
4 yards.

5 Second, and more importantly, let me
6 respectfully suggest this decision is one the Navy
7 should and must make. It's not one for the
8 Commission. In fact, before the Navy could even
9 make such a proposal, it had to come before
10 Congress. The existing law requires that 60 percent
11 of all Navy repair work be performed in public
12 yards. And I would suggest there are very valid and
13 meritorious reasons for this existing policy that is
14 written into our law. And that is the recognition
15 that when public work is transferred to private
16 yards that there are additional risks incurred.
17 Risks to our national security interest.

18 Corporate conglomerates buy and sell
19 yards. In the event that they find a yard is
20 incapable of sustaining efficient production rates,
21 they simply choose to close them. General Dynamics,
22 by way of example, has closed every facet of its
23 defense business other than building submarines at
24 Electric Boat and building M1-A1 tanks.

1 Allowing corporations to make decisions
2 that might compromise our national security interest
3 is an issue that requires debate and deliberations
4 at the very highest levels of our government, both
5 in the executive and congressional branches. And
6 even if the Commission were to erroneously conclude
7 that there exists an unreasonable level of excess
8 shipyard capacity within the Navy, the Commission
9 could not recommend that that capacity be
10 transferred to private yards or take action that
11 would force the Navy to do so. It would violate the
12 Commission's charter and would violate existing
13 law.

14 I know that several Commissioners have
15 questioned whether an unreasonable level of excess
16 capacity exists, and I think the answer turns upon
17 whether you see a theoretical or notional excess
18 capacity, or whether what you see reflects the real
19 world day-to-day operations. The Navy's guidance to
20 shipyards requested that in developing its maximum
21 capacity level, the yards shouldn't take into
22 account any costs, cost overruns, work delays,
23 slippages as real-world constraints in developing
24 and trying to accomplish this work. The resulting

1 maximum capacity by virtue of this guidance was
2 intended to be theoretical. The reality of having
3 to execute such a workload in a sustained matter is
4 governed by how much time, money, and skilled people
5 are at the Navy's disposal. And given enough time,
6 money, people, good fortune, almost anything is
7 possible.

8 The present-day realities lay in stark
9 contrast to the potential for the grave and serious
10 consequences of decisions based on theoretical
11 capacity that require our military leaders to
12 exercise a realistic factor in operational
13 capacity. And only when you put this realism,
14 impose the realism on the theoretical, can there be
15 a fair and accurate assessment of excess capacity.
16 The Navy and the DOD exercised military judgment,
17 not theoretical maximum capacity, in their decision
18 to retain Portsmouth. They did this in 1991, they
19 did it again in 1993, and they've done it also in
20 1995.

21 In essence, the Navy is firmly convinced
22 that, having closed Mare Island, having closed
23 Charleston Naval Shipyard, there remains only a thin
24 margin of excess capacity to protect us against

1 future contingencies. And they concluded that in
2 closing Portsmouth, it would leave the Navy with
3 only 50 percent of its nuclear-capable shipyards, it
4 would leave the Atlantic fleet with only a single
5 yard providing dedicated support to its assets, it
6 would reduce total shipyard excess capacity to an
7 unacceptable 1 percent level. That's the number you
8 heard from Admiral Border yesterday. I know there
9 is a difference of opinion whether it's 27, 19
10 percent. Admiral Border said 20 percent. It would
11 also eliminate the necessary flexibility to meet
12 future uncertainties and avoid unreasonable risks.

13 The Navy has concluded if you were to
14 reverse its judgment it would have to spend millions
15 of dollars to come up with the capabilities to
16 replace Portsmouth. Not just eliminate it. They'd
17 have to replicate it elsewhere, spending millions of
18 dollars for the replication, not to mention the
19 millions more that would have to be spent in
20 training the work force to achieve the efficiencies
21 and productivity levels currently enjoyed by
22 Portsmouth. That is time and money that the Defense
23 Department doesn't have.

24 So in order for the Commission to overrule

1 this assessment, it would have to find that the
2 Commander of Naval Operations, Secretary of the
3 Navy, Secretary of Defense, all have made
4 substantial error, and that the General Accounting
5 Office, which analyzed and confirmed the methodology
6 employed by the Navy, also is in error.

7 During your confirmation hearings, I asked
8 each of you what weight you would give to the
9 Defense Department's recommendations. After all of
10 you on the Commission will only be in existence
11 roughly three and a half to four months, and each of
12 you I think brings rich and diverse experience from
13 both the military and private sectors. But your
14 experience is not meant to be a substitute and
15 cannot be a substitute for that of the military
16 establishment for a point after point decision. I
17 think all of you recognize that.

18 One commissioner said at the hearing, "I
19 think we have to give the Defense Department
20 enormous weight, just because that's the appropriate
21 thing to do. And also because the statute is very
22 clear that the Department of Defense's
23 recommendation should go forward unless they
24 substantially deviate from the Department's

1 guideline and regulatory criteria. So as a
2 practical matter, obviously the Department of
3 Defense's decisions have to be given the
4 preponderance of the doubt, not just the benefit of
5 doubt."

6 A second commissioner said, "The Navy is a
7 very complex organization. And one begins the
8 inquiries with looking at force structure. I think
9 in that area we grant almost total deference to the
10 Secretary of Defense and the heads of the Navy who
11 are planning the Navy of the future based on how
12 they see the world.

13 I also understand the need for industrial
14 capacity for the future, and the fact that there's
15 some danger in letting some very highly skilled
16 people die on the line, if you will. Or have major
17 facilities that are the future in our Navy collapse
18 from lack of use. But ultimately the Secretary of
19 Defense and his view of the world I think has to
20 have great deference." And each of you nodded your
21 affirmation in response to those particular
22 statements.

23 Mr. Chairman, members of the Commission,
24 I'd like to turn just briefly to the subject of

1 turbulence both in the international world and here
2 at home. I think it's a familiar axiom that whom
3 the gods would destroy, they first make euphoric. I
4 think with the collapse of the Berlin Wall and the
5 collapse of the Soviet empire we've all experienced
6 our share of euphoria. But two years ago, if we
7 looked, that Russia was viewed as a new partner for
8 peace and dedicated opponent of nuclear
9 proliferation; China was a new member of the nuclear
10 non-proliferation treaty and its military seemed to
11 be focused internally at maintaining internal
12 security. Iran was crippled by economic problems
13 that limited its ability to threaten its neighbors.
14 North Korea had just signed an agreement with South
15 Korea that opened itself up to international nuclear
16 inspections.

17 Today, while accepting the administration's
18 proposal of Partners for Peace, Russian troops are
19 turning Chechnya into a wasteland, while Russian
20 engineers are preparing to build nuclear reactors to
21 the terrorist nation of Iran; China plans to sell
22 nuclear reactors to Iran, and its military has
23 turned outward, claiming sovereignty over the
24 strategic South China Sea, extending its so-called

1 defense perimeter out to 2,000 miles and backing
2 these claims up with military deployments. Iran is
3 aggressively pursuing nuclear weapons while
4 deploying Russian-built submarines and Chinese-built
5 Silkworm missiles in order to gain control of the
6 Persian Gulf and to dominate its neighbors. North
7 Korea violated last October's nuclear agreement and
8 it continues to mass troops and artillery on the
9 DMZ. And, finally, according to the Defense
10 Department, the Russians have maintained a pace of
11 submarine construction that is undiminished from
12 cold war levels.

13 None of us, not anyone here in this room,
14 not anyone in the country, can predict how the
15 future will unfold for the United States in the way
16 of threats from prior enemies who are now friends,
17 or from present friends who might become enemies.
18 And just as there is turbulence throughout the world
19 which the Navy is determined to hedge against, there
20 is great uncertainty in the shipbuilding community
21 here at home.

22 As I mentioned to each of you yesterday
23 during our briefings, I know the Sea Power
24 Subcommittee hearings recently, and we are trying to

1 examine the issue of whether or not we are going to
2 build the third Sea Wolf submarine. There is
3 substantial disagreement as to whether a third Sea
4 Wolf is needed. There is substantial uncertainty as
5 to whether or not in fact it's going to be funded.
6 The president of Electric Boat testified in open
7 session that without the third Sea Wolf he will have
8 to close down the submarine shipbuilding
9 operations. That is his conclusion. He will close
10 it down. The Navy is seeking to keep Electric Boat
11 alive by allocating the follow-on nuclear submarine,
12 so-called Centurion, to Electric Boat, and then
13 allocating all future aircraft carrier construction
14 to Newport News.

15 During the very same period that Jim Turner
16 of Electric Boat said he would have to shut down
17 without the third Sea Wolf, the president of Newport
18 News indicated that if Newport News is unable to
19 compete up front in competition for the follow-on
20 attack submarine, it will shut down its nuclear
21 shipbuilding operations.

22 What I'm suggesting to you is there's a
23 great deal of turbulence throughout the world and
24 the great deal of turbulence in the private sector

1 in terms of available work and forthcoming
2 appropriations by Congress. And I mention all of
3 this today to highlight the importance of the
4 relationship between the global uncertainties which
5 the Navy and the Defense Department are trying to
6 hedge against, as well as the volatility and
7 domestic politics and policies the Navy is going to
8 be forced to confront. And I do this to reinforce
9 the argument that the Commission must give great
10 weight to the Defense Department under these
11 circumstances and not seek to supplant its judgment
12 as to how world events will unfold, how domestic
13 spending disputes are going to be resolved, or how
14 the Navy can keep in business of private shipyards.

15 Back in 1993 Charleston complained that
16 Portsmouth should be added to the closure list and
17 Charleston taken off because it had a higher
18 military value. And the Commission, in doing its
19 job, added Portsmouth to the list for
20 consideration. After a careful review, it concluded
21 unanimously -- unanimously -- that the Navy and
22 Defense Department made the right decision in
23 seeking to reduce excess capacity and maximizing
24 military value of its remaining yards.

1 Now here we are in 1995, and this
2 Commission has added Portsmouth to the list, not to
3 compare it to any other yard, because there's no
4 comparison to make in terms of the efficiencies and
5 productivity that Portsmouth has achieved; they've
6 added it to the list to determine if the Navy and
7 Defense Department should have reduced excess
8 capacity even further. It's the best judgment of
9 our top military officials that it would be
10 expensive, it would be time consuming and
11 unproductive to do so, and that given all the
12 uncertainties that exist abroad and here at home,
13 that closing Portsmouth would leave the Navy and the
14 nation with too thin a margin for error, not in a
15 notional world but in the real world of day-to-day
16 operations.

17 As Admiral Demorris stated to you very
18 directly yesterday, if the Navy is in error in its
19 judgment, future commissions can be established to
20 reduce any unnecessary capacity. But if this
21 Commission substitutes its judgment for that of the
22 Navy and the Defense Department and it is in error,
23 there's no way to easily or quickly restore that
24 margin of safety that the nation needs. Nuclear

1 shipyards are like endangered species: When they're
2 gone, they're gone.

3 Mr. Chairman and members of the Commission,
4 when you pack your bags and briefcases and return to
5 your families and businesses, the Navy is going to
6 be left to deal with your decision for years to
7 come. With so much uncertainty in the world, with
8 so much uncertainty in the congressional budgeting
9 and appropriation processes, I respectfully suggest
10 that you must give great deference to the decision
11 of our military and civilian leaders and resolve any
12 doubt in their favor, just as you testified you
13 would do so at the confirmation hearings.

14 The poet T.S. Eliot said that we're all
15 explorers; that we shall not cease from exploration,
16 but the end of all our exploring would be to arrive
17 at the place where we began and know it for the
18 first time. It has been your mission and mandate to
19 explore the recommendations of the Navy and Defense
20 Department, and now you must arrive at the place
21 where the Defense Department and Navy first began.
22 If you apply the standards of what is wise and safe
23 and prudent and affordable, indeed what is in the
24 best interest of the nation, you will conclude that

1 there's no basis for closing Portsmouth, there's no
2 military basis, there's no factual basis, there's no
3 legal basis. You will conclude that the Navy and
4 Defense Department, in their best judgment, made the
5 right decision for the right reason, and that
6 Portsmouth should continue to remain open as the
7 premier repair yard of what is and what will
8 continue to be the backbone of the Navy submarine
9 fleet well into the 21st century. Thank you very
10 much for your attention.

11 (Applause)

12 CHAIRMAN DIXON: We thank the distinguished
13 senior senator from Maine, Senator Cohen, and we
14 thank all of you for an excellent presentation of
15 your case. And at this time we'll go to the public
16 comment period. The chair has a list of ten names
17 of individuals who have signed up to testify during
18 the public comment period. Would those ten people
19 please come to the front of the room, and forgive
20 the chair if he mispronounces any of these names.
21 Gene Allmendinger. Ira Jackson. Peter
22 Kavalauskas. William Zowler. Jane Hirshberg. Neil
23 Rolde. Captain George Street. Clint Schoff. Peter
24 Bowman, a former distinguished member of the

1 Commission; and Captain Bill McDonough. Are you all
2 here, ladies and gentlemen? I'm required to ask
3 each of you to raise your right hand.

4 (Speakers sworn)

5 CHAIRMAN DIXON: Thank you very much, and I
6 say to each of you in advance, I apologize for the
7 fact that we're compelled to ring the bell when your
8 two minutes is up. We've found in the course of
9 these proceedings, over many months, that it's the
10 only way to get the job done. Please forgive us.
11 Mr. Gene Allmendinger.

12 MR. ALLMENDINGER: Thank you, Mr.
13 Chairman. My name is Gene Allmendinger. I'm a
14 retired professor of naval architecture with
15 professional experience in the design of submarines
16 and the submergents. My brief remarks this morning
17 are intended to call attention to the need for the
18 Portsmouth Naval Shipyard's expertise in supporting
19 the Navy's deep submergents program. I think this
20 may be an aspect that hasn't been dwelled on too
21 much before.

22 Many post-cold war missions for the fast
23 attack submarine focus on their operation in the
24 world's natatorial waters in close cooperation with

1 elements of battle fleet. In emphasizing natatorial
2 missions we must not neglect the deep ocean as a
3 potential arena for future submarine warfare. The
4 Russians continue to vigorously pursue science and
5 technology applicable to this arena and we must do
6 the same. The Navy's deep submergents program
7 provides essential knowledge and hard data necessary
8 for the safe and effective open and under ice, under
9 Arctic ice, water operations.

10 The shipyard supports the specialized
11 underwater vehicles that are used in this program.
12 Further, it has built one of these vehicles, the
13 Dolphin, and it has extensively overhauled and
14 refitted another, the NR-1. It is essential that
15 this support, backed by years of shipyard
16 experience, continue.

17 CHAIRMAN DIXON: Thank you, Mr.
18 Allmendinger.

19 Mr. Ira A. Jackson.

20 MR. JACKSON: Good morning, Mr. Chairman
21 and members of the Commission. My name is Ira
22 Jackson, I'm senior vice-president of the Bank of
23 Boston and chairman of the New England Council,
24 which is the region's voice for business. It's this

1 regional six-state economic perspective that I'd
2 like to share with you this morning. Let me make
3 three quick observations: First, the downsizing and
4 restructuring of our military has already had a
5 serious, severe, and disproportionate impact on the
6 New England region. Our share of the defense prime
7 contracts has fallen precipitously from 14 to 8
8 percent in just four years, a 40 percent smaller
9 slice of the shrinking pie; and a far greater
10 percentage of jobs have already been eliminated at
11 New England's military bases than elsewhere in the
12 country. New England employment at military bases
13 has fallen by some 31 percent since the '80s.

14 Second, this precipitous and dramatic
15 decline in defense-related employment has coincided
16 with and accelerated the most severe regional
17 recession that any region in the country has
18 experienced since the Great Depression. From '88 to
19 '92, New England lost some 13 percent of its total
20 job base. A region with barely 5 percent of the
21 nation's population accounted for some 20 percent of
22 the total job loss during our nation's most recent
23 recession. And while New England has begun to
24 recover, that recovery is still barely in its

1 infancy, and we have a very long row to hoe. The
2 114,000 defense-related jobs that we have already
3 lost accounts for more than 30 percent of the total
4 job loss that we have yet to reclaim.

5 Third, closing Portsmouth at this time
6 would clearly impede our region's recovery, it would
7 add to the already crippling effect of the
8 disproportionate load of the defense-related cost we
9 have already borne, and it would have a devastating
10 impact on the lives of thousands of workers, their
11 families, and related businesses.

12 We appreciate your role as tough but
13 necessary, as you said yesterday, Mr. Chairman, and
14 applaud your courage in performing a vital national
15 objective. We only ask that you evaluate Portsmouth
16 from the region's unique perspective and painful
17 economic experience to date, and that you consider
18 our judgment that closing Portsmouth is ill-advised
19 to the nation and ill-timed for the region. Thank
20 you.

21 CHAIRMAN DIXON: Thank you, Mr. Jackson.
22 Mr. Peter Kavalauskas.

23 MR. KAVALAUSKAS: Commissioners, our credit
24 union serves shipyard employees. We and our local

1 community has always supported the shipyard in
2 meeting their objectives. We have felt the
3 substantial economic burden of rightsizing our
4 national defense capabilities. Since the late '80s
5 our economy has experienced the closing of Pease
6 with 5,000 people, the downsizing of the shipyard
7 from 9,500 to 4,100 today.

8 In our relatively small credit union we
9 have experienced firsthand the impact of these
10 cutbacks. In 1989 over 6,000 shipyard employees had
11 their pay deposited into our credit union, amounting
12 to more than \$3 million every two weeks. Today
13 these numbers have dwindled to 3,000 employees and
14 \$2 million. This downsizing was painful. Many who
15 were laid off had to sell their homes and relocate
16 to find work. Others less fortunate lost their
17 homes to foreclosure and were forced to file for
18 bankruptcy. Our credit union went through two
19 layoffs to adjust our organization to the changed
20 environments. Many local businesses simply closed.

21 With all of the reductions we have
22 experienced, closure now would probably take our
23 economy a decade to recover from. The impact the
24 yard has on our economy is especially noticed every

1 time a reduction in force is announced or it is
2 considered for closure by BRAC. Because of the
3 uncertainty of these events, the effect on our
4 economy is immediate and seen by dramatic reductions
5 in borrowing and purchasing activity by shipyard
6 employees.

7 While others may talk about downsizing
8 government, the Navy and Portsmouth Naval Shipyard
9 have delivered. A recent Washington Post article
10 listed the number of laid off government workers in
11 1994 by area of the country. Norfolk, Virginia,
12 with 1,128, was number one, followed by Portsmouth,
13 New Hampshire, with 922. Both naval shipyards.

14 Surprisingly, Washington, D.C., with its
15 thousands and thousands of government workers, was
16 way down the list with only 546.

17 Our area and the Navy have clearly done our
18 share to reduce the deficit. The rightsizing of PNS
19 has fortunately left us with a very valuable asset:
20 PNS does what it does better than any other facility
21 in the country, very efficiently in terms of cost --

22 CHAIRMAN DIXON: Thank you, Mr.
23 Kavalauskas. Mr. William Zowler.

24 MR. ZOWLER: Portsmouth Naval Shipyard has

1 the best environmental program in the Department of
2 Defense. I have worked and have visited many
3 government installations, but I have seen none to
4 compare with the Portsmouth Naval Shipyard Hazardous
5 Waste Storage Facility located on Jamaica Island.
6 The personnel who perform the everyday functions of
7 protecting the environment are highly trained and
8 are extremely dedicated to protecting the shipyard's
9 environment and that of all of its neighbors.

10 Portsmouth Naval Shipyard has a hazardous waste
11 storage facility that is more to advanced than any
12 other government facility I have visited.

13 Portsmouth Naval Shipyard should be a model for
14 environmental programs, not only for all government
15 facilities, but for civilian companies as well.

16 Personnel from the hazardous waste program
17 have put their expertise to work for the benefit of
18 other organizations, civilian and military. They
19 spent two weeks at Long Beach Naval Shipyard,
20 advising them about hazardous waste handling and
21 disposal. They work with such local groups as the
22 Coast Guard station at New Castle, the Air National
23 Guard at Pease, and New Hampshire Army National
24 Guard at Concord, advising their personnel and

1 handling their hazardous waste. They worked with
2 the EPA in cleaning up the Hooper Sands Superfund
3 site.

4 The hazardous waste facility has also been
5 a source of education to local, elementary and high
6 school and colleges. Several Earth Day programs
7 were presented in area elementary schools, and
8 students from local high schools and the Southern
9 Maine Technical College have benefited from
10 educational tours of the facility. To provide even
11 better service to the Navy and the community, a new
12 \$4.5 million hazardous waste facility is under
13 construction, to be operational in January 1996.

14 It is my recommendation, I mean I strongly
15 recommend, that Portsmouth should become a regional
16 facility for all government installations in the
17 Northeast. I also feel that Portsmouth should be a
18 training facility for other government
19 installations, to make even better use of the
20 expertise of its highly trained personnel. Save
21 Portsmouth shipyard and you will help save our
22 environment for years to come. Thank you,
23 Commissioners and Mr. Chairman.

24 CHAIRMAN DIXON: Thank you, Mr. Zowler.

1 Jane Hirshberg.

2 MS. HIRSHBERG: I'm the director of
3 development and education at the Music Hall,
4 Portsmouth's only remaining historic theater, which
5 presents a full season of performing arts events and
6 films from all over the world. Last summer the
7 Music Hall was awarded funding to plan a
8 collaborative project involving the Liz Lerman Dance
9 Exchange from Washington, D.C., and the Portsmouth
10 Naval Shipyard. This funding came from the Reader's
11 Digest Arts Partners Program administered by the
12 Performing Arts Presenters. Our project brings the
13 dance exchange to the Seacoast for several visits
14 next year, culminating in a series of events
15 featuring works based on stories collected from
16 people in the shipyard community.

