

July 6, 2005

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TO: Secretary Anthony Principi
Chairman, 2005 Base Realignment and Closure Commission
2521 S. Clark Street, Suite 600
Arlington, VA 22202

Received

FROM: MG (USA Ret) William H. Riley, Jr.
6200 Via Aventura Dr
El Paso, TX 79912

Dear Mr. Chairman:

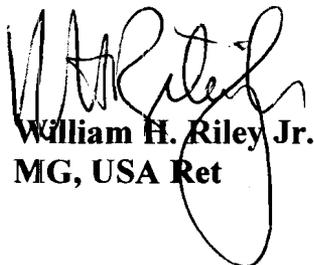
By way of introduction, I am a retired Major General who served this country for over 30 years. I served in command of all the major types of troop commands in Air Defense Artillery, culminating in 1984-86 with the position of Deputy Commanding General of Ft Bliss, Texas.

I write to you because of my concern for the direction that has been set by the Department of Defense for Air Defense Artillery in the future; specifically the move of the ADA Center and School from Ft Bliss to Ft Sill. Recently, the Senate has been provided with the rationale, assumptions, and analysis for this move. I believe this analysis is flawed, with many errors of omission/commission, such as: the airspace restrictions appear to be mixed up between Ft Sill and Ft Bliss (Ft Sill is very restrictive; Bliss is not); the road infrastructure at Ft Sill cannot support the large truck driving school which is an adjunct to the ADA School; and the "Net Fires Concept" is operationally unsound. There are many other considerations, which I have addressed and attached in the enclosed issue papers. Some have specified that money was not an issue...I think the analysis suggested about \$300,000 should cover the School move—but I think this figure is a gross underestimate, and the figure is perhaps 1/10th the actual cost.

I hope the attached issue papers will prove helpful to you. I am concerned that a rash and ill-considered move of ADA to Ft Sill will have lasting effects on our military effectiveness and operations. Although Ft Bliss stands to gain some 11,000 troops under BRAC, I think the larger issue is whether our military will gain or lose effectiveness in this shuffle. I also think Ft Bliss could easily accommodate BOTH the 1st Armored Division elements AND the ADA Center and School.

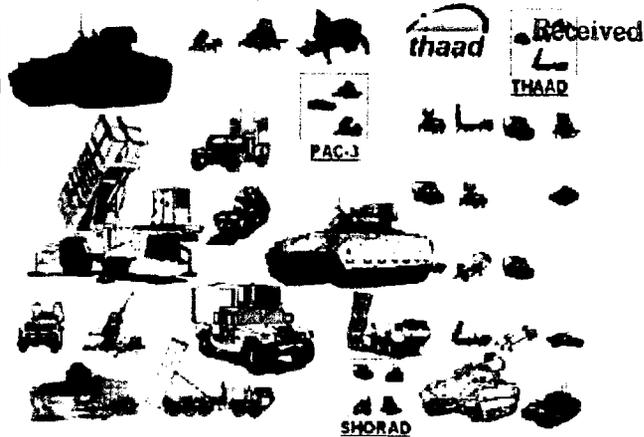
Thank you for your continued support to the El Paso/Ft Bliss community and our National Military Forces.

Sincerely,



William H. Riley Jr.
MG, USA Ret

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REASONS NOT TO MOVE AIR DEFENSE

1. **Cost and Risk:** Estimated cost of moving ADA Ctr & Sch is at least \$297M (total estimates could reach billions, and one source tells me that \$300M is not one-tenth of the true cost of the move). USAADASCH is a massive technology base for computer-based teaching. Each of the Patriot Conduct of Fire Computers (PCOF) will cost \$500,000 just to transport them to Ft Sill. Labor involved in the PCOF transfer will amount to \$1.9M. Where will savings be realized?
2. **Operational Impairment:** The "Net Fires" Concept has serious, high risk errors for successful ADA operations. It assumes functional overlap between ADA and FA---overlap that doesn't exist in reality. FA engages fixed or slow-moving objects on the ground; while ADA engages multiple, fast-moving objects in the air. Tactics, techniques, identification-friend-or-foe needs, technical language and procedures to solve these problems are fundamentally different between the two branches. The new C-RAM system is a good modification of the old Phalanx Navy system, but it is only a tiny percent of firepower, and certainly not justification for moving all the ADA Schools and Center to Ft Sill.
3. **Ranges/Infrastructure at Ft Sill Inadequate for ADA:** Cannot fire Stinger Manpads, Patriot, etc.. at Ft Sill. Costs will be incurred for yearly travel back to MacGregor Range to fire and train.
4. **Loss of Technology base (Personnel & Equipment):** If the Center and School move to Ft Sill, El Paso will lose 4,564 military and 223 civilian jobs, many of which are high grade R&D and Force-Development-related. El Paso Technology firms (Raytheon, Boeing, et al) will move to Huntsville, AL and

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other centers, and there will be a brain drain out of State on UTEP engineer graduates.