17 Because the shipyard employs thousands of
18 military and civilian workers, it is a microcosm of
19 society, combining all characteristics that comprise
20 community. As we continue to establish contacts
21 with people who have work or lived at the yard, it
22 is apparent that there is a great deal of pride in
23 the past and present, pride in the craftsmanship of
24 workers, and pride in the accomplishments of the

1 yard. We are finding that in many families
2 throughout the Seacoast, several generations share
3 that pride.

4 A letter from the Portsmouth Chamber of
5 Commerce says it all: The Music Hall's project
6 recognizes that the economic life of a community
7 cannot be separated from its culture and history.
8 The work of the Liz Lerman Dance Exchange will
9 involve cooperation between many diverse groups.
10 This endeavor will enhance the sense of unification
11 and integration in the Seacoast community. The
12 stories and performances of this project have
13 created a deeper understanding of the yard's history
14 and its important place in the community. The
15 hundreds of people associated with this project are
16 seen as catalysts, creating a stronger relationship
17 between a vital and active shipyard and the
18 community, not merely a tribute to the glory of the
19 past. We all have a major stake in seeing the
20 Portsmouth Naval Shipyard remain open. Thank you.

21 CHAIRMAN DIXON: Thank you, Ms. Hirshberg.
22 Mr. Neil Rolde.

23 MR. ROLDE: I'm chairman of the Seacoast
24 Shipyard Association, but I'm also a local

1 historian. As Senator Cohen mentioned yesterday, I
2 have to tell you the more than 200-year-old history
3 of the Portsmouth Naval Shipyard in two minutes. So
4 here goes.

5 You have already heard that we are the
6 oldest naval shipyard in the country. We were
7 officially established in 1800. But even before
8 that, we were building warships, first for the
9 British Navy, as early as 1690, and then for the new
10 American Navy in the Revolution. John Paul Jones'
11 first ship, the RANGER, was built by us. The first
12 floating drydock authorized by Congress was
13 constructed at Portsmouth in 1857, just in time for
14 the Civil War, in which we built many ships,
15 including the famous KEARSARGE, which sank the
16 Confederate raider ALABAMA.

17 International history was written in our
18 yard in 1905 when President Teddy Roosevelt chose it
19 as the site for signing the treaty to end the
20 Russo-Japanese war.

21 Our first submarine construction was begun
22 in 1914, and we were designated a submarine yard by
23 the Navy in 1923. Between 1917 and 1941 we built 33
24 subs. During World War II, in one year alone, 1944,

1 we build 32 subs, one every 12 days. We were the
2 first public yard to build a nuclear submarine, the
3 Swordfish.

4 After 1971 our mission changed, and as
5 you've heard we've become experts in overhaul,
6 refueling and modernization. Yes, we have a long
7 and proud history, but our yard should not be saved
8 simply because of sentiment. We have built an
9 indispensable modern naval facility on our glorious
10 historic base, and yesterday two more important
11 events were added to our past. The first visit of
12 an entire BRAC Commission to a facility, we thank
13 you for that; and the personal visit of the Chief of
14 Naval Operations to plead the Navy's case that what
15 we do cannot be reproduced elsewhere except at
16 tremendous cost, in time and money; that our
17 continued existence is absolutely vital to the
18 Navy's mission.

19 CHAIRMAN DIXON: Thank you, Mr. Rolde. Any
20 man that can tell a 200-year history in two minutes
21 ought to be in the United States Senate.

22 SENATOR COHEN: I'd like to take exception
23 to that last statement.

24 CHAIRMAN DIXON: The exception is truly

1 noted.

2 Captain Street.

3 CAPTAIN STREET: I represent the point at
4 which all this ends. At sea. And I wish to remind
5 all of us that submarines fight deep in enemy
6 territory, alone, and surrounded by enemy forces.
7 If we need help we have to look to ourselves. I've
8 been in shipyard Portsmouth three times, just prior
9 to Pearl Harbor, and the submarine depth charge off
10 the Isle of Shoals, and the Portsmouth Naval
11 Shipyard expertly repaired all the things that
12 happened to us and I think saved at least 10 or 15
13 submarines.

14 During the course of World War II, I had
15 the privilege of making nine more patrols myself,
16 was out there the entire time in the Pacific in
17 World War II, except once to come back, one was to
18 launch as skipper one of the most successful
19 submarines from Portsmouth, thanks to the good
20 shipyard work -- this yard is outstanding -- the
21 TORRENTE. She's now razor blades. But this ship,
22 everything worked. Everything worked. And when you
23 are out there, two or three thousand miles in enemy
24 territory, against the expert Japanese forces in

1 World War II, everything had to work. We couldn't
2 fix it and still fight. We had to work and shoot
3 and hit and then submerge again and come back.

4 Also, at the end of World War II, I had the
5 privilege of being the skipper of a converted radar
6 submarine, again built by Portsmouth, and then
7 first-line work for the major task, guarding task
8 forces in the Atlantic and the Mediterranean and the
9 Pacific even. Portsmouth, gentleman and ladies,
10 please, keep it open. We forces afloat, we really
11 need it. Thank you.

12 CHAIRMAN DIXON: Thank you, Captain
13 Street.

14 Mr. Clint Schoff.

15 MR. SCHOFF: I'm Clint Schoff, president of
16 the Federation of Government Employees. I'd like to
17 take the opportunity today to introduce you in the
18 audience to the workers. The people who have made
19 this happen. They didn't have any say in setting
20 the standards and raising the bar, but they've
21 produced every time they were called upon. And we
22 have not been immune to sacrifice. We have lost
23 4,500 of our workers, and today we're here to answer
24 the question why should we be closed. I would like

1 to challenge each of you on that Commission that
2 unless there's a preponderance of the evidence that
3 can say that the demonstrations and the
4 presentations and the data that you have received,
5 that's been certified as full, that I would hope
6 that you would give us a unanimous vote and keep our
7 shipyard open.

8 CHAIRMAN DIXON: Thank you, Mr. Schoff.

9 Mr. Peter Bowman, a distinguished member of
10 the Commission on a past occasion, and the
11 Commission takes note of the fact, Mr. Bowman, that
12 you were smart enough to not sign up for another
13 Commission.

14 MR. BOWMAN: Mr. Chairman, I tried but I
15 didn't make it. Chairman Dixon, Commissioners, I
16 just want to give you a few brief comments on my
17 experience with the subject of military industrial
18 capacity, and I don't know for sure but my guess is
19 that you're facing the same issues and difficulties
20 that we had in 1993. I want to make three points:
21 The first is that even if you could define capacity
22 and get consensus upon it, it is a very difficult
23 thing to interpret and to use different assumptions,
24 so that the numbers you come up with are likely to

1 be very inexact.

2 Secondly, even if you could achieve that
3 consensus, different people often in the different
4 communities, the different services, use different
5 definitions; they come from different philosophies,
6 have different concepts. So even though that number
7 is, in my first point, inexact, secondly it becomes
8 difficult to compare because people are using, are
9 coming from different bases.

10 And even if that were easy, the third
11 problem that you face is how much capacity is
12 enough. Now, everybody has an opinion upon this,
13 but there are a few experts and I recommend that you
14 listen to those experts long and hard.

15 Finally, as H.D. Johnson said -- Rebecca,
16 you can remember this -- he said, "Subject to the
17 law, you play God for a few days and then you become
18 mortal people again on or about the first of July."
19 I think that's a good thing, because too much power
20 for too long gets to your head.

21 In your work, I want you to know that I'm
22 thinking good thoughts for you, that you have the
23 wisdom, the clarity of thought, the courage and the
24 sensitivity to do the work that you do. No one

1 appreciates what you do more than I do. Thank you.

2 CHAIRMAN DIXON: Thank you, Mr. Bowman.
3 Mr. McDonough, before you testify, may I make an
4 announcement. Ladies and gentlemen, I've been asked
5 to announce that at the conclusion of the last
6 remarks here by Mr. McDonough we will ask our
7 friends from Portsmouth to leave from that -- see
8 that exit back there, in the corner raising his
9 hand, see where it says "Keep our Shipyard," a green
10 sign, if you'll go out that way. The reason we make
11 that request is there's a large contingent from the
12 State of Pennsylvania that will be coming in these
13 doors over here, and it will facilitate things if
14 all of you fine ladies and gentlemen would go out
15 that back door back there. Would you be kind enough
16 to do that. Thank you very much.

17 Captain Bill McDonough.

18 CAPTAIN McDONOUGH: Good morning, Mr. Dixon
19 and Commissioners. I am Captain William D.
20 McDonough, U.S. Navy, retired. I live in Kittery,
21 Maine, virtually in the shadow of the yard. The
22 last eight years of my active duty were spent at
23 Portsmouth Naval Shipyard. Indeed, the last five
24 years as shipyard commander. Then it was the norm

1 to have four, five, or six boats in the yard. We
2 even reached seven. Significant off-yard work at
3 submarine bases was ongoing as well. In addition,
4 it seemed that hardly a month would pass without
5 some unanticipated, unplanned demand for our
6 submarine industrial support cropping up somewhere
7 in the world. Holy Loch Scotland; Rota, Spain; La
8 Madelana, Sicily; Agana, Guam were common locales
9 for Portsmouth Naval Shipyard teams.

10 What the foregoing says is that Portsmouth
11 was heavily involved in providing support to our
12 submarine forces. Yes, we have scaled down, and are
13 continuing in both ship numbers and capacity
14 numbers, we're going down, but the need to provide
15 essential industrial support to the still
16 significant numbers of submarines does not go away.
17 These ships operate in a most hostile environment;
18 needed support, repair, updating, overhaul and
19 refueling, cannot be neglected.

20 The Navy and the DOD have told you that
21 closure of Portsmouth Naval Shipyard would result in
22 an unacceptable situation with regards to essential
23 support of the planned submarine forces. You have
24 seen for yourselves the people and physical things

1 that make up this industrial facility. You can
2 visualize shutting down these assets will not
3 eliminate their requirement, and I expect that you
4 recognize the vast quantities of money for
5 facilities and training that will be required to
6 provide them elsewhere.

7 In a few weeks you'll be called upon to
8 make a very important decision. You should have no
9 trouble, because what you have seen and heard in
10 these past two days must lead you to a conclusion
11 that a vote to close Portsmouth is just plain
12 wrong.

13 (Applause)

14 CHAIRMAN DIXON: Thank you, Captain. And
15 we thank the fine people from the great states of
16 Maine and New Hampshire and their distinguished
17 leaders for their very valuable contribution. And
18 as you file out in the back of the room over in that
19 corner, thank you very much.

20 (Recess taken)

21 CHAIRMAN DIXON: Ladies and gentlemen, the
22 Base Closing and Realignment Commission welcomes the
23 fine people of the great state of Pennsylvania.
24 It's the state which leadership, and I say to the

1 distinguished governor and two senators from
2 Pennsylvania, it is my understanding, Governor Ridge
3 and Senators Specter and Santorum, your 105 minutes
4 will be divided as follows: Opening remarks by the
5 distinguished Governor and Senior Senator, 8
6 minutes; presentation for Letterkenny by the
7 distinguished Congressman for the 9th District,
8 Congressman Bud Shuster, for 8 minutes.

9 55 minutes then assigned to Tobyhanna, with
10 the distinguished Congressmen from the 10th and 11th
11 Districts, Joe McDade and Paul Kanjorski, and others
12 from that group, using the 55 minutes to be divided
13 according to their understanding of the matter; and
14 the conclusion by the distinguished Junior Senator
15 Rick Santorum. Is that correct? Thank you very
16 much.

17 Now, gentlemen, as you members of the
18 Congress know, in the wisdom of the Congress it has
19 been determined that you all have to be sworn. I
20 have always looked forward, Arlen, to swearing you
21 in. Everybody who is going to testify has to raise
22 their right hand.

23 (Witnesses sworn)

24 CHAIRMAN DIXON: Thank you very much,

1 gentlemen. You may be seated.

2 GOVERNOR RIDGE: Good morning, Chairman
3 Dixon, distinguished members of the Commission.
4 While I regret the need to speak to you, I am
5 honored to be here on behalf of all the
6 Pennsylvanians gathered in Boston today, and
7 thousands more who wait back home for word on their
8 community's fate. I come not empty handed, however,
9 but armed with great opportunity. An opportunity
10 for the Commission to discharge its mandate to
11 reduce excess capacity, to generate the optimum cost
12 savings, and to assure that the readiness of our
13 armed forces is not jeopardized. President
14 Eisenhower reminds us that history does not long
15 entrust the care of freedom to the weak or timid.
16 We must acquire proficiency in defense and display
17 stamina in purpose.

18 As Pennsylvanians, we've been proud to
19 serve and contribute in times of war and peace.
20 We've always accepted this responsibility and made
21 the necessary sacrifices. And we all understand
22 that we must never compromise our military
23 readiness. And so today I offer you one innovative
24 solution: Look to the Commonwealth of

1 Pennsylvania. For it is in Pennsylvania that you
2 have a unique opportunity to enhance the readiness
3 of our armed forces in peace, with the advantages
4 and benefits of interservicing.

5 My proposal is to create two innovative
6 interservice supercenters in the Commonwealth of
7 Pennsylvania. This proposal reflects the realities
8 of the post-cold war era, and best serves the
9 military readiness of the United States. The first,
10 an interservice supercenter for tactical missile
11 storage and maintenance at Letterkenny Army Depot.
12 The second, a ground communications and electronics
13 supercenter at Tobyhanna Army depot. Two
14 interservice supercenters, 170 miles apart. Only in
15 Pennsylvania can that be done. And when you take a
16 look at our state and what we have to offer, I
17 respectfully submit that it is an idea that just
18 makes sense. Economic sense, military sense, and
19 common sense.

20 Consider the advantages of placing the
21 majority of the Defense Department's electronic and
22 missile work within a uniquely close range; missile
23 and electronics functions, often dependent upon each
24 other, within a two and a half hour drive. This

1 creates a unique cost saving arrangement that allows
2 for cross-trained personnel, shared expertise,
3 techniques, and procedures, even troubleshooting;
4 and it assures our ability to fulfill our state of
5 readiness, allowing for a surge capacity if and when
6 needed.

7 Not only would the two supercenters be
8 located close to each other, they would also share a
9 central location for distribution to the field.
10 Centrally located, Pennsylvania offers prime real
11 estate as the keystone of east-west, north-south
12 railroads and national highway system. It allows
13 easy access to Europe, then Middle East and Africa.
14 Consider two of the benefits of interweaving or
15 bringing both bases under one command: Such a
16 venture allows depots to share common core functions
17 for planning and procurement to comptroller
18 operations.

19 This idea is not new or untested. We have
20 successfully saved millions and millions of dollars
21 in Pennsylvania with a similar arrangement between
22 Pennsylvania's shift parts control center in
23 Mechanicsburg, and the aviation supply office in
24 Philadelphia. With two interservice supercenters in

1 Pennsylvania, similar savings for the Army will be
2 an option as well. Match all of this with the
3 tremendous resources and assets of both Tobyhanna
4 and Letterkenny. I am confident that the
5 Commission's objectives will be met and our national
6 security substantially enhanced.

7 In 1993 the Base Realignment and Closure
8 Commission made a sensible and cost effective
9 recommendation: Consolidate tactical missile
10 storage and maintenance at Letterkenny. It was the
11 right decision. Letterkenny is a shining example of
12 successful innovation. They've proven that even
13 military depots can make public/private partnerships
14 work. Letterkenny has the facilities, the capacity,
15 and the ability to expand. Combined with the towed
16 vehicle line and the ammunition storage facility,
17 Letterkenny would be indispensable. Letterkenny
18 means, bottom line, the 1993 recommendation was
19 correct. It's a high-quality facility and it
20 deserves the affirmation of the previous
21 Commission's decision.

22 Your second interservice supercenter
23 belongs at Tobyhanna. Tobyhanna has been called
24 "simply the best." It ranks among the most

1 efficient among our armed forces. It is the most
2 logical and cost effective location for the
3 consolidation of defense ground communications and
4 electronic maintenance. You won't find a depot that
5 works better, harder or more efficiently.

6 The Department of Defense concluded, and I
7 quote: "It is the most reasonable and prudent
8 business decision to consolidate ground
9 communications and electronics at Tobyhanna."
10 Coopers & Lybrand proclaimed Tobyhanna to be, quote,
11 "best value," closed quote, in the Department of
12 Defense." At Tobyhanna you have high-skilled
13 workers combined with the greatest electronic
14 facility in the nation. It is simply the best
15 choice for the consolidation of electronics depot
16 maintenance.

17 As a former infantry staff sergeant who
18 fought a war on foreign soil, I have a compelling
19 personal interest in readiness, and this is a
20 readiness issue. It's a fact: A better equipped
21 unit is a better prepared one. Field soldiers need
22 their equipment repaired and returned on time. And
23 recent history speaks for itself, Kuwait, Somalia,
24 Grenada, the Middle East, and now possibly even

1 eastern Europe. That's where our troops have been,
2 that's where our troops are. Pennsylvania is where
3 our troops need their equipment to be. Shorter
4 communication and transportation line means higher
5 readiness. Pennsylvania is a solution. Take
6 advantage of our work force, the existing depots and
7 the management and consolidate these operations.
8 Pennsylvania is the solution.

9 If the 1995 Commission is to seize a unique
10 opportunity, the opportunity to end the
11 disproportionate treatment that has taken defense
12 jobs from our state, and take advantage of the
13 benefits of Letterkenny and Tobyhanna, I strongly
14 urge you to adopt the Pennsylvania solution. I turn
15 to my colleague and friend Senator Specter.

16 CHAIRMAN DIXON: Thank you, Governor.
17 We're delighted to have the senior senator from
18 Pennsylvania, my old friend, Arlen Specter.

19 SENATOR SPECTER: Thank you very much. I
20 begin my brief four minutes by congratulating this
21 very distinguished Commission for its very arduous
22 task on the very, very tight timetable established
23 by the Congress, with the leadership of then senator
24 Alan Dixon, who was part of the swearing-in process,

1 and this Commission has been sworn in, so we're all
2 here to do our best.

3 I urge the Commission to leave Letterkenny
4 and Tobyhanna, in alphabetical order, intact. The
5 representations here today from those two unique
6 installations show the determination, the
7 enthusiasm, and I suggest to you really the
8 competency of the fine operations which they carry
9 out. Letterkenny has a marvelous operation, one
10 which I have visited on many occasions, survived the
11 1993 base closing line, because it was able to prove
12 its worth militarily. And I would urge the
13 Commission to look on that as a form of res
14 judicata; it's already gone through the wars.

15 Tobyhanna has had \$110 million in increases
16 recently and has been consistently regarded for its
17 excellent performance across the board. There is a
18 military report which you have seen which I think
19 unfairly characterizes Letterkenny, and it is
20 specified in the documents, the military analysis,
21 that they were using old standards. And to judge by
22 current standards, Letterkenny and Tobyhanna stand
23 par excellence.

24 It is especially difficult for statewide

1 office holders who represent both installations to
2 make the cases, but I do so in the spirit of
3 objectivity and equality. And analogizing it to my
4 personal situation with my two sons, not showing
5 favoritism, but fighting for the rights of both of
6 them, I would urge the Commission especially to look
7 at this issue in the context of the world situation
8 today. We already have the military budget cut to
9 the bone, and we are considering the hypothesis of a
10 two-front war, hypothetically, North Korea, and the
11 Mideast with the emerging problems in Iran. But we
12 have already seen deployment to Somalia. We have
13 already seen deployment to Haiti. Today we have
14 2,400 U.S. soldiers in a U.N. force of 6,000. And
15 now we have Bosnia. And we should not go any lower
16 than where we are today.

17 And, finally, to allow my colleague his
18 time, let me say that on the economic level, and I
19 put this finally, it is a factor, economic impact;
20 first I emphasize the military component, but
21 economically there is a tremendous impact on
22 Pennsylvania.

23 Now, I cannot swear as to the exact
24 figures, being under oath, but the projections are

1 that Pennsylvania, having about 2 percent of the
2 military, has suffered about 11 percent of the
3 losses. And I would remind this Commission, and if
4 I could have corroboration from the distinguished
5 chairman, former Senator Dixon, that when the Navy
6 yard was closed, it was the expectation that we
7 would have a hearing in court. When I appeared
8 before the subcommittee of the Armed Services
9 Committee, with Senator Dixon, that was the
10 Senator's then expectation as well. And we were not
11 able to present the information that materials were
12 concealed which caused the closing of the
13 Philadelphia Navy yard.

14 And when you take a look at the
15 installations around the country, and I saw the
16 presentation for Portsmouth, there again, important
17 naval operation. And in conclusion, I would say
18 that from the exposure I have had in my 15th year in
19 the Senate on the appropriation subcommittee for
20 foreign operations, and on the defense appropriation
21 subcommittee, and more specifically as chairman of
22 the intelligence committee, and I know this
23 distinguished Commission will be briefed on
24 intelligence issues, things we cannot discuss

1 publicly here today, there are major worldwide
2 threats facing this country which I submit to you
3 mandate keeping open all the Pennsylvania
4 installations, including Letterkenny and Tobyhanna.
5 Thank you.

6 CHAIRMAN DIXON: I thank you, Senator
7 Specter, Governor Ridge. And we're delighted to
8 have here the distinguished Congressman from the 9th
9 Pennsylvania district, my old friend Bud Shuster, on
10 behalf of Letterkenny.