5. **Loss of Experience (Civil Service and Industry) Base:** USAADASCH has been directed over the past years to convert military instructors to Civil Service positions, and therefore NCO's and CWO's have retired and filled School slots. They have built homes and settled in El Paso, and they will not relocate to Ft Sill.
6. **Allied Infrastructure at Ft Bliss:** The German Air Force has recently announced that they will reduce their Tornado Jets at Alamogordo by 20%. In addition, the GAFADS has been at Ft Bliss since 1956, and yet they were not consulted or given warning of the proposed departure of the USADASCH and Center under BRAC. They have invested millions of dollars in brick and mortar, as well as technology infrastructure, at Ft Bliss.
7. **History/Lineage at Ft Bliss:** Over 65 years of tradition and lineage for Air Defense at Ft Bliss doesn't lend itself to statistical analysis, but it is a major factor in the minds of ADA Soldiers and Retirees, who cherish their proud service to this post and its community
8. **Home Basing makes sense:** In 1997, ADA formed an "Air Defense Center of Excellence", which brought all ADA Brigades to Ft Bliss to achieve synergy of effort. Not only was quality of life improved for our soldiers (who are subject to frequent deployments overseas) and their families, but it also achieved cost savings in logistics (parts, fabrication, and repairs), operations, and readiness.

If this decision to Move Air Defense to Ft Sill does not save money, impairs operational effectiveness, hurts ADA's ability to use ranges and maintain their training proficiency, results in the loss of critical Technology and Experience bases, disrupts and adds turbulence to the Allied training base, and dismantles the proud History and Lineage of the ADA command structure.....

THEN WHY NOT CANCEL PLANS TO MOVE FT BLISS??



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BRAC ATTACK **10 June 05**^{Received}
(Feedback from a former Deputy CG of Ft Bliss)

El Paso seems happy with the news that they will gain 11,000-plus troops under the results announced for the Base Realignment and Closures (BRAC) Review. However, I am more concerned with the impact of moving the Fort Bliss Air Defense Center and School to Ft Sill, Oklahoma. More effort seems being devoted by the appropriate congressional representatives to saving the four other military bases in east Texas that have been cut by the BRAC announcements. However, I don't think it is an exaggeration to say that the ADA move to Ft Sill will be quite possibly the demise of Air Defense Artillery in the Army, and I would hope major effort is devoted to reversing some decisions that I believe will have major repercussions for our Army in the future. This paper is devoted to advancing my reasons for concern over the BRAC decisions.

I have tried to ignore the parochial and political intrigue that the rumor mill has produced. However, since the rationale for the BRAC decisions has not been forthcoming and other parts are classified, I will address the issues as I see them and as my background and experience allow me to view them.

1. Saving Ft Sill from BRAC Closure: One statement I heard was that this is primarily an effort to save Ft Sill from closing under the BRAC study. I know there is an effort to create multi-function bases in the USA---with a mix of fires and support that can be rapidly deployed (i.e. sending slices of Armor and ADA to Fts Benning and Sill). However, high-level study groups frequently ignore factors like morale, esprit, chain of command, coalition warfare coordination, and theater operational requirements. Not all of the ADA battle is fought at Brigade and below levels, and Theatre ADA requirements are quite complex for airspace control, coalition warfare, joint ADA service coordination, etc.. Yesterday, at a change of command for the Commanding General of Ft Bliss, I listened to the TRADOC CG delineate, in a most articulate way, the many improvements that had been made in the ADA School and Center at Ft Bliss. I could not help but think that the BRAC initiatives will destroy nearly all of the progress that has been made in the Schoolhouse and in the deployment of ADA and other Branch units. Has the BRAC committee considered the fact that during the last two wars (Desert Storm, Iraq/Afghanistan), the senior officers of Ft Bliss School and Center were deployed to handle the Command and Control Centers in Israel, Kuwait, Qatar, Bahrain, and other areas? By being stationed at Ft Bliss, they had the advantage of knowing the commanders of the ADA units stationed at Bliss, as well as the capabilities and strengths of those units. The Joint Services

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Coordination Centers are a mammoth undertaking of coordination with considerable effort made in accommodating the host nation's desires, inputs, and needs. Coalition warfare is a prerequisite of most future battles, and capable leadership will be hard to assemble and handle the needs of Air Defense coordination/control above fire unit level. Fratricide is a serious problem, and airspace coordination requires a full team effort at echelons above brigade fire unit. The proposed move to Ft Sill is a bad idea for many reasons, which I will attempt to enumerate.

2. Inadequate Ranges at Ft Sill: The ranges are inadequate at Ft Sill to fire the Patriot missiles---any ADA unit stationed at Ft Sill will have to return to MacGregor Range/Ft Bliss to fire missiles and maintain firing proficiency. Although Patriot missiles are fired only sparingly because of the cost, the units use the MacGregor Range yearly for maneuvering and bringing their units up in readiness status all the way to the point of an actual firing. The travel from Ft Sill to MacGregor Range will not only incur additional expense each year, but the units themselves will lose the experience base shared with their sister units at Ft Bliss. Even the FA's Multiple Launch Rocket System (MLRS) of Ft Sill also must travel to MacGregor Range to fire its missiles. Additional firings of Redeye, Stinger, Stryker, Pedestal Mounted Stinger, as well as Patriot lot acceptance firings and other ADA weapons must fire at MacGregor Range.

3. Cost to replicate Technology Infrastructure at Ft Bliss: The ADA Schoolhouse is a massive technology base, with computer technology to assist in imparting very technical knowledge through a great variety of courses. I doubt that Ft Sill could even handle the power requirements of this task, never mind the technical integration of all the self-paced computer frameworks. It would require the purchase and installation of expensive power converters to accommodate the power needs of these sophisticated training computers. I have been told that the Patriot Conduct of Fire (PCOF) computers would cost some \$500,000 each just to transport them to Ft Sill, and there are three of these huge training devices. A recent estimate of moving the PCOF's reaffirmed that it would cost \$1.98 Million---labor ONLY. Packing, crating materiel and transportation are NOT included.

4. Impact of Civil Service Conversion: Over the past several years, the Schoolhouse has been directed to convert military instructors to civilian civil service positions. Much progress has been made in converting NCO's and CWO's to civil service slots, and this base of expertise is a valuable but fragile entity. The feeling is already being perceived, from "town meetings" with civil service employees, that a large number of them will not transfer to Ft Sill---this valuable base of experience is perishable, and not easily reconstituted.

5. Loss of Experience base at El Paso if move to Ft Sill: If the ADA Center and School move to Ft Sill, El Paso will lose 4,564 military and 223 civil

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jobs, many of which are high grade R&D and Force Development-related. We would lose up to 500 analyst/engineer positions in El Paso firms (\$70,000 salaries). We would lose near-term, long-sought-after opportunities for new engineering and R&D jobs, and a planned R&D Park. There would be a brain-drain of Univ of TX at El Paso engineering and science graduates, who are predominantly Hispanic, and whose numbers far exceed local job opportunities. A present initiative which provides Army ADA Career Course attendees to a UTEP Leadership Master's Degree Program will be disestablished.

6. Branch Schools are Valuable Assets: On the broad side of the issue, I would hate to see the Army lose the repository of experience and talent that rests in the Branch Schools and Centers under TRADOC. There SHOULD be an Artillery Center and School at Ft Sill; an Armor CTR/Sch at Ft Knox; an Infantry Ctr/Sch at Ft Benning; an Aviation Sch/Ctr at Ft Rucker; and ADA Sch/Ctr at Ft Bliss; etc., etc.. I would need many more pages to this letter to explain this, but it should be SELF-EVIDENT! Although the Branches can sometimes be more parochial than we might like, they also provide valuable leadership to their subordinate units, as well as orchestrating recommendations on R&D decisions, and responding to Congressional inquiries, as well as other functions. We might go one step further into the ridiculous and ask why do we need a Pentagon?