11 SENATOR SHUSTER: Thank you very much.
12 Good morning. Chairman Dixon, Commissioners and
13 Commission staff, we certainly appreciate the
14 opportunity to appear before you here today on
15 behalf of the employees and the tenants of
16 Letterkenny Army Depot, and the citizens of south
17 central Pennsylvania. We certainly appreciate your
18 efforts and the difficult task that's before you.

19 I'm Bud Shuster, chairman of the
20 Letterkenny Coalition. Accompanying me today are
21 Mr. David Shumata, president of the Greater
22 Chambersburg Chamber of Commerce; Mr. John Redding,
23 former Department of the Army employee; Mr. Claude
24 Easta, Letterkenny union representative; and Mr.

1 Dave Gooden, chief of the electronics commission.
2 Our team intends to prove to you today, beyond a
3 shadow of a doubt, that both the Army's
4 recommendation to realign Letterkenny and the BRAC
5 Commission's consideration to disestablish
6 Letterkenny are fundamentally flawed. The cost and
7 savings figures are totally unworkable, and that
8 these recommendations should be soundly rejected.

9 We'll begin with a brief overview of the
10 Army recommendation to the Commission regarding
11 Letterkenny, and then discuss our analysis of this
12 recommendation. We'll highlight the history of the
13 Joint Tactical Missile Consolidation Project, the
14 Army's 1993 BRAC recommendation and subsequent
15 rejection, and the significant achievements that
16 have been realized at Letterkenny since the 1993
17 BRAC Commission cornerstone decision.

18 We'll present another program first
19 experienced at Letterkenny in the public/private
20 partnership. We'll then briefly review the COBRA
21 numbers, and then highlight the negative impact that
22 this recommendation will have on the military
23 readiness and our work force. Finally, we will
24 conclude with several alternatives that we believe

1 the Commission should seriously consider in its
2 deliberations.

3 The Army is recommending that the
4 Letterkenny Army Depot be realigned; that the 1993
5 BRAC decision to support consolidation of tactical
6 missiles at Letterkenny be overturned, and that the
7 missile guidance system workload be transferred to
8 Tobyhanna; that the missile ground support equipment
9 and towed and self-propelled combat vehicles be
10 transferred to Anniston; and finally, that an
11 enclave for conventional ammunition storage and
12 tactical missile disassembled storage be retained at
13 Letterkenny. As you know from your deliberations,
14 the Commission proposed that the closure of the
15 entire depot be evaluated. I assume this proposal
16 was made so as to give this Commission a better look
17 at the entire depot picture.

18 If all of this sounds familiar to some of
19 you, it's because these 1995 recommendations are, as
20 Yogi Berra used to say, deja vu all over again.
21 Once again the Army is recommending realigning
22 Letterkenny, moving the tactical missile workload to
23 Tobyhanna, and transferring the towed and
24 self-propelled combat vehicle maintenance to

1 Anniston. And both recommend leaving an enclave for
2 conventional ammunition storage at Letterkenny. The
3 BRAC '93 Commission voted unanimously, 7 to 0, to
4 deny the 1993 recommendation. So why are we looking
5 at this again in 1995?

6 This is our conclusion to recommendations
7 and we respectfully intend to prove it to you here
8 today. We urge the Commission to reject the
9 recommendation for ten specific reasons. First, the
10 recommendation reverses the 1993 BRAC decision which
11 has the force of law. After months of meetings,
12 hearings, visits, and deliberations, that Commission
13 rightfully concluded that this installation is
14 essential to the Department of Defense.

15 Second, this recommendation will destroy
16 the one true joint depot program that has taken five
17 years to implement and is just now beginning to reap
18 significant benefits to both the Department of
19 Defense and the U.S. taxpayer.

20 Third, this recommendation also failed to
21 properly recognize the enormous advantage associated
22 with the first public/private partnership at
23 Letterkenny, Palladin, which is one of the Army's
24 largest procurement programs.

1 Fourth, as it did in 1993, the Army again
2 violated military value criteria 1 and 4, and
3 created a playing field unfair in its method of
4 evaluating Letterkenny's mission.

5 Fifth, without question, this
6 recommendation will have a severe negative impact on
7 tactical missile and combat vehicle readiness.

8 Sixth and seventh, in our discussion of the
9 financial data we will show that the savings are
10 greatly overstated, and that the costs are
11 significantly understated.

12 Eighth, we too believe, as did the Army
13 materiel command, that the Army is scaling down its
14 depots too quickly, placing our surge capability at
15 risk, and our military forces in harm's way.

16 Ninth, in the COBRA data we found that the
17 15 tenant commands at Letterkenny were not
18 adequately assessed in the evaluation; some not
19 assessed at all.

20 And finally, these decisions, coupled with
21 the possible Fort Richey closure just down the road
22 a few miles, will have a devastating impact on our
23 work force and the local economy.

24 Let me begin briefly by explaining why

1 Letterkenny is truly a unique installation. Not
2 only is it the largest depot in the Army inventory,
3 it's the only one capable of maintaining any piece
4 of Army equipment, less aviation equipment. It's
5 also the only one in the DOD which can perform 100
6 percent integration of missile systems. And it has
7 over 30 years of interservicing experience working
8 with tactical missiles. It's the only depot in the
9 DOD inventory, and only one of two in the world,
10 with a 28-acre radar test site and a specifically
11 designed facility that simulates tactical
12 emplacement.

13 Also, it's the only depot within DOD with a
14 near field antenna and compact test pattern range to
15 provide year-around state of the art technology for
16 continuous wave acquisition radar, range only radar,
17 as well as high power illuminator antennas. And,
18 finally, it supports the largest number of tenants
19 within the Army depo system, 15 tenants. Also,
20 Letterkenny has the lowest overhead cost in the
21 depot system, in supports of the maintenance
22 mission.

23 Well, just how unique is Letterkenny Army
24 Depot? It was selected in 1990 over 19 other DOD

1 installations to be the first joint missile depo.
2 We've been climbing this mountain for five years now
3 trying to achieve the first truly joint DOD program,
4 as directed by the defense management review
5 decision, 908. Hopefully, with your help we will
6 achieve that goal this year. Allow me just a moment
7 to review how we arrived at this point.

8 In 1990, the Department of Defense directed
9 the Defense Depot Maintenance Council to look across
10 the 21 commodity groups and effect consolidation
11 wherever possible. It was also directed to increase
12 interservicing by a significant percentage. The
13 DDMC tasked the Navy as the lead service for
14 tactical missiles. The Navy established a joint
15 service task for working group comprised of
16 individuals from within DOD and each of the
17 services. The working group inspected and evaluated
18 19 separate installations in the United States to be
19 the site for the joint tactical missile
20 consolidation. As a result of their study, the
21 DDMC, representing the four services, selected
22 Letterkenny Army Depot over the other 18 sites. The
23 reasons Letterkenny was selected over the others was
24 that it was the only depot with the facilities,

1 support equipment, skilled labor, and the only one
2 which exceeded the necessary environmental
3 compliance standards.

4 In their analysis, the task force working
5 group evaluated four alternatives. First was simply
6 to continue the status quo and allow each service to
7 retain responsibility for their own work. The
8 second alternative to was to consolidate missile
9 maintenance at either Hill Air Force Base or
10 Norfolk, and to consolidate support equipment at Red
11 River Army Depot. The third alternative was to
12 complete the workload at Hill, Norfolk, Alameda and
13 Letterkenny. The fourth alternative was to
14 consolidate all tactical missile work at
15 Letterkenny. As you can see, they rejected the
16 first three alternatives and selected Letterkenny as
17 the single site for joint consolidation of missile
18 maintenance.

19 Now, the debate about the ability of Hill
20 Air Force Base as to efficiency and cost-effective
21 labor to absorb, vis-a-vis the tactical missile
22 workload demands, that we return to the original DOD
23 analysis and clearly state once and for all why Hill
24 cannot meet this charge. The Hill community has

1 forwarded this idea in a move to identify workload
2 to reduce their obvious excess capacity. Earlier
3 this week, we received the latest Hill
4 presentation. The Coalition has requested a meeting
5 with Commission staff to point by point debunk the
6 Hill community's ever-evolving proposal.

7 Frankly, it's been a little difficult for
8 us to lay this issue to rest, because every time we
9 believe we know what our friends in Utah are saying,
10 the story changes. We believe the story. However,
11 the bottom line is simple: Hill can't do the
12 missile job. As the DOD responds and the Hill
13 proposal shows, such a move is prohibitively
14 expensive. And let me share with you several slides
15 that reinforce this point.

16 \$303.9 million will be required to totally
17 transfer the Letterkenny operation. It's my
18 understanding that the Hill community presented
19 literally back-of-the-envelope calculations to
20 refute these auditable Army figures. So let's go to
21 the heart of these numbers.

22 Tactical missile consolidation only makes
23 sense if all missile workload can be maintained in
24 one location. That's the only way to maximize

1 facility, personnel, security, and transportation
2 efficiencies. I believe this Commission has concern
3 that the Letterkenny recommendation as it now stands
4 because it does not maintain all workload in one
5 location. In fact, it destroys consolidation.

6 The Hill presentation attempted to refute
7 the \$290 million and required storage to implement a
8 Hill consolidation. Their representation that
9 adequate storage exists in Utah is only valid if
10 this Commission chooses to either endorse off-site
11 storage or to endorse the expenditure of tremendous
12 MILCON. The DOD's proposal does at least have
13 experienced tactical missile technicians continue to
14 perform the workload, albeit in three different
15 locations. The Utah plan, but at great expense,
16 moves the workload, have inexperienced workers
17 assume the mission and have the work performed at a
18 minimum of three locations. The bottom line is that
19 Hill cannot maintain missile consolidation at one
20 site.

21 Now, there's a question about the ability
22 of Hill's present work forces to perform tactical
23 missile workload. Tactical missiles are not ICBMs.
24 We have never represented that our expert work force

1 could assume ICBM work, because we know such a
2 transition would not be an easy undertaking.

3 Tactical missiles and ICBMs are apples and oranges.

4 Again, the Army, the executive agent for
5 tactical missiles has set the requirement for
6 personnel transfers if a Hill consolidation were to
7 be implemented. Hill representatives have suggested
8 to this Commission that personnel and training
9 requirements are dramatically overstated. Their
10 experience working on only 7.5 percent of the
11 tactical missile workload at Hill does not give them
12 the experience to undermine the legitimate
13 requirements established by DOD's executive agent,
14 the Department of the Army. The bottom line:
15 Significant and costly personnel relocations and
16 retraining must be implemented if the Hill scenario
17 were to be directed.

18 To further support the requirement for a
19 minimum of three locations to implement the Hill
20 proposal, it's important to remember that Hill lacks
21 a ground support equipment capability. Just as in
22 the present Army recommendation, GSE workload would
23 have to be performed in a separate facility.

24 What is often forgotten by many people is

1 that there are zero -- zero -- additional costs to
2 sustaining the joint tactical missile operation at
3 Letterkenny. This slide paints an obvious picture.
4 It took years to bring Letterkenny to its current
5 level of technical capability. It will take not
6 only years to bring Hill Air Force Base to the same
7 level of capability, but a substantial amount of
8 unnecessary spending must occur to implement this
9 proposal. Again, the Hill proposal would move work
10 away from the recognized leader in tactical missile
11 expertise to a facility presently performing only
12 7.5 percent of the tactical missile workload. And
13 Hill presently only works on Air Force systems.

14 Finally, we offer this slide as
15 side-by-side installation capability comparison. It
16 clearly demonstrates why the DOD never seriously
17 considered Hill as a viable candidate for tactical
18 missile consolidation, and also why DOD's present
19 recommendation is flawed.

20 Following the June 30, 1990 decision,
21 little was actually accomplished regarding the
22 consolidation of tactical missiles until the 1993
23 BRAC decision was rendered. Here's that 1993 Army
24 recommendation to realign Letterkenny. As I pointed

1 out earlier, it is the same recommendation currently
2 being made to this Commission. The major difference
3 is that millions of dollars have already been spent
4 since 1993 to bring 13 joint service tactical
5 missile systems to Letterkenny, where they're
6 operational today.

7 After an extensive and detailed evaluation
8 process, identical to the process your Commission is
9 performing, the 1993 BRAC Commission concluded that
10 the Army had substantially deviated from DOD
11 criteria 1 and 4, and that the joint tactical
12 missile maintenance program originally planned by
13 DOD should be executed at Letterkenny. Nothing has
14 fundamentally changed.

15 Since that cornerstone decision in 1993,
16 the Army, the government, and the U.S. taxpayers
17 have benefited substantially. 13 of the 21 missile
18 systems have already successfully transferred to
19 Letterkenny, resulting in \$648 million of
20 construction cost avoidance. Letterkenny has
21 invested \$26 million in preparing for these systems
22 and in training personnel as well. Over \$100
23 million in specialized equipment has been shipped,
24 installed, and is operational at Letterkenny. And

1 three renovation projects in the amount of \$5
2 million have been completed.

3 Over the past two years, Letterkenny has
4 hired an additional 72 technical missile experts and
5 moved them and their families to the area, and
6 another 190 Letterkenny technicians have been
7 trained to perform this critical mission.

8 And finally, Letterkenny is presently in
9 the process of receiving 5 of the 8 remaining
10 missile systems. This consolidation is a
11 financially sound decision. The original
12 documentation stated that the government will
13 realize annual savings of \$32 million from this
14 joint program. Now, this may end up being 25 to 30
15 percent less due to workload reductions; however, it
16 still remains a significant savings to the
17 taxpayer. Without question, the tactical missile
18 consolidation program at Letterkenny is a joint
19 service success story.

20 More important than my saying it, here's a
21 statement made by the DOD IG in response to an
22 investigation requested this year by Hill Air Force
23 Base. As you can see, the DOD IG concluded less
24 than a month ago that the transition of tactical

1 missiles at Letterkenny is within budget and on
2 schedule.

3 Let me address another success story
4 concerning Letterkenny. That story is the result of
5 a public/private partnership effort between the
6 United Defense and Letterkenny. The first of its
7 kind, not just at Letterkenny, but in the entire
8 Department of Defense. In 1993, Letterkenny took
9 the initiative as the first DOD depot to seek to
10 preserve the industrial base of our country by
11 entering into a joint partnership with United
12 Defense under Palladin.

13 This initiative has provided Letterkenny
14 with a justifiable recognition as a model
15 installation. But more importantly, it saved the
16 taxpayer over 60 million verifiable dollars in those
17 two short years by returning \$46 million to the Army
18 budget, through Program Manager, and in saving
19 another \$15 million by eliminating bureaucracy and
20 waiving 27 Army and three DOD regulatory
21 requirements. This success has set the stage for
22 what can be accomplished at Letterkenny with other
23 expanded partnerships, like the M-113 and the M-2
24 Bradley fighting vehicles. Let's not lose this

1 opportunity by disbanding a unique visionary team.

2 Now, we're aware, the Commission has been
3 briefed on it, the supposed fact that the Palladin
4 program will be completed by fiscal 1997. Well,
5 that just isn't true. In fact, the Army has missed
6 the boat twice on this issue. First, the current
7 buy will not be complete until August 1998, not
8 1997. And second, there are definitive follow-up
9 buys, including more than 450 vehicles needed for
10 the National Guard. Of the 49 artillery battalions
11 of the National Guard, only three battalions will
12 receive Palladins from this purchase, leaving 46
13 battalions needing upgrading. And finally, of
14 course, there are major foreign military sales
15 projected.

16 Besides Palladin, there are over 2,000
17 Bradley fighting vehicles that will require
18 modification. Letterkenny is the natural place to
19 do this, as UDLP is moving their production facility
20 from San Jose, California, to York, Pennsylvania,
21 just down the road from Letterkenny. Coupled with
22 the current partnership agreement already in place,
23 and the DOD thrust to do modification in the private
24 sector, retaining this capability at Letterkenny

1 just makes plain common sense.

2 Even with these two great successes on the
3 books, here we go again, back to square one. With
4 all this success, it naturally begs the question:
5 Why then is Letterkenny BRAC again in 1995? Part of
6 the answer lies in looking at the method the Army
7 used to evaluate military value or criteria 1
8 through 4.

9 Now, you can readily see from this chart
10 Letterkenny was ranked fourth out of four depots by
11 the Army's calculation of military value. This
12 truly begs the question of how Letterkenny could
13 have more space, more land, more complete facility,
14 and the lowest overhead cost and the most diverse
15 mission, and be ranked four out of four. Well, the
16 answer is pretty simple if you look at how the Army
17 computes criteria 1 and 4. These two criteria
18 account for 65 percent of the total and are derived
19 from so-called capacity.

20 Here's how they calculate capacity: Both
21 work areas on this chart are identical in size; the
22 one on the left is the work space needed to maintain
23 the Patriot Launcher, and is the work position for
24 one employee, or one capacity. The same size space

1 on the right can fit eight work stations for
2 maintenance. Say for example, radios or mouse
3 traps; this gives a capacity of eight. Now, the
4 Army criteria directs that each installation
5 multiply capacity by 1,650 man-hours per year to
6 determine man-hours of capacity. Therefore, the
7 depot on the right has eight times more capacity
8 under this calculation than the depot on the left.
9 In sum, then, this bizarre methodology favors a
10 depot that works on smaller work packages or
11 workload mix, and not on the actual facilities
12 available or the missions assigned.

13 As in 1993, the Army has again
14 substantially deviated from its stationing
15 strategy. In their documents they argued to retain
16 only core workload. They identified ground-air and
17 electronic oriented maintenance as core workload,
18 but neglect to consider tactical missiles as core
19 workload or commodity group workload. By doing
20 this, the Army is saying that tactical missiles do
21 not match the battlefield functions of the future
22 and therefore should not be grouped with electronic
23 oriented core workload. Thereby, the Army has again
24 deviated substantially from criteria 1, which

1 states, and I quote, "The current and future mission
2 requirements and the impact on operational readiness
3 of DOD's total force."

4 In working with the Army, and later in my
5 presentation I will discuss submitting to the
6 Commission an alternate plan which will rightly
7 correct the Army's flawed stationing strategy, this
8 is our analysis of the Army military value
9 analysis. Capacity does not equate military value.
10 In their computation, interservicing and efficient
11 capacity utilization are not considered. Workload
12 parameters are the things measured, not operational
13 readiness. Actual mission performance is ignored,
14 and in fact not evaluated.

15 It should be noted that the Army was the
16 only service to use this methodology. Had
17 Letterkenny been reviewed under the Navy or the Air
18 Force methodology, due to its unique workload,
19 Letterkenny would have been excluded from BRAC
20 consideration altogether.

21 Now I'd like to turn your attention to
22 criteria 5, Return on Investment. Here are the
23 financial figures first reported by the Army to the
24 Commission. The Army states that its one-time cost

1 to realign the depot would be \$50.3 million, in
2 addition to claims to save \$77.8 million annually,
3 and achieve an immediate return on investment. Now
4 let's look at the real numbers.

5 In our review of their COBRA data, we
6 uncovered three major areas that the Army completely
7 failed to include. These are personnel, equipment
8 transfer, construction and relocation costs
9 associated with moving the tactical missile workload
10 to some other place or several other places. These
11 unreported but very real costs exceed 82 verifiable
12 million dollars. There's also another \$31.8 million
13 of unreported personnel costs and construction costs
14 to move the combat vehicles to Anniston. These
15 costs, interestingly, were used in the Army's 1993
16 COBRA run, but they were not included anywhere in
17 the Army's 1995 version.

18 And finally, the Army did not take all of
19 the tenants into account in their computations. It
20 conservatively will cost over \$64 million to move
21 the personnel and the equipment associated with
22 these tenants. These costs nowhere are included in
23 the numbers given to you by the Army.

24 Overall, we've clearly identified an

1 additional \$178.5 million of cost that were not
2 included anywhere in the figures reported by the
3 Army. We understand that new COBRA runs have been
4 forwarded in just the past few days by the Army in
5 an attempt to undercut this analysis. It's also our
6 understanding that a new Army personnel stationing
7 plan has been created to inflate the already suspect
8 personnel savings associated with the Letterkenny
9 recommendation. The Army should not be permitted to
10 use these last-minute budget smoke and mirrors to
11 justify a bad recommendation.

12 Now, a great deal has been made of what the
13 true workload situation is for tactical missiles.
14 We understand that the numbers offered throughout
15 this process to describe the accurate out-year
16 workload have not always helped to clarify this
17 issue. And once and for all, let's discuss the
18 out-year funded. Funded tactical missile workload,
19 utilizing validated DOD Army COBRA figures, the
20 workload is 1.798 million man-hours in fiscal 1999.
21 Some of the confusion surrounding this issue has
22 resulted from the Army decision to relocate only
23 core work. 523,000 hours of work in their
24 recommendation. Clearly, a million man-hours of

1 funded missile work was not relocated or accounted
2 for in the Army recommendation.

3 This Commission, respectfully, should not
4 allow the Army error to continue confusing what the
5 true funded missile workload is: 1.798 million
6 man-hours in fiscal 1999. This level of funded
7 workload more than justifies continued tactical
8 missile consolidation at Letterkenny.

9 Concerning savings, the Army based all of
10 its supposed savings on the elimination of 1,287
11 personnel spaces. These savings were reported to be
12 \$77.8 million per year. Incredibly, the Army has
13 just indicated an increased personnel elimination of
14 another 500 personnel, inflating their already
15 unsupportable savings. With these personnel
16 eliminations, who is going perform the 1.1 million
17 man-hours of additional funded workload? We urge
18 the Commission to investigate this.

19 Now, this chart summarizes the cost and the
20 savings data just addressed. As you can see, the
21 true figures are inserted into the COBRA model.
22 Then the return on investment is extended from the
23 Army's claim of an immediate return to well on past
24 100 years before a return on investment is

1 realized.

2 Now, Letterkenny's BRAC office ran the
3 COBRA model with the correct numbers, as noted on
4 this slide. The conclusion is that the net present
5 value changes from a \$952 million savings over 20
6 years to an actual cost of \$138 million over the
7 same period. Hardly a justification for a proposed
8 move.

9 Now, how could anything this complicated
10 achieve the magnitude of savings that the Army has
11 predicted? One of the major concerns regarding this
12 recommendation is that the Army may be scaling down
13 their depots too quickly, which will have a negative
14 effect on both tactical missiles and combat vehicle
15 readiness. We feel confident in reporting to the
16 Commission that there will be severe degradation in
17 operational readiness in both of these areas. The
18 Army stationing strategy states that the optimal
19 capacity utilization for peacetime depot operations
20 is 90 percent. This 10 percent buffer allows for
21 program modifications or surge capability.

22 The retention of both Red River and
23 Anniston maintains too much excess capacity. The
24 loss of both Red River and Letterkenny will place

1 the Army in a critical shortfall situation in any
2 wartime scenario. And the Army has stated that the
3 optimum solution for them is to have one and
4 one-third depots. Therefore, the best decision for
5 the Army is the retention of Letterkenny.

6 This chart includes quotes from the Army's
7 Tabs documents. As you can see, they state that
8 there's a risk in the Army stationing strategy, and
9 that the joint cross service working group failed to
10 consider the surge requirement in its recommendation
11 to close Letterkenny. Let me repeat that, because
12 it's so important. They state that there's a risk
13 to the Army stationing strategy and that the joint
14 cross service working group failed to consider the
15 surge requirement in its recommendation to close
16 Letterkenny.

17 Additionally, they state that the savings
18 from Letterkenny do not justify the operational
19 risk, and consequently Letterkenny's command
20 headquarters, AMC, did not support the closure.

21 Finally, there are several quotes from the
22 Undersecretary of the Army, Mr. Reeder, the Deputy
23 Undersecretary of Defense Statistics, regarding
24 Letterkenny. First, he stated, quote, "Arguments

1 for closure today do not seem to be any more
2 compelling than those previously rejected; secondly,
3 that closing Letterkenny would significantly
4 complicate ongoing consolidation of virtually all
5 tactical missile workload directed by BRAC '93."

6 Finally, regarding combat vehicle capacity,
7 closure of Letterkenny compounds the core
8 shortfall. We're aware that no community wants its
9 base realigned and closed, and that each questions
10 the validity of the COBRA model to their case. And
11 we're certainly sympathetic to your position when
12 that time comes for you to render your final
13 decision. In the case of Letterkenny, however, the
14 arguments against realigning that facility are
15 overwhelming and irrefutable. There's not a single
16 argument used by the Army to build their case that
17 holds water.

18 The easily verifiable facts we've presented
19 today lead to a single and irrefutable conclusion.
20 The recommendations to realign or close Letterkenny
21 should be categorically rejected. The real bottom
22 line proves that the 1993 BRAC Commission decision
23 was well thought out and sound. And that the
24 benefits to the government and the taxpayer prove it

1 out. There is no rational support for destroying
2 the successful joint tactical missile consolidation
3 agreement that is proceeding on schedule, within
4 budget, and creating annual savings for the
5 government.

6 The Army recommendation again deviates from
7 military criteria 1 and 4 by creating an unfair and
8 inequitable application of the scoring criteria, and
9 one that will create readiness shortfalls by scaling
10 down depots too quickly. Most importantly, the
11 actual numbers simply don't add up. Costs are
12 understated by \$178 million, or 79 percent; and
13 savings are overstated by at least \$70.5 million, or
14 93.8 percent, thereby pushing the return on
15 investment well out past 100 years.

16 Finally, this recommendation is going to
17 have a huge loss in a highly skilled and trained
18 work force, and will result in a grave impact on the
19 local and regional economy. The right decision for
20 Letterkenny Army Depot -- and for the government and
21 the taxpayer -- is to reject the 1995 Army
22 recommendation and to continue the completion of the
23 joint tactical missile consolidation program. In
24 protection of our critical surge capability, the

1 combat vehicle maintenance mission should remain at
2 Letterkenny. And finally, Letterkenny should be
3 encouraged to expand on its public/private
4 partnership.

5 Your Commission can complete what was begun
6 in 1990 and what the 1993 Commission sought to
7 accomplish as a result of their long and arduous
8 deliberations. As the previous chairman of this
9 distinguished commission, Jim Corder, stated in
10 1993, there won't be any interservicing unless BRAC
11 directs it because of the interservice rivalry.
12 Your support is essential in attaining this goal.

13 I've tried to walk in your shoes on this
14 decision-making process. It seems that with the
15 downsizing in the defense budget and the
16 corresponding reduction in the depot workload,
17 there's little argument that we have too much
18 capacity and depots need to be closed. But what's
19 the right decision and the best decision for the
20 military? I confess to a personal affinity for the
21 Army, having served as an Army officer and having
22 served as a ranking member of the Intelligence
23 Committee, where I continue to serve as a senior
24 member of that committee.

1 But I'm here to tell you that my former
2 service has for some reason been forced to, or has
3 chosen to completely sub-optimize its depot
4 operations. From my perspective, optimizing
5 readiness is absolutely essential. That perspective
6 is predicated on my very real concern, and I know
7 the concern of many of us, that somewhere, some day
8 in this turbulent world of ours, we're going to have
9 to go to war again. And none of us, none of us
10 predicted the Iraqi invasion. And who will predict
11 the next invasion? So to watch my Army move
12 backwards, destroy the critical joint consolidation
13 efforts and walk down a path that will truly
14 diminish readiness, is more than disconcerting, it's
15 a tragedy.

16 I respectfully request, then, that this
17 Commission once again exercise its authority to
18 effect the right decisions to ensure readiness. I
19 will submit for your examination an alternative plan
20 that is structured around common sense. Also I
21 would respectfully request that this Commission
22 submit this alternative to the Army for their
23 comments.

24 This slide presents a realistic plan which

1 deserves careful thought. We're dealing with the
2 issue of capacity, too much of it. There are three
3 depots involved in ground combat maintenance.
4 Anniston, Red River, and Letterkenny. You've seen
5 all the numbers. The simple fact is that Anniston,
6 the largest of the three, with its heavy
7 infrastructure, must remain in the Army inventory.
8 It's big, it's capable, but it's not enough by
9 itself. It needs a safety factor for surge. That's
10 essential for readiness. To retain Red River for
11 surge does not pass the common sense test, and in
12 fact exacerbates the excess capacity problem.

13 Retaining Letterkenny provides just the
14 right kind of safety margin for surge and fits
15 nicely into the Army's oft-stated requirement of one
16 and a third depots. We've seen the benefits of
17 consolidated tactical missiles at Letterkenny. We
18 should follow that lead by consolidating a
19 substantial amount of DOD ground communications and
20 electronic equipment at Tobyhanna, where the size
21 and the resident technical capabilities are a
22 perfect match.

23 Finally, we should continue with the DOD's
24 first true joint depot consolidation as a clear and

1 successful model for others to emulate in the
2 future. It's the clearest of all choices. To do
3 otherwise is to send a highly visible signal to all
4 the services, "Don't support joint missiles. Don't
5 support interservicing. Don't consolidate. Don't
6 pay attention to what BRAC says, as BRAC dictated in
7 1993."

8 The last two notes on this slide are
9 self-explanatory. The first is a plea to discourage
10 those who would attempt to convince you to fill up
11 small pockets of excess capacity at bases around the
12 country at the very real expense of readiness.
13 Sub-optimization is a significant problem and could
14 be truly destructive when applied to our military
15 readiness. And lastly, I encourage all
16 commissioners to demand to see the true economic
17 impact of all funded workload reflected in the COBRA
18 analysis. To ignore it because it's called above
19 core is misleading. It's unfair to this
20 Commission. This is funded workload we're talking
21 about and it should be included in the evaluation.

22 This concludes my presentation, and I thank
23 you very much for the opportunity to make it to you
24 today.

1 CHAIRMAN DIXON: We thank you, Congressman
2 Shuster. Thank you very much.

3 Ladies and gentlemen, we're going to take a
4 ten-minute intermission. We ask the fine folks that
5 are here from Letterkenny to please leave the room
6 back at the rear of the room where you see the man
7 waving his hand, in that corner over there where it
8 says "You saw the rest, now keep the best." Over in
9 that corner, if you'll all walk out that door.

10 CHAIRMAN DIXON: There will be a ten-minute
11 recess.

12 (Recess taken)

13 COMMISSIONER MONTOYA: The hearing is now
14 back in session. I'm Ben Montoya, and I will be
15 resuming the chair for Senator Alan Dixon. Senator
16 Santorum and rest of the delegation, I will assure
17 you that though four commissioners have left for
18 other duties, as with all testimony accorded before
19 they left, we will be equally attentive and the rest
20 of the presentation will not be handicapped at all
21 by their absence. We've had regional hearings
22 around the country where all of us were not there,
23 but we and our staff made sure that we share
24 testimony and share thoughts on your presentations.

1 So they have to go for their prior commitments, but
2 we will stay with you until we're done.

3 So with that, we may have some members who
4 have not been sworn yet for Tobyhanna so those that
5 have not been sworn, if anyone, please rise and I'll
6 swear you in, who are going to speak.

7 (Witnesses sworn) proceed.

8 SENATOR McDADE: Mr. Chairman, we can begin
9 the proceedings. Let me initiate this conversation
10 by expressing my deep gratitude to the Commission
11 for taking on this incredible task, which not only
12 interrupts your personal lives but causes you, I'm
13 sure, less than personal tranquility. The decisions
14 you have to make are enormous and we appreciate your
15 service to your country.

16 COMMISSIONER MONTTOYA: Thank you.

17 SENATOR McDADE: Luckily, we were
18 privileged to have four commissioners at the depot
19 just the other day, and we want to thank them
20 specifically for being there, and the rest of the
21 Commission for taking great interest. As you can
22 see, the Tobyhanna Army family is here in full force
23 and are delighted to be with you.

24 (Applause)

1 SENATOR McDADE: Mr. Chairman, to my right
2 is my long-time colleague from the congressional
3 district adjacent to me. Together, both of us
4 represent the depot. One a republican, one a
5 democrat, unequalled in Tobyhanna, and never in all
6 the time we've been there, which is more than ten
7 years together, have we had a dissenting opinion. I
8 would like to introduce to you my great friend from
9 the City of Wilkes-Barre, Congressman Paul
10 Kanjorski.

11 CONGRESSMAN KANJORSKI: Thank you very
12 much, Joe. Mr. Chairman, members of the
13 Commission. As you can see, we have more than a
14 thousand people from the community of Northeastern
15 Pennsylvania that have traveled here to Boston today
16 to support the Tobyhanna depot, to support one of
17 the greatest work forces in our area and one of the
18 greatest work forces in the depot system of the
19 United States.

20 In order for the military to succeed, it
21 has to have the support of the civilian population.
22 And the four commissioners I think that visited our
23 area the earlier part of this week certainly
24 witnessed an outpouring in a support system that I

1 have never witnessed in my life, political life or
2 entire professional life. As a matter of fact, the
3 only thing I could think of as we entered the gates
4 of Tobyhanna on this last Wednesday was the fact
5 that I was so proud to be a part and to have the
6 honor to represent a good segment of these people.

7 We're not here pleading a case for mercy.
8 We're not here pleading a case for something that
9 doesn't stand on its own merits. Mr. McDade and I
10 are here today because we represent the very best,
11 the very best in the depot system of the United
12 States. The very best in efficiency and
13 effectiveness. To have a downsizing of the military
14 installations of this country with the best
15 efficiency, the best work force.

16 I thought a lot about what I want to talk
17 about today, and you're going to hear a lot of facts
18 and figures of the effect on the community, the
19 effect on the defense establishment; where would we
20 be if Tobyhanna is closed, or kept open, or
21 realigned, or receives additional work. I think one
22 of the commissioners in our travels earlier this
23 week gave me my topic. And that is when you enter
24 Tobyhanna, like you enter any industrial plant in

1 America, you can sense something special is there.
2 And it's just not the management or just not the
3 competency or skill of the work force, it's a
4 unified effort.

5 And with those Commissioners and myself and
6 the group that toured this week at Tobyhanna, we
7 witnessed that. We have at Tobyhanna the most
8 efficient, the most effective, and highest
9 thought-of depot in the United States military
10 system. It just didn't happen. It happened because
11 the community supports that depot, and because the
12 work force at that depot is second to none.

13 We have a work force that the average age
14 is 45. The average length of service at the depot
15 is more than 17 years. It is a depot that had 52
16 percent of the work force that has been involved in
17 electronics and electronics engineering. A high
18 proportion of that work force. It has many other
19 features. Two-thirds of the work force are veterans
20 of the United States military. They understand the
21 military, they understand the relationship now
22 between the civilian force in support of the
23 military, and over the years, in every war and every
24 crisis this country has faced, they've been there.

1 I tried to think of what you can do, what
2 makes Tobyhanna. Every year they have 345,000 hours
3 of special training. That's almost more than two
4 weeks for every employee in that depot. They have
5 one of the most advanced technical assistance
6 centers, with 15 faculty members and 15 curriculum
7 courses, that they not only train in that depot to
8 their workers, but to the Reserve and National Guard
9 forces of the United States that travel thousands of
10 miles to get the special training and the unique
11 training that is able to be attained at Tobyhanna
12 depot.

13 There are other special things that you
14 look at when you are looking at a work force. You
15 say, "How do other people judge it?" Well, we've
16 had one of the finest accounting firms in the United
17 States, Coopers & Lybrand, who have made a
18 judgment. They made a judgment that it uses the
19 best accounting practices and is judged against
20 private industry and comes out as the model in
21 America; that it has more in succinct relationship
22 to private industry than anything the Defense
23 Department, anything in the government. That's
24 their judgment. The Department of Labor of the

1 United States is held out to be a model of
2 relationships of labor and management, and on their
3 practices to keep a satisfied work force and an
4 injury-free work force.

5 There are a couple of rules that you look
6 at when you look at how a work force operates with
7 management. One of the things I want to point out
8 -- because I came from the private sector, I'm not
9 a professional politician, this is the first office
10 I've held -- when I looked at companies or evaluated
11 companies that I represented, I always looked at how
12 many injuries there are on the job. And workmen's
13 compensation is a real test. Here we have more than
14 3,500 workers, and over 15 years we have never had a
15 management/labor grievance filed. That is almost
16 unheard of in private sector business that I know
17 of. But that's the relationship of this work force
18 with this management and this government.

19 It has, in workmen's compensation, only 11
20 cents an hour cost for the employees that get
21 injured on the job, as compared to almost any other
22 depot system in the country that has a multidollar
23 per hour relationship of workmen's compensation.
24 How do you get people that are seriously injured,

1 and more than 60 percent of this work force is blue
2 collar, heavy industrial, how do these people not
3 get injured? Because they know the efficiency
4 that's necessary for the military, they work with
5 their leadership; it's a combined effort.

6 If ever we had a model in America that
7 compares ourselves with Japanese industrial
8 practices, it's at Tobyhanna depot. They meet on a
9 regular basis in councils of labor and management.
10 They work together, whether it's an injured
11 employee, to bring them back, to help them on, to
12 find a new job for them. Or whether it's a dispute
13 between labor and management. They work it out as a
14 family, with the support of the community. And
15 that's in spite of the fact, I may say, that
16 Northeastern Pennsylvania is the birthplace of
17 organized labor in the United States.

18 It is an area, and this depot is an example
19 that I can hold up to everyone in this country, that
20 we have the finest labor/management relationship in
21 the world, existing in the heart where organized
22 labor began, because of the unusual relationship
23 between the management of this depot and its work
24 force and the community.

1 Now, you could go on about what's great
2 about any installation, but it has been judged by
3 the vice-president's national performance review
4 again as the model for the federal government. It's
5 the best. You see that out there, "Keep the Best";
6 it is the best.

7 I worry about the message that we would
8 send to the rest of the federal work force and the
9 military and the rest of this country if, knowing
10 and identifying the best by the Defense Department,
11 by the Army, by the community, by all the statistics
12 and all the mathematics that we could assemble in
13 facts and figures, we were to jeopardize their
14 existence even though they have performed to the
15 highest standard possible, and are capable of
16 performing above that standard. And taking in any
17 mission this Commission may desire to put in its
18 place, they can perform that mission well and to the
19 highest standard as they have in the past.

20 I believe that what we have to do is
21 appreciate the tough position you are in in this
22 Commission. We in the Congress established this
23 Commission so that you could use your best judgment;
24 that you do the best thing for military preparedness

1 of this country, and you make tough decisions which
2 we in the Congress are incapable of making for many
3 reasons. The only thing I ask you is, I represent
4 the citizens that I have in Northeastern
5 Pennsylvania, what is the finest depot in the United
6 States, that you do not sacrifice their
7 accomplishment and their standard on any lesser
8 criteria than what has been judged best by the
9 Department of the Army and by the United States for
10 the highest efficiency and effectiveness so we can
11 maintain our forces.

12 And if you apply that standard to the
13 Tobyhanna depot, I'm absolutely certain that you
14 will not only keep it in existence, but you will not
15 reward other depots in the armed services, whether
16 they be the Air Force or others, by not offering for
17 closure, but that you will contribute any work that
18 they may perform, to send it to Tobyhanna, have it
19 done more efficiently, more cost effectively and at
20 a higher standard than they are having it done
21 today. So I urge you on behalf of my constituents
22 to keep Tobyhanna open and keep the best surviving.

23 (Applause)

24 COMMISSIONER MONTTOYA: Thank you,

1 Congressman.

2 SENATOR McDADE: Mr. Chairman, with your
3 permission I introduce my next witness, and we're
4 very pleased to have with us today General John
5 Coburn as the Deputy Commanding General of Army
6 Materiel Command. During his position in the Army
7 Materiel Command he served in virtually every
8 professional position that he could undertake. And
9 he's here today to testify on behalf of the
10 Tobyhanna Army Depot. General Coburn.

11 COMMISSIONER MONTTOYA: Very well.

12 GENERAL COBURN: Thank you very much for
13 that kind introduction, Congressman McDade, and good
14 morning to all of you. I'm glad to be here. I'm
15 glad to be anywhere for that matter. You know what
16 I mean, Mr. Chairman. But Chairman Montoya and
17 members of the staff, I'm particularly glad to be
18 here to assist you in making what I know are some
19 very important, some very difficult, some very tough
20 decisions. A job that I must say that I don't envy
21 you for.

22 Now, my remarks today are directed at
23 keeping Tobyhanna Army Depot open and realigning
24 Letterkenny Army Depot. I sincerely believe that

1 both actions are in the best interest of our Army
2 and in the best interest of our taxpayers as well.
3 I'm very much aware that everywhere you go you are
4 told the same thing about other installations, and
5 that you have a tough job sorting out the facts.
6 Nevertheless, I'm obligated to tell you that those
7 actions are in all of our best interests, because I
8 sincerely believe that they are.

9 As you know, the Army has long recognized
10 that excess capacity exists in our depot structure.
11 And we've made hard, painful decisions to close
12 depots, such as Sacramento and Lexington, to the
13 point that we now only have five maintenance depots
14 left in the Army, counting Tobyhanna and counting
15 Letterkenny. Let's examine the Tobyhanna case for a
16 moment. If one thinks of Detroit, Michigan, one
17 thinks of the automobile industry. Likewise, when
18 one thinks of the Tobyhanna Army Depot, throughout
19 the Army and indeed throughout the Department of
20 Defense, one thinks about excellence in
21 communications electronics repair. Why is that?
22 Well, it's because over the years we've consolidated
23 our communications and electronics repair at
24 Tobyhanna to the point that today Tobyhanna is

1 indeed a center of excellence for that type of
2 repair throughout DOD.

3 This consolidation of communications
4 electronics workload at Tobyhanna was deliberate,
5 because the Army stationing strategy calls for the
6 retention of an electronics-oriented maintenance
7 depot to meet the battlefield demands of the future,
8 as we build our Army for the 21st century. To put
9 it another way, a fully digitized Army prepared to
10 exploit the information-age technology requires the
11 capability we have developed at Tobyhanna to service
12 and maintain our equipment.

13 Knowing that, we have invested heavily in
14 Tobyhanna facilities. Specifically, we've put over
15 a hundred million dollars in the past ten years into
16 Tobyhanna, to the point that today Tobyhanna is a
17 state-of-the-art installation with many new and
18 unique facilities. And to duplicate those
19 facilities anywhere would be very costly.
20 Tobyhanna's focus on repair of a single commodity,
21 i.e., ground communications electronics, has allowed
22 Tobyhanna to become the most cost effective,
23 efficient and competitive depot that we have. For
24 example, in the public-to-public competition for the

1 Sacramento Army depot workload, the depot won four
2 of five competitions against the Air Force.

3 Likewise, Tobyhanna has a winning record when
4 competing against the private sector.

5 And, Tobyhanna has the lowest maintenance
6 cost of any DOD depot and the highest productivity
7 rates. Now, these are not my conclusions. Rather,
8 as you already heard, these are conclusions
9 supported by the private accounting firm of Coopers
10 & Lybrand, and there are many other studies
11 available to you that support those conclusions.