7. 1st Armored Division to Ft Bliss: It has been reported that an Armored Division will be retasked from Europe to Ft Bliss. Since the Armored Div CG is a two-star General slot, it has been decided through BRAC that he will command Ft Bliss. ADA will lose the 2 star slot at Bliss, and the ADA one-star will be sent to Ft Sill to be the Asst Comdt of the ADA School. The Ft Sill 2-star will command Ft Sill and all units assigned to it. This will be a bad plan for the following reasons:

a. One consideration was to avoid two 2-star Generals at Ft Bliss. Why can't there be two 2-star Generals at Ft Bliss? I was assigned to Ft MacPherson where 14 Generals all lived together on Staff Row. They each had separate commands, and other than social interaction, they did not mix their command business with the other commands. ADA and Armor are separate branches, and I don't think either branch can fully understand the complexities of the other. An Armor General has not grown up with the various ADA systems and does not understand their functioning, command and control, nor their employment. The same could be said of an ADA General and Armor systems. Why can't both 2-star Generals manage each of their commands at Ft Bliss (there appears to be plenty of room for both commands)? We certainly wouldn't want the Armor General to only commence become acquainted with all his subordinate units only when the war begins, and we conversely would

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expect the ADA General to know the strengths and weaknesses of his subordinate leaders and their units before the battle begins. ^{received}

b. We have been down the road before of having ADA and FA be assigned to the same Personnel Branch and having their officers attend classes at both Ft Sill and Ft Bliss. It was a bad idea back then, and it is a worse idea now. The technology and employment of ADA weapons has progressed light-years since the days when the Branches were joined. I invite you to research the archives of the ADA Branch to trace the original reasons for having separate ADA and FA Branches. Please don't send us back to the Stone Age.

c. The preponderance of ADA Bde HQ and Bns are now stationed at Ft Bliss. They are convenient to MacGregor Range for both missile firing and for FTX's. Ft Bliss staff is expert in determining the scheduling, evaluation, and conduct of these events. Valuable expertise will be lost by sending the Center and Staff to Ft Sill. No ADA weapons can be accommodated on the ranges of Ft Sill.

8. German Air Force/ADA and Allies at Ft Bliss: The German Air Force has been training its ADA soldiers in the Patriot and Hawk Missile systems here at Ft Bliss since 1956, and are part of the family. Their economic impact will certainly be felt...all live on the economy; all spend money; and all will go home to Germany if we move to Fort Sill. They have not been consulted with, and they were surprised when the BRAC announcement was made. The German AF Defense center has about 130 staff, who train about 600 students each year. The Germans, as well as Allied Students from many other countries who live and train at Ft Bliss, have a close relationship with our post, as well as the firing ranges at MacGregor Range. The commanding officer of the German unit said that his military invests millions of dollars per year in operational costs, and have made numerous investments in the post infrastructure over the past decades. There is a great tradition of fondness for the El Paso region with our Allies, and there is a strong connection with the community.

9. Magnitude of the loss of Ft Bliss: Ft Bliss, WSMR, and Holloman AFB comprise 26% of the total DOD land. We have the largest DOD-controlled airspace in the world, and it is possible to fly from Ft Bliss to California without ever leaving DOD airspace. We have the largest maneuver area in the US Army---one million acres of training space with no environmental limitations. The Community (El Paso, Las Cruces, and Alamogordo) is extremely supportive of the military. Great training weather---300+ days of sunshine, and valuable desert training milieu. We are told that Ft Bliss ranked #1 in Military Value during the DOD BRAC analysis.

10. The Army Net Fires Center Concept: I have been only peripherally made aware of the new initiative to establish an Army Net Fires Center at Ft