12 So Tobyhanna is our newest depot, it's our
13 least costly to operate, and I would suggest to you
14 that it offers the best value to the Department of
15 Defense and to our country, not only because of cost
16 but because of its technical capabilities, and
17 because it has a work force with the largest
18 concentration of electronics skills in the
19 Department of Defense.

20 Now, all these things I've been talking
21 about of course play into the Army's military value
22 of assessment. To put it another way, how vital is
23 the depot to national defense? In that regard, our
24 military value assessment ranks Tobyhanna as the

1 number one Army depot in both '93 and '95. I say
2 again, it's the number one Army depot in '93 and
3 '95.

4 There are many other reasons why this
5 unique facility should not be considered for
6 closure. These are some of the more important
7 ones: Certainly it would seem to be prudent to not
8 close a depot where we have a significant capital
9 investment, a depot that is an essential element of
10 the Army stationing strategy, or a depot that is the
11 most cost effective. To do so would invalidate the
12 Army's military value methodology and eliminate the
13 depot with the highest ranking military value, to
14 preserve installations with much lower values.

15 Rather than be considered for closure,
16 Tobyhanna should be considered for increases in
17 workload, thereby allowing a reduction in associated
18 dollar savings in DOD's excess capacity in
19 communications electronics repair.

20 Now, let me shift gears just a little and
21 talk about Letterkenny. The DOD recommendation is,
22 as you know, to realign Letterkenny. And that
23 recommendation was made for a number of reasons.
24 First, a review of long-range operational

1 requirements supports consolidation of ground combat
2 workload as a single installation. Put another way,
3 our ground maintenance capacity exceeds our program
4 work requirements.

5 Second, when the dust settles, I believe
6 that the alternative to move missile maintenance to
7 Hill Air Force Base will result in costs from four
8 to nine times greater than DOD's recommendations,
9 with fewer savings. Even then, Letterkenny's
10 ammunition storage capacity is needed for DOD
11 requirements.

12 Third, having said all that, the importance
13 of Letterkenny is such that the worst possible
14 action would be to close Letterkenny, or move any
15 part of its workload to Hill Air Force Base.
16 Rather, the intent of the Department is to
17 consolidate the tactical missile workload in the
18 Pennsylvania corridor and take advantage of all the
19 synergies that that offers, so the Department's
20 proposal for Letterkenny achieves substantial
21 savings for reasonable investment and reduces our
22 capacity in ground equipment maintenance in the
23 depot maintenance system.

24 In closing, let me just say that the

1 Department of Defense recommendations before the
2 Commission on both Tobyhanna and Letterkenny were
3 designed to eliminate excess capacity and to save
4 dollars. The recommendations have earned the
5 support of the Secretary of Defense. They were not
6 made hastily. They are an integral part of the
7 foundation for the industry base of the future. And
8 they were designed to preserve and enhance the
9 readiness of America's Army.

10 For these reasons, I, the Army, and the
11 Department of Defense strongly urge you to retain
12 Tobyhanna as one of our premier installations, and
13 to realign Letterkenny as recommended. The Army
14 needs them both. More importantly, America needs
15 them both.

16 I thank you for allowing me the opportunity
17 to speak with you. Hopefully, something I have said
18 will help you in your most difficult task. And I
19 thank you for your attention.

20 (Applause)

21 SENATOR McDADE: Mr. Chairman, experience
22 has shown all of us that in every community across
23 this land there are great citizens who volunteer
24 their time and their effort to act as spark plugs to

1 make our communities go. Such a person will now
2 testify on behalf of our Economic Development
3 Council of Pennsylvania. I'm delighted to present
4 to the Commission Anna Cervanak, the President of
5 our Economic Development Council.

6 MS. CERVANAK: Good morning. I am proud to
7 be here representing Tobyhanna Army depot and the
8 Blue Ribbon Task Force of the Economic Development
9 Council of Northeastern Pennsylvania. I would like
10 to thank the Commissioners and the Commission staff
11 for your dedication and hard work, and I know the
12 personal commitment that you have as you perform
13 these challenging tasks.

14 We are aware, fully aware, that every
15 installation tells you how important that base is to
16 the local economy. In our case, however, we must
17 tell you Tobyhanna has a major regional influence,
18 throughout an entire corner of the northeast corner
19 of the state. In fact, Tobyhanna is the largest
20 employer in a seven-county Northeastern Pennsylvania
21 region. Recognizing Tobyhanna's importance, the
22 Economic Development Council of Northeastern
23 Pennsylvania formed the Blue Ribbon Task Force in
24 1993. We selected the theme of the blue ribbon

1 because it signifies the number one military value
2 ranking earned by Tobyhanna during BRAC '93, and
3 holds true for Tobyhanna's top ranking by the Army
4 in BRAC '95.

5 I am sorry that you could not all have
6 visited Tobyhanna this week, but I can tell you that
7 the people that you see here, most of them got up at
8 2:00 this morning, boarded buses to get here to
9 support us.

10 (Applause)

11 MS. CERVANAK: I would like to briefly
12 discuss what this region was like before Tobyhanna
13 was established in 1953. It was a region that was
14 built on the backs of immigrant laborers who toiled
15 in the anthracite mines and who built and maintained
16 the railroads which carried that coal to market. It
17 was their strong work ethic, tempered by recurrent
18 hard times, that have molded this region and the
19 people who live here. The coal mines started to
20 shut down in the 1940s. The railroads which hauled
21 that coal from the region also began to suffer. And
22 by the 1950s, both industries had failed and the
23 people in Northeastern Pennsylvania were in the
24 midst of hard times equivalent to the depression of

1 the 1930s. Unemployment percentages were in double
2 digits.

3 Unto this bleak scene in the early 1950s
4 enters the United States Army. Within a year of its
5 opening in 1953, Tobyhanna was the region's largest
6 single employer. The decision to build an Army
7 depot at Tobyhanna was one of the key turning points
8 in the history of this region. And since the 1950s,
9 Tobyhanna has been the backbone of the region. It
10 has been the backbone because it has helped the
11 regional economy.

12 The government's 45-year investment in the
13 facility, the equipment, and the personnel has
14 produced an outstanding military operation which, if
15 you hear about it today, and you're going to, has
16 the depot skilled technicians and the organization
17 that we have at Tobyhanna. These skilled
18 technicians are the children of those hard-working
19 miners and railroaders, better educated than their
20 parents, but with the same ethic, that hard-working
21 ethic, as the older generation.

22 In return for that hard work, Tobyhanna has
23 given us highly skilled professional and technical
24 residents, earning competitive wages for this

1 region, and one of the constant sources of
2 employment stability. Tobyhanna is truly the
3 cornerstone of our economy.

4 Because of the government's 45-year
5 investment and the stability of the work force
6 employed at Tobyhanna, we now have a region that is
7 consistently rated as one of the best places to live
8 and work in the entire nation. Our quality of life
9 is high; with affordable housing, excellent schools
10 and universities, easy access to outdoor recreation
11 and easy access to metropolitan cities. We are
12 particularly proud of our Montage complex, which
13 features a AAA baseball team, a ski resort,
14 championship golf course and several business
15 complexes. Recently the Pocono northeast region was
16 listed as one of the last 40 great places on earth
17 by the Nature Conservancy.

18 These developments would not have occurred
19 without the economic stability that Tobyhanna has
20 provided in this region for the past 45 years. And
21 here is why: Because of the high skills levels of
22 Tobyhanna technicians, engineers, professionals and
23 managers, salaries at Tobyhanna are significantly
24 above the regional average. It also means that when

1 Tobyhanna invests training dollars in an employee,
2 they are going to remain at Tobyhanna for many
3 years. So taxpayers again benefit from their
4 investment, because there is no comparable industry
5 to draw off that technician. With the salaries that
6 they earn, Tobyhanna employees create a ripple
7 effect through our seven-county region.

8 And I think I mentioned that back at
9 Tobyhanna in fact it's a big splash, it's not just a
10 ripple. Over \$600 million annually. Despite the
11 progress of the last 45 years, Northeastern
12 Pennsylvania must cope with several economic
13 vulnerabilities. The loss of Tobyhanna would turn
14 these vulnerabilities into mortal wounds for this
15 region. First, our unemployment is already higher
16 than both Pennsylvania and the national average. As
17 a result, our young people leave the area for
18 employment opportunities, resulting in a high
19 population of lower income elderly. These
20 fixed-income recipients simply cannot drive the
21 engine of our regional economy as the Tobyhanna work
22 force can drive it.

23 Furthermore, recent closure announcements
24 affecting some of our largest private employers,

1 such as 300 jobs at Trane Corporation; 600 jobs at
2 Consolidated Freight. We originally lost 600 jobs
3 at Leslie Fay, and unfortunately we just heard
4 another 600, for 1,200 at Leslie Fay. And another
5 175 jobs at Graham Allied to occur later this year.
6 This is further going to damage our economy.

7 Tobyhanna, of course, has not been unaffected by
8 military downsizing. There are now 1,200 fewer jobs
9 at Tobyhanna than in the mid-'80s. In effect, these
10 combined reductions and closings mean that this
11 region has already lost the equivalent of a
12 Tobyhanna Army depot.

13 Therefore, ladies and gentlemen of the
14 Commission, and I know you're going to work hard
15 over the next few weeks, but what you say is going
16 to present two diametrically opposed outcomes for
17 the future of Pennsylvania, Northeastern
18 Pennsylvania. For our region the economic impact of
19 a closure would be devastating. Such a decision
20 would increase the already high unemployment rate
21 that we have. You would also reduce a small tax
22 base even further by eliminating our best-paying
23 jobs.

24 In the long term, we would return to the

1 depressed economy of the 1950s. Tobyhanna's closure
2 would not mean a mere temporary downturn in the
3 business cycle; rather, we'd be thrust into
4 long-term economic devastation. Tobyhanna is
5 uniquely configured to perform its present mission
6 efficiently. But I do not know of any other private
7 firm out there that could fully utilize its
8 outstanding capabilities. And you and I both know,
9 faced with the emphasis of reduced federal spending,
10 that the money which gave rebirth to our area
11 several years ago, that money is not going to be
12 available in the future. And we know that.

13 Therefore, a closure at this time would
14 force 3,500 employees to leave Northeastern
15 Pennsylvania, ripping apart the social fabric of our
16 cities, towns, and rural communities. They would be
17 forced to leave because there are simply no other
18 comparable private sector businesses or large
19 federal agencies; there's nothing there to absorb
20 the talented and specialized work force that we
21 have.

22 I am confident that you will reach the
23 right choice later this month; that this choice will
24 be the one that concurs with the choice of the DOD

1 analysis that said that Tobyhanna is the outstanding
2 installation for communications electronics work and
3 that the depot is essential to our country's
4 readiness. You will retain it because it is the
5 backbone, not of a municipal or county economy, but
6 of an entire region. A region with great potential,
7 but still very dependent on its major employer.

8 Because of its size, and because of the
9 scope of the sophistication of the work done at
10 Tobyhanna, it serves as a magnet to attract new
11 businesses and new industries to our area, promising
12 an even brighter future for the region, which has a
13 history of struggle for secured employment. That
14 decision will also continue 45 years of
15 high-quality, cost-effective support delivered by
16 Tobyhanna workers to our armed forces.

17 For your children, your grandchildren's
18 safe and secure future, I hope in your heart of
19 hearts you know that you must keep the best:
20 Tobyhanna Army Depot. Thank you.

21 (Applause)

22 SENATOR McDADE: Mr. Chairman and members
23 of the Commission, our next witness is a gentleman
24 who has served this nation with distinction for

1 many, many, many years. He has done that primarily
2 by helping to make Tobyhanna what it is today: The
3 best. He knows every nook and cranny of the depot.
4 He is, in a word, Mr. Chairman and members of the
5 Commission, the consummate professional. Mr. Frank
6 Zardecki.

7 MR. ZARDECKI: Thank you. Thank you, and
8 thank all the employees, the families and friends
9 for coming today. Quickly, I'd like to tell you a
10 little bit about Tobyhanna, what we're going to do
11 today, their purpose, demonstrate the military value
12 of Tobyhanna and why we are the best; and look at
13 the military value, our mission, our facilities,
14 look at the DOD recommendations, and hopefully
15 summarize that for you.

16 All right, quickly, you know the criteria.
17 Military value, military worth. There are four
18 criteria that make that up -- the slide on the right
19 appears not to be working.

20 Our mission. We are an electronics depot.
21 We work on the total full spectrum of electronics
22 from hand-held radios, squad radios, to strategic
23 satellite systems and intelligence gathering systems
24 used by the National Command Authority. Our

1 mission, the traditional mission of repair and
2 overhaul. But what is unique about Tobyhanna and
3 our high technical skills is our engineering
4 services, the design engineering services,
5 manufacturing of high-tech communications
6 electronics systems.

7 As seen on the right, a tactical satellite
8 terminal. We are truly a full-service electronics
9 depot.

10 What is communications? As I mentioned,
11 the full spectrum: Radio, fire control, command and
12 control, satellite, air traffic control. On the
13 right you will see General Colin Powell in Saudi
14 Arabia with a PFC3 Command Pack Satellite Terminal.

15 Prior to the invasion of Kuwait there was a
16 significant problem with those radios in-country.
17 Tobyhanna deployed some people in-country, had them
18 all repaired prior to the invasion.

19 Interservicing. About 13 percent of our
20 workload is electronics. Over 400,000 hours. We do
21 work for the Air Force satellite systems, Navy
22 guidance systems, a lot of work for the Marine
23 Corps. We also do contingency planning travel for
24 the President with satellite communications. We do

1 forwarding patrol for NASA and the National Security
2 Agency. Our engineering services are certainly
3 unique within the Department of Defense. We have
4 the largest engineering organization within all the
5 Army depots.

6 Our systems integration, we have been doing
7 that for over 30 years, where we are in fact like a
8 major manufacturer.

9 We do a lot of reverse engineering. And
10 you can see the capabilities that we possess.

11 Electronics. What is electronics?
12 Obviously, the backbone of today's battlefield.
13 Communications systems, command and control,
14 intelligence gathering, all important to decisive
15 victory, all supported by Tobyhanna. If you look at
16 the 21st century warriors, what are the weapons
17 systems today? Those tanks, trucks, aircraft, they
18 are all platforms for electronics systems. That's
19 what makes the battlefield as effective as it is
20 today for the forces of the United States.

21 Reserve component training. We do about
22 25,000 man-days a year. The largest concentration
23 of Reserve and National Guard logisticians are in
24 the United States. We have the only specialized

1 high-tech reserve training center within the Army.
2 We bring in people from all over the country and
3 provide that hands-on training with the employees
4 you see out there today.

5 Power projection. We have a facility in
6 Panama. We have facilities in Fort Hood, Korea,
7 Germany, and we do a lot of crisis support. We had
8 over 120 people in Saudi Arabia for Desert Storm.
9 In '93, July of '93, when the 10th Mountain went
10 into Somalia, there was an emergency requirement.
11 They had some problems with their electronic
12 systems' message switches. We sent Tim and Mark
13 there, TDY, volunteer civilians out of Tobyhanna.
14 They were in a hostile zone, under fire. They were
15 issued flak jackets, weapons, worked with the
16 troops, repaired equipment and were in-country for
17 ten days.

18 Maintenance capacity. Everybody has talked
19 about maintenance capacity and what it is. It is a
20 standard measurement used within DOD and industry to
21 determine your throughput, your potential product
22 output and your readiness. It's not measured by
23 square footage. It's driven by your facilities,
24 your commodity, your ability to perform your

1 mission. It's the critical yardstick. It's the
2 consistent yardstick. If you look at the chart on
3 the right, it's the work positions, it's
4 throughput. It is not acreage.

5 If you look at what is the workload in the
6 proposal, Letterkenny's workload 99 is 1.9; 3.7 for
7 Tobyhanna. It just will not fit in that facility.
8 The same applies to supply. Available capacity at
9 both installations is approximately 1.2 million
10 square footage. That supply space, DLA at Tobyhanna
11 is in support of the maintenance mission, if that
12 were to move, that also must moved, and that is also
13 a cost to DLA.

14 Criterion 2 is the availability of land
15 facilities. As was mentioned earlier, Department of
16 Defense has put in over \$110 million in the last
17 five years for modernization of Tobyhanna. It's an
18 investment in the future. And you'll see some of
19 those diverse and distinct facilities that we have.

20 We are the center of excellence for DOD for
21 satellite communications. We maintain and support
22 all ground satellite communications for the
23 Department of Defense.

24 Our environmental stress screening is

1 unique, probably the only production facility within
2 the depot system within DOD. What we do is to
3 stress test equipment to improve reliability. If
4 you remember, in Desert Storm when the troops
5 deployed and the radios weren't working and they
6 were putting burlap and wetting them down to keep
7 the temperatures down, we processed over a thousand
8 radios for that facility to improve the reliability
9 of equipment the soldiers were using. We swapped
10 out over 400 radios for the 1st Cav before they went
11 into Saudi.

12 COMSEC was the result of BRAC '88. That
13 building is about a year and a half old now. It is
14 a large unique special facility for communications
15 security. That's the encryption of voice
16 communications and is fully operational and is by
17 far the largest within DOD.

18 We have an automated storage and retrieval
19 system that is also state of the art. A brand-new
20 building, tactical end item repair facility for
21 working in those assemblages, vans, trailers and
22 things like that that are big. As you can see, the
23 facility there has opened within the last month.
24 And that is one of the proposed locations for

1 missile workload if you decide that.

2 FSYS for unique facility. We actually
3 manufacture printed circuit cards for weapons
4 systems where there are no longer manufacturers for
5 those equipments. We can do that in 30 days on
6 demand.

7 The large, large organization of engineers,
8 software engineers, where we actually develop
9 diagnostics to test electronics equipment. Today it
10 is so sophisticated that you can no longer do it
11 manually, and requires extremely high-skilled
12 technicians and engineers to perform that mission.

13 Our facility. The most modern in the Army,
14 43 years old, but if you look at the results of the
15 significant investments, 86 percent of the facility
16 is less than 15 years old, and about half of it is
17 less than 50 years old. If you look at the chart on
18 the right, the red areas, that is the maintenance
19 operations at Tobyhanna. That is extremely unique
20 in that 76 percent of the facilities are under one
21 roof. That adds to the efficiencies of the
22 operation. There are no large costs for materiels
23 handling and inner shops and things like that makes
24 it a very efficient operation.

1 Expandability. We have about 21,000 acres
2 with reversionary rights. We have no encroachment
3 problems, we're sized for future development, and
4 more importantly we have a significant
5 infrastructure and automated systems. The total
6 facility is automated. We have a LAN through it, we
7 have ADP and modern processing for our data complex
8 to add to the efficiencies of the operation.

9 Costs. A lot of talk about costs. In
10 fact, depots are like a business. We are a DBOF
11 installation. There is no money appropriated by
12 Congress for operation of Tobyhanna; all of our
13 money comes from customers, as a buyer/seller
14 relationship. If we don't perform, they can go
15 elsewhere. I think these are the most important
16 charts, when you're talking about Tobyhanna. Why
17 are we the best, why do we have the lowest cost of
18 operation in DOD? Because we operate like a
19 business. We're single commodity, all our focus and
20 energies are on high-tech electronics.

21 Because of a large concentration of
22 electronics skills, we can move people throughout
23 the organization to keep a high-yield productivity.
24 Labor rates are one of the lowest in the country.

1 We've made some significant investments in the plant
2 to help the efficiencies.

3 High direct labor yield. What this means
4 is the DOD norm is 1,615 hours per employee and
5 that's what you base your budget on. We have
6 continuously exceeded that; it lowers the operating
7 cost.

8 Our high direct/indirect labor ratios. We
9 have 64/36 throughout the whole plant, but in the
10 maintenance operations it's 80/20. We have an
11 extremely good labor relations relationship. Our
12 organization structure is flat. We have continually
13 reduced overhead costs.

14 As mentioned previously, in head to head
15 competition with the Air Force in BRAC '91 we won
16 four out of five of those competitions. As a result
17 of competitions in public-to-public and
18 public-to-private sector, Department of Defense
19 hired Coopers & Lybrand to do a study on the effects
20 of that, and they looked at six depots: two Air
21 Force, two Army and two Navy. The results were that
22 the only depot mentioned was Tobyhanna, and was
23 judged by far the best of the six depots reviewed.

24 Conclusion: We were rated number one.

1 It's a consistent analysis. We have the most modern
2 facilities in the Army, obviously the largest
3 maintenance capacity, we have extremely low
4 operating cost, transportation, all of our programs
5 are unique and efficient.

6 BRAC '95. We talked about what that is,
7 what is missile workload. The standard concept of
8 maintenance within DOD is that its platform
9 maintenance and electronics goes to a specialized
10 center. Workload is electronic. The tank that was
11 repaired at Anniston, if the electronics are bad, it
12 goes to Tobyhanna. If it's the helicopter, it goes
13 to Corpus, the electronics comes to Tobyhanna.

14 When we're talking about missiles
15 maintenance, it's guidance and control maintenance
16 only. It's not storage of missiles, and there's no
17 change to the storage philosophy. There are
18 multiple storage locations.

19 When you talk about missile workload, if
20 you look at the chart on the left, control and
21 guidance section is the workload we're talking to.
22 Missiles are not returned to depots for maintenance;
23 only the components return. If you look at the
24 system on the right, which is the Patriot, it's

1 obviously electronics workload. The rest would go
2 to Anniston. There's only about a half a dozen,
3 dozen a year, talking insignificant cost.

4 Tobyhanna has long had experience in the
5 area of missile workload. We've worked with the
6 Patriot, the Hawk systems, IFF, Missile Minders.
7 We've provided Tobyhanna employees for all of those
8 systems. We think the DOD recommendation for '95
9 sustains that interservicing success; more
10 importantly, we'll see greater cost savings. We
11 think realigning that workload sustains and enhances
12 the intent of the '93 recommendation.

13 BRAC '95, and what you're looking at,
14 moving Tobyhanna to Letterkenny, 2,400 people for a
15 reported cost of \$154 million. Much like
16 Congressman Shuster said, all the costs are not in
17 there. They were not including hidden costs, things
18 like that. If you look at what we're saying, BRAC
19 '95, moving 300 people to Tobyhanna for \$50 million
20 or moving 2,400 people to Letterkenny for \$360
21 million, does not make good business sense.

22 If you look at previous BRACs, BRAC '88,
23 BRAC '91, BRAC '93, in each of those Tobyhanna has
24 been a gainer, with a significant savings to

1 customers in the Department of Defense. We have had
2 seamless transitions. If we look at the proposal
3 today, you would reverse those decisions, for in
4 fact the '95 DOD recommendation maintains missile
5 consolidation.

6 Conclusion: Following the DOD
7 recommendations, you would reduce the excess
8 capacity within the department. But more
9 importantly, you would retain the Army's most
10 competitive, modern, cost-effective depot. If you
11 look at the chart on the right, it's all Tobyhanna.
12 Unequaled electronics capability.

13 Including, Mr. Klugh, the Undersecretary of
14 Defense, has said on numerous occasions, "Tobyhanna
15 is the most cost-effective and efficient depot
16 within the Department of Defense." There's been a
17 recent letter the sent to the Commission from
18 General Tilelli, Undersecretary Reeder, which talks
19 about why Tobyhanna should be retained. By any and
20 all measures, Tobyhanna is an installation we must
21 retain.

22 I thank you for your time.

23 (Applause)

24 COMMISSIONER MONTTOYA: Mr. Congressman, you

1 have left about seven minutes.

2 SENATOR McDADE: We'll do it as quickly as
3 we can.

4 This process we're involved in today
5 represents a tremendous opportunity for the
6 Commission to achieve significant savings and
7 enhance readiness through the interservicing of all
8 DOD ground communications electronics workload at
9 Tobyhanna Army depot. As you know, this process,
10 interservicing, can have significant benefits,
11 because directing all facilities to one site allows
12 us to maximize the technical expertise of the
13 particular special talents in one single commodity.

14 At this briefing, Mr. Chairman and members
15 of the Commission, we will show that this
16 experience, communications electronics experience,
17 modern facilities, maintenance capacity and the cost
18 effectiveness to perform all of these, the end
19 result is if you do that at Tobyhanna there will be
20 tremendous savings to the taxpayer and to the
21 nation. There will be a major achievement in the
22 overall drive which the Commission is interested in
23 for interservicing, and ultimately, your primary
24 goal perhaps, a reduction in the excess capacity of

1 the Department of Defense maintenance community.

2 Now, Mr. Chairman and members of the
3 Commission, despite the missions of the individual
4 services, there are striking similarities in some
5 areas. One area of course is the requirement for
6 depot maintenance level sections at every service.
7 And a common thread to all of those weapons systems
8 is a strong reliance on communications electronics
9 technology in general, and ground base
10 communications electronics systems in particular.

11 BRAC '93 challenges the Department to come
12 up with direct interservicing options and execute
13 those options in '95. This year, I submit to all of
14 you, there's a unique opportunity to have all of
15 that DOD ground communications and electronics
16 maintenance work performed by one service at one
17 site. It would eliminate, Mr. Chairman and members
18 of the Commission, redundant facilities and
19 capabilities that currently exist in each service,
20 and maximize the dollar savings to the taxpayers of
21 the nation.

22 Mr. Chairman, Tobyhanna already maintains
23 the full spectrum of the communications and
24 electronics capabilities. Today they range from

1 radio and radar, battlefield communications centers,
2 and that technology applies to all services because
3 it doesn't matter whether the person who receives
4 the work or the person who uses it, whether the
5 radio that's been overhauled is destined for a
6 Humvee, tank or aircraft. Thus the technology,
7 equipment and facilities and expertise already exist
8 at Tobyhanna to overhaul electronic weapons systems
9 for all the services. And since the Army is the
10 predominant user, Mr. Chairman, of the ground-based
11 electronics systems, we propose to the Commission
12 that all communications electronics be interserviced
13 at the Tobyhanna Army depot.

14 Let's ask ourselves why is it in the
15 national interest, Mr. Chairman, to interservice all
16 ground communications, electronics workload at
17 Tobyhanna. Because several attributes render it the
18 most cost effective and highest quality option.
19 Tobyhanna has been pointed out as a single-commodity
20 depot. All of its energy is focused on
21 communications electronics and its unique
22 requirements. Tobyhanna emphasizes technical
23 training for its people, and the result is an expert
24 work service able to overhaul systems quickly and

1 correctly. The high utilization of automated test
2 equipment allows Tobyhanna to do the job faster,
3 with higher quality than normal testing procedures,
4 and because the maintenance facilities are
5 essentially under one roof, as has been pointed out,
6 there are minimal problems of handling and maximum
7 operational efficiencies.

8 What is the Army's role in ground
9 communications? The Army is the predominant user,
10 they are the highest consumer of electronics
11 activities integral to all Army platforms, whether
12 it be helicopter, tank, missile. It's the future of
13 the Army. It is, in short, the digitized balancing
14 field, it is the base of Force 21 deployment of Army
15 communications, and Fort Monmouth is the manager of
16 ground communications electronics. The Air Force
17 itself recognized this when under the BRAC they
18 recommended the move to Fort Monmouth. And of
19 course, the Army is the major maintainer of ground
20 communications electronics with a single depot, as
21 has been pointed out, with Tobyhanna Army depot.

22 Now, it's critical that we understand that
23 Tobyhanna has consistently had an hourly rate that
24 is between 10 and 20 dollars an hour lower than its

1 competition at Sacramento. The sales rates that you
2 see on the chart are reflective only of ground
3 communications electronics, and, to make a complete
4 comparison, do not include other things that occur
5 at McClellan. It's limited to one fact. What's the
6 cost of the GCE maintenance. Tobyhanna is the
7 uniquely cost effective site in the DOD, that is in
8 comparison between Tobyhanna and Sacramento ALC, the
9 two major maintainers of GCE.

10 Tobyhanna's actual cost, actual cost for FY
11 94, was \$20 an hour less than Sacramento. The
12 hourly salary of an electronics technician at
13 Tobyhanna is \$4 less per hour than Sacramento.
14 Tobyhanna's average salary is almost \$7,000 a-year
15 less than that of Sacramento, and as has been point
16 out, Tobyhanna has much higher direct labor yield,
17 meaning more direct labor performed than
18 Sacramento. The high cost effectiveness of
19 Tobyhanna will yield great savings throughout the
20 future.

21 Tobyhanna's cost effectiveness has been
22 shown in many ways, including your 1991 mandate for
23 public and private competition for Sacramento Army
24 Depot workload. Tobyhanna bid on five of them and

1 won four of them in flat-out competition against the
2 others. As recommended by the BRAC Commission of
3 '91, competition successes has afforded Tobyhanna
4 the opportunity to demonstrate its ability to
5 transition many different types of workload. This
6 depot has a history of seamless transitions
7 invisible to the customer. The many years of
8 electronics experience of the Tobyhanna work force
9 makes this possible. Low-cost transitions are
10 achieved by facilities and equipment already in
11 place. Examples are the BRAC '88 took COMSEC from
12 Lexington and put it in Tobyhanna, as well as the
13 depot competition, mentions the true mandate, which
14 were requisitioned in record time.

15 One major key to Tobyhanna's success is of
16 course the work force. There are over 1,300
17 specialized electronics people at Tobyhanna. This
18 is the highest concentration of electronics
19 specialists within the DOD depot maintenance
20 community. And they train their own people as they
21 go along in the specific technical training center
22 with full-time instructors and dedicated
23 classrooms. This is the depot with the first
24 Department of Labor approved department

1 apprenticeship program for electronics, and it
2 consistently conducts graduate level programs for
3 many of the engineers of the depot.

4 And because Tobyhanna has such a high
5 productive yield, actual time spent on actual
6 production, Tobyhanna can do the same GCE work with
7 less people, far less people than would be required
8 at Sacramento. Tobyhanna also has, as they perform
9 contracts, a history of price reductions through
10 process improvements and through innovations.

11 Also adding to Tobyhanna's cost
12 effectiveness are their very unique facilities, all
13 dedicated to electronics technologies. Tobyhanna
14 has the only environmental stress screening
15 procedure within the DOD center for ground satellite
16 communications, with an essential complex dedicated
17 to that.

18 We have automated test equipment facilities
19 through the depot, as well as a high-tech reserve
20 training facility, providing hands-on electronics
21 training for Army Reserve components. And we also
22 have a computer integrated manufacturing site for
23 electronics in the department. All of these unique
24 facilities are dedicated to electronics technology

1 and allow a synergy of operations in electronics.

2 Let's look at capacity if we can for a
3 second.

4 COMMISSIONER MONTOYA: How much more do you
5 have, sir?

6 SENATOR McDADE: How many pages, sir?

7 COMMISSIONER MONTOYA: It's unfair to the
8 state of New York and those who have gone before you
9 these many weeks. We've tried to be very precise
10 with our time.

11 SENATOR McDADE: Sure.

12 COMMISSIONER MONTOYA: And we'd like to
13 save time for the Senator who is going to speak.

14 SENATOR SANTORUM: I'll be happy to yield
15 my time to the Congressman.

16 SENATOR McDADE: Thank you very much.
17 We're at the question of capacity. There's one
18 depot that can take GCE with no appropriation of
19 MILCON dollars. Only one. Tobyhanna. There would
20 be adjustment, but if you were to take the workload
21 at Sacramento and say it must be done at the lowest
22 cost depot in the United States of America, you
23 wouldn't have to see the Congress appropriate a
24 single dollar. There would be some changes in

1 facilities, but the capacity exists today to do it.

2 So let me say by whatever standard we judge
3 this depot, cost, efficiency, effectiveness of the
4 work force, ability to have the capacity and take
5 all the work, they all say, do it and do it now.
6 And I submit to the Commission you can make a major
7 mark in your achievements by deciding to put all
8 this work in Tobyhanna Army depot. Thank you very
9 much.

10 COMMISSIONER MONTOYA: Thank you, Senator.

11 SENATOR SANTORUM: Thank you, Mr.

12 Chairman. And I just want to state for the record
13 again, as I did in Baltimore, this process has been
14 an incredibly open and fair one, and the
15 Commissioners have done a truly outstanding job, as
16 well as their staff, and I want to commend them for
17 the great work that they're doing. This is a very,
18 very difficult round of BRAC closures, because
19 obviously every base that's there went through other
20 ones and proved that they were worthy. So you have
21 a very tough decision.

22 I'm going to start out by saying, I'm from
23 the government, I'm here to help. And I'm here to
24 help you in a very real sense, because you've got a

1 difficult mission of having to look at the Air
2 Force, and the Air Force punted when it came to
3 closing depots, as they have, frankly, in the past.
4 The Army has closed three major depots in the past.
5 The Air Force has closed one small one. Now the
6 Army is proposing basically to close two more, and
7 the Air Force has closed nothing. And so now they
8 are making pitches for what the Army has left over
9 to fill up their capacity.

10 That's not fair, it's not good for
11 business, and frankly, as a member of the Armed
12 Services Committee, I'm concerned about it
13 militarily as to whether the Army are not being good
14 soldiers and eating their seed corn at the same time
15 the Air Force is soaking up more capacity. You have
16 an opportunity, I believe, to solve that problem.
17 And what Congressman McDade suggested is in fact an
18 appropriate answer, and this is to take Sacramento's
19 mission and move it to Tobyhanna to accomplish what
20 you need to, which is to close an Air Force facility
21 and to keep the Army's military capability and
22 readiness in line with what their needs are.

23 I commend the Lieutenant General for his
24 openness and his willingness to come out and make

1 tough decisions, but he did say clearly that there
2 is more capacity at Tobyhanna, and we believe we can
3 solve your problem here in Pennsylvania.

4 I also believe what the Congressman from
5 the 9th District, Congressman Shuster, said is
6 absolutely accurate too. We have a success story in
7 Letterkenny, we have interservicing going on, we are
8 down to right now the Army has five depots, Red
9 River, I think the recommendation the Congressman
10 Shuster mentioned, by closing and moving to
11 Anniston, was an appropriate one; with Letterkenny
12 being open you still have only four Army depots left
13 if you close an Air Force, that's four Air Force
14 bases. That seems to be a fair balancing of the
15 missions of the two branches of the service.

16 Again, I would hope that you would look and
17 try to be fair to the services, as well as -- on the
18 military value of having adequate depot capacity in
19 both those services, as well as the obvious business
20 arguments that can be made for adding work to
21 Tobyhanna and maintaining the missile workload at
22 Letterkenny.

23 I want to thank you again for the
24 opportunity to testify and willingness to allow me

1 to testify at the end, and I congratulate all who
2 testified for both bases from Pennsylvania. Thank
3 you.

4 COMMISSIONER MONTROYA: Let me cover the
5 order for the rest of the day. In just a couple
6 minutes, when I get through speaking, you may exit
7 by both doors, back in the back corner and also the
8 doors to your right. We will then listen to New
9 York, after we've cleared and reassembled, for about
10 25 minutes. After that, we will invite all the
11 Pennsylvania delegation to come back in -- and the
12 representatives -- to the extent you should get back
13 in the room, to listen to the public comment period
14 after the New York presentation. So with that,
15 thank you very much, good to see you, and please
16 empty the room for New York.

17 (Recess taken)

18 CHAIRMAN DIXON: Governor, you have the
19 floor.

20 GOVERNOR PATAKI: Thank you for this
21 opportunity to appear before you on behalf of the
22 Niagara Falls --

23 CHAIRMAN DIXON: Before we start, sir, I'm
24 going to start your time again, I forgot to swear

1 you in. This is one of those -- we keep telling
2 ourselves it's a new procedure this year. So if you
3 would raise your right hand for me.

4 (Witnesses sworn)

5 CHAIRMAN DIXON: Very well. And, Governor,
6 your time will start fresh.

7 GOVERNOR PATAKI: As you know, this is my
8 second appearance before the Commission. It was our
9 pleasure to host you aboard the USS INTREPID in New
10 York City on May 5th, where we presented an ironclad
11 case for keeping our own base and New York's other
12 military installations. Again, here today, there is
13 no doubt in my mind that speaking before this
14 Commission is far easier than serving on it.

15 President Kennedy once said that it is much
16 easier to make the speeches than to finally make the
17 judgments. I know you have some difficult judgments
18 ahead of you in the next few weeks. So our goal
19 this afternoon is to make one of those decisions
20 easier for you. The decision to keep the Niagara
21 Falls Air Reserve Base open.

22 Our brief presentation today follows
23 General Davis's visit to Niagara Falls earlier this
24 week. Hopefully you will see from our presentation

1 what General Davis witnessed firsthand. The Niagara
2 Falls Air Reserve Base plays a key role in training
3 Air Force reservists. This is the last surviving
4 Air Force flying mission open in New York. It
5 should remain open. The Defense Department wants to
6 keep Niagara Falls open. The Air Force wants to
7 keep Niagara Falls open.

8 There is strong support for the men and
9 women of the 914th Airlift Wing. And the base has
10 close ties to the community. This is a winning
11 team. The entire New York State congressional
12 delegation, led by Senators Moynihan and D'Amato,
13 stands behind this facility. I know that the
14 Commission added Niagara Falls to the base closure
15 list out of a sense of fairness. I can appreciate
16 your desire to hear all viewpoints and consider all
17 the facts when it comes to the C-130 bases. So
18 we'll stick to the facts here today, because the
19 facts show that Niagara Falls should stay open. The
20 facts show this is the premier C-130 base.

21 The 914th was called to duty in Somalia,
22 Bosnia, and Haiti. It was the only C-130 unit
23 activated in Operation Desert Storm. The facts show
24 that the 914th Airlift Wing is combat tested and

1 recognized for exceptional performance. No other
2 Air Force Reserve C-130 unit has received a higher
3 ranking during the last ten years.

4 The facts show that recruiting would suffer
5 if Niagara Falls were to shut down, because
6 reservists cannot make a quick trip to companion
7 installations like many of our competitors. The
8 facts show that Niagara Falls has no air traffic
9 encroachment problems. It also has more fuel
10 storage and off-base quarters. And is located 200
11 miles closer to Europe than any of the competing
12 institutions.

13 The facts shows that New York has been hit
14 hard by base closures in recent years. Since 1969,
15 New York has lost 40 military facilities and 70,000
16 jobs. We lost a greater percentage of our military
17 and civilian personnel than any other state except
18 South Carolina. The facts show that costs to run
19 the C-130 air reserve units are extremely close.
20 When coupled with the military value of the base and
21 its unit, this justifies its retention for the 1995
22 BRAC Commission.

23 Finally, I want you to know the entire
24 community in Niagara Falls embraces this mission and

1 its people. This base has a bigger impact on the
2 lives and economy of the local community than any of
3 the C-130 bases you are considering.

4 In fact, this base is the second largest
5 employer in Niagara County. I understand that you
6 need to make a fair decision based on a level
7 playing field. I am confident once you hear the
8 facts from Congressman LaFalce, from General
9 McIntosh, Chief of the Air Force Reserves, and from
10 Dick DeWitt, former Deputy Base Commander at Niagara
11 Falls, you will vote to keep Niagara Falls open.

12 I want to thank State Senator George
13 Maciars for being with us here this afternoon. And
14 it is my pleasure to introduce Congressman John
15 LaFalce.

16 CHAIRMAN DIXON: Thank you, sir.
17 Congressman.

18 CONGRESSMAN LaFALCE: May it please the
19 honorable members of this Commission, I represent
20 the 29th Congressional District. That's all of
21 Niagara Falls and Niagara County, and good portions
22 of the City of Buffalo, extending all the way over
23 to a portion of the City of Rochester.

24 I want you to leave here today with just a

1 few thoughts. The first thought is that the
2 military, the Air Force, really wants and really
3 needs the 914th to stay at Niagara Falls Air Force
4 Base. And the second thought is, nobody wants their
5 airlift wing to stay more than the Greater Niagara
6 Falls community. And nobody needs their airlift
7 wing to stay more than the Niagara Falls community.
8 This convergence of military want and need and
9 community want and need makes what I consider to be
10 a great marriage.

11 Let me talk about why the Air Force wants
12 and needs our 914th so much. They want our 914th
13 because we've done the job, and we've done the job
14 magnificently. In the past five years we did the
15 job at Desert Shield, we did the job at Desert
16 Storm, more so than any other C-130 airlift wing.
17 We've done the job in Turkey, in Iraq, in Somalia,
18 and Haiti.

19 And how have we done that job? Well,
20 according to last year's ORI, we received, our
21 914th, a higher rating than any other unit has
22 received in the last nine years. Or at least no
23 other unit has received a greater rating than that
24 in the last nine years. And that's why the Air

1 Force wants us.

2 But the Air Force also needs us. And why
3 is that the case? Well, I want you to pay special
4 attention during the next presentation to slide No.
5 5, Recruitment Regions. I'm pinpointing that in
6 advance for you. That's going to show quite
7 graphically to you that if you were to close down
8 either Niagara Falls or Minneapolis, you'd lose not
9 only the bases, you'd lose the reservists, because
10 we'd have about a four- to five-hour drive from
11 Niagara Falls to the next closest base, Youngstown
12 or Pittsburgh. But there are four other bases. Any
13 one of those other bases is within a one-hour drive,
14 approximately, of the other. So if you were to
15 close any one of those four, the reservists would be
16 able to go within a one-hour drive to the other. So
17 you wouldn't lose the reservists.

18 So not only does the Air Force want us
19 because we've done the job so excellently, they need
20 us, because if they lose the base, they lose the
21 reservists. And they can't afford to lose the
22 reservists.

23 Now, our community wants and needs the
24 reserve unit, more so than any other. How can I

1 prove the want, the desire, more so than any other
2 community? There's a direct correlation between
3 want and need. And let me show to you that we need
4 the air reserve unit more so than any other
5 community. And in the next presentation I want you
6 to pay special presentation to slide 27, which talks
7 about economic impact. The percentage of jobs that
8 would be lost.

9 And in that slide you'll see that Niagara
10 Falls would have a 1.1 percent loss. Youngstown
11 would have .5 percent. Three other bases would then
12 have .1 percent, and one base, Chicago O'Hare, .0
13 percent. What does that mean? That means that the
14 adverse economic impact to us is more than twice as
15 great as Youngstown; eleven times as great as
16 Minneapolis, Milwaukee, Pittsburgh; and infinitely
17 greater than Chicago, which has a .0 economic
18 impact.

19 Because we need the 914th so much, that's
20 why our community wants to keep it more than any
21 other community. Mrs. Cox and gentlemen, when you
22 have such an unusual marriage between the wants and
23 needs of the Air Force and the wants and needs of
24 the local community, let no man and let no

1 Commission put that marriage asunder.

2 Thank you very much.

3 CHAIRMAN DIXON: Thank you very much,
4 Congressman.

5 GENERAL McINTOSH: Mr. Chairman, it is my
6 pleasure to present for you today, in representing
7 the Air Force and Air Force Reserves, a concern of
8 the Air Force and Air Force Reserve position. In
9 our analysis we saw an opportunity for savings
10 through consolidation. Yet we know the importance
11 of maintaining a delicate balance between
12 infrastructure reduction and demographic diversity.