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Sill (ADA and FA) and a Maneuver Center at Ft Benning (Inf and Armor). However, I am troubled by the goals, coordination, and operational deployment concept of the "Army Center of Excellence for Joint Fires and Effects" at Ft Sill, OK. I have often heard it said that the Army is always studying the last war they fought. It seems to me that this adage is partially true in this case, and I have major problems with the concept. When I was the DCG of 3rd Army/ARCENT in 1988-90, I frequently participated in CENTCOM field training exercises. USAF Gen Chuck Horner frequently chaired the meeting to develop the Air Tasking Order, and many issues of Airspace Control and Target Priorities were discussed---but I never saw a predominant influence of the Field Artillery Commander. Now, under the Net Fires Center, Fort Sill and the Field Artillery will be the Service Representative on all matters dealing with Joint Fires and Effects. In my military experience, the FA simply determines a coordinating altitude for a particular firing area, and then all the other Joint Service Aviation members check in by radio if they desire to transit that area. Yet now, under the new concept, Field Artillery is charged with "deconflicting the airspace; employing Air Force, Navy, and Marine Tactical Aircraft, Command and Control, and identifying and attacking targets". I wonder how the USAF and Marines feel about the FA controlling and integrating their A-10's and carrier-based aircraft? Just because FA has the surface-to-surface fire deliverers, how does this make them qualified to handle air-to-ground and surface-to-Air/Space fires? If we have a mini-TRADOC at Ft Sill, how will they exert doctrinal control over the USAF and Marines/Navy? When did FA ever deliver early warning previously to all the customers? Certainly this is not the way we have fought in Iraqi Freedom, Desert Storm, or Afghanistan. Frankly, it makes me wonder what happened in the last two wars ----Who did ADA make mad? Things like this usually originate in Lessons Learned and other battle lessons, but I see no evidence that this methodology has been followed by BRAC. I thought Generals Green, Anderson, and Bromberg and other ADA staff had made great fans out of the CENTCOM staff and other battle participants (there were many success stories of coordination and employment). I also envision that this will lead to the "dual qualifications" that we were burdened with when ADA and FA were joined until 1968. Hell, we can't even get our own ADA guys to become qualified technically in both HIMAD and SHORAD. Now we want both BRANCHES to become dual-qualified.

11. Proud History of ADA at Ft Bliss: I know that over 65 years of tradition and lineage of the ADA Center and School being at El Paso does not lend itself easily to statistical analysis, but it is certainly a factor in those of us who cherish this proud service to our city/country. It did not pass notice that Huntsville, Alabama, MDA, Army Materiel Command, and the R&D

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community all stood to gain significant expansions---perhaps this is reflective of the good political representation that Alabama had on the various committees concerned with Defense. At any rate, if all the weapons R&D and ADA HQ expertise moves out of El Paso, then Raytheon, Boeing, and other Defense contractors will follow with moves to Huntsville, and El Paso will certainly experience a "brain drain", with the loss of jobs and skills. I understand the "initial" cost of moving the ADA Center and School was estimated by one evaluation team at \$300,000 (Ft Bliss has since estimated that the move will cost \$267 Million). This is extremely short-sighted, because there are many costs that we can envision which will rapidly inflate this estimate. This is also at a time when our Nation is incurring skyrocketing costs for the war in Iraq; recruiting is having a tough time meeting the increased personnel accessions demands (and bonuses are at record high levels for enlistment/reup); and the R&D budget is being expanded.

12. 1997 Home-Basing ADA: In 1997, ADA embarked on forming an "Air Defense Center of Excellence" (ADCOE), with the approval of high commands of the US Army. This initiative was targeted at bringing all the ADA Brigades to one location (Fort Bliss) in order to achieve synergy of effort. With all the deployments throughout the World for ADA, this effort would provide a home base with great quality of life for ADA soldiers and their families. As the most-deployed troops in the world, ADA soldiers could buy a home here, build equity, and become accustomed to El Paso and the opportunities that it provides. Further, wives and children could be tended to by the Post elements in the Chain of Command during the frequent deployments (Saudi, Germany, Korea, etc.). El Paso would also gain from the promise of a labor source after Army personnel retirement from the Military. Logistically and operationally, the home-basing idea also provided some efficiencies. Consolidation enabled units to piggy-back off multiple unit ASL's and PLL's, and cross-level parts between units. The units also utilize Contractor-operated facilities to enhance the readiness rates of our Army's #1 Strategic Option. We were able to swiftly deploy ADA units to Israel, South Korea, Turkey, Qatar, Kuwait, and Saudi Arabia, for example. After 5+ years, the Patriot forces and the ADA School have been able to take advantage of the AMCOM Modification and Installation Facility, which is operated by Raytheon here in El Paso. This AMI is a place where unit intermediate direct support maintenance and fire unit maintenance officers can obtain seasoned support and repairs to their equipment at reduced cost, versus having to send systems to the Army Depot in Pennsylvania. Raytheon also has another facility in El Paso (at Biggs AAF; called "the Hangar") that serves as a great resource for maintenance support and fabrication of hard-to-find Patriot repair parts. Both Raytheon locations can perform Depot-level repairs on almost all Patriot components. The value has

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been repeatedly demonstrated during the Patriot Reset Program, where every single PAC-3 (most advanced version of Patriot) was returned to full 10/20 pre-deployment standards. When the Patriot and ADA Brigades/Battalions deploy to multiple locations, this synergy will be difficult to duplicate, and its absence will result in more costs to the taxpayer.