13 Experience during Desert Shield and Desert
14 Storm validated the importance of a broad recruiting
15 base and key population centers such as Niagara
16 Falls, New York. Our high level of volunteer
17 activity since then has reinforced peacetime
18 reliance on having Air Force Reserve bases where our
19 experienced and dedicated citizen airmen and
20 airwomen live and work.

21 Later our presenters will further highlight
22 the importance of Niagara Falls relative to the
23 geographic issue. As we address recruiting, those
24 challenges in recruiting now and in the next

1 century, it is even more critical that the Air Force
2 Reserve maintain a presence in Niagara Falls. Our
3 operations there are affordable. The track record
4 of the unit is flawless. Excellent support of the
5 Air Force. The highest marks on inspections and
6 continued combat readiness. If the 914th Air Wing
7 is closed, we will lose numerous highly skilled,
8 experienced people. Once these people leave the Air
9 Force Reserve, our sum costs of training and
10 professional development are lost to the Air Force.

11 The Air Force continues to depend on the
12 Air Force Reserve to provide skilled reserve forces
13 on a daily basis. In addition, Air Force Reserve
14 bases provide Air Force uniform presence in key
15 grassroots communities across America. As a result,
16 millions of citizens stay aware of the U.S. military
17 mission as a national priority.

18 In your very difficult task, I strongly
19 urge the Base Closure and Realignment Commission to
20 not exceed the Air Force recommendation of no more
21 than one C-130 base per closure. As I said in my
22 opening remarks, all our bases are cost effective,
23 well manned, combat ready and productive. Niagara
24 Falls, New York, is certainly one of the best

1 locations, and its closure would be very
2 unfortunate.

3 Thank you.

4 CHAIRMAN DIXON: Thank you very much.
5 Before you start, Colonel, I'll give you a reading
6 on how much time you have left. We've got 16
7 minutes left in New York's time. But I think in the
8 interest of fairness, New York went over a little
9 bit on theirs -- I mean Pennsylvania did, so we'll
10 give you 18 minutes to finish your presentation.

11 Thank you, Colonel.

12 COLONEL DeWITT: Thank you. Mr. Chairman,
13 members of the Commission and Commission staff.
14 Good afternoon. On behalf of the men and women of
15 the 914th Airlift Wing, we welcome this opportunity
16 to make our presentation to you. I am Richard
17 DeWitt, and I am a retired reservist from the 914th
18 Airlift Wing.

19 Just as a little bit of background, I came
20 to the 914th in 1969 as a 2nd lieutenant, and
21 through more than 20 years I was privileged to
22 become a part of the command staff as a flight
23 commander, squadron commander and then deputy base
24 commander. And knowing them as I do, I am proud to

1 stand here and speak of these people and this unit.

2 Our briefing this afternoon will provide
3 key information we believe the BRAC Commission
4 should have in order to meet its objective and
5 retain the level of military capability necessary
6 for our country's defense. We will focus on Niagara
7 Falls Air Reserve Station and its military value,
8 cost and budget issues, economic and community
9 impact, and personnel training and retention.

10 The 914th Airlift Wing is located on 987
11 acres of land, six miles east of Niagara Falls, New
12 York. Eight C-130 H-3 aircraft, the newest in the
13 Air Force inventory, are assigned to the Wing. 340
14 full-time employees maintain the core structure,
15 which is responsible for the training of more than
16 1,200 reservists. In addition, 57 full-time
17 contract employees provide support services to the
18 base. Implemented under the guidelines of A76,
19 these contract employees are cost effective and
20 unique among the C-130 bases under consideration.

21 The six bases currently under consideration
22 are depicted on this map. As you can see, two pair
23 of the six bases are located in close proximity to
24 each other. Minneapolis and Niagara Falls are

1 widely separated from the other C-130 airlift
2 wings. The 914th Airlift Wing represents the only
3 Air Force reserve presence in New York state. Our
4 ties to the community, involvement in current
5 operations, tempo of DOD missions, and the
6 comprehensive training we provide, underscore the
7 military value we represent.

8 Niagara Falls Air Reserve Station is the
9 anchor of Air Force Reserve. Our roots extend deep
10 into the surrounding communities, from Niagara
11 Falls, to Buffalo, to Syracuse, from Rochester to
12 the Pennsylvania border.

13 The 107th Air Refueling Group of the Air
14 National Guard is a tenant and our partner on the
15 base. The Guard is assigned ten R Model KC-135s,
16 along with the equipment and personnel to support
17 them. While organizationally separate, the 914th
18 and 107th units share many resources and mutual
19 benefits of both organizations. Among these
20 resources are the fire department, communications
21 center, billeting, dining hall and security.

22 Commissioners, our wartime mission is to
23 provide trained combat personnel, ready to respond
24 to worldwide hostilities. In peacetime, it is

1 readiness of air crews, aircraft, and support
2 personnel.

3 In peacetime and war, the 914th Airlift
4 Wing has taken on the leadership role. We were
5 there in Desert Storm, Somalia, Bosnia and Turkey,
6 gaining valuable combat experience. While all the
7 bases under consideration served in the Gulf War,
8 the 914th had the most comprehensive presence,
9 deployed for more than seven months in that theater
10 of operations. Additionally, one of our crews was
11 selected as the lead crew for one of the planned air
12 drop missions in support of the initial Army forces
13 mission in the Operation to Restore Democracy in
14 Haiti.

15 Our operations' pace has remained at a high
16 level. DOD exercises and worldwide humanitarian
17 missions remain a key part of our ongoing training
18 regimen. The 914th Airlift Wing has a proven record
19 of performance. During Desert Storm we flew more
20 than 4,800 hours and 2,900 sorties, with 100 percent
21 mission effectiveness. This effort earned us the
22 Outstanding Unit award. The Wing's experience and
23 the talents of our members have long been recognized
24 by our command. The 914th Airlift Wing has

1 accumulated 32 years and more than 110,000 hours of
2 accident-free flying.

3 To underscore the significance of our
4 achievements, all of this was accomplished while
5 undergoing a major conversion. This complex
6 transition from the E Model C-130s to the H-3 Model
7 began in 1992 and took two and one-half years to
8 complete. We went from 1950s technology to 21st
9 century state-of-the-art capability.

10 As if this wasn't challenging enough, we
11 suspended our conversion for four months to take on
12 the further challenges of an Operational Readiness
13 Inspection in 1994. We performed at an exceptional
14 level in that inspection. In fact, no Air Force
15 Reserve C-130 unit has received a higher rating on
16 its ORI in the last nine years.

17 The 914th Airlift Wing provides valuable
18 joint service support in New York. We work closely
19 with the Army's 10th Mountain Division at Fort Drum,
20 as well as with units from the Navy, Marines, and
21 the National Guard. The 914th support for the 10th
22 Mountain Division is accomplished effectively and
23 efficiently because of our proximity and training
24 capability.

1 This chart highlights the ongoing
2 relationship we have with military units in New
3 York. Missions with the 10th Mountain Division
4 provide our crews with dirt landing zone and air
5 drop training. Army troops receive practical
6 experience in load rigging, aircraft loading, drop
7 zone and landing zone operations. The 109th Airlift
8 Group from Schenectady makes continuing use of our
9 on-base drop zone.

10 In addition, a number of other groups
11 benefit from their proximity to the 914th Airlift
12 Wing. The number and variety of drop zones and
13 landing zones available to the 914th Airlift Wing
14 provide significant training benefits. We have
15 access to seven drop zones on government property,
16 four within 40 nautical miles to the base, and two
17 on our installation. Fort Drum offers our air crews
18 access to the only dirt assault zone in the
19 Northeast.

20 The 914th Airlift Wing developed and
21 controls an approved low-altitude training
22 navigation area known as LATN. This entire area is
23 environmentally assessed down to 500 feet above
24 ground level, with several segments cleared for 300

1 feet. Land topography varies from mountainous to
2 flat, with sparsely populated, non-descript
3 terrain. Since we are not limited to severance
4 within this area, crews develop, plan, and execute
5 dynamic air drop scenarios, ensuring a well-trained
6 versatile force.

7 Another benefit of our unrestricted air
8 space is our ability to develop a variety of radar
9 station-keeping equipment training routes. These
10 procedures allow a formation of up to 36 aircraft to
11 operate in instrument conditions to a drop zone or
12 landing zone.

13 With no air traffic control restrictions to
14 limit our planning, we have virtually unlimited
15 latitude in developing low-level training routes.
16 Local weather patterns offer an excellent instrument
17 and visual training environment, and our crews
18 routinely fly instrument formations. This ensures
19 full training capability year-round.

20 Night vision goggle training is also
21 ideally suited for this locale. We make routine use
22 of Trenton Canadian Force Base in Canada. This
23 provides our crews with unique opportunities to stay
24 current with international flight procedures and has

1 opened the door for joint training with our Canadian
2 partners.

3 The expertise of the members of the 914th
4 Airlift Wing has been called upon by headquarters
5 AFRES time and time again. Our personnel have
6 trained other reserve units, as well as foreign
7 nations, undergoing conversion to the C-130.

8 The Wing standardization and evaluation
9 section has been a major contributor in flight
10 manual updates, playing a significant role in
11 writing the H-3 operations manual.

12 Our selection as lead unit for development
13 of night vision goggle training continues a pattern
14 of leading edge involvement.

15 The 914th Airlift Wing has a unique mix of
16 training and base resources to meet routine as well
17 as continuing requirements. This chart highlights
18 those key areas which demonstrate our capability.
19 As you can plainly see, Niagara has the largest fuel
20 storage capacity; the most extensive AeroMed unit on
21 base; assault training capabilities on base; two
22 drop zones on the airfield, while the other bases
23 have none. The ability to make a non-stop flight to
24 Europe, 200 miles closer than the next closest base.

1 The base currently supports eight C-130 and
2 ten KC-135 aircraft. Existing ramp space will allow
3 us to expand up to sixteen C-130s. Our strategic
4 location makes us an excellent resource in any
5 contingency. Including ramp space provided by the
6 Niagara Frontier Transportation Authority on the
7 south side of the field, the 914th Airlift Wing is
8 capable of supporting up to 57 aircraft and crews
9 and service six planes every hour with 40,000 pounds
10 of fuel.

11 This slide summarizes key economic factors
12 associated with the realignment or closure of the
13 six C-130 bases under consideration. The data is
14 taken from a run of the latest COBRA model dated May
15 26, 1995, and was provided by the Air Force to the
16 Commission. It reflects a four-year average of base
17 operating support costs. This new information shows
18 that the closing of the Niagara Falls Air Reserve
19 Base would generate one of the smallest savings to
20 the government. Five out of the six reserve C-130
21 bases support eight aircraft, so the operating costs
22 should be similar. But Niagara Falls, with the
23 highest reported support budget, has the lowest
24 mission budget. On the other hand, the base with

1 the lowest support budget has the highest mission
2 budget.

3 We raise the question whether some
4 support-related costs have been reported erroneously
5 as mission expenses. The Air National Guard would
6 be the host in the event of closure and realignment
7 of the 914th Airlift Wing. This action would cost
8 the Air Guard support budget \$2 million. The
9 additional cost borne by the federal government
10 would be in support of fire and crash rescue
11 services, security police, vehicle maintenance, and
12 POL services. As a result of the additional cost,
13 the savings to the government would decrease and the
14 return on investment would increase from one to two
15 years.

16 The Niagara Falls Air Reserve Station is an
17 integral part of the Niagara community. Its closure
18 would have a devastating impact on the area.
19 Western New York has suffered from a continuous
20 downslope in its industrial base. In Niagara County
21 alone, more than 11,000 manufacturing jobs have been
22 lost in just the last 12 years.

23 According to the chart on this slide, the
24 impact of the base closing would be twice as great

1 on Niagara's economy as it would be on our nearest
2 counterparts. In real world terms, that translates
3 to \$64.9 million per year. We are in the infancy of
4 an economic recovery, with a shift to service-based
5 employment. As the second largest payroll provider
6 in the county, removal of the Niagara Air Reserve
7 Station and its employee base would cripple recovery
8 efforts.

9 The Niagara Falls Air Reserve Station and
10 its personnel are closely tied to the community in
11 many different ways, from the fire service to the
12 DARE Program. There is daily interaction and a
13 cordial and cooperative attitude. Reservists and
14 civilian employees provide leadership in the
15 community. They are leaders in business and
16 industry, and they are involved in activities that
17 range from labor relations training to human
18 services programs. They are truly the embodiment of
19 a citizen soldier.

20 The primary recruiting area of the 914th
21 Airlift Wing is the entire western New York region.
22 The reservists we draw from the region share the
23 common characteristics of commitment,
24 professionalism and availability. We meet or exceed

1 manning levels with quality, dedicated and skilled
2 personnel. This is proven mission capable
3 performance.

4 75 percent of our members have less than a
5 50 mile commute to reserve duty. 93 percent are
6 within 75 miles. A relocation to the next closest
7 base would increase that commuting distance by a
8 factor of four to five, a distance of more than 200
9 miles, and would jeopardize the reservist's ability
10 to participate in a Reserve program.

11 As this map clearly illustrates, two pair
12 of the bases under review enjoy overlapping
13 commuting areas within a 50 mile radius. The
14 closure of any one of those four bases would have
15 significantly less impact on the reservist's
16 commuting distance.

17 Conversely, a reservist at a unit such as
18 Niagara would be severely affected. A commute from
19 the Niagara region to the next nearest reserve base
20 is lengthy and costly. Just imagine cost of travel
21 estimated at \$740 a year, with an 8- to 10-hour
22 commute, increased time away from home and family
23 and reduced opportunities to participate in reserve
24 activities. Commissioners, the bottom line is that

1 the 914th has great people. And the Reserve program
2 will lose its most valuable resource, the people of
3 western New York.

4 In summary, we trust that we have
5 demonstrated that Niagara Falls Air Reserve Station
6 is in fact the premier Air Force Reserve C-130 base
7 in the country. We have demonstrated that we are
8 both first in war and first in peace. The expertise
9 of our personnel in war and peacetime humanitarian
10 missions, combined with our key location in the
11 Northeast, makes the 914th Airlift Wing an essential
12 and irreplaceable asset.

13 The closure of the Niagara Falls Air
14 Reserve Station would disperse our tactical airlift
15 assets of combat proven resources. Our key location
16 in the Northeast makes us a strategically placed
17 airlift resource for war and peacetime missions.
18 However, as a unit that is not located near any
19 other, the closure of the 914th would eliminate the
20 continued involvement of most of our reservists in
21 this critical Reserve program. Most of the
22 reservists could no longer financially afford or
23 logistically accommodate their involvement.

24 We have demonstrated to you today that

1 Niagara Falls has one of the lowest operating costs,
2 superior military value, and experienced highly
3 skilled personnel. Given the 914th's exceptional
4 record of performance and its value to the Air Force
5 Reserve, its retention by the 1995 BRAC Commission
6 is fully justified.

7 Commissioners, this concludes our
8 briefing. We are proud of our people and our unit.
9 And I would extend a warm welcome for you and all,
10 Mr. Chairman, to visit us in Niagara Falls in the
11 future. Thank you very much.

12 CHAIRMAN DIXON: Thank you very much. We
13 appreciate all of your presence here today. Thank
14 you for coming, Governor and Congressman. I don't
15 see him for the moment, but good to see you.

16 Now, we will take a few moments. If
17 someone on our staff will advise the Pennsylvania
18 delegation, we'll start the public comment period in
19 just a few moments.

20 (Recess taken)

21 COMMISSIONER MONTROYA: I've got from
22 Letterkenny nine, and three from Niagara Falls. I
23 believe you're all there. I will try to memorize
24 your faces.

1 (Witnesses sworn)

2 COMMISSIONER MONTOYA: We will begin first
3 in the order that we heard testimony today. So we
4 will hear from Letterkenny, and we'll start with Mr.
5 David Goodman. There's a microphone down below that
6 will make it easier and quicker for all of us.
7 Thank you.

8 MR. GOODMAN: Chairman Montoya,
9 distinguished Commissioners. My name is David
10 Goodman. I am chief of the electronic shops
11 division of Letterkenny Army Depot. In 1990 I
12 participated in the joint services study of tactical
13 missile maintenance for the defense part of the
14 maintenance council which identified Letterkenny as
15 the only site which provided the necessary
16 infrastructure to accommodate tactical missile
17 maintenance.

18 The merits of this study were based on a
19 recognized and incorporated plan associated with the
20 business plan of 1991 for the consolidation of
21 tactical missiles.

22 In 1993 the Commission validated the need
23 for consolidation throughout the services and gave
24 renewed emphasis to the ongoing efforts at

1 Letterkenny. Letterkenny has successfully
2 transitioned 13 of 21 designated systems. This
3 effort has been timely. It's within budgetary
4 requirements. The current 1995 recommendation for
5 realignment will fragment, through consolidation, to
6 increase cost, delay the organic capability, and
7 substantially reduce the readiness due to the loss
8 of artisan-trained personnel. I caution you that
9 this recommendation could end all consolidation
10 efforts as the PEOs and PMS tire of the continual
11 costs and interruptions to their programs.

12 Letterkenny provides a unique opportunity
13 to the DOD community. One-stop shopping. It can
14 store, repair, overhaul, and test its current and
15 future workloads efficiently. The 1993 BRAC
16 Commission recognized the merit of consolidation
17 while in the planning phase. I ask you, the
18 Commissioners of the 1995 BRAC Commission, to
19 sustain your vote of confidence in Letterkenny, as
20 the plan has been executed on time and on cost. In
21 short, DOD residents --

22 COMMISSIONER MONTROYA: Thank you very much,
23 Mr. Goodman. Mr. Allan Juba.

24 MR. JUBA: Mr. Chairman, Commissioners,

1 thank you for the opportunity to address you this
2 afternoon. I am Allan Juba from Letterkenny Army
3 Depot. I am the program manager for Letterkenny's
4 Palladin Center for Technical Excellence. In my
5 capacity, I've been a member of the diverse team
6 responsible for the development of the Palladin
7 enterprise effort to produce the world-class
8 Palladin self-propelled Howitzer. The Palladin
9 enterprise is the premier Army teaming effort of
10 government and industry. It produces the best
11 possible Howitzer system for our fighting forces.

12 Letterkenny's expertise in the artillery
13 overhaul and production processes are responsible
14 for the quality of this system. I believe quality
15 is largely a function of skill and stability. Your
16 votes to keep Letterkenny open will help ensure that
17 this stability and these skills continue into the
18 21st century.

19 The instability of reversing the 1993 BRAC
20 decision to keep the artillery missions and to
21 consolidate the tactical missile missions at
22 Letterkenny will invoke great harm upon both
23 programs that will take years to repair. Please
24 consider carefully the information and analogies you

1 have heard and viewed during your visit to
2 Letterkenny this past Thursday, and those from
3 Representative Shuster today. Letterkenny is the
4 best place for the Army's artillery programs and the
5 tactical missile consolidation being implemented by
6 my colleague, Mr. Goodman. Thank you.

7 COMMISSIONER MONTTOYA: Thank you very much,
8 Mr. Juba.

9 Mr. Bill Stone.

10 MR. STONE: Mr. Chairman, distinguished
11 members. I work for a small minority, independently
12 owned engineering services and technical support
13 firm. Last July I retired from the United States
14 Air Force after 20 years of service. My background
15 is and has always been missiles, munitions, and a
16 sprinkling of aircraft maintenance.

17 The last six years of my Air Force career
18 was spent in a joint program office on a major
19 systems acquisition with the Navy executive
20 service. During my tenure in Washington, I spent
21 the majority of my time traveling the world
22 extensively, including Desert Storm. I've had many
23 official dealings with some of the bases you
24 currently have under review.

1 From my perspective, Letterkenny stood out
2 as a premier world-class unit. They have
3 demonstrated beyond a shadow of a doubt they're
4 capable of those attributes which cannot be moved,
5 transitioned or closed; qualities which are not
6 represented on all your charts and graphs,
7 characteristics such as pride, hard work and
8 tremendous innovation. I witnessed their
9 perserverance firsthand, and chose to align my
10 present pursuits at Letterkenny accordingly. Many
11 other high-tech firms have positioned themselves in
12 a similar manner.

13 The BRAC '93 decision was valid for a
14 multitude of reasons. The miracle of jointness and
15 consolidation has begun at Letterkenny. I firmly
16 believe that tactical missile consolidation will
17 never be realized if there's a BRAC '95 shift away
18 to another location.

19 As you are well aware, Army systems, by
20 their size, cannot easily be accommodated
21 elsewhere. Navy and Air Force missile systems will
22 request exclusion by their nature, with ample
23 justification for exemption, any further cost and
24 delays and other alterations which this

1 consolidation will undoubtedly require. My petition
2 is simple: Please allow the perceived plan at
3 Letterkenny to come to fruition. Don't chop off
4 this entity before benefit of your prior decisions
5 can be realized in whole, a new beginning that the
6 professionals at Letterkenny have earned and deserve
7 in the heartbreaking business world. Thank you for
8 your indulgence.

9 COMMISSIONER MONTOYA: Thank you, Mr.
10 Stone.

11 Mr. Robert Shively.

12 MR. SHIVELY: Chairman Montoya,
13 distinguished Commissioners. My name is Robert
14 Shively. I'm part of the Letterkenny Army Depot
15 team that is focused in consolidation interservicing
16 of tactical missiles and overhaul of the artillery
17 systems, along with conversion.