13. Moving the ADA Museum to Ft Sill is a very bad idea. Our present physical plant has improved greatly from the days when we inherited the old Ft Bliss PX complex. The physical size of this building is over 108,000 square feet, making it one of the largest military museums in the USA. We have relocated ADA equipment that had been stored in some 17 warehouses within Ft Bliss and have restored many valuable pieces of military hardware. We have worked to raise money through Gala Veterans' Day Celebrations, raffles, silent auctions, grants, donations, memberships, and other events. This allowed us to build a million-dollar, 189-seat auditorium, that is able to project state-of-the-art graphics, and we hold monthly History lectures as well as Unit events to highlight historical relevancy. We are proud of our progress and have a plan to make further improvements.

There is a retired military population in El Paso of some 50,000 retirees, the majority of which have served in ADA and been stationed repeatedly at Ft Bliss during their active duty careers. The ADA museum is well attended by them, and at our Gala Ball we routinely have some 750+ attendees who pay \$50 per seat and more (some tables sell 10 seats for \$10,000) to attend and honor our veteran heroes. This audience would be lost if the museum moves to Ft Sill, since there would be no relevance there to past ADA assignments or experience. There would also be considerable costs involved in building a suitable repository for present displays---and the displays should be not just a parking lot for weapons, but rather a "diorama", showing uniforms, vehicles, arms, and other memorabilia appropriate for the specific weapon. We have worked hard to inject history into the schoolhouse and community, and it would be a shame to lose this effort.

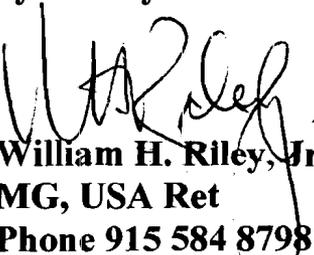
14. ~~Finally, it is a twist of irony that I myself am addressing this issue. I was the first Brigade Commander of ADA to be tasked with fielding that Brigade at Ft Lewis, WA in an Infantry Division (9th ID). The purpose, as part of the High Technology Test Bed, was to give the Infantry Divisions a slice of all ADA weapons and command/control/communications. Now, at the direction of the Secy of the Army, we are doing away with Divisional HQ, and fielding "Units of Exploitation" in an effort to construct highly deployable units with an appropriate mix of fires and support. I say it is irony because in 1980 when I formed the ADA Brigade at the 9th ID, the end result was that the Army could not afford the assets to put such a unit in every Division, and so the idea was scrapped. So now we are attempting to put an ADA slice in every one of the~~

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Brigades that is being formed under the new concept. While I fully agree that a deploying Brigade really needs ADA accompanying them to establish an airhead, I also worry that if this is not done correctly, we will fritter away our precious few ADA assets at the lower levels of command support and not be able to deploy ADA on high-dollar value assets that desperately need ADA protection. Further, there must be a higher level of command and control than at Bde level---as proved by our recent deployments for Iraqi Freedom and Desert Storm.

15. I know that others are working to reveal facts and concentrate on some of the BRAC recommendations concerning ADA . I also understand the reluctance of some local key active military representatives to make their own opinions of opposition to the ADA move known, because there is a strong tradition of loyalty to the chain of command that will tend to suppress any criticism of the planned move to Ft Sill. However, a bad decision only gets worse with age, and I would hope that critical issues receive expeditious handling and reach the proper decision-makers early in the process.

I submit these comments not out of a sense of "sniping" at the BRAC committee and higher Army authorities, but rather out of a genuine concern for the direction our efforts at Ft Bliss have taken and in a spirit of trying to air my concerns about the future, with a view to preventing actions to "fix something that isn't broken". Although retired, I am still intensely loyal to the Army and belong to several local Veterans' groups. Please do not promulgate changes that may not have considered all the ramifications, costs, and operational consequences that may be visited on our Branch and the Army. Thank you for your consideration of these matters.


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