18 Letterkenny, often referred to as LEAD,
19 continues to implement the BRAC '93 decision
20 concurrent with BRAC '95 challenges: RIF
21 activities, hiring freezes, work limitations, and
22 resistance FROM those who oppose consolidation
23 interservicing decisions. Our customers are
24 satisfied with our performance. Some have added

1 additional related work and have agreed several
2 times on the processes, on schedule, within budget.

3 I do not know of another installation that
4 has received equal and repeated challenges with the
5 history of studies that clearly demonstrate LEAD is
6 the best solution. I ask for your positive
7 consideration in the continuance of both the
8 tactical missile and artillery mission, and put a
9 stop to the distractions that limit our ability to
10 refine even better decisions and actions redundant
11 to core.

12 LEAD has demonstrated its value to our
13 defense by employing civilian volunteers to various
14 parts of the world, missile technicians, artillery
15 mechanics, very skilled, to ensure that our soldiers
16 and equipment continue to perform on the
17 battlefield. Our close proximity to the defense of
18 Region E has often caused materiel to be routed
19 through Letterkenny prior to air deployment to
20 Dover, to make sure the equipment is ready to be
21 handed to the soldier and works on the first try.

22 The accomplished realignment of Letterkenny
23 Army Depot with implementation of the BRAC '93
24 decision clearly demonstrates that LEAD can realize

1 complete transition and performance in the servicing
2 of tactical missiles. The artillery mission shares
3 the same process and therefore reduces the cost to
4 all customers. Our customers insist on sending
5 Letterkenny work to LEAD. Your positive
6 consideration to retain that tactical missile and
7 artillery missions would lead to the kind of
8 customer relations built to last 50 years and will
9 continue to exist. Thank you.

10 COMMISSIONER MONTOYA: Thank you very
11 much. Mr. Gregory Boyle.

12 MR. BOYLE: Hi, my name is Greg Boyle, and
13 I'm the manager at Boyle Transportation. We are a
14 nationwide government freight carrier that's based
15 in the Boston area. A little bit about our company,
16 we've been shipping government freight for the past
17 25 years throughout the continental United States.

18 And what I'm here to do today is present
19 two reasons why our company feels that Letterkenny
20 Army Depot should be designated a Tier 1 depot. The
21 first reason is its strategic positioning.
22 Currently the two slated Tier 1 depots are located
23 in the adjoining states of Indiana and Kentucky.
24 Letterkenny is 300 miles closer than either of those

1 two depots to Dover Air Force Base, Norfolk Naval
2 Base and to Fort Drum also. And it is also hours
3 closer to the fighting institutions in North
4 Carolina.

5 Because of this proximity, our company has
6 been able to provide same day delivery service to
7 these shippers on shipments coming out of
8 Letterkenny. And during the recent deployments,
9 this service was very much in high demand.

10 The second reason that Boyle Transportation
11 believes Letterkenny should be designated a Tier 1
12 depot is because of the quality of its employees.
13 The Munitions Carriers Conference, which is a
14 conference of the American Trucking Association, in
15 1994 named Letterkenny Army Depot the outstanding
16 shipping activity for 1994. And this designation
17 was based upon its ease in handling large quantities
18 of shipments that were coming in and out of
19 Letterkenny.

20 At Boyle Transportation we have been
21 providing service to Letterkenny for the past 20
22 years, and we also deal with military installations
23 throughout the United States. And we -- okay.

24 COMMISSIONER MONTTOYA: Thank you very much,

1 Mr. Boyle. Is this Mr. Meyers?

2 MR. MEYERS: Yes.

3 COMMISSIONER MONTTOYA: You're an alternate,
4 but you've come a long way to speak, so we'll hear
5 from you.

6 MR. MEYERS: Thank you, sir. I work at
7 Letterkenny Ammunition Storage Area. I've been
8 there 17 years. I have a degree in electronic
9 technology as well as a degree in management and
10 supervision.

11 In the early 1960s, the Air Force decided
12 they wanted to store their missiles at Letterkenny
13 due to Letterkenny storage capabilities. Around the
14 mid '60s the Air Force decided that they wanted to
15 perform maintenance on the missiles where the
16 missiles were stored. Thus we began performing
17 maintenance on Air Force missiles at Letterkenny.
18 And since then we have tested and assembled and
19 deployed tens of thousands of tactical missiles for
20 the Air Force.

21 Since the consolidation of repair, we no
22 longer send field guidance sections to Hill Air
23 Force in Utah, or Alameda in California for repair.
24 They are repaired at Letterkenny Army Depot as

1 well. In 1960, consolidation made sense, and it
2 makes sense now. Thank you.

3 COMMISSIONER MONTOYA: Thank you very much,
4 Mr. Meyers.

5 That concludes our speakers from
6 Letterkenny. And now we turn to the speakers on
7 behalf of Tobyhanna. We have as our first speaker a
8 former ambassador to the United Nations and former
9 Governor of Pennsylvania, the Hon. William
10 Scranton. Welcome, sir.

11 GOVERNOR SCRANTON: Thank you. I just want
12 to say one thing at the beginning, and that is that
13 I served on seven presidential commissions, and I
14 commend you for your patience and also for your
15 diligence.

16 Most of the employees of Tobyhanna, as some
17 of you know, come from the Pennsylvania counties
18 that for 60 years was one of the most remarkable
19 prosperous places on earth when anthracite was
20 coal. Coal was king. And we had huge immigrations
21 of 42 European heritages, and the people who came
22 were seeking freedom and opportunity in America, and
23 they got it. Then came America's deepest
24 depression, and the impact of the oil and the

1 natural gas on the anthracite combined to create an
2 almost total collapse. Terrible human suffering,
3 saved only when everybody went to war. And they all
4 did.

5 After the war thousands returned, to what?
6 The coal mining was dead. There were no jobs. We
7 had the highest unemployment rate in the nation.
8 Our population decreased 30 percent in less than a
9 decade. And Adlai Stevenson came and commented, "My
10 God, what could anybody do for the poor devils stuck
11 in a graveyard like this?"

12 Well, the poor devils didn't give up. And
13 they started a long, hard 50-year pull that brought
14 jobs and industry to our area by our own
15 bootstraps. And during that time Tobyhanna became
16 born. And the men and women of Tobyhanna are
17 descendants that have been imbued with an
18 outstanding work ethic and a deep patriotism which
19 they inherited from their immigrant ancestors, and
20 their experience with very hard times in our area.
21 And they appreciate their jobs, and they demonstrate
22 that in the higher productivity, the higher quality
23 production, and indeed the lowest turnover. All the
24 qualities that have made Tobyhanna number one come

1 from them.

2 And so what happens if you close it? 3,600
3 people will be seeking unemployment compensation.
4 The unemployment rates will go from 8 to 14
5 percent. Our area will again become a leech on the
6 America that we love so much. The Army will lose
7 its best depot. The region will lose its biggest
8 employer. So I say to you in one sentence just
9 this: Keep the best for the employees who made it
10 the best. Keep the best for the region that needs
11 it the most. Keep the best for the Army that wants
12 it. And keep the best for America, which deserves
13 only the best.

14 (Applause)

15 COMMISSIONER MONTROYA: Thank you very much,
16 Governor. Next we have the mayor, Mr. James P.
17 Connors.

18 MAYOR CONNORS: That's a tough act to
19 follow. I'll do my best.

20 Mr. Chairman and Commissioners, it's my
21 understanding that one reason the BRAC Commission
22 was created was to remove politics from these very
23 important decisions concerning the security of our
24 people. All we are asking is that you do what is

1 best for this nation. You are men and women of
2 great integrity, and I have confidence that you will
3 carry out this grave responsibility to the very best
4 of your abilities. Tobyhanna has been deemed the
5 best installation of its kind in the United States
6 of America. BRAC commissions in '88, '91, '93, and
7 '95 have ranked Tobyhanna number one in military
8 value to our nation.

9 Coopers & Lybrand singularly commended
10 Tobyhanna for its sound business practices. Major
11 General Klugh said, "Tobyhanna is the most cost
12 effective and efficient depot in the Department of
13 Defense." For generations the people of
14 Northeastern Pennsylvania worked hard in our coal
15 mines, on the railroads, and in the factories. We
16 paid our taxes and never asked for much back from
17 our government.

18 The mines closed. The railroads and the
19 factories shut down. And our area experienced a
20 depression that lasted 50 years and saw families
21 broken up and dispersed throughout this nation.
22 Scranton's population plummeted from a population of
23 140,000 to 80,000. But we survived. We didn't give
24 up. We worked hard. Our children have come home,

1 and we have built a vibrant economy. We have
2 produced for the people of this nation.

3 Please do not send us back into a
4 tailspin. Please do not put us out of work again.
5 We are asking you to reward our efficiency, our
6 excellence, our hard work and our service to the
7 nation. Please. The decision is easy. Tobyhanna
8 is ranked number one in military value to our
9 nation. Please, for the sake of the people of this
10 nation, keep Tobyhanna open.

11 (Applause)

12 COMMISSIONER MONTTOYA: Thank you very much,
13 Mayor. Our next speaker is Ms. Janet Weidensaul.

14 MS. WEIDENSAUL: The mayor suggested it was
15 a tough act to follow the Governor. How do you
16 think I feel as a commissioner following the
17 Governor and the mayor?

18 Mr. Chairman and members of the Commission,
19 thank you for giving us the opportunity to be
20 heard. I speak as Chairman of Monroe County Board
21 of Commissioners. Monroe County is home for
22 Tobyhanna Army Depot. Tobyhanna's role as our good
23 neighbor is not all visible from military ground
24 scores or data sheets. High quality, caring people

1 comprise the engine that drives output at
2 Tobyhanna. I can personally attest to the
3 conscientious and enthusiastic support that has made
4 an indelible record in our region. Volunteerism
5 above and beyond all norms.

6 These civic-minded citizen soldiers have
7 endangered themselves to save human lives during
8 disasters that struck our community. During major
9 hurricanes they flew 794 missions. With 50 bridges
10 washed away they airlifted tons of supplies, serum
11 and first aid. After a record blizzard isolating
12 dozens of our communities, Tobyhanna mobilized over
13 100 mercy flights, dropping food to those stranded.
14 The Agnes flood brought another rescue effort by
15 personnel at Tobyhanna.

16 On their own time, Tobyhanna personnel
17 helped develop county-wide recycling and solid waste
18 management programs. There is no limit to Tobyhanna
19 personnel contributions. They are giving people.
20 Their generous contributions are critical to humane
21 purposes and are too lengthy to detail. The
22 groundswell of support you saw on Thursday,
23 supporting Tobyhanna, is a clear indicator of public
24 acknowledgment for this small army of notable

1 workers whose life ethic goes beyond the workplace,
2 into our surrounding environment. A combination of
3 professional skills with the highest level of human
4 responsibility and concern for others makes them the
5 best neighbor.

6 Tobyhanna employees truly excel, not only
7 in producing quality electronics, but by aiding
8 fellow humans in distress. Who benefits? All
9 Americans.

10 COMMISSIONER MONTOYA: Thank you very
11 much.

12 Mr. Chester Bogart.

13 MR. BOGART: Good morning. My name is
14 Chester Bogart. This is my mother. It gives me
15 great pleasure to represent the 400 employees at
16 Tobyhanna who has a handicap. We are honored to
17 work at Tobyhanna, because we cannot serve in our
18 armed forces. Tobyhanna lets us serve our country
19 through the work we perform. Tobyhanna gives us
20 great pleasure to work for a great country.

21 Tobyhanna has a great program called
22 Operation Santa Claus. We reach out to the
23 communities, and we help others with other
24 handicaps. It makes us feel good through knowing we

1 can help. Please do not take that away from us.

2 Thank you very much.

3 COMMISSIONER MONTOYA: Thank you very
4 much.

5 (Applause)

6 COMMISSIONER MONTOYA: Ms. Janet Wright.

7 MS. WRIGHT: Good afternoon, Mr. Chairman
8 and members of the BRAC Commission. I would like to
9 take this opportunity to thank you for allowing me
10 to speak.

11 Yes, my name is Janet Wright. And I work
12 for the Defense Distribution Depot located at the
13 Tobyhanna Army Depot. I have been employed for nine
14 years. And I am a single mother raising three sons,
15 two of which are adopted. I don't think I have to
16 tell you how hard it is to raise a family in this
17 day and time. And I know I don't have to tell you
18 how hard it is for an unemployed single mother to
19 raise a family.

20 I strive to give my children a decent life
21 and a good education, with hopes that one day they
22 will be able to provide their families with even
23 more. This dream will fade away if Tobyhanna Army
24 Depot and Defense Distribution Depot were to close.

1 It would be extremely hard and difficult for me to
2 find an equal paying job, when my age, sex and race
3 all play against me. How would I pay for child
4 services which I would need if I were unemployed?
5 It is tough enough now to make ends meet.

6 The Commonwealth of Pennsylvania has taken
7 more than its share of BRAC cuts in the past. And
8 if Tobyhanna were to close, it would have a
9 devastating effect on northeast Pennsylvania. I
10 hope that you don't misunderstand my plea, or feel
11 I'm one-sided and selfish. I'm concerned for the
12 whole entire depot and the economic impact that the
13 entire region would have. It makes no sense to me
14 to close the best. What the Commission should do is
15 strengthen Tobyhanna Army Depot and continue to keep
16 the best. Thank you.

17 (Applause)

18 COMMISSIONER MONTROYA: This is your family,
19 Mr. Lampton?

20 MR. LAMPTON: Yes. This is my wife Ellen
21 and my son Neal.

22 COMMISSIONER MONTROYA: Nice to meet you.
23 Nice to have you here.

24 MR. LAMPTON: We were at Lexington when

1 BRAC '88 decided to close that facility, and made
2 the decisions to move my COMSEC mission to the
3 number one depot in the Army, Tobyhanna. We think
4 that was a good decision. For the \$128 million
5 building designed specifically to support my unique
6 mission, and the tremendous support I get from the
7 rest of the depot, we've become much more efficient
8 and responsive to the military's needs. In fact, a
9 recent study conducted by members of all the
10 services and NSA recommended that the DOD
11 cryptographic key mission be consolidated right
12 there in that new facility.

13 At the time of the transfer, my wife and I
14 spent 25 years in Lexington establishing roots and
15 raising our family. So you can imagine the decision
16 was pretty tough for us to make that move. But we
17 decided to make that tough decision because we, as
18 taxpayers and citizens, thought that it was the best
19 thing for the country, to reduce the excess capacity
20 and increase efficiency.

21 More importantly, they were moving us to
22 the best managed, most efficient, and number one
23 rated depot in the Army, and we felt that there was
24 some stability associated with that. Personally, it

1 did take financial and also emotional stress. It
2 has taken us two years to finally feel comfortable
3 in the Poconos, call that our home, and become
4 involved in our community and our church again.

5 So in closing, let me just say that we're
6 not asking for any preferential treatment. All we
7 ask is that you take the politics out of the
8 decision-making process, review the facts, and make
9 the right decision to keep the best. Tobyhanna.

10 Thank you.

11 (Applause)

12 COMMISSIONER MONTOYA: All right. Our last
13 speaker for Tobyhanna is Mr. Austin Burke.

14 MR. BURKE: Yes, sir, Mr. Chairman, thank
15 you. Mr. Chairman, members of the Commission,
16 people of northeastern Pennsylvania have achieved a
17 remarkable economic comeback. Since World War II
18 when our major industry collapsed, we have dedicated
19 our community to the creation of quality jobs. We
20 bought a surplus bomber wing plant and converted it
21 to civilian production. We created business parks
22 for new industry. We improved our communities,
23 adding heritage parks, ski areas, and a stadium.

24 We funded educational programs to provide

1 the skills demanded by the jobs of tomorrow. We're
2 succeeding. Today our diverse economy includes
3 information industries, tourism, and advanced
4 technology operations, epitomized by Tobyhanna Army
5 Depot's excellence in electronics.

6 We're succeeding because our people retain
7 the core qualities that made the American experiment
8 successful. We're patriotic. We have always
9 answered the call. We're caring. The United Way
10 ranks us as among the most generous in America. And
11 we work hard. Employers here enjoy those worker
12 qualities that make Tobyhanna the finest depot in
13 the system. We get the job done. We apply new
14 knowledge. We advance the technologies. We strive
15 to achieve what we have at Tobyhanna. The absolute
16 best.

17 Shutting down Tobyhanna would negate our
18 core beliefs, dismissing the most productive workers
19 in the system would mock our work ethic. Closing
20 the depot ranked first in military value would belie
21 the objectivity we expect from the BRAC process.
22 Our economic renewal is already weakened by defense
23 industry cutbacks. Closing Tobyhanna would cause a
24 loss of jobs and a loss of faith that would undo 50

1 years of building our community.

2 For our people, these wonderful people at
3 Tobyhanna, and for our nation's defense, keep the
4 best, keep Tobyhanna Army Depot. Thank you very
5 much.

6 COMMISSIONER MONTROYA: Thank you very
7 much.

8 We now have two speakers for New York. If
9 you will all please kindly in deference to them hold
10 your places. Mr. Sean O'Connor.

11 MR. O'CONNOR: Mr. Chairman, commissioners
12 and staff, good afternoon. My name is Sean
13 O'Connor, and I am the chairman of the Niagara
14 County Legislature, the county in which the Niagara
15 Falls Air Reserve Station is located.

16 On behalf of the entire county legislature
17 and the western New York community, I am here today
18 to show our support for the retention of the Niagara
19 Falls Air Reserve Station. The 914th Airlift Wing
20 in our western New York community have developed a
21 longstanding and mutual beneficial relationship.
22 They serve a vital role in our community, being
23 fundamentally involved in areas such as total
24 quality management, and home to our Niagara Quality

1 Council.

2 They are a major team player and
3 participant in our county-wide mutual aid fire and
4 response program, as well as being a big part of our
5 HADMED plan and their programs. The 914th also
6 provides an array of services that benefit our
7 overall airport operation and economics at our
8 Niagara Falls International Airport. Services that
9 include, but are not limited to, the airport fire
10 safety and rescue manpower and equipment, as well as
11 various air field maintenance tasks, such as snow
12 plowing of the main runway.

13 Niagara Falls Air Reserve Station plays a
14 vital role in our regional economy. The direct
15 impact of the 914th Wing alone has been estimated at
16 upwards of \$55 million annually. The base is the
17 second largest employer of Niagara County. Of all
18 the C-130 stations under review, it has been shown
19 that the closure of the Niagara Falls Air Reserve
20 Station would have the greatest and most harmful
21 effect on our local community. The economic impact
22 to our region would be devastating.

23 Yes, the air base does get give back to the
24 community over and over again with jobs, community

1 participation, ripple effects on the economy. In
2 return, the county also supports the base, due to
3 the standing kinship that we have developed between
4 us. Together we have taken the team approach in
5 addressing many of our shared local issues. Our men
6 and women in the reserve unit give back to the
7 United States and to the world security and world
8 peace.

9 COMMISSIONER MONTOYA: Thank you very
10 much.

11 (Applause)

12 COMMISSIONER MONTOYA: And Ms. Sandra
13 Sibley?

14 MS. SIBLEY: That is correct.

15 Chairman Montoya, Commissioners Cox and
16 Cornella, thank you for allowing me to have the
17 opportunity to have the last word. I'd like to
18 share some of my thoughts about Niagara Falls Air
19 Reserve Station and the 914th Airlift Wing. I am a
20 Niagara County Legislator, like Mr. O'Connor. I've
21 lived in western New York for 18 years, and I call
22 myself a naturalized New Yorker, because I actually
23 grew up south of Boston here. So I'm home -- my
24 original home -- today.

1 Western New York is known for its natural
2 beauty, and its people are warm, caring, hard
3 working, patriotic and proud of who they are and
4 where they live. We are family. And the people of
5 the Niagara Falls Air Reserve Station are important
6 members of that family. Our presentation earlier
7 was full of facts and figures about military value,
8 operating cost, and economic impact, all easy to
9 quantify.

10 But I submit to you today that our military
11 value, which is considerable, and our operating
12 costs, which are low, and the other quantifiable
13 components of the Niagara Falls Air Reserve Base and
14 the 914th, happen because of its people. They make
15 it happen. They are skilled, patriotic, hard
16 working and dedicated to our country and their lives
17 in western New York. We in Niagara are all proud of
18 our base. We want to keep it. We are fierce in our
19 support of it.

20 So I ask you today, as you tally up the
21 hard data and make your deliberations, that you also
22 consider the very tangible issue of the people of
23 western New York and their contributions to the
24 success and value of the Niagara Falls Air Reserve

1 Station. We, the people, ask you to keep our base
2 open.

3 Thank you.

4 (Applause)

5 COMMISSIONER MONTROYA: Thank you very
6 much.

7 This concludes our day. And you've all
8 heard how difficult a task that we have. But I want
9 to leave you with one thought on behalf of myself
10 and the commissioners: That this experience has
11 enriched our lives greatly. And we've met so many,
12 many fine citizens such as you, and you demonstrate
13 your patriotism and love for your country. And we
14 thank you for that. Thank you for coming.

15 I also wish to thank all the other
16 officials and community members who assisted us in
17 our base visits in preparation for the hearing;
18 particularly Senator Kennedy and his staff for their
19 assistance in providing us this wonderful building.
20 Our thanks to the Kennedys and their staff.

21 (Whereupon, the proceedings were
22 adjourned at 1:35 p.m.)

C E R T I F I C A T E

I, Robin Gross, Registered Professional Reporter, do hereby certify that the foregoing transcript, Volume I, is a true and accurate transcription of my stenographic notes taken on June 3, 1995.



Robin Gross

Registered Professional Reporter

